



# **Annual Registration Statement / Annual Report**

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

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

**PEER FOR YOU 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 : PEER FOR YOU PUBLIC COMPANY LIMITED

Symbol : PEER

Address : 99/26 Moo 4, Software Park 9 Fl., Chaengwattana Rd., Klong  
Gluar, Pak-kred

Province : Nonthaburi

Postcode : 11120

Business : The Company provides Fully Outsourced Contact Center Services  
and Turnkey Total Solutions to government agencies and  
corporations with modern technology and provides rental  
services both of Contact center facilities, software package  
and Contact Center System Software which are customized by  
customers.

Registration Number : 0107556000281

Telephone : 0-2975-5999

Website : [www.onetoonecontacts.com](http://www.onetoonecontacts.com)

Email : [contactus@otocontacts.com](mailto:contactus@otocontacts.com)

#### Total Shares Sold (shares)

Common Stock : 1,054,903,176

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)	657,159.00	634,894.00	591,473.00
Fully Outsourced Contact Center Management Service (Thousand baht)	368,265.00	387,627.00	379,413.00
Outsource Customer Service Representative (Thousand baht)	149,718.00	121,023.00	147,367.00
Sales and Turnkey Total Solutions (Thousand baht)	37,197.00	20,141.00	17,194.00
Outsource Contact Center Facility (Thousand baht)	25,767.00	22,308.00	15,224.00
Maintenance Service (Thousand baht)	16,467.00	9,331.00	10,061.00
Other segments (Thousand baht)	0.00	60,027.00	3,336.00
Other (Thousand baht)	59,745.00	14,437.00	18,878.00

  

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Fully Outsourced Contact Center Management Service (%)	56.04	61.05	64.15
Outsource Customer Service Representative (%)	22.78	19.06	24.92
Sales and Turnkey Total Solutions (%)	5.66	3.17	2.91
Outsource Contact Center Facility (%)	3.92	3.51	2.57
Maintenance Service (%)	2.51	1.47	1.70
Other segments (%)	0.00	9.45	0.56
Other (%)	9.09	2.27	3.19

**By Geographical Area or Market**

	2021	2022	2023
Total revenue from operations (Thousand baht)	657,159.00	634,894.00	591,473.00
Domestic (Thousand baht)	654,931.00	634,697.00	587,505.00
International (Thousand baht)	2,228.00	197.00	3,968.00
Cambodia (Thousand baht)	2,227.00	197.00	0.00
Other countries (Thousand baht)	1.00	0.00	3,968.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.66	99.97	99.33
International (%)	0.34	0.03	0.67
Cambodia (%)	99.96	100.00	0.00
Other countries (%)	0.04	0.00	100.00

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

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

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

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

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Changes in technologies
- Damage to company image and reputation
- Other

##### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Loss or damage from non-compliance of partners or counterparties
- Climate change and disasters

##### Compliance Risk

- Corporate Governance
- Other

##### Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

## **Risk to Securities Holder (2.2.2)**

### **Investment risks of Securities Holders**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

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

### **Risk of Investing in Foreign Securities**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

# 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 : [www.onetoonecontacts.com/การพัฒนาอย่างยั่งยืน/sustainable-development-goals-th/](http://www.onetoonecontacts.com/การพัฒนาอย่างยั่งยืน/sustainable-development-goals-th/)

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [www.onetoonecontacts.com/wp-content/uploads/2022/05/นโยบายพัฒนาเพื่อความยั่งยืน-TH.pdf](http://www.onetoonecontacts.com/wp-content/uploads/2022/05/นโยบายพัฒนาเพื่อความยั่งยืน-TH.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)	845,375.00	771,947.00	1,030,153.00

##### Water management

###### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	5,072.00	3,192.00	302.00

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	302,843.00	239,023.00	218,108.00
<b>Total waste generated (Kilograms)</b>	<b>302,843.00</b>	<b>239,023.00</b>	<b>218,108.00</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	191,958.83	1,077,565.50	897,812.10
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	422,603.00	385,896.00	514,936.00
Scope 3 (Tons of carbon dioxide equivalents)	774,692.00	611,673.00	556,627.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>1,197,295.00</b>	<b>997,569.00</b>	<b>1,071,563.00</b>

