



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

MATCHING MAXIMIZE SOLUTION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : MATCHING MAXIMIZE SOLUTION PUBLIC COMPANY LIMITED

Symbol : MATCH

Address : 305/12 SUKHOTHAI SOI 6, SUKHOTHAI ROAD, DUSIT, DUSIT

Province : Bangkok

Postcode : 10300

Business : The Company's core businesses consist of equipment rental business, studio rental business, content business and a joint venture producing feature films.

Registration Number : 0107545000365

Telephone : 0-2669-4200-9

Fax (if applicable) : 0-2243-1494, 0-2243-4124

Website : <http://www.matchinggroup.com>

Email : info@mmsbangkok.com

Total Shares Sold (shares)

Common Stock : 781,628,733

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	350,840.00	343,130.00	450,785.00
Equipment Rental Services (Thousand baht)	248,920.00	270,420.00	325,673.00
TV Content Production (Thousand baht)	25,330.00	38,450.00	41,072.00
Studio Rental Services (Thousand baht)	73,460.00	30,700.00	79,819.00
Product Sales (Thousand baht)	3,130.00	3,560.00	4,221.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Equipment Rental Services (%)	70.95	78.81	72.25
TV Content Production (%)	7.22	11.21	9.11
Studio Rental Services (%)	20.94	8.95	17.71
Product Sales (%)	0.89	1.04	0.93

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	350,840.00	343,130.00	450,785.00
Domestic (Thousand baht)	350,840.00	343,130.00	450,785.00
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Technological changes and obsolete filming equipment (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Product obsolescence

Investment in new equipment (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Product obsolescence

Arrival of new operators and lower production budget (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

- Business operations of partners in the supply chain
- Competition risk

Worker shortage in the service sector (Equipment Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Possible failure to attract clients as targeted (Studio Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

Risk associated with dependence on just a few key customers (Studio Rental Service Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Technological changes (Content Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Decline in popularity of television programs or changes in consumer trends (Content Business)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies

Copyright infringement (Content Business)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Ability to repay debts of receivables

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Changes in lending interest rates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

Exchange rates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Personal Data Protection Act 2019 (PDPA)

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Cyber threats arising from heavier reliance on technology

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- System disruption risk

Climate changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Potential outbreaks new diseases in the future

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Pandemic risk

Operational Risk

- Pandemic risk

Risk to Securities Holder (2.2.2)

Influence of the major shareholder on overall management policies

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Possible conflicts of interests and competing businesses from the major shareholder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Low free float that results in lower trading liquidity

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.matchinggroup.com/th/sustainable-development>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.matchinggroup.com/th/sustainable-development>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	160,965.00	194,600.00	148,287.00
Gasoline (Litres)	4,115.43	4,270.84	7,177.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	1,279,563.00	1,354,137.00	1,459,418.00

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	16,172.00	18,125.00	23,845.00

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	0.00	10,544.38	25,492.00
Hazardous waste (Kilograms)	0.00	950.00	1,546.00
Total waste generated (Kilograms)	0.00	11,494.38	27,038.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	106.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	222.00

Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	328.00

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.matchinggroup.com/th/sustainable-development>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	332	353	338
Number of female employees (Persons)	86	104	105
Total number of employees (Persons)	418	457	443

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	86,734,481.51	114,967,460.00	106,190,394.65

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	1.37	16.29	17.02
Employee development and training expenses (baht)	510,668.27	417,436.00	911,969.52

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	4	9	6
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	11.48	19.91	16.25

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : [https://www.matchinggroup.com/th/corporate governance policy](https://www.matchinggroup.com/th/corporate-governance-policy)

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	2	22.22
Number of non-executive directors	7	77.78
Number of independent directors	3	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SANSRIT YENBAMRUNG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	24 Apr 2018	Property Development, Banking, Engineering

2.	<p>Mr. AKARAT NA RANONG</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	6 May 2010	Risk Management, Audit, Finance, Media & Publishing
3.	<p>Mr. KAMOL RATANACHAI</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	12 Nov 2010	Risk Management, Audit
4.	<p>Mr. POOMCHAI WACHARAPONG</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	2 Jan 2014	Leadership, Corporate Management, Media & Publishing
5.	<p>Mr. CHATRAPEE TANTIXALERM</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Sep 2017	Audit, Finance

