



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SINGHA ESTATE PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
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 : SINGHA ESTATE PUBLIC COMPANY LIMITED

Symbol : S

Address : 123 Sun Towers Building B, 22nd Floor, Vibhavadi-Rangsit Road,
Chom Phon, Chatuchak

Province : Bangkok

Postcode : 10900

Business : Property development and investment

Registration Number : 0107547000443

Telephone : 0-2050-5555

Fax (if applicable) : 0-2617-6444-5

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

Email : IR@singhaestate.co.th

Total Shares Sold (shares)

Common Stock : 6,853,719,395

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	12,754,177.84	15,065,889.04	15,414,261.28
Residential (Thousand baht)	2,571,835.18	3,645,316.14	3,318,515.96
Hospitality (Thousand baht)	8,692,287.39	9,700,502.03	10,351,746.41
Commercial (Thousand baht)	1,014,126.05	1,234,007.00	1,133,695.54
Construction materials (Thousand baht)	0.00	0.00	0.00
Industrial Estate (Thousand baht)	208,615.24	58,153.79	265,403.68
Others (Thousand baht)	42,660.20	36,783.12	25,899.94
Other (Thousand baht)	224,653.78	391,126.96	318,999.75

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Residential (%)	20.16	24.20	21.53
Hospitality (%)	68.15	64.39	67.16
Commercial (%)	7.95	8.19	7.35
Construction materials (%)	0.00	0.00	0.00
Industrial Estate (%)	1.64	0.39	1.72
Others (%)	0.33	0.24	0.17
Other (%)	1.76	2.60	2.07

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	12,754,177.84	15,065,889.04	15,414,261.28
Domestic (Thousand baht)	5,047,905.98	6,709,319.10	6,715,881.08
International (Thousand baht)	7,706,271.86	8,356,569.94	8,698,380.20
Maldives (Thousand baht)	2,493,247.70	2,898,347.43	2,876,552.68
Fiji (Thousand baht)	1,161,471.68	1,294,360.29	1,673,762.93
Mauritius (Thousand baht)	379,017.76	182,996.60	393,985.83
United Kingdom (Thousand baht)	3,672,534.72	3,980,865.62	3,754,078.76

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	39.58	44.53	43.57
International (%)	60.42	55.47	56.43
Maldives (%)	32.35	34.68	33.07
Fiji (%)	15.07	15.49	19.24
Mauritius (%)	4.92	2.19	4.53
United Kingdom (%)	47.66	47.64	43.16

Other income as specified in the financial statements

	2022	2023	2024
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

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)	2022	2023	2024
R&D expenses in the past 3 years	0.00	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)

Strategic Risk
Risk Management Measures: Yes
Related Risk Topics
Strategic Risk
<ul style="list-style-type: none">• Economic risk• ESG risk• Climate change and disasters
Operational Risk
Risk Management Measures: Yes
Related Risk Topics
Operational Risk
<ul style="list-style-type: none">• Information security and cyber-attack• Safety, occupational health, and working environment• Climate change and disasters• Impact on the environment• Impact on human rights• Corruption
Financial Risk
Risk Management Measures: Yes
Related Risk Topics

Financial Risk

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

Regulatory and Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk to Securities Holder (2.2.2)

Risks from free float

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risks of the Foreign Securities Investment

Risk Management Measures: Yes

Related Risk Topics

- Foreign Investment Risk

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://investor.singhaestate.co.th/storage/document/governance/01-s-2022-sustainable-development-policy-th.pdf>
(if applicable)

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://investor.singhaestate.co.th/storage/document/governance/01-s-2022-sustainable-development-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel 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

	2022	2023	2024
Diesel (Litres)	34,833.00	4,477.00	2,877.76
Gasoline (Litres)	35,560.83	N/A	39,464.36
LPG (Kilograms)	39,327.00	51,609.00	37,920.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	32,650,000.00	33,497,899.00	21,395,279.94

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,142,077.00	1,263,004.00	4,145,718.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	1,598,387.03	877,788.00	2,597,370.00
Hazardous waste (Kilograms)	1,729.03	0.00	532.00
Total waste generated (Kilograms)	1,600,116.06	877,788.00	2,597,902.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	2,356.00	13,668.00	7,171.00
Scope 2 (Tons of carbon dioxide equivalents)	13,675.00	12,399.00	17,097.00
Scope 3 (Tons of carbon dioxide equivalents)	12,410.00	12,649.00	7,229.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	28,441.00	38,716.00	31,497.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) 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://investor.singhaestate.co.th/storage/document/governance/06-s-2022-human-rights-policy-th.pdf>