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

Third-party verification : No

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : [www.onetoonecontacts.com/wp-content/uploads/2022/05/นโยบายการไม่ละเมิดสิทธิมนุษยชน-TH.pdf](http://www.onetoonecontacts.com/wp-content/uploads/2022/05/นโยบายการไม่ละเมิดสิทธิมนุษยชน-TH.pdf)

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, 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)	326	381	431
Number of female employees (Persons)	943	1,006	1,157
<b>Total number of employees (Persons)</b>	<b>1,269</b>	<b>1,387</b>	<b>1,588</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	277,170,000.00	302,180,000.00	412,509,957.56

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	25.50	34.00	20.08
Employee development and training expenses (baht)	397,627.00	182,114.74	3,968,657.72

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

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

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	74.15	66.11	51.01

• **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 : [www.onetoonecontacts.com/wp-content/uploads/2023/03/20221110-CG-Policy-TH.pdf](http://www.onetoonecontacts.com/wp-content/uploads/2023/03/20221110-CG-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

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	7	100.00
Number of male directors	6	85.71
Number of female directors	1	14.29
Number of executive directors	2	28.57
Number of non-executive directors	5	71.43
Number of independent directors	3	42.86

#### 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. CHIRAYU CHUEYAM Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Newly appointed director to replace ex-director	2 Aug 2023	Business Administration, Finance, Corporate Management

2.	<p>Mr. PRIYONG TEERASATHIAN</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration in Accounting , Laws</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>	8 Mar 2021	Accounting, Audit, Law
3.	<p>Mr. SUPREEDEE NIMITKUL</p> <p>Gender: Male</p> <p>Age: 63 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: Newly appointed director to replace ex-director</p>	2 Aug 2023	Law, Audit
4.	<p>Mr. PRAPAT YORKHANT</p> <p>Gender: Male</p> <p>Age: 49 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: Newly appointed director to replace ex-director</p>	15 Aug 2023	Business Administration, Corporate Management
5.	<p>Ms. NATENAPA PUSITTANONT</p> <p>Gender: Female</p> <p>Age: 52 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>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	14 Sep 2023	Accounting, Finance

6.	Mr. ISSARA ROUNGSUK-UDOM Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	1 Sep 2023	Business Administration, Engineering
7.	Mr. Rathapol Limthongchai Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	1 Mar 2024	Engineering, Procurement, Finance

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

General information	Position	Tenure	Replacement Director
1. Mr. PAKORN APAPHANT Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Civil Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 14 Dec 2020 Date directorship ended: 11 Dec 2023	No replacement director
2. Mr. BUNDIT SAPIANCHAI Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)	Date position was assumed: 2 May 2023 Date directorship ended: 22 Jun 2023	Associate Professor Dr. APIWAT MUTTAMARA Date position was assumed: 23 Jun 2023

3.	Mr. KANAWUTHI WATTANADHIRACH Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Business Administration (Accounting) , Laws Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 14 Dec 2020 Date directorship ended: 22 Aug 2023	No replacement director
4.	Mr. PANOM RATANARAT Gender: Male Age: 48 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: 14 Dec 2020 Date directorship ended: 25 Apr 2023	Mr. SARAYUT YIMRUAN Date position was assumed: 25 Apr 2023
5.	Mr. CHUKET OUNJITTI Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Mathematics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 28 Apr 2021 Date directorship ended: 14 Sep 2023	Ms. NATENAPA PUSITTANONT Date position was assumed: 14 Sep 2023
6.	Mr. PATTARAKIT TECHASIKARN Gender: Male Age: 63 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: 28 Apr 2021 Date directorship ended: 27 Jul 2023	Mr. SUPREEDEE NIMITKUL Date position was assumed: 2 Aug 2023
7.	Mr. SUBHASIDDHI RAKKASIKORN Gender: Male Age: 53 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: 11 Jun 2021 Date directorship ended: 2 May 2023	Mr. BUNDIT SAPIANCHAI Date position was assumed: 2 May 2023

