



# **Annual Registration Statement / Annual Report**

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

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

**HEALTHLEAD PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2024



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
<b>Corporate Governance</b>	
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	23

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : HEALTHLEAD PUBLIC COMPANY LIMITED

Symbol : HL

Address : 99/4, Moo 10, Bang Muang Sub-District, Bang-Yai District

Province : Nonthaburi

Postcode : 11140

Business : Holding company which currently holds investment in pharmacy business distributing medicines, medical supplies, cosmeceuticals, supplements, medical devices and other healthcare products as well as in business regarding coinventing and codeveloping with external research teams along with hiring manufacturers for distributing innovative healthcare products including supplements, sterilization products, deodorizer and mask.

Registration Number : 0107563000347

Telephone : 0-2118-0884

Fax (if applicable) : -

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

Email : [info@healthleadgroup.com](mailto:info@healthleadgroup.com)

#### Total Shares Sold (shares)

Common Stock : 272,000,000

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)	1,538,212.95	1,659,312.46	2,017,894.04
Medicine and Dietary Supplement (Thousand baht)	981,506.34	1,129,299.10	1,361,912.53
Medical food (Thousand baht)	71,139.89	91,184.56	113,386.70
Personal Healthcare (Thousand baht)	145,395.52	168,864.79	230,067.46
Medical Equipment and Home Healthcare (Thousand baht)	321,479.80	246,194.04	271,720.72
Other (Thousand baht)	18,691.40	23,769.97	40,806.63

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Medicine and Dietary Supplement (%)	63.81	68.06	67.49
Medical food (%)	4.62	5.50	5.62
Personal Healthcare (%)	9.45	10.18	11.40
Medical Equipment and Home Healthcare (%)	20.90	14.84	13.47
Other (%)	1.22	1.43	2.02

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	1,538,212.95	1,659,312.46	2,017,894.04
Domestic (Thousand baht)	1,538,212.95	1,659,312.46	2,017,894.04
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

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

	2022	2023	2024
Total other income (Thousand baht)	18,691.40	23,769.96	40,806.63
Other income from operations (Thousand baht)	18,691.40	23,769.96	34,352.09
Service income (Thousand baht)	15,400.42	22,928.57	32,405.82
Others (Thousand baht)	3,290.98	841.39	1,946.27
Other income not from operations (Thousand baht)	0.00	0.00	6,454.54

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

	2022	2023	2024
Share of profit (Thousand baht)	0.00	0.00	0.00

## Information on Products and Services (1.2.2)

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

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2022	2023	2024
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 dependency on large manufacturers or distributors**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

Operational Risk

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

### **Risk from warehouse management**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Safety, occupational health, and working environment
- System disruption risk
- Inventory risk
- Pandemic risk



### **Risk from high competition in the industry**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Competition risk

Operational Risk

- Shortage or reliance on skilled workers

Financial Risk

- Income volatility

### **Compliance risks regarding related laws and regulations**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Legal risk

### **Risks related to lease agreements**

**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

### **Risks from shortage of pharmacist**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers
- Delays in the development of future projects

### **Risk from changes in consumer behavior from the growth of e-commerce**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

Compliance Risk

- Change in laws and regulations

### **Risk from dependency upon the executive**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Reliance on employees in key positions

### **Risk from pandemic**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

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

- Pandemic risk

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Pandemic risk

### Risk to Securities Holder (2.2.2)

**Risk from having a group of major shareholders holding shares more than or equal to 25 percent**

**Risk Management Measures:** Yes

#### Related Risk Topics

- Return from investment of securities holder

**Risk from non-resident shareholders may have restrictions to exercise the rights to purchase the company newly issued ordinary shares in the future**

**Risk Management Measures:** No

#### 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.healthleadgroup.com/th/sustainability>  
(if applicable)

## Environmental Aspect (3.3)

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

Environmental Policy and Practice : No

### Results with Respect to the Environmental Aspect (3.3.2)

#### Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	16,213.88	22,817.56	31,704.11
Gasoline (Litres)	N/A	N/A	751.05

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	1,791,764.52	2,755,110.85	3,625,166.04

#### Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	6,300.79	8,592.39	7,335.60

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
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 : 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 : <https://www.healthleadgroup.com/th/sustainability>

Company human right guideline : Employee Rights, 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)	130	164	213
Number of female employees (Persons)	354	435	594
<b>Total number of employees (Persons)</b>	<b>484</b>	<b>599</b>	<b>807</b>

##### • Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	125,414,306.00	161,428,600.00	208,436,214.87

##### • Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	30.00	23.47	27.00
Employee development and training expenses (baht)	502,094.00	761,288.00	214,020.00

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

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	21.07	24.37	23.05

• **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://www.healthleadgroup.com/th/corporate-governance>

#### 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	4	57.14
Number of female directors	3	42.86
Number of executive directors	3	42.86
Number of non-executive directors	4	57.14
Number of independent directors	4	57.14

