



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

C.I.GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
Corporate Governance	
Corporate Governance Policy	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
Performance Report on Corporate Governance	24

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : C.I.GROUP PUBLIC COMPANY LIMITED

Symbol : CIG

Address : 1/1 MOO 7, BANGKOOWAD ROAD, AMPHOE MUEANG

Province : Pathum Thani

Postcode : 12000

Business : The company is a manufacturer of evaporator coils, condenser coils and chilled water coils which are important parts in all kind of heat exchangers. Most of manufacturing orders are made to order basis for domestic and international market.

Registration Number : 0107547000133

Telephone : 0-2976-5290-9, 0-2598-2331-2

Fax (if applicable) : 0-2976-5023

Website : www.cigpcl.com

Email : secretary@cigpcl.com

Total Shares Sold (shares)

Common Stock : 2,746,762,885

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)	1,123,642.09	1,033,144.72	623,360.49
Manufacturing (Thousand baht)	1,075,937.42	775,778.77	475,149.35
Hotel (Thousand baht)	17,296.97	8,373.72	9,603.38
Trading (Thousand baht)	8,285.14	1,620.44	831.78
Other (Thousand baht)	22,122.56	247,371.79	137,775.98

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Manufacturing (%)	95.75	75.09	76.22
Hotel (%)	1.54	0.81	1.54
Trading (%)	0.74	0.16	0.13
Other (%)	1.97	23.94	22.10

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	1,123,642.09	1,033,144.72	623,360.49
Domestic (Thousand baht)	544,390.00	499,200.00	555,850.00
International (Thousand baht)	579,252.09	533,944.72	67,510.49
Singapore (Thousand baht)	209,130.00	200,840.00	25,390.69
Australia (Thousand baht)	156,850.00	150,630.00	19,044.70

Canada (Thousand baht)	104,570.00	100,420.00	12,691.97
Other countries (Thousand baht)	108,702.09	82,054.72	10,383.13

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	48.45	48.32	89.17
International (%)	51.55	51.68	10.83
Singapore (%)	36.10	37.61	37.61
Australia (%)	27.08	28.21	28.21
Canada (%)	18.05	18.81	18.80
Other countries (%)	18.77	15.37	15.38

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	13,520.28	12,857.67	20,263.83
Other income from operations (Thousand baht)	13,520.28	12,857.67	20,263.83
Other income not from operations (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	0.00	0.00	N/A

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 of fluctuations in raw material prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Financial Risk

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

Supply risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Risks from raw material shortage

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

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

Risks from exchange rates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risks from free trade agreements and trade organizations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy

Risk from major customer dependency

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large customers or few customers

Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Risks from subsidiaries or associates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Other Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Technology Change Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Environmental Effects risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Conflict of Interest Risk of Management

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risks of construction business

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Risk to Securities Holder (2.2.2)

Management risks of major shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk of uncertainty of return to investors as expected

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk from dividend payout capability does not meet investors' expectations

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.cigpcl.com/wp-content/uploads/2023/03/CIG-TH-28-03.pdf>

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.cigpcl.com/wp-content/uploads/dlm_uploads/2020/03/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1_TH-%E0%B8%A5%E0%B8%87%E0%B8%99%E0%B8%B2%E0%B8%A1.pdf

Company environmental guideline : Electricity Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00

Water management

- Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.00	0.00	0.00

Waste management

• Waste from operations

	2021	2022	2023
Total waste generated (Kilograms)	0.00	0.00	0.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : School of Energy and Environment University of Phayao

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : No

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)	352	312	227
Number of female employees (Persons)	257	242	200
Total number of employees (Persons)	609	554	427

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	5.32	5.35	5.20
Employee development and training expenses (baht)	847.00	805.00	755.00

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	17	8	7

• 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.cigpcl.com/wp-content/uploads/dlm_uploads/2020/03/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3-%E0%B8%9A%E0%B8%A1%E0%B8%88.%E0%B8%8B%E0%B8%B5%E0%B9%84%E0%B8%AD%E0%B8%81%E0%B8%A3%E0%B8%B8%E0%B9%8A%E0%B8%9B.pdf

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	9	100.00
Number of female directors	0	0.00
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	4	44.44