8.	Ms. SAOWANEE KHAOUBOL Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Finance and Banking Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 10 Nov 2021 Date directorship ended: 2 Feb 2023	Mrs. NAREERAT NGURNNUMCHOKETHANARAT Date position was assumed: 25 Apr 2023
9.	Mr. SOMKIT LIKITPARINYA Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Information Technology Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 14 Jan 2022 Date directorship ended: 11 Dec 2023	Mr. ISSARA ROUNGSUK-UDOM Date position was assumed: 12 Dec 2023
10.	Mrs. NAREERAT NGURNNUMCHOKETHANARAT Gender: Female Age: 54 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 Apr 2023 Date directorship ended: 28 Jun 2023	Mr. CHIRAYU CHUEYAM Date position was assumed: 2 Aug 2023
11.	Mr. SARAYUT YIMRUAN Gender: Male Age: 49 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: 25 Apr 2023 Date directorship ended: 15 Aug 2023	Mr. PRAPAT YORKHANT Date position was assumed: 15 Aug 2023
12.	Associate Professor Dr. APIWAT MUTTAMARA Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 23 Jun 2023 Date directorship ended: 22 Aug 2023	No replacement director

13. Mr. CHAIWAT PHITHAKRAKTHAM	Director	Date position was assumed:	Mr. Rathapol Limthongchai
Gender: Male	(Non-executive)	14 Dec 2020	Date position was assumed:
Age: 38 years old			1 Mar 2024
Highest level of education:		Date directorship ended:	
Master's degree		1 Mar 2024	
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			

### Other Information pertaining to committees

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. SUPREEDEE NIMITKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	2 Aug 2023	Law, Audit
2.	Ms. NATENAPA PUSITTANONT [1] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	14 Sep 2023	Accounting, Finance
3.	Mr. PRIYONG TEERASATHIAN [1] Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration in Accounting , Laws Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	11 Jan 2024	Accounting, Audit, 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. PAKORN APAPHANT Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Civil Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 14 Dec 2020 Date directorship ended: 11 Dec 2023	Mr. PRIYONG TEERASATHIAN Date position was assumed: 11 Jan 2024
2. Mr. CHUKET OUNJITTI [1] Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Mathematics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 28 Apr 2021 Date directorship ended: 14 Sep 2023	Ms. NATENAPA PUSITTANONT Date position was assumed: 14 Sep 2023
3. Mr. PATTARAKIT TECHASIKARN [1] Gender: Male Age: 63 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: 28 Apr 2021 Date directorship ended: 27 Jul 2023	Mr. SUPREEDEE NIMITKUL Date position was assumed: 2 Aug 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
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1.	Mr. CHIRAYU CHUEYAM Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	2 Aug 2023
2.	Mr. Thawee Udomkitchote Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 May 2023
3.	Mr. PRAPAT YORKHANT Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Sep 2023

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

General information	Position	Tenure	Replacement Director
1. Mr. KANAWUTHI WATTANADHIRACH Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Business Administration (Accounting) , Laws Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 28 Apr 2021 Date directorship ended: 1 Jul 2023	Mr. CHIRAYU CHUEYAM Date position was assumed: 3 Aug 2023

2.	Ms. Chutima Insawang Gender: Female Age: 47 years old Highest level of education: Bachelor's degree Major: Irrigation Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 8 Mar 2021 Date directorship ended: 20 Sep 2023	No replacement director
3.	Ms. Warunee Poodee Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 6 Nov 2019 Date directorship ended: 9 May 2023	Mr. Thawee Udomkitchote Date position was assumed: 9 May 2023
4.	Mr. CHAIWAT PHITHAKRAKTHAM Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 14 Dec 2020 Date directorship ended: 1 Feb 2024	No replacement director

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. PRIYONG TEERASATHIAN	Chairman
	Mr. CHIRAYU CHUEYAM	Member
	Mr. SUPREEDEE NIMITKUL	Member
Nominating and Compensation Committee	Mr. SUPREEDEE NIMITKUL	Chairman
	Mr. PRIYONG TEERASATHIAN	Member
	Mr. CHIRAYU CHUEYAM	Member
Risk Management Committee	Mr. CHIRAYU CHUEYAM	Chairman
	Mr. PRIYONG TEERASATHIAN	Member
	Mr. PRAPAT YORKHANT	Member

