



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**T.K.S. TECHNOLOGIES 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 : T.K.S. TECHNOLOGIES PUBLIC COMPANY LIMITED

Symbol : TKS

Address : 30/88, Moo 1, Jesadawitee Road, Khok Kham Sub-district, Mueang  
Samut Sakhon District

Province : Samut Sakhon

Postcode : 74000

Business : Production and sale of business forms, Security forms, digital  
printing, continuous computer and Warehousing management

Registration Number : 0107540000014

Telephone : 0-2784-5888 (50 คู่สาย)

Fax (if applicable) : 0-2784-5858, 0-2784-5860

Website : <http://www.tks.co.th>

Email : [investor@tks.co.th](mailto:investor@tks.co.th)

#### Total Shares Sold (shares)

Common Stock : 508,448,439

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)	1,717,398.00	1,581,755.00	1,488,262.00
Security Solutions (Thousand baht)	657,226.00	643,757.00	585,689.00
Digital Solutions (Thousand baht)	288,391.00	298,147.00	263,612.00
Card Solutions (Thousand baht)	166,689.00	0.00	0.00
Fulfillment Solutions (Thousand baht)	308,992.00	295,902.00	246,810.00
Label & Packaging Solutions (Thousand baht)	187,339.00	228,949.00	273,102.00
Platform Solutions (Thousand baht)	108,761.00	115,000.00	119,049.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Security Solutions (%)	38.27	40.70	39.35
Digital Solutions (%)	16.79	18.85	17.71
Card Solutions (%)	9.71	0.00	0.00
Fulfillment Solutions (%)	17.99	18.71	16.58
Label & Packaging Solutions (%)	10.91	14.47	18.35
Platform Solutions (%)	6.33	7.27	8.00

**By Geographical Area or Market**

	2021	2022	2023
Total revenue from operations (Thousand baht)	1,717,398.00	1,581,755.00	1,488,262.00
Domestic (Thousand baht)	1,656,034.00	1,487,056.00	1,342,175.00
International (Thousand baht)	61,364.00	94,699.00	146,087.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	96.43	94.01	90.18
International (%)	3.57	5.99	9.82

**Other income as specified in the financial statements**

	2021	2022	2023
Total other income (Thousand baht)	19,103.00	95,736.00	54,645.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	19,103.00	95,736.00	54,645.00

**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 : Yes

(Unit : Thousand baht)	2021	2022	2023
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R&D expenses in the past 3 years	3.26	0.63	1.64
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# 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)**

**Risk from doing business by holding shares in other companies.**

**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

### **Liquidity Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Financial Risk

- Insufficient sources of funding
- Fluctuation in return on assets or investment

### **Risk from non-compliance with tax law**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Compliance Risk

- Violations of laws and regulations

### **The risk of participating in corruption**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Human error in business operations
- Corruption

### **Cybersecurity Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Information security and cyber-attack

### **Inflation Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

### **Risk from rising energy prices**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

## **Risk of extreme climates**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Operational Risk

- Climate change and disasters
- Impact on the environment

# 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.tks.co.th/sustainable/policy-document/?\\_gl=1\\*6corj9\\*\\_up\\*MQ..\\*\\_ga\\*MTI0MDEwMjl1Ni4xNzEwOTMwNTQw\\*\\_ga\\_VLYM5LY1Y0\\*MTcxMDkzMDU0MC4xLjAuMTcxMDkzMDU0MC4wLjAuMA..#](https://www.tks.co.th/sustainable/policy-document/?_gl=1*6corj9*_up*MQ..*_ga*MTI0MDEwMjl1Ni4xNzEwOTMwNTQw*_ga_VLYM5LY1Y0*MTcxMDkzMDU0MC4xLjAuMTcxMDkzMDU0MC4wLjAuMA..#)

## 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.tks.co.th/wp-content/uploads/2024/01/TKS\\_001\\_ISO14001.pdf](https://www.tks.co.th/wp-content/uploads/2024/01/TKS_001_ISO14001.pdf)

Company environmental guideline : Electricity Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity 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)	0.00	0.00	0.00
Gasoline (Litres)	0.00	0.00	0.00
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)	7,233,883.50	6,237,018.00	5,946,866.00

**Water management**

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	32,038.00	26,477.00	26,404.00

**Waste management**

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	1,150,420.00	1,065,500.00	588,789.00
Hazardous waste (Kilograms)	72,390.00	42,154.00	37,409.20
<b>Total waste generated (Kilograms)</b>	<b>1,222,810.00</b>	<b>1,107,654.00</b>	<b>626,198.20</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	3,864.79	25,015.50	20,925.30
Scope 1 (Tons of carbon dioxide equivalents)	396.00	299.00	439.00