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. POL. GEN. PRUNG BOONPADUNG Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	13 May 2011	Business Administration, Law, Corporate Social Responsibility, Sustainability, Leadership, Governance/ Compliance, Risk Management

2.	Mr. TAWEESAK WANGKORKIAT Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Industrial Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Feb 2004	Business Administration, Corporate Management, Engineering, Leadership
3.	Mr. AREE POOMSANOH Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Feb 2004	Business Administration, Construction Services, Energy & Utilities, Corporate Management, Strategic Management
4.	Mr. THEERA POOMSANOH Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	16 Feb 2004	Business Administration, Marketing, Corporate Management
5.	Mr. CHERDPONG SIRIWIT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	16 Sep 2022	Economics, Risk Management, Governance/ Compliance

6.	Mr. BANJOED JAREYANUKEJA Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	16 Sep 2022	Business Administration, Finance, Corporate Management
7.	Mr. PAT LAPANUN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	14 Nov 2022	Business Administration, Finance
8.	Mr. PHONGCHARN SAMPHAONGERN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	30 May 2023	Business Administration, Finance, Corporate Management, Risk Management, Governance/ Compliance
9.	Mr. THAMMARONG SUPPHAKITCHARAK Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	8 Nov 2023	Law

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

General information	Position	Tenure	Replacement Director
---------------------	----------	--------	----------------------

1.	<p>Mrs. CHANKAPAW DISSAKUL</p> <p>Gender: Female</p> <p>Age: 57 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 (Executive)</p>	<p>Date position was assumed: 13 Mar 2006</p> <p>Date directorship ended: 1 Apr 2023</p>	<p>Ms. ARISA POOMSANOH</p> <p>Date position was assumed: 31 Mar 2023</p>
2.	<p>Mr. SAWAI CHATCHAIRUNGRUANG</p> <p>Gender: Male</p> <p>Age: 64 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 (Executive)</p>	<p>Date position was assumed: 16 Sep 2022</p> <p>Date directorship ended: 24 Mar 2023</p>	<p>No replacement director</p>
3.	<p>Mr. BANNAT NAKHAPHAN</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p>	<p>Date position was assumed: 16 Sep 2022</p> <p>Date directorship ended: 18 Jul 2023</p>	<p>No replacement director</p>
4.	<p>Mr. THIBDEE MANGKALEE</p> <p>Gender: Male</p> <p>Age: 53 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 (Non-executive, Independent director)</p>	<p>Date position was assumed: 23 Sep 2022</p> <p>Date directorship ended: 14 Mar 2023</p>	<p>Ms. PIMONYUPA SUWANACHOT</p> <p>Date position was assumed: 24 Apr 2023</p>
5.	<p>Mr. SUDKHET KULSARAPUSIT</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p>	<p>Date position was assumed: 23 Sep 2022</p> <p>Date directorship ended: 14 Mar 2023</p>	<p>Ms. YAOWAROTE KLINBOON</p> <p>Date position was assumed: 24 Apr 2023</p>

6.	Ms. ARISA POOMSANOH Gender: Female Age: 30 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 31 Mar 2023 Date directorship ended: 17 Apr 2023	No replacement director
7.	Ms. YAOWAROTE KLINBOON Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 24 Apr 2023 Date directorship ended: 11 Aug 2023	Mr. THAMMARONG SUPPHAKITCHARAK Date position was assumed: 8 Nov 2023
8.	Ms. PIMONYUPA SUWANACHOT Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 24 Apr 2023 Date directorship ended: 15 May 2023	Mr. PHONGCHARN SAMPHAONGERN Date position was assumed: 30 May 2023

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 : No

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. CHERDPONG SIRIWIT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	23 Sep 2022	Economics, Risk Management, Governance/ Compliance
2.	Mr. PHONGCHARN SAMPHAONGERN [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	30 May 2023	Business Administration, Finance, Corporate Management, Risk Management, Governance/ Compliance
3.	Mr. THAMMARONG SUPPHAKITCHARAK [1] Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	8 Nov 2023	Law