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

	2022	2023	2024
Number of male employees (Persons)	1,967	1,998	1,982
Number of female employees (Persons)	1,145	1,176	1,240
Total number of employees (Persons)	3,112	3,174	3,222

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,960,899,213.00	2,188,789,869.00	2,319,026,048.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	30.11	42.44	45.77
Employee development and training expenses (baht)	8,376,197.07	8,362,941.93	3,450,063.54

• Health, safety and work environment

	2022	2023	2024
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	1	3	0
--	---	---	---

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	N/A	N/A	23.25

• **Significant labor dispute**

	2022	2023	2024
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://investor.singhaestate.co.th/storage/document/governance/s-corporate-governance-policy-governance-policy-th.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

Remark : To further clarify our operational guidelines and enhance our corporate governance standards, the Company has established various policies related to good corporate governance and business ethics, separate from the Business Code of Conduct. These policies cover key issues and align with international standards, such as the Anti-Corruption Policy, Whistleblowing Policy, and Human Rights Policy, etc.

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	10	100.00
Number of male directors	8	80.00
Number of female directors	2	20.00
Number of executive directors	1	10.00
Number of non-executive directors	9	90.00
Number of independent directors	5	50.00

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. PETIPONG PUNGBUN NA AYUDHYA Gender: Male Age: 77 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	12 Oct 2016	Law, Economics, Governance/ Compliance, Sustainability, Property Development

2.	Mr. PRASAN CHUAPHANICH Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Jul 2022	Banking, Accounting, Finance, Internal Control, Audit
3.	Mr. CHARAMPORN JOTIKASTHIRA Gender: Male Age: 67 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	24 Feb 2017	Finance, Banking, Economics, Risk Management, Property Development
4.	Mrs. CHANANYARAK PHETCHARAT Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Management Information System Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	5 Jan 2024	Business Administration, Accounting, Finance, Risk Management, Banking
5.	Assoc. Prof. THANAVATH PHONVICHAI Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Applied Statistics and Research Methods Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	22 Apr 2015	Property Development, Finance, Economics, Commerce, Banking

6.	<p>Dr CHAYANIN DEBHAKAM</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	12 Sep 2014	Food & Beverage, Property Development, Governance/ Compliance, Sustainability, Business Administration
7.	<p>Mr. Voravud Bhirombhakdi</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Fine Arts (BFA)</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	27 Jan 2023	Governance/ Compliance, Sustainability, Marketing, Food & Beverage, Business Administration
8.	<p>Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL</p> <p>Gender: Male</p> <p>Age: 61 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 (Non-executive)</p> <p>Director type: Re-elected as director</p>	7 Jun 2017	Finance, Accounting, Food & Beverage, Governance/ Compliance, Property Development
9.	<p>Mr. VORAPAT CHAVANANIKUL</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Science in Industrial Engineering and Master of Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	15 Jun 2024	Food & Beverage, Engineering, Strategic Management, Finance, Business Administration

10.	Mrs. THITIMA RUNGKWANSIROJ	Director (Executive)	23 Apr 2021	Accounting, Finance, Risk Management, Property Development, Business Administration
	Gender: Female			
	Age: 63 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Accounting			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. KAROON NUNTILEEPONG Gender: Male Age: 64 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: 12 Nov 2014 Date directorship ended: 5 Jan 2024	Mrs. CHANANYARAK PHETCHARAT Date position was assumed: 5 Jan 2024
2. Mr. DON BOONMAN Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Arts in English Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 18 Feb 2022 Date directorship ended: 14 Jun 2024	Mr. VORAPAT CHAVANANIKUL Date position was assumed: 15 Jun 2024

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. PRASAN CHUAPHANICH [1] Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	8 Jul 2022	Banking, Accounting, Finance, Internal Control, Audit
2. Mr. CHARAMPORN JOTIKASTHIRA [1] Gender: Male Age: 67 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: Re-elected as director	7 Jun 2017	Finance, Banking, Economics, Risk Management, Property Development
3. Mrs. CHANANYARAK PHETCHARAT [1] Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Management Information System Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	5 Jan 2024	Business Administration, Accounting, Finance, Risk Management, Banking