Scope 2 (Tons of carbon dioxide equivalents)	3,031.00	2,583.00	2,680.00
Scope 3 (Tons of carbon dioxide equivalents)	18,961.00	21,713.00	17,396.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>22,388.00</b>	<b>24,595.00</b>	<b>20,515.00</b>

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

Third-party verification : Yes

Name of verifying organization : VGREEN

## 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.tks.co.th/sustainable/policy-document/>

Company human right guideline : Employee Rights, 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)	302	258	232
Number of female employees (Persons)	403	378	354
<b>Total number of employees (Persons)</b>	<b>705</b>	<b>636</b>	<b>586</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	237,358,360.94	230,923,844.05	234,824,989.75

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	8.94	1.21	1.33
Employee development and training expenses (baht)	146,401.39	1,119,462.00	872,384.90

##### • Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	2	3	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	29.65	17.92	26.28

• **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.tks.co.th/sustainable/policy-document/?\\_gl=1\\*6corj9\\*\\_up\\*MQ..\\*\\_ga\\*MTI0MDEwMjl1Ni4xNzEwOTMwNTQw\\*\\_ga\\_VLYM5LY1Y0\\*MTcxMDkzMDU0MC4xLjAuMTcxMDkzMDU0MC4wLjAuMA..#](https://www.tks.co.th/sustainable/policy-document/?_gl=1*6corj9*_up*MQ..*_ga*MTI0MDEwMjl1Ni4xNzEwOTMwNTQw*_ga_VLYM5LY1Y0*MTcxMDkzMDU0MC4xLjAuMTcxMDkzMDU0MC4wLjAuMA..#)

#### 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	7	77.78
Number of female directors	2	22.22
Number of executive directors	2	22.22
Number of non-executive directors	7	77.78
Number of independent directors	5	55.56

#### 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. APISAK TANTIVORAWONG Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	21 Apr 2022	Economics, Information & Communication Technology, Engineering, Risk Management, Audit, Governance/ Compliance, Strategic Management, Leadership, Corporate Management, Sustainability, Accounting, Finance

2.	<p>Mrs. SAOWANEE KAMOLBUTR</p> <p>Gender: Female</p> <p>Age: 71 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	14 Nov 2012	<p>Law, Property Fund &amp; REITs, Strategic Management, Fund Management, Risk Management, Corporate Management, Audit, Budgeting, Data Analysis, Finance &amp; Securities, Accounting, Governance/ Compliance, Internal Control, Sustainability, Finance</p>
3.	<p>Mr. JUTIPHAN MONGKOLSUTHREE</p> <p>Gender: Male</p> <p>Age: 37 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>(Executive)</p> <p>Director type: Original director</p>	25 Aug 2016	<p>Information &amp; Communication Technology, Finance &amp; Securities, Leadership, Accounting, Governance/ Compliance, Packaging, Finance, Data Analysis, Digital Marketing, Marketing, Brand Management, IT Management, Corporate Management, Human Resource Management, Risk Management, Data Management, Strategic Management, Paper &amp; Printing Materials</p>
4.	<p>Mr. AREEPONG BHOOGA-OOM</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral 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: Re-elected as director</p>	2 Jan 2019	<p>Property Fund &amp; REITs, Strategic Management, Fund Management, Risk Management, Audit, Data Analysis, Internal Control, Banking, Accounting, Finance &amp; Securities, Economics</p>
5.	<p>Mr. PRASERT BUNSUMPUN</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	25 Apr 2019	<p>Law, Finance &amp; Securities, Engineering, Industrial Materials &amp; Machinery, Accounting, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Energy &amp; Utilities, Finance, Data Analysis</p>

6.	<p>Ms. SUTIDA MONGKOLSUTHREE</p> <p>Gender: Female</p> <p>Age: 43 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: Re-elected as director</p>	2 Jan 2020	<p>Information &amp; Communication Technology, Leadership, Accounting, Governance/ Compliance, Finance, Digital Marketing, Strategic Management, Paper &amp; Printing Materials, Data Management, Risk Management, Corporate Management, IT Management, Brand Management</p>
7.	<p>Mr. PRAPAS KONG-IED</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Additional and newly-appointed directors</p>	20 Apr 2023	<p>Business Administration, Economics, Audit, Risk Management, Budgeting, Governance/ Compliance, Banking, Finance &amp; Securities, Insurance, Finance, Law</p>
8.	<p>Mr. Parkpoom Pooudom</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Additional and newly-appointed directors</p>	20 Apr 2023	<p>Business Administration, Industrial Materials &amp; Machinery, Paper &amp; Printing Materials, Packaging, Sustainability, Governance/ Compliance</p>
9.	<p>Mr. SUPANT MONGKOLSUTHREE</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	21 Dec 2023	<p>Law, Paper &amp; Printing Materials, Strategic Management, Risk Management, Corporate Management, Marketing, Finance, Governance/ Compliance, Economics, Finance &amp; Securities</p>

