



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

T.Man Pharmaceutical Public Company Limited

Fiscal Year End 31 December 2024



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : T.Man Pharmaceutical Public Company Limited

Symbol : TMAN

Address : 69/1 Soi Bangkhunthian 14, Samaedum, Bangkhunthian

Province : Bangkok

Postcode : 10150

Business : Business operations: 1.Manufactures and/or distributes pharmaceutical and healthcare products under the company's brands 2.Manufactures and/or distributes pharmaceutical and healthcare products under the brands of third parties

Registration Number : 0107566000518

Telephone : 0-2415-1007

Fax (if applicable) : 0-2416-1241

Website : www.tmanpharmaceutical.com

Email : ir@tmanpharma.co.th

Total Shares Sold (shares)

Common Stock : 400,003,600

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)	2,024,654.72	1,980,040.58	2,226,002.13
Manufacture and/or distribute pharmaceuticals and health products under the Group's brands (Thousand baht)	1,984,451.60	1,923,747.62	2,131,679.02
Contract manufacturing of pharmaceuticals and health products under third-party brands (Thousand baht)	9,630.61	14,838.21	33,541.69
Distributing pharmaceuticals and health products under third-party brands (Thousand baht)	21,040.28	30,299.91	47,159.72
Other sales income (Thousand baht)	1,480.61	3,340.93	273.90
Other (Thousand baht)	8,051.62	7,813.91	13,347.80

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Manufacture and/or distribute pharmaceuticals and health products under the Group's brands (%)	98.01	97.16	95.76
Contract manufacturing of pharmaceuticals and health products under third-party brands (%)	0.48	0.75	1.51
Distributing pharmaceuticals and health products under third-party brands (%)	1.04	1.53	2.12
Other sales income (%)	0.07	0.17	0.01
Other (%)	0.40	0.39	0.60

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	2,024,654.72	1,980,040.58	2,226,002.13
Domestic (Thousand baht)	1,896,703.92	1,833,517.34	2,044,372.51
International (Thousand baht)	127,950.80	146,523.24	181,629.62

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	93.68	92.60	91.84
International (%)	6.32	7.40	8.16

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	8,051.62	7,813.91	13,347.80
Other income from operations (Thousand baht)	8,051.62	7,813.91	13,347.80
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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 : Yes

(Unit : Thousand baht)	2022	2023	2024
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R&D expenses in the past 3 years	N/A	12,483.71	16,586.25
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Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk of Introducing New Products to the Market (Risk of New Products not Being Well-Received in the Domestic Market)	
Risk Management Measures: Yes	
Related Risk Topics	
Strategic Risk	
• Behavior or needs of customers / consumers • Government policy • Economic risk	
Operational Risk	
• Systems or internal control system • Human error in business operations • Other	
Remark :	Causes of Risk 1.Insufficient manpower in the Product Management team to handle work related to new product launches. 2.Inefficient internal team coordination. 3.Slow and ineffective work processes. Potential Impact Loss of opportunities to increase market share as targeted by the company. Risk Management / Control Measures 1.Monitor progress and conduct monthly meetings to enhance coordination and improve efficiency. 2.Increase manpower to a level appropriate for the workload.

Risk of Product Registrations Expiring, Being Revoked, or Failing to be Renewed	
Risk Management Measures: Yes	
Related Risk Topics	
Strategic Risk	

- Volatility in the industry in which the company operates
- Government policy
- Other

Remark : Causes of Risk

1. Similar expiry cycles for product registrations.
2. Lengthy waiting periods for evaluation and license approvals due to legally mandated assessment timelines by government agencies, or delays or complexities arising from regulatory changes or legal uncertainties.

Potential Impacts

Product registrations may be revoked, suspended, or temporarily unavailable for distribution.

Risk of Raw Material/ Packaging Suppliers Failing to Deliver Goods or Services on Time or at All

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Remark : Causes of Risk

1. Suppliers having longer than usual lead times.
2. Internal coordination in ordering goods.
3. Fixed source issues.

Potential Impacts

The Company cannot utilize undelivered goods or services, potentially impacting various operations, customer satisfaction, and revenue loss.

Risk of Succession Gap in Key Operational Positions

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Remark : Causes of Risk

Since most key executive positions within the Company are held by members of the same family, a lack of long-term succession planning or inadequate workforce development could lead to challenges in replacing employees who retire or leave their positions.