[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.	Mr. THIBDEE MANGKALEE [1] Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 23 Sep 2022 Date directorship ended: 14 Mar 2023	Ms. PIMONYUPA SUWANACHOT Date position was assumed: 24 Apr 2023
2.	Mr. SUDKHET KULSARAPUSIT Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 23 Sep 2022 Date directorship ended: 14 Mar 2023	Ms. YAOWAROTE KLINBOON Date position was assumed: 24 Apr 2023
3.	Ms. YAOWAROTE KLINBOON [1] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 25 Apr 2023 Date directorship ended: 11 Aug 2023	Mr. THAMMARONG SUPPHAKITCHARAK Date position was assumed: 8 Nov 2023
4.	Ms. PIMONYUPA SUWANACHOT [1] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 25 Apr 2023 Date directorship ended: 15 May 2023	Mr. PHONGCHARN SAMPHAONGERN Date position was assumed: 30 May 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. AREE POOMSANOH Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	16 Sep 2004
2. Mr. TAWEESAK WANGKORKIAT Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Industrial Technology Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	16 Feb 2004
3. Mr. THEERA POOMSANOH Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	16 Feb 2004
4. Mrs. CHANKAPAW DISSAKUL Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Mar 2006

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

General information	Position	Tenure	Replacement Director
---------------------	----------	--------	----------------------

1.	Mr. SAWAI CHATCHAIRUNGRUANG	Member of the executive committee	Date position was assumed: 11 Jun 2020	No replacement director
	Gender: Male			
	Age: 64 years old			
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Business Administration		17 Jul 2023	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other sub-committees

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : None

Sub-committees responsible for remuneration : None

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

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. AREE POOMSANOH Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Management	CHAIRMAN OF THE EXECUTIVE COMMITTEE	4 Mar 2004	Business Administration, Construction Services, Energy & Utilities, Corporate Management, Strategic Management
2. Ms. RATTANAKAMOL POOMSANOH Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR (ACTING)	27 Sep 2023	Business Administration, Information & Communication Technology, Corporate Management
3. Dr. Wutthikorn Threevithayanon Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Engineering	Operations Director	6 Jan 2020	Engineering
4. Mr. Chiradul Pitaktham Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Engineering Director	4 Jan 2016	Business Administration, Engineering

[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)	24,698,508.00	23,751,696.00	21,863,343.00

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) : 227

Number of female employees (persons) : 200

Total number of employees (persons) : 427

Employee Remuneration

Total employee remuneration : 0.00

Provident fund

Total number of employees (persons) : 427

Number of employees contributing to the PVD (persons) : 228

Percentage of employees who are members (%) : 53.40

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PHONGCHARN SAMPHAONGERN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 30 May 2023	Business Administration, Finance, Corporate Management, Risk Management, Governance/ Compliance
2. Mr. THAMMARONG SUPPHAKITCHARAK Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 8 Nov 2023	Law

Development of directors over the past year

List of directors	Position	Participated in director development program
POL. GEN. PRUNG BOONPADUNG	Chairman of the board	Non-participating
Mr. TAWEESAK WANGKORKIAT	Director	Non-participating

Mr. AREE POOMSANOH	Director	Non-participating
Mr. THEERA POOMSANOH	Director	Non-participating
Mr. CHERDPONG SIRIWIT	Director	Non-participating
Mr. BANJOED JAREYANUKEJA	Director	Non-participating
Mr. PAT LAPANUN	Director	Non-participating
Mr. PHONGCHARN SAMPHAONGERN	Director	Non-participating
Mr. THAMMARONG SUPPHAKITCHARAK	Director	Non-participating
Mrs. CHANKAPAW DISSAKUL	Director	Non-participating
Mr. SAWAI CHATCHAIRUNGRUANG	Director	Non-participating
Mr. BANNAT NAKHAPHAN	Director	Non-participating
Mr. THIBDEE MANGKALEE	Director	Non-participating
Mr. SUDKHET KULSARAPUSIT	Director	Non-participating
Ms. ARISA POOMSANOH	Director	Non-participating
Ms. YAOWAROTE KLINBOON	Director	Non-participating
Ms. PIMONYUPA SUWANACHOT	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 20