#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mrs. LADAWAN CHAROEN-RAJAPARK Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 25 Feb 2022 Date directorship ended: 21 Dec 2023	Mr. SUPANT MONGKOLSUTHREE Date position was assumed: 21 Dec 2023
2.	Mr. MONTRI MAHAPLERKPONG Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 11 Nov 2022 Date directorship ended: 11 May 2023	No replacement director

#### Other Information pertaining to committees

The Chairman is an independent director	: Yes
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. PRASERT BUNSUMPUN [1] Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	12 May 2023	Law, Finance & Securities, Engineering, Industrial Materials & Machinery, Accounting, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Energy & Utilities, Finance, Data Analysis
2.	Mr. PRAPAS KONG-IED [1] Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	12 May 2023	Business Administration, Economics, Audit, Risk Management, Budgeting, Governance/ Compliance, Banking, Finance & Securities, Insurance, Finance, Law
3.	Mr. AREEPONG BHOOCHA-OOM [1] Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Dec 2023	Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Audit, Data Analysis, Internal Control, Banking, Accounting, Finance & Securities, Economics

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

#### List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. LADAWAN CHAROEN-RAJAPARK [1] Gender: Female Age: 59 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)	Date position was assumed: 10 May 2022 Date directorship ended: 21 Dec 2023	Mr. AREEPONG BHOOCHA-OOM Date position was assumed: 22 Dec 2023

[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. JUTIPHAN MONGKOLSUTHREE Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	9 Aug 2022
2. Mr. Parkpoom Pooudom Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Aug 2022

#### List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. Pakpoom Kongsananont Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 9 Aug 2022 Date directorship ended: 1 Nov 2023	No replacement director

#### Other sub-committees

#### Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PRAPAS KONG-IED	Chairman
	Mr. SUPANT MONGKOLSUTHREE	Member
	Ms. SUTIDA MONGKOLSUTHREE	Member
Corporate Governance and Sustainability Committee	Mrs. SAOWANEE KAMOLBUTR	Chairman
	Mr. JUTIPHAN MONGKOLSUTHREE	Member
	Mr. Parkpoom Pooudom	Member
Risk Management Committee	Mr. AREEPONG BHOOCHA-OOM	Chairman
	Mr. JUTIPHAN MONGKOLSUTHREE	Member
	Mr. Parkpoom Pooudom	Member

#### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management 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 and Sustainability 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. JUTIPHAN MONGKOLSUTHREE Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	14 May 2020	Information & Communication Technology, Finance & Securities, Leadership, Accounting, Governance/ Compliance, Packaging, Finance, Data Analysis, Digital Marketing, Marketing, Brand Management, IT Management, Corporate Management, Human Resource Management, Risk Management, Data Management, Strategic Management, Paper & Printing Materials
2. Mr. Parkpoom Pooudom Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Political Science	Managing Director	1 Mar 2022	Business Administration, Industrial Materials & Machinery, Paper & Printing Materials, Packaging, Sustainability, Governance/ Compliance
3. Ms. Rujee Jonpipob Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Management	Sales and Marketing Director	6 Jan 2018	Business Administration, Brand Management

4.	Mr. Jiraphong Wachirathanaporn Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Engineering	Director of Central Administration	10 Jan 2017	Business Administration, Engineering, Industrial Materials & Machinery, Paper & Printing Materials
5.	Ms. Walaiporn Saengrungrajratsamee [1] Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Law	Acting Director of Accounting and Finance	1 Nov 2023	Audit, Internal Control, Law, Economics

[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)	18,000,000.00	18,747,766.00	28,618,500.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons)	: 232
Number of female employees (persons)	: 354
<b>Total number of employees (persons)</b>	<b>: 586</b>

#### Employee Remuneration

Total employee remuneration	: 234,824,989.75
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#### Provident fund

Total number of employees (persons)	: 586
Number of employees contributing to the PVD (persons)	: 247
Percentage of employees who are members (%)	: 42.15

# 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. AREEPONG BHOOCHA-OOM Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 2 Jan 2019	Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Audit, Data Analysis, Internal Control, Banking, Accounting, Finance & Securities, Economics
2. Ms. SUTIDA MONGKOLSUTHREE Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 2 Jan 2020	Information & Communication Technology, Leadership, Accounting, Governance/ Compliance, Finance, Digital Marketing, Strategic Management, Paper & Printing Materials, Data Management, Risk Management, Corporate Management, IT Management, Brand Management