Sustainable Development Committee	Mr. CHIRAYU CHUEYAM	Chairman
	Ms. Warunee Poodee	Member
	Mr. PRAPAT YORKHANT	Member
Investment Committee	Mr. CHIRAYU CHUEYAM	Chairman
	Mr. ISSARA ROUNGSUK-UDOM	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nominating and Compensation Committee
Sub-committees responsible for remuneration	: Nominating and Compensation Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: 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. Mr. CHIRAYU CHUEYAM Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	3 Aug 2023	Business Administration, Finance, Corporate Management
2. Mr. Thawee Udomkitchote Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics	Acting - Vice Chief Executive Officer	1 Sep 2021	Economics, Corporate Management, Strategic Management
3. Ms. Warunee Poodee Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President-Operation	5 Jun 2019	Accounting, Corporate Management, Strategic Management
4. Mrs. Sasakorn Suppatkul Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Vice President - Sales and CR	16 Jun 2020	Negotiation, Project Management, Strategic Management, Marketing
5. Mr. Praphan Somboonngern Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Science	Vice President - Information Technology	1 Mar 2022	Information & Communication Technology, IT Management, Professional Services

[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)	21,279,578.33	19,893,968.00	21,172,201.99

### 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) : 431

Number of female employees (persons) : 1,157

**Total number of employees (persons)** : 1,588

#### Employee Remuneration

Total employee remuneration : 412,509,957.56

#### Provident fund

Total number of employees (persons) : 1,588

Number of employees contributing to the PVD (persons) : 232

Percentage of employees who are members (%) : 14.61



# 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. PRIYONG TEERASATHIAN Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration in Accounting , Laws Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 8 Mar 2021	Accounting, Audit, Law

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHIRAYU CHUEYAM Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 2 Aug 2023	Business Administration, Finance, Corporate Management

2.	Mr. SUPREEDEE NIMITKUL Gender: Male Age: 63 years old Highest level of education: Master'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: 2 Aug 2023	Law, Audit
3.	Mr. PRAPAT YORKHANT Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Aug 2023	Business Administration, Corporate Management
4.	Ms. NATENAPA PUSITTANONT Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Accounting 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: 14 Sep 2023	Accounting, Finance
5.	Mr. ISSARA ROUNGSUK-UDOM Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Sep 2023	Business Administration, Engineering
6.	Mr. Rathapol Limthongchai Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Mar 2024	Engineering, Procurement, Finance

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHIRAYU CHUEYAM	Vice Chairman	Participating
Mr. PRIYONG TEERASATHIAN	Director	Non-participating
Mr. SUPREEDEE NIMITKUL	Director	Non-participating
Mr. PRAPAT YORKHANT	Director	Non-participating
Ms. NATENAPA PUSITTANONT	Director	Non-participating
Mr. ISSARA ROUNGSUK-UDOM	Director	Non-participating
Mr. Rathapol Limthongchai	Director	Non-participating
Mr. PAKORN APAPHANT	Chairman of the board	Non-participating
Mr. BUNDIT SAPIANCHAI	Vice Chairman	Non-participating
Mr. KANAWUTHI WATTANADHIRACH	Director	Non-participating
Mr. PANOM RATANARAT	Director	Non-participating
Mr. CHUKET OUNJITTI	Director	Non-participating
Mr. PATTARAKIT TECHASIKARN	Director	Non-participating
Mr. SUBHASIDDHI RAKKASIKORN	Director	Non-participating
Ms. SAOWANEE KHAUBOL	Director	Non-participating
Mr. SOMKIT LIKITPARINYA	Director	Non-participating
Mrs. NAREERAT NGURNNUMCHOKETHANARAT	Director	Non-participating
Mr. SARAYUT YIMRUAN	Director	Non-participating
Associate Professor Dr. APIWAT MUTTAMARA	Director	Non-participating
Mr. CHAIWAT PHITHAKRAKTHAM	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) : 22

Date of AGM meeting : 25 Apr 2023

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. CHIRAYU CHUEYAM (Vice Chairman)	-	9/9	Non-participating	Non-participating
2. Mr. PRIYONG TEERASATHIAN (Director)	-	22/22	Participating	Participating
3. Mr. SUPREEDEE NIMITKUL (Director)	-	9/9	Non-participating	Non-participating
4. Mr. PRAPAT YORKHANT (Director)	-	8/8	Non-participating	Non-participating
5. Ms. NATENAPA PUSITTANONT (Director)	-	6/6	Non-participating	Non-participating
6. Mr. ISSARA ROUNGSUK-UDOM (Director)	-	2/2	Non-participating	Non-participating
7. Mr. Rathapol Limthongchai (Director)	-	0/0	Non-participating	Non-participating
8. Mr. PAKORN APAPHANT (Chairman of the board)	11 Dec 2023	18/19	Participating	Participating
9. Mr. BUNDIT SAPIANCHAI (Vice Chairman)	22 Jun 2023	3/4	Non-participating	Participating
10. Mr. KANAWUTHI WATTANADHIRACH (Director)	22 Aug 2023	14/14	Participating	Participating
11. Mr. PANOM RATANARAT (Director)	25 Apr 2023	5/5	Participating	Non-participating
12. Mr. CHUKET OUNJITTI (Director)	14 Sep 2023	16/16	Participating	Participating
13. Mr. PATTARAKIT TECHASIKARN (Director)	27 Jul 2023	12/12	Participating	Participating
14. Mr. SUBHASIDDHI RAKKASIKORN (Director)	2 May 2023	5/5	Participating	Non-participating