6.	<p>Mrs. YAOWALAK POOLTHONG</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	25 Apr 2018	<p>Strategic Management, Corporate Management, Data Analysis, Finance, Accounting, Media & Publishing, Property Development</p>
7.	<p>Mr. CHAYANONT ULIT</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: architecture</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	1 Aug 2020	<p>Corporate Management, Leadership, Project Management, Design, Architecture</p>
8.	<p>Mr. NEIL WAYNE THOMPSON</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Technician</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	23 Dec 2020	<p>Media & Publishing, Information & Communication Technology, Marketing, Data Analysis, Digital Marketing, Negotiation</p>
9.	<p>Mr. KOMKRIT SIRIRAT</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	23 Dec 2020	<p>IT Management, Engineering, Media & Publishing, Information & Communication Technology, Corporate Management</p>

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. AKARAT NA RANONG Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	14 May 2010	Risk Management, Audit, Finance, Media & Publishing
2. Mr. KAMOL RATANACHAI [1] Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	12 Nov 2010	Risk Management, Audit

3.	Mr. CHATRAPEE TANTIXALERM	Audit committee	27 Sep 2017	Audit, Finance
	Gender: Male	(Non-executive,		
	Age: 60 years old	Independent director)		
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Finance	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information		Position	Date position was assumed
1.	Mr. SANSRIT YENBAMRUNG	Chairman of the executive committee	9 May 2018
	Gender: Male		
	Age: 65 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. CHAYANONT ULIT	Member of the executive committee	1 Aug 2020
	Gender: Male		
	Age: 54 years old		
	Highest level of education: Bachelor's degree		
	Major: architecture		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Mr. NEIL WAYNE THOMPSON	Member of the executive committee	23 Dec 2020
	Gender: Male		
	Age: 66 years old		
	Highest level of education: Bachelor's degree		
	Major: Technician		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Mr. POOMCHAI WACHARAPONG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 Jan 2014
5.	Mrs. YAOWALAK POOLTHONG Gender: Female Age: 62 years old Highest level of education: Doctoral degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	5 Jul 2018
6.	Mr. KOMKRIT SIRIRAT Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Dec 2020

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Mr. AKARAT NA RANONG	Chairman
	Mr. CHATRAPEE TANTIXALERM	Member
	Mr. KAMOL RATANACHAI	Member
Nomination and Remuneration Committee	Mr. SANSRIT YENBAMRUNG	Chairman
	Mr. CHATRAPEE TANTIXALERM	Member
	Mr. KAMOL RATANACHAI	Member
Corporate Governance Committee	Mr. CHATRAPEE TANTIXALERM	Chairman
	Mr. AKARAT NA RANONG	Member
	Mr. KAMOL RATANACHAI	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAYANONT ULIT Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: architecture	CHIEF EXECUTIVE OFFICER	1 Aug 2020	Corporate Management, Leadership, Project Management, Design, Architecture
2. Mr. NEIL WAYNE THOMPSON Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Technician	Deputy Chief Executive Officer	23 Dec 2020	Media & Publishing, Information & Communication Technology, Marketing, Data Analysis, Digital Marketing, Negotiation
3. Mr. Pophan Limwongse Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Architecture	Senior Vice President	1 Apr 2023	Media & Publishing, Digital Marketing, Architecture, Design, Leadership
4. Mrs. Ladawan Khumsap [1][2] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Accounting	Senior Vice President	1 Jan 2013	Accounting, Finance, Data Management, Negotiation, Leadership, Audit, Internal Control, Budgeting
5. Mr. Chanintorn Ulit Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Film and Video	Senior Vice President	1 Oct 2020	Media & Publishing, Marketing, Digital Marketing, Leadership

6.	Mr. Adtachai Kittiwattananukroh [2] Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Vice President	15 Dec 2007	Media & Publishing, Accounting, Finance, Data Analysis, Data Management, Statistics, Negotiation, Leadership, Audit, Risk Management
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	14,540,000.00	19,360,000.00	16,440,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 338