##### • List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
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1. Mr. SUPANT MONGKOLSUTHREE	Director (Non-executive)	Date position was assumed: 21 Dec 2023	Law, Paper & Printing Materials, Strategic Management, Risk Management, Corporate Management, Marketing, Finance, Governance/ Compliance, Economics, Finance & Securities
Gender: Male			
Age: 65 years old			
Highest level of education:	Director type: Newly		
Doctoral degree	appointed director to		
Major: Economics	replace ex-director		
Thai nationality: Yes			
Residing in Thailand: Yes			

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRAPAS KONG-IED	Director	Date position was assumed:	Business Administration,
Gender: Male	(Non-executive,		Economics, Audit, Risk
Age: 61 years old	Independent director)	20 Apr 2023	Management, Budgeting,
Highest level of education:			Governance/ Compliance,
Master's degree	Director type: Additional		Banking, Finance &
Major: Law	and newly-appointed		Securities, Insurance,
Thai nationality: Yes	directors		Finance, Law
Residing in Thailand: Yes			
2. Mr. Parkpoom Pooudom	Director	Date position was assumed:	Business Administration,
Gender: Male	(Executive)		Industrial Materials &
Age: 60 years old		20 Apr 2023	Machinery, Paper & Printing
Highest level of education:	Director type: Additional		Materials, Packaging,
Bachelor's degree	and newly-appointed		Sustainability, Governance/
Major: Political Science	directors		Compliance
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. APISAK TANTIVORAWONG	Chairman of the board	Participating
Mrs. SAOWANEE KAMOLBUTR	Director	Participating
Mr. JUTIPHAN MONGKOLSUTHREE	Director	Participating
Mr. AREEPONG BHOOCHA-OOM	Director	Participating

Mr. PRASERT BUNSUMPUN	Director	Participating
Ms. SUTIDA MONGKOLSUTHREE	Director	Participating
Mr. PRAPAS KONG-IED	Director	Participating
Mr. Parkpoom Pooudom	Director	Participating
Mr. SUPANT MONGKOLSUTHREE	Director	Participating
Mrs. LADAWAN CHAROEN-RAJAPARK	Director	Participating
Mr. MONTRI MAHAPLERKPONG	Director	Participating

### Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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### Meeting attendance and remuneration to each Board member (8.1.2)

#### Meeting attendance of the board of directors

Number of board meetings (times)	: 7
Date of AGM meeting	: 20 Apr 2023
EGM meeting	: Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	-	7/7	Participating	Participating
2.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	7/7	Participating	Participating
3.	Mr. JUTIPHAN MONGKOLSUTHREE (Director)	-	7/7	Participating	Participating
4.	Mr. AREEPONG BHOOCHA-OOM (Director)	-	5/7	Participating	Participating
5.	Mr. PRASERT BUNSUMPUN (Director)	-	7/7	Participating	Participating
6.	Ms. SUTIDA MONGKOLSUTHREE (Director)	-	7/7	Participating	Participating

7.	Mr. PRAPAS KONG-IED (Director)	-	6/6	Non-participating	Participating
8.	Mr. Parkpoom Pooudom (Director)	-	6/6	Non-participating	Participating
9.	Mr. SUPANT MONGKOLSUTHREE (Director)	-	0/0	Non-participating	Non-participating
10.	Mrs. LADAWAN CHAROEN-RAJAPARK (Director)	21 Dec 2023	6/6	Participating	Participating
11.	Mr. MONTRI MAHAPLERKPONG (Director)	11 May 2023	1/1	Participating	Non-participating

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	-	350,000.00	374,400.00	No
2.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	295,000.00	299,600.00	No
3.	Mr. JUTIPHAN MONGKOLSUTHREE (Director)	-	175,000.00	0.00	No
4.	Mr. AREEPONG BHOOGA-OOM (Director)	-	285,000.00	299,600.00	No
5.	Mr. PRASERT BUNSUMPUN (Director)	-	375,000.00	299,600.00	No
6.	Ms. SUTIDA MONGKOLSUTHREE (Director)	-	235,000.00	299,600.00	No
7.	Mr. PRAPAS KONG-IED (Director)	-	245,000.00	209,300.00	No
8.	Mr. Parkpoom Pooudom (Director)	-	150,000.00	0.00	No
9.	Mr. SUPANT MONGKOLSUTHREE (Director)	-	0.00	0.00	No
10.	Mrs. LADAWAN CHAROEN-RAJAPARK (Director)	21 Dec 2023	305,000.00	290,500.00	No
11.	Mr. MONTRI MAHAPLERKPONG (Director)	11 May 2023	85,000.00	106,700.00	No

## 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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PRASERT BUNSUMPUN (Chairman of the audit committee)	-	5/5
2.	Mr. PRAPAS KONG-IED (Audit committee)	-	3/3
3.	Mr. AREEPONG BHOOCHA-OOM (Audit committee)	-	2/2
4.	Mrs. LADAWAN CHAROEN-RAJAPARK (Audit committee)	21 Dec 2023	5/5