#### 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. Mrs. APHIRUDEE HEMACHUDHA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re-elected as director	9 Dec 2020	Health Care Services, Professional Services

2.	<p>Mrs. MARAYART TEERATOMORN</p> <p>Gender: Female</p> <p>Age: 55 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	9 Dec 2020	<p>Risk Management, Audit, Accounting, Internal Control, Governance/ Compliance</p>
3.	<p>Mr. THANASAK KULRATTANARAK</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	9 Dec 2020	<p>Strategic Management, Risk Management, Negotiation, Commerce, Project Management</p>
4.	<p>Mr. RATHPONG RATANAHIRUNYA</p> <p>Gender: Male</p> <p>Age: 44 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	29 Feb 2024	<p>Business Administration, Commerce, Law</p>
5.	<p>Mrs. MATAYA BHANDHUKANONDA</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Pharmacy</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	9 Dec 2020	<p>Personal Products &amp; Pharmaceuticals, Health Care Services, Commerce, Procurement</p>

6.	Mr. Thatchaphon Chonwattanasakul Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	9 Dec 2020	Health Care Services, Strategic Management, Corporate Management, Business Administration, Leadership
7.	Mr. Suphakorn Bhandhukanonda Gender: Male Age: 37 years old Highest level of education: Bachelor's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	9 Dec 2020	Procurement, Health Care Services, Commerce, Transportation & Logistics, Business Administration

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

General information	Position	Tenure	Replacement Director
1. Ms. AMPAIVAN LIMPRAPASSORN Gender: Female Age: 66 years old Highest level of education: Barrister Major: barrister Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 9 Dec 2020 Date directorship ended: 29 Feb 2024	Mr. RATHPONG RATANAHIRUNYA Date position was assumed: 29 Feb 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	: 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.	Mrs. MARAYART TEERATOMORN [1] Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	29 Feb 2024	Risk Management, Audit, Accounting, Internal Control, Governance/ Compliance
2.	Mr. THANASAK KULRATTANARAK Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	23 Apr 2020	Strategic Management, Risk Management, Negotiation, Commerce, Project Management
3.	Mr. RATHPONG RATANAHIRUNYA Gender: Male Age: 44 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	29 Feb 2024	Business Administration, Commerce, 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. Ms. AMPAIVAN LIMPRAPASSORN Gender: Female Age: 66 years old Highest level of education: Barrister Major: barrister Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 23 Apr 2020 Date directorship ended: 29 Feb 2024	Mr. RATHPONG RATANAHIRUNYA Date position was assumed: 29 Feb 2024

[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. Mrs. MATAYA BHANDHUKANONDA Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: No	Chairman of the executive committee	13 Nov 2020
2. Mr. Thatchaphon Chonwattanasakul Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Nov 2020



3.	Mr. Suphakorn Bhandhukanonda Gender: Male Age: 37 years old Highest level of education: Bachelor's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Nov 2020
4.	Mrs. Araya Tantanasin Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Nov 2020

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. Thatchaphon Chonwattanasakul	Chairman
	Mrs. Araya Tantanasin	Member
	Mr. Suphakorn Bhandhukanonda	Member
	Ms. Bussakorn Ampunkhao	Member
	Mr. Ponnathuch Thongsukmak	Member
	Ms. Sasithon Marukasonthi	Member
	Ms. Ratchada Sangkharaksasat	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

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. Thatchaphon Chonwattanasakul Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	28 Dec 2018	Health Care Services, Strategic Management, Corporate Management, Business Administration, Leadership
2. Mrs. Araya Tantanasin [1] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance	Chief Finance Officer	1 Jan 2019	Business Administration, Finance, Fund Management, Budgeting, Internal Control
3. Mr. Suphakorn Bhandhukanonda Gender: Male Age: 37 years old Highest level of education: Bachelor's degree Major: Pharmacy	Chief Operation Officer	28 Dec 2018	Procurement, Health Care Services, Commerce, Transportation & Logistics, Business Administration
4. Ms. Sasithon Marukasonthi [2] Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Business Administration	Director of Account Department	1 Jun 2023	Business Administration, Accounting, Finance, Internal Control
5. Mr. Ponnathuch Thongsukmak Gender: Male Age: 37 years old Highest level of education: Bachelor's degree Major: Pharmacy	Director of Branch Operation Department	1 Oct 2019	Information & Communication Technology, Health Care Services, Business Administration

6.	Ms. Ratchada Sangkharaksat Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Director of Finance Department	1 Jul 2022	Accounting, Finance
7.	Ms. Bussakorn Ampunkhao Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Political Science	Director of Human Resource Department	15 May 2020	Human Resource Management
8.	Ms. Pattarawan Siripongvilai Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Director of Marketing and Sales Promotion Department	1 Oct 2019	Marketing, Health Care Services
9.	Ms. Suneewan Vanilaksmee Gender: Female Age: 41 years old Highest level of education: Master's degree Major: Finance	Director of Purchasing Department	1 Feb 2023	Procurement, Business Administration
10.	Ms. Sirada Amondechapon Gender: Female Age: 36 years old Highest level of education: Bachelor's degree Major: Pharmacy	Director of Purchasing Department	1 Jan 2024	Procurement, Health Care 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)