Potential Impacts

Failure to plan for succession in key positions or develop replacements on time may lead to a shortage of essential personnel, disrupting operations and potentially losing valuable knowledge when employees leave or retire. This may necessitate external recruitment, potentially causing uncertainty and

demotivation among existing employees

Risk of Liquid and Cream Medication Production Capacity Exceeding 80%

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Remark : Causes of Risk

1. High demand for liquid and cream medications, with sales value increasing by over 52% for cream medications and 51% for liquid medications.
2. Limited space for production capacity expansion.

Potential Impacts

Hindering the ability to meet the increasing demand for liquid and cream medications.

Increasing production costs

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Remark : Causes of Risk

1. Energy costs are expected to rise.
2. Increased depreciation expenses from investments in capacity expansion.
3. Higher raw material and packaging costs.

Potential Impacts

This results in reduced gross profit margins and competitiveness.

Thailand's Economic Conditions with Low Growth Projections

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

- Economic risk

Remark : Causes of Risk

1. Clarity of government policies.
2. Inflation and household debt, which are likely to adjust higher.
3. Clarity of US policies.
4. Volatility of the global economy.

Potential Impacts

1. Impact on import costs of raw materials and packaging for production.

2. Reduced domestic consumption of non-essential goods.
3. Government reduction in public health spending compared to 2020-2022 during the COVID-19

Risks of Introducing New Products to Foreign Markets

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Policies or international agreements related to business operations

Compliance Risk

- Laws and regulations is not favorable for doing business

Remark : Causes of Risk
 1. Insufficient brand awareness of the Group's products in China.
 2. Limited distribution capabilities of distributors abroad.
 Potential Impacts
 Resulting in sales not meeting the plan.

Risks of Using Trademarks in Foreign Markets

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Compliance Risk

- Violations of laws and regulations

Remark : Causes of Risk
 Unable to register trademarks abroad due to legal reasons or prior registration.
 Potential Impacts
 Unable to use the Company's trademarks in countries where registration is not possible.

Risk from Rapid Expansion of Distribution Business Under External Brands

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Remark : Causes of Risk

1. Warehouse space cannot accommodate rapid expansion.
2. Warehouse system limitations

Potential Impacts

1. This results in the inability to expand the private label distribution business under external brands as planned.
2. This impacts the expansion of the core business.

Risks from Warehouse Management Capability

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations

Remark : Causes of Risk

Ability to Manage Warehouses Appropriately for Business Expansion

Potential Impacts

1. Reduced warehouse management efficiency
2. Impact on business expansion

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 (if applicable) : <https://investor.tmanpharmaceutical.com/storage/content/corporate-governance/sustainability-policies/20250218-tman-sustainability-policy-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice (if applicable) : <https://tmanpharmaceutical.com/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%84%e0%b8%a7%e0%b8%b2%e0%b8%a1%e0%b8%a3%e0%b8%b1%e0%b8%9a%e0%b8%9c%e0%b8%b4%e0%b8%94%e0%b8%8a%e0%b8%ad%e0%b8%9a%e0%b8%95%e0%b9%88%e0%b8%ad-2/>

Company environmental guideline : Renewable/Clean Energy Management, Water 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)	N/A	N/A	243,272.25
Gasoline (Litres)	N/A	N/A	279,005.36
LPG (Kilograms)	N/A	N/A	91,695.00

• Electricity consumption

	2022	2023	2024
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Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	12,801,210.00
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Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	0.00	0.00	82,691.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	N/A	N/A	138,240.00
Hazardous waste (Kilograms)	N/A	N/A	17,420.00
Total waste generated (Kilograms)	N/A	N/A	155,660.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	2,103.04
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	6,399.15
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	274.63
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	8,776.82

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) Co., Ltd.

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.tmanpharmaceutical.com/storage/content/corporate-governance/sustainability-policies/20250218-tman-environmental-social-and-governance-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)	314	341	357
Number of female employees (Persons)	557	598	603
Total number of employees (Persons)	871	939	960

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	337,123,677.55	354,994,086.36	378,602,309.11

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	1,068.00	3,489.00	4,266.00
Employee development and training expenses (baht)	22.40	25.00	22.30

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	N/A	6	12

• 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.tmanpharmaceutical.com/storage/content/corporate-governance/corporate-policies/20250218-tman-good-corporate-governance-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
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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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
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Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	9	100.00
Number of male directors	4	44.44
Number of female directors	5	55.56
Number of executive directors	5	55.56
Number of non-executive directors	4	44.44
Number of independent directors	4	44.44

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. SUNEE SORNCHAITANASUK Gender: Female Age: 64 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	23 Dec 2022	Business Administration, Accounting, Governance/ Compliance