Number of female employees (persons) : 105

Total number of employees (persons) : 443

Employee Remuneration

Total employee remuneration : 106,190,394.65

Provident fund

Total number of employees (persons) : 443

Number of employees contributing to the PVD (persons) : 235

Percentage of employees who are members (%) : 53.05

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Adtachai Kittiwattananukroh	adtachai@mmsbangkok.com	

- Company secretary

General information	Email	Telephone
1. Mr. Nanat Son sa-ad	nanat@mmsbangkok.com	

- Head of internal audit

General information	Email	Telephone
1. Ms. Wanida Kanjanasantisak	kwanida09@gmail.com	

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Ratchanee Jitsuttanaphol	ratchanee@mmsbangkok.com	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Mr. Sa-nga Chokenitisawat Email: sa-nga.chokenitisawat@pwc.com Telephone: 02-844-1000 EXT. 1182</p> <p>2. Mr. Krit Chatchavalwong Email: krit.chatchavalwong@pwc.com Telephone: 02-844-1000 EXT. 1261</p> <p>3. Mr. Kan Kanthawirat Email: kan.tanthawirat@th.pwc.com Telephone: 02-844-1000 EXT. 1442</p>	2,235,600.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SANSRIT YENBAMRUNG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 24 Apr 2018	Property Development, Banking, Engineering
2. Mr. AKARAT NA RANONG Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 6 May 2010	Risk Management, Audit, Finance, Media & Publishing
3. Mr. CHAYANONT ULIT Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: architecture Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Aug 2020	Corporate Management, Leadership, Project Management, Design, Architecture

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SANSRIT YENBAMRUNG	Chairman of the board	Non-participating
Mr. AKARAT NA RANONG	Director	Non-participating
Mr. KAMOL RATANACHAI	Director	Participating
Mr. POOMCHAI WACHARAPONG	Director	Non-participating
Mr. CHATRAPEE TANTIXALERM	Director	Non-participating
Mrs. YAOWALAK POOLTHONG	Director	Non-participating
Mr. CHAYANONT ULIT	Director	Non-participating
Mr. NEIL WAYNE THOMPSON	Director	Non-participating
Mr. KOMKRIT SIRIRAT	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 15

Date of AGM meeting : 26 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. SANSRIT YENBAMRUNG (Chairman of the board)	-	15/15	Participating	Did not hold the meeting
2.	Mr. AKARAT NA RANONG (Director)	-	15/15	Participating	Did not hold the meeting
3.	Mr. KAMOL RATANACHAI (Director)	-	15/15	Participating	Did not hold the meeting
4.	Mr. POOMCHAI WACHARAPONG (Director)	-	15/15	Participating	Did not hold the meeting
5.	Mr. CHATRAPEE TANTIXALERM (Director)	-	15/15	Participating	Did not hold the meeting
6.	Mrs. YAOWALAK POOLTHONG (Director)	-	15/15	Participating	Did not hold the meeting
7.	Mr. CHAYANONT ULIT (Director)	-	15/15	Participating	Did not hold the meeting
8.	Mr. NEIL WAYNE THOMPSON (Director)	-	14/15	Participating	Did not hold the meeting
9.	Mr. KOMKRIT SIRIRAT (Director)	-	15/15	Participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. SANSRIT YENBAMRUNG (Chairman of the board)	-	1,170,000.00	0.00	No
2. Mr. AKARAT NA RANONG (Director)	-	820,000.00	0.00	No
3. Mr. KAMOL RATANACHAI (Director)	-	760,000.00	0.00	No
4. Mr. POOMCHAI WACHARAPONG (Director)	-	600,000.00	0.00	No
5. Mr. CHATRAPEE TANTIXALERM (Director)	-	810,000.00	0.00	No
6. Mrs. YAOWALAK POOLTHONG (Director)	-	600,000.00	0.00	No
7. Mr. CHAYANONT ULIT (Director)	-	360,000.00	0.00	No
8. Mr. NEIL WAYNE THOMPSON (Director)	-	360,000.00	0.00	No

9.	Mr. KOMKRIT SIRIRAT (Director)	-	600,000.00	0.00	No
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Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. AKARAT NA RANONG (Chairman of the audit committee)	-	12/12
2.	Mr. KAMOL RATANACHAI (Audit committee)	-	12/12
3.	Mr. CHATRAPEE TANTIXALERM (Audit committee)	-	12/12