15.	Ms. SAOWANEE KHAOUBOL (Director)	2 Feb 2023	1/1	Non-participating	Non-participating
16.	Mr. SOMKIT LIKITPARINYA (Director)	11 Dec 2023	19/19	Participating	Participating
17.	Mrs. NAREERAT NGURNNUMCHOKETHANARAT (Director)	28 Jun 2023	5/6	Non-participating	Participating
18.	Mr. SARAYUT YIMRUAN (Director)	15 Aug 2023	8/9	Non-participating	Participating
19.	Associate Professor Dr. APIWAT MUTTAMARA (Director)	22 Aug 2023	3/3	Non-participating	Non-participating
20.	Mr. CHAIWAT PHITHAKRAKTHAM (Director)	1 Mar 2024	22/22	Participating	Participating

### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. CHIRAYU CHUEYAM (Vice Chairman)	-	140,000.00	0.00	No
2.	Mr. PRIYONG TEERASATHIAN (Director)	-	360,000.00	0.00	No
3.	Mr. SUPREEDEE NIMITKUL (Director)	-	110,000.00	0.00	No
4.	Mr. PRAPAT YORKHANT (Director)	-	80,000.00	0.00	No
5.	Ms. NATENAPA PUSITTANONT (Director)	-	70,000.00	0.00	No
6.	Mr. ISSARA ROUNGSUK-UDOM (Director)	-	20,000.00	0.00	No
7.	Mr. Rathapol Limthongchai (Director)	-	0.00	0.00	No
8.	Mr. PAKORN APAPHANT (Chairman of the board)	11 Dec 2023	610,000.00	0.00	No
9.	Mr. BUNDIT SAPIANCHAI (Vice Chairman)	22 Jun 2023	30,000.00	0.00	No
10.	Mr. KANAWUTHI WATTANADHIRACH (Director)	22 Aug 2023	210,000.00	0.00	No
11.	Mr. PANOM RATANARAT (Director)	25 Apr 2023	50,000.00	0.00	No
12.	Mr. CHUKET OUNJITTI (Director)	14 Sep 2023	190,000.00	0.00	No
13.	Mr. PATTARAKIT TECHASIKARN (Director)	27 Jul 2023	140,000.00	0.00	No
14.	Mr. SUBHASIDDHI RAKKASIKORN (Director)	2 May 2023	50,000.00	0.00	No

15.	Ms. SAOWANEE KHAUBOL (Director)	2 Feb 2023	10,000.00	0.00	No
16.	Mr. SOMKIT LIKITPARINYA (Director)	11 Dec 2023	190,000.00	0.00	No
17.	Mrs. NAREERAT NGURNNUMCHOKETHANARAT (Director)	28 Jun 2023	50,000.00	0.00	No
18.	Mr. SARAYUT YIMRUAN (Director)	15 Aug 2023	80,000.00	0.00	No
19.	Associate Professor Dr. APIWAT MUTTAMARA (Director)	22 Aug 2023	30,000.00	0.00	No
20.	Mr. CHAIWAT PHITHAKRAKTHAM (Director)	1 Mar 2024	220,000.00	0.00	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) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. SUPREEDEE NIMITKUL (Chairman of the audit committee)	-	2/2
2.	Ms. NATENAPA PUSITTANONT (Audit committee)	-	1/1
3.	Mr. PRIYONG TEERASATHIAN (Audit committee)	-	0/0
4.	Mr. PAKORN APAPHANT (Chairman of the audit committee)	11 Dec 2023	4/4
5.	Mr. CHUKET OUNJITTI (Audit committee)	14 Sep 2023	3/3
6.	Mr. PATTARAKIT TECHASIKARN (Audit committee)	27 Jul 2023	2/2