2.	Mr. PRAPON THANACHOTIPAN Gender: Male Age: 43 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	6 Mar 2007	Business Administration, Health Care Services, Marketing, Leadership
3.	Ms. ORAPAN THANACHOTIPAN Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	6 Mar 2007	Business Administration, Accounting, Finance, Data Management
4.	Ms. NARAPORN THANACHOTIPAN Gender: Female Age: 46 years old Highest level of education: Bachelor's degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	6 Mar 2007	Health Care Services
5.	Ms. SIRIWAN THANACHOTIPAN Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	11 Aug 2022	Health Care Services

6.	Ms. BENJAWAN THANACHOTIPAN Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	11 Aug 2022	Business Administration, Economics
7.	Mr. SAKCHAI PEECHAPAT Gender: Male Age: 57 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: Original director	23 Dec 2022	Business Administration, Finance & Securities, Banking, Engineering
8.	Mr. ARNAT LEEMAKDEJ Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	23 Dec 2022	Business Administration, Economics, Finance
9.	Mr. PRANYA SAKIYALAK Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	23 Dec 2022	Health Care Services

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ARNAT LEEMAKDEJ [1] Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	23 Dec 2022	Business Administration, Economics, Finance
2. Mr. SAKCHAI PEECHAPAT Gender: Male Age: 57 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 Dec 2022	Business Administration, Finance & Securities, Banking, Engineering

3.	Mr. PRANYA SAKIYALAK	Audit committee	23 Dec 2022	Health Care Services
	Gender: Male	(Non-executive,		
	Age: 57 years old	Independent director)		
	Highest level of education:			
	Bachelor's degree	Director type: Original		
	Major: Medicine	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

Executive Committee

List of executive committee members

General information		Position	Date position was assumed
1.	Mr. PRAPON THANACHOTIPAN	Chairman of the executive committee	1 Jan 2023
	Gender: Male		
	Age: 43 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Ms. NARAPORN THANACHOTIPAN	Member of the executive committee	1 Jun 2022
	Gender: Female		
	Age: 46 years old		
	Highest level of education: Bachelor's degree		
	Major: Pharmacy		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Ms. ORAPAN THANACHOTIPAN	Member of the executive committee	1 Jun 2022
	Gender: Female		
	Age: 44 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Ms. SIRIWAN THANACHOTIPAN Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jun 2022
5.	Ms. BENJAWAN THANACHOTIPAN Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jun 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. SAKCHAI PEECHAPAT	Chairman
	Mr. PRANYA SAKIYALAK	Member
	Ms. ORAPAN THANACHOTIPAN	Member
Risk Management Committee	Mrs. SUNE SORNCHAITANASUK	Chairman
	Mr. PRAPON THANACHOTIPAN	Member
	Ms. ORAPAN THANACHOTIPAN	Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : 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. PRAPON THANACHOTIPAN Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	7 Jul 2022	Business Administration, Health Care Services, Marketing, Leadership
2. Ms. ORAPAN THANACHOTIPAN [1][2] Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration	(Deputy Chief Executive Officer Financial & Accounting & Administration	7 Jul 2022	Business Administration, Accounting, Finance, Data Management
3. Ms. SIRIWAN THANACHOTIPAN Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Medicine	Deputy Chief Executive Officer Research and Development	7 Jul 2022	Health Care Services
4. Ms. BENJAWAN THANACHOTIPAN Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Business Administration	Deputy Chief Executive Officer International sales	7 Jul 2022	Business Administration, Economics
5. Mr. Tras Obsuwan Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer	7 Jul 2022	Business Administration, Engineering, Risk Management

6.	Mr. Varitthorn Siriprapasmongkol Gender: Male Age: 41 years old Highest level of education: Bachelor's degree Major: Education	Chief Engineer Officer	7 Jul 2022	Construction Materials, Construction Services
7.	Mrs. Pempichanan Thanachotipan Gender: Female Age: 40 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Procurement Officer	7 Jul 2022	Business Administration, Accounting, Procurement
8.	Ms. Darika Taengtrong [1] Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Chief Finance Officer	1 Jun 2022	Business Administration, Accounting, Finance

[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

	2022	2023	2024
Total executive remuneration (baht)	36,125,467.00	53,400,900.00	55,195,540.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 357