[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. KAROON NUNTILEEPONG [1] Gender: Male Age: 64 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: 12 Nov 2014 Date directorship ended: 5 Jan 2024	No replacement director

[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. Dr CHAYANIN DEBHAKAM Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	12 Sep 2014
2. Mr. DON BOONMAN Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Arts in English Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Feb 2022

3.	<p>Mr. Chutchai Wiratyosin</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>11 Nov 2022</p>
4.	<p>Mrs. THITIMA RUNGKWANSIROJ</p> <p>Gender: Female</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>10 Feb 2021</p>
5.	<p>Mr. ATTAVUTH MATHAYOMCHAN</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>12 Sep 2014</p>
6.	<p>Mrs. ORANEE POOLKWAN</p> <p>Gender: Female</p> <p>Age: 55 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>Member of the executive committee</p>	<p>1 May 2021</p>
7.	<p>Mr. CHAIRATH SIVAPORNPAN</p> <p>Gender: Male</p> <p>Age: 42 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>Member of the executive committee</p>	<p>1 May 2021</p>

8.	Mr. MICHAEL DAVID MARSHALL Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Business Studies & Marketing Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	21 Nov 2023
9.	Mr. VORAPAT CHAVANANIKUL Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Master of Science in Industrial Engineering and Master of Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Jun 2024

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

General information	Position	Tenure	Replacement Director
1. Mr. DIRK ANDRE L. DE CUYPER Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Bachelor of Hotel Management Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 14 Nov 2018 Date directorship ended: 16 Nov 2023	Mr. MICHAEL DAVID MARSHALL Date position was assumed: 21 Nov 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Dr CHAYANIN DEBHAKAM Assoc. Prof. THANAVATH PHONVICHAI Mrs. CHANANYARAK PHETCHARAT	Chairman Member Member

The Risk Management Committee	Mr. CHARAMPORN JOTIKASTHIRA	Chairman
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Assoc. Prof. THANAVATH PHONVICHAI	Member
The Corporate Governance and Sustainable Development Committee	Dr CHAYANIN DEBHAKAM	Member
	Mr. NUTCHDHAWATTANA	Member
	SILPAVITTAYAKUL	Member
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Mr. Voravud Bhirombhakdi	

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: The Corporate Governance and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: The Corporate Governance and Sustainable Development 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. Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Accounting	CHIEF EXECUTIVE OFFICER	10 Feb 2021	Accounting, Finance, Risk Management, Property Development, Business Administration
2. Mr. ATTAVUTH MATHAYOMCHAN Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Management	Chief Residential Development Officer	12 Sep 2014	Engineering, Project Management, Property Development
3. Mrs. ORANEE POOLKWAN Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Commercial and Retail Officer	1 May 2021	Finance, Banking, Commerce
4. Mr. CHAIRATH SIVAPORNPAN [1] Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	1 May 2021	Economics, Finance, Accounting, Property Development
5. Mr. KHEM KAMWONGPIN Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering	Chief Design and Construction	1 Nov 2022	Property Development, Construction Services, Engineering, Design

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

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) : 1,982

Number of female employees (persons) : 1,240

Total number of employees (persons) : 3,222

Employee Remuneration

Total employee remuneration : 2,319,026,048.00

Provident fund

Total number of employees (persons) : 3,222

Number of employees contributing to the PVD (persons) : 953

Percentage of employees who are members (%) : 29.58

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. CHARAMPORN JOTIKASTHIRA Gender: Male Age: 67 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: 24 Feb 2017	Finance, Banking, Economics, Risk Management, Property Development
2. Assoc. Prof. THANAVATH PHONVICHAI Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Applied Statistics and Research Methods Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 Apr 2015	Property Development, Finance, Economics, Commerce, Banking
3. Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL Gender: Male Age: 61 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: 7 Jun 2017	Finance, Accounting, Food & Beverage, Governance/ Compliance, Property Development