Date of AGM meeting : 24 Apr 2023

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	POL. GEN. PRUNG BOONPADUNG (Chairman of the board)	-	19/20	Participating	Participating
2.	Mr. TAWEESAK WANGKORKIAT (Director)	-	20/20	Participating	Participating
3.	Mr. AREE POOMSANOH (Director)	-	20/20	Participating	Participating
4.	Mr. THEERA POOMSANOH (Director)	-	20/20	Participating	Participating
5.	Mr. CHERDPONG SIRIWIT (Director)	-	19/20	Participating	Participating
6.	Mr. BANJOED JAREYANUKEJA (Director)	-	20/20	Participating	Participating
7.	Mr. PAT LAPANUN (Director)	-	20/20	Participating	Participating
8.	Mr. PHONGCHARN SAMPHAONGERN (Director)	-	9/9	Non-participating	Participating
9.	Mr. THAMMARONG SUPPHAKITCHARAK (Director)	-	3/3	Non-participating	Participating
10.	Mrs. CHANKAPAW DISSAKUL (Director)	1 Apr 2023	7/8	Non-participating	Participating
11.	Mr. SAWAI CHATCHAIRUNGRUANG (Director)	24 Mar 2023	5/7	Non-participating	Participating
12.	Mr. BANNAT NAKHAPHAN (Director)	18 Jul 2023	13/13	Participating	Participating
13.	Mr. THIBDEE MANGKALEE (Director)	14 Mar 2023	5/7	Non-participating	Participating
14.	Mr. SUDKHET KULSARAPUSIT (Director)	14 Mar 2023	6/7	Non-participating	Participating
15.	Ms. ARISA POOMSANOH (Director)	17 Apr 2023	0/0	Non-participating	Non-participating
16.	Ms. YAOWAROTE KLINBOON (Director)	11 Aug 2023	4/4	Participating	Non-participating
17.	Ms. PIMONYUPA SUWANACHOT (Director)	15 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.	POL. GEN. PRUNG BOONPADUNG (Chairman of the board)	-	95,000.00	540,000.00	No
2.	Mr. TAWEESAK WANGKORKIAT (Director)	-	100,000.00	300,000.00	No
3.	Mr. AREE POOMSANOH (Director)	-	100,000.00	300,000.00	No

4.	Mr. THEERA POOMSANOH (Director)	-	100,000.00	300,000.00	No
5.	Mr. CHERDPONG SIRIWIT (Director)	-	130,000.00	480,000.00	No
6.	Mr. BANJOED JAREYANUKEJA (Director)	-	100,000.00	300,000.00	No
7.	Mr. PAT LAPANUN (Director)	-	100,000.00	300,000.00	No
8.	Mr. PHONGCHARN SAMPHAONGERN (Director)	-	65,000.00	264,919.36	No
9.	Mr. THAMMARONG SUPPHAKITCHARAK (Director)	-	25,000.00	66,250.00	No
10.	Mrs. CHANKAPAW DISSAKUL (Director)	1 Apr 2023	35,000.00	75,000.00	No
11.	Mr. SAWAI CHATCHAIRUNGRUANG (Director)	24 Mar 2023	25,000.00	69,166.67	No
12.	Mr. BANNAT NAKHAPHAN (Director)	18 Jul 2023	65,000.00	164,166.67	No
13.	Mr. THIBDEE MANGKALEE (Director)	14 Mar 2023	35,000.00	91,250.00	No
14.	Mr. SUDKHET KULSARAPUSIT (Director)	14 Mar 2023	40,000.00	91,250.00	No
15.	Ms. ARISA POOMSANOH (Director)	17 Apr 2023	0.00	0.00	No
16.	Ms. YAOWAROTE KLINBOON (Director)	11 Aug 2023	20,000.00	130,833.33	No
17.	Ms. PIMONYUPA SUWANACHOT (Director)	15 May 2023	10,000.00	23,333.33	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) : 7

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. CHERDPONG SIRIWIT (Chairman of the audit committee)	-	7/7
2.	Mr. PHONGCHARN SAMPHAONGERN (Audit committee)	-	4/4

3.	Mr. THAMMARONG SUPPHAKITCHARAK (Audit committee)	-	2/2
4.	Mr. THIBDEE MANGKALEE (Audit committee)	14 Mar 2023	2/2
5.	Mr. SUDKHET KULSARAPUSIT (Audit committee)	14 Mar 2023	2/2
6.	Ms. YAOWAROTE KLINBOON (Audit committee)	11 Aug 2023	0/1
7.	Ms. PIMONYUPA SUWANACHOT (Audit committee)	15 May 2023	1/1