Number of female employees (persons) : 603

Total number of employees (persons) : 960

Employee Remuneration

Total employee remuneration : 378,602,309.11

Provident fund

Total number of employees (persons) : 960

Number of employees contributing to the PVD (persons) : 199

Percentage of employees who are members (%) : 20.73

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. Arisara Buapli	arisara.b@tmanpharma.co.th	024151007 ต่อ 322

• Company secretary

General information	Email	Telephone
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1.	Ms. Darika Taengtrong	darika.t@tmanpharma.co.th	024151007 ต่อ 333
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• Head of internal audit

General information	Email	Telephone
1. - I.A.P. INTERNAL AUDIT CO., LTD.	info@iapinternalaudit.com	02-408-4366

• Head of compliance unit

General information	Email	Telephone
1. Mr. Bordin Thumcheewonskul	Bordin.t@tmanpharma.co.th	024151007 ต่อ 326

• Head of investor relations

General information	Email	Telephone
1. Mr. Tras Obsuwan	ir@tmanpharma.co.th	02-677-2000

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Mr EKKASIT CHUTHAMSATID Email: ekkasit@kpmg.co.th Telephone: -	1,710,000.00	Details: Other Total service fee (baht): 600,000.00

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. Mr. PRAPON THANACHOTIPAN Gender: Male Age: 43 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: 6 Mar 2007	Business Administration, Health Care Services, Marketing, Leadership
2. Ms. SIRIWAN THANACHOTIPAN Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 11 Aug 2022	Health Care Services
3. Mr. ARNAT LEEMAKDEJ Gender: Male Age: 56 years old Highest level of education: Doctoral 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: 23 Dec 2022	Business Administration, Economics, Finance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. SUNE SORNCHAITANASUK	Chairman of the board	Non-participating
Mr. PRAPON THANACHOTIPAN	Director	Participating
Ms. ORAPAN THANACHOTIPAN	Director	Non-participating
Ms. NARAPORN THANACHOTIPAN	Director	Non-participating
Ms. SIRIWAN THANACHOTIPAN	Director	Non-participating
Ms. BENJAWAN THANACHOTIPAN	Director	Non-participating
Mr. SAKCHAI PEECHAPAT	Director	Non-participating
Mr. ARNAT LEEMAKDEJ	Director	Non-participating
Mr. PRANYA SAKIYALAK	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) : 11

Date of AGM meeting : 19 Apr 2024

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mrs. SUNE SORNCHAITANASUK (Chairman of the board)	-	11/11	Participating	Did not hold the meeting
2.	Mr. PRAPON THANACHOTIPAN (Director)	-	11/11	Participating	Did not hold the meeting
3.	Ms. ORAPAN THANACHOTIPAN (Director)	-	11/11	Participating	Did not hold the meeting
4.	Ms. NARAPORN THANACHOTIPAN (Director)	-	11/11	Participating	Did not hold the meeting
5.	Ms. SIRIWAN THANACHOTIPAN (Director)	-	11/11	Participating	Did not hold the meeting
6.	Ms. BENJAWAN THANACHOTIPAN (Director)	-	11/11	Participating	Did not hold the meeting
7.	Mr. SAKCHAI PEECHAPAT (Director)	-	11/11	Participating	Did not hold the meeting
8.	Mr. ARNAT LEEMAKDEJ (Director)	-	11/11	Participating	Did not hold the meeting
9.	Mr. PRANYA SAKIYALAK (Director)	-	11/11	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. SUNE SORNCHAITANASUK (Chairman of the board)	-	480,000.00	273,000.00	No
2.	Mr. PRAPON THANACHOTIPAN (Director)	-	30,000.00	0.00	No
3.	Ms. ORAPAN THANACHOTIPAN (Director)	-	30,000.00	0.00	No
4.	Ms. NARAPORN THANACHOTIPAN (Director)	-	30,000.00	0.00	No
5.	Ms. SIRIWAN THANACHOTIPAN (Director)	-	30,000.00	0.00	No
6.	Ms. BENJAWAN THANACHOTIPAN (Director)	-	30,000.00	0.00	No
7.	Mr. SAKCHAI PEECHAPAT (Director)	-	210,000.00	303,400.00	No
8.	Mr. ARNAT LEEMAKDEJ (Director)	-	210,000.00	241,500.00	No

9.	Mr. PRANYA SAKIYALAK (Director)	-	210,000.00	232,000.00	No
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Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. ARNAT LEEMAKDEJ (Chairman of the audit committee)	-	4/4
2.	Mr. SAKCHAI PEECHAPAT (Audit committee)	-	4/4
3.	Mr. PRANYA SAKIYALAK (Audit committee)	-	4/4