4.	Mrs. THITIMA RUNGKWANSIROJ	Director (Executive)	Date position was assumed: 23 Apr 2021	Accounting, Finance, Risk Management, Property Development, Business Administration
	Gender: Female			
	Age: 63 years old			
	Highest level of education: Master's degree	Director type: Re-elected as director		
	Major: Accounting			
	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. Mrs. CHANANYARAK PHETCHARAT Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Management Information System Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 5 Jan 2024	Business Administration, Accounting, Finance, Risk Management, Banking
2. Mr. VORAPAT CHAVANANIKUL Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Master of Science in Industrial Engineering and Master of Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Additional and newly-appointed directors	Date position was assumed: 15 Jun 2024	Food & Beverage, Engineering, Strategic Management, Finance, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PETIPONG PUNGBUN NA AYUDHYA	Chairman of the board	Participating
Mr. PRASAN CHUAPHANICH	Director	Participating

Mr. CHARAMPORN JOTIKASTHIRA	Director	Participating
Mrs. CHANANYARAK PHETCHARAT	Director	Non-participating
Assoc. Prof. THANAVATH PHONVICHAI	Director	Participating
Dr CHAYANIN DEBHAKAM	Director	Participating
Mr. Voravud Bhirombhakdi	Director	Participating
Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL	Director	Participating
Mr. VORAPAT CHAVANANIKUL	Director	Participating
Mrs. THITIMA RUNGKWANSIROJ	Director	Participating
Mr. KAROON NUNTILEEPONG	Director	Participating
Mr. DON BOONMAN	Director	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) : 9

Date of AGM meeting : 26 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PETIPONG PUNGBUN NA AYUDHYA (Chairman of the board)	-	8/9	Participating	Did not hold the meeting
2.	Mr. PRASAN CHUAPHANICH (Director)	-	8/9	Participating	Did not hold the meeting

3.	Mr. CHARAMPORN JOTIKASTHIRA (Director)	-	8/9	Participating	Did not hold the meeting
4.	Mrs. CHANANYARAK PHETCHARAT (Director)	-	7/8	Participating	Did not hold the meeting
5.	Assoc. Prof. THANAVATH PHONVICHAI (Director)	-	9/9	Participating	Did not hold the meeting
6.	Dr CHAYANIN DEBHAKAM (Director)	-	8/9	Participating	Did not hold the meeting
7.	Mr. Voravud Bhirombhakdi (Director)	-	5/9	Participating	Did not hold the meeting
8.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	8/9	Participating	Did not hold the meeting
9.	Mr. VORAPAT CHAVANANIKUL (Director)	-	3/4	Non-participating	Did not hold the meeting
10.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	9/9	Participating	Did not hold the meeting
11.	Mr. KAROON NUNTILEEPONG (Director)	5 Jan 2024	0/0	Non-participating	Did not hold the meeting
12.	Mr. DON BOONMAN (Director)	14 Jun 2024	5/5	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. PETIPONG PUNGBUN NA AYUDHYA (Chairman of the board)	-	400,000.00	1,262,686.43	No
2.	Mr. PRASAN CHUAPHANICH (Director)	-	240,000.00	530,149.17	No
3.	Mr. CHARAMPORN JOTIKASTHIRA (Director)	-	240,000.00	530,149.17	No
4.	Mrs. CHANANYARAK PHETCHARAT (Director)	-	210,000.00	474,667.00	No
5.	Assoc. Prof. THANAVATH PHONVICHAI (Director)	-	270,000.00	530,149.17	No
6.	Dr CHAYANIN DEBHAKAM (Director)	-	240,000.00	530,149.17	No

7.	Mr. Voravud Bhirombhakdi (Director)	-	150,000.00	530,149.17	No
8.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	240,000.00	530,149.17	No
9.	Mr. VORAPAT CHAVANANIKUL (Director)	-	90,000.00	261,333.00	No
10.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	270,000.00	530,149.17	No
11.	Mr. KAROON NUNTILEEPONG (Director)	5 Jan 2024	56,816.17	N/A	No
12.	Mr. DON BOONMAN (Director)	14 Jun 2024	150,000.00	268,816.17	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. PRASAN CHUAPHANICH (Chairman of the audit committee)	-	5/5
2.	Mr. CHARAMPORN JOTIKASTHIRA (Audit committee)	-	4/5
3.	Mrs. CHANANYARAK PHETCHARAT (Audit committee)	-	4/5
4.	Mr. KAROON NUNTILEEPONG (Audit committee)	5 Jan 2024	0/0