### 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)	: 213
Number of female employees (persons)	: 594
<b>Total number of employees (persons)</b>	<b>: 807</b>

#### Employee Remuneration

Total employee remuneration	: 208,436,214.87
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#### Provident fund

Total number of employees (persons)	: 807
Number of employees contributing to the PVD (persons)	: 163
Percentage of employees who are members (%)	: 20.20

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Sasithon Marukasonthi	sasithon.m@healthleadgroup.com	

- Company secretary

General information	Email	Telephone
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1.	Mrs. Araya Tantanasin	companysecretary@healthleadgroup.com	0938159946
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• Head of internal audit

General information	Email	Telephone
1. Ms. Wanvimol Jongsureeyapas	wanvimol.jo@plgroup.co.th	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED	1. Mrs. LASITA MAGUT Email: lmagut@deloitte.com Telephone: -	3,000,000.00	-

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

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

#### List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. APHIRUDEE HEMACHUDHA Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 9 Dec 2020	Health Care Services, Professional Services
2. Mrs. MATAYA BHANDHUKANONDA Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: No	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 9 Dec 2020	Personal Products & Pharmaceuticals, Health Care Services, Commerce, Procurement
3. Mr. Thatchaphon Chonwattanasakul Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 9 Dec 2020	Health Care Services, Strategic Management, Corporate Management, Business Administration, Leadership

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. RATHPONG RATANAHIRUNYA Gender: Male Age: 44 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: 29 Feb 2024	Business Administration, Commerce, Law

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. APHIRUDEE HEMACHUDHA	Chairman of the board	Non-participating
Mrs. MARAYART TEERATOMORN	Director	Non-participating
Mr. THANASAK KULRATTANARAK	Director	Non-participating
Mr. RATHPONG RATANAHIRUNYA	Director	Participating
Mrs. MATAYA BHANDHUKANONDA	Director	Non-participating
Mr. Thatchaphon Chonwattanasakul	Director	Non-participating
Mr. Suphakorn Bhandhukanonda	Director	Non-participating
Ms. AMPAIVAN LIMPRAPASSORN	Director	Non-participating

### Meeting attendance and remuneration to each Board member (8.1.2)

#### Meeting attendance of the board of directors

Number of board meetings (times) : 4

Date of AGM meeting : 12 Apr 2024



EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. APHIRUDEE HEMACHUDHA (Chairman of the board)	-	4/4	Participating	Did not hold the meeting
2.	Mrs. MARAYART TEERATOMORN (Director)	-	4/4	Participating	Did not hold the meeting
3.	Mr. THANASAK KULRATTANARAK (Director)	-	4/4	Non-participating	Did not hold the meeting
4.	Mr. RATHPONG RATANAHIRUNYA (Director)	-	3/3	Non-participating	Did not hold the meeting
5.	Mrs. MATAYA BHANDHUKANONDA (Director)	-	4/4	Participating	Did not hold the meeting
6.	Mr. Thatchaphon Chonwattanasakul (Director)	-	4/4	Participating	Did not hold the meeting
7.	Mr. Suphakorn Bhandhukanonda (Director)	-	4/4	Participating	Did not hold the meeting
8.	Ms. AMPAIVAN LIMPRAPASSORN (Director)	29 Feb 2024	1/1	Non-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.	Mrs. APHIRUDEE HEMACHUDHA (Chairman of the board)	-	100,000.00	N/A	No
2.	Mrs. MARAYART TEERATOMORN (Director)	-	50,000.00	N/A	No
3.	Mr. THANASAK KULRATTANARAK (Director)	-	40,000.00	N/A	No
4.	Mr. RATHPONG RATANAHIRUNYA (Director)	-	30,000.00	N/A	No
5.	Mrs. MATAYA BHANDHUKANONDA (Director)	-	0.00	N/A	No
6.	Mr. Thatchaphon Chonwattanasakul (Director)	-	0.00	N/A	No

7.	Mr. Suphakorn Bhandhukanonda (Director)	-	0.00	N/A	No
8.	Ms. AMPAIVAN LIMPRAPASSORN (Director)	29 Feb 2024	10,000.00	N/A	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.	Mrs. MARAYART TEERATOMORN (Chairman of the audit committee)	-	4/4
2.	Mr. THANASAK KULRATTANARAK (Audit committee)	-	4/4
3.	Mr. RATHPONG RATANAHIRUNYA (Audit committee)	-	3/3
4.	Ms. AMPAIVAN LIMPRAPASSORN (Chairman of the audit committee)	29 Feb 2024	1/1