



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

L.P.N. DEVELOPMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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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 : L.P.N. DEVELOPMENT PUBLIC COMPANY LIMITED

Symbol : LPN

Address : LUMPINI TOWER, FLOOR 36, 1168/109 RAMA IV ROAD, SATHON

Province : Bangkok

Postcode : 10120

Business : L.P.N. Development Public Co., Ltd. is the developer of urban residential condominiums with affordable price. The main target group is the middle to lower-middle income earners. Condominium projects are designed and developed following LPN Design concept which focuses on delivering product value to the customers. The Company develops large-scale projects in order to achieve cost advantage and economy of scale. At the same time, the emphasis is put on achieving economy of speed from upstream to downstream stages in project development process. In terms of service value, the uniqueness of the Company lies in the “Livable Community” strategy. It makes a great impression and create bond with customers and residents of “Lumpini” community who are willing to make referral to others about “Lumpini” brand.

Registration Number : 0107537002303 (๐๐๖.๑๖๗ ๔๔๗)

Telephone : 0-2285-5011-6, 0-2800-9009

Fax (if applicable) : 0-2679-8699, 0-2285-5017

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

Email : ir@lpn.co.th

Total Shares Sold (shares)

Common Stock : 1,454,198,768

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	7,457.74	5,598.05	10,301.32
Real Estate Development for Sale (Thousand baht)	6,001.26	4,044.14	8,422.98
Real Estate Development for Rent (Thousand baht)	225.19	272.56	308.01
Revenue from Management (Thousand baht)	1,136.38	1,253.28	1,544.76
Other income (Thousand baht)	94.91	28.07	25.57

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Real Estate Development for Sale (%)	80.47	72.24	81.77
Real Estate Development for Rent (%)	3.02	4.87	2.99
Revenue from Management (%)	15.24	22.39	15.00
Other income (%)	1.27	0.50	0.25

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	7,457.74	5,598.05	10,301.32
Domestic (Thousand baht)	7,457.74	5,598.05	10,301.32
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

International (%)	0.00	0.00	0.00
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*Excluding the profit margins in the associated companies

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)	2020	2021	2022
R&D expenses in the past 3 years	20,000,000.00	20,000,000.00	20,000,000.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Risks from marketing competition and competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Financial risk factors from the stringent home loan approval imposed by financial institutions and financial liquidity

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

Risk factors from changes in government policies and measures

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risk factors on corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Risk factors related to safety at construction sites

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

Risk factors related to construction impacts on neighboring communities

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

Risk factors related to labor shortage

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risk factors related to environmental impact

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Risk factors regarding social impacts

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Impact from population structure

Risk to Securities Holder (2.2.2)

Risks that affect rights or investment of shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.lpn.co.th/%E0%B9%80%E0%B8%81%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%A7%E0%B8%81%E0%B8%B1%E0%B8%9A%>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.lpn.co.th/%E0%B9%80%E0%B8%81%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%A7%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%A5%E0%B8%B8%E0%B8%A1%E0%B8%9E%E0%B8%B4%E0>

Company environmental guideline : Electricity Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Fuel consumption

	2020	2021	2022
Diesel (Litre)	1,101.85	1,830.65	1,101.85

- **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	59,856,000.00	56,720,400.00	59,767,800.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	8,812,320.00	10,042,800.00	10,506,000.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	17,003,525.00	18,874,150.00	13,348,220.00
Hazardous waste (kg)	10,950.00	14,600.00	8,900.00
Total (kg)	17,014,475.00	18,888,750.00	13,357,120.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	82.00	308.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	1,241.00	1,477.00	N/A
Scope 3 (Tons of carbon dioxide equivalents)	24.00	16,602.00	N/A
Total (Tons of carbon dioxide equivalents)	1,347.00	18,387.00	N/A

• 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 : Yes

URL of human rights policy : <http://lpn-th.listedcompany.com/misc/cg/human-policy-th-01.pdf>

Company human right guideline : Employee Rights, Migrant Workers, 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

	2020	2021	2022
Number of male employees (persons)	934	1,230	1,677
Number of female employees (persons)	2,902	3,137	3,806
Total (persons)	3,836	4,367	5,483

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,174,180,975.53	1,140,940,065.00	1,393,536,535.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	57	78	42
Employee development and training expenses (baht)	8,856,515.00	6,384,252.00	8,485,832.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	39	23	31

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	40.93	38.31	52.00

• **Significant labor dispute**

	2020	2021	2022
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 : <http://lpn-th.listedcompany.com/misc/cg/20181130-lpn-cg-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	12	100.00
Number of male directors	11	91.67
Number of female directors	1	8.33
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	5	41.67

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. AMORNSUK NOPARUMPA Gender: Male Age: 77 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Additional and newly-appointed directors	22 Dec 2005	Law, Corporate Management

2.	<p>Mr. VUDHIPHOL SURİYABHIVADH</p> <p>Gender: Male</p> <p>Age: 78 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 Jan 1998	Accounting, Finance, Corporate Management
3.	<p>Mr. TIKHAMPORN PLENGSRISUK</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	21 Jun 1989	Engineering, Property Development, Corporate Management
4.	<p>Mr. PICHET SUPAKIJJANUSAN</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: -</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	21 Jun 1989	Property Development, Architecture, Corporate Management
5.	<p>Mrs. YUPA TECHAKRAISRI</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	21 Jun 1989	Finance, Accounting, Corporate Management

6.	<p>Mr. KUMPEE CHONGTHURAKIT</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor'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: Additional and newly-appointed directors</p>	21 Jun 1989	Marketing
7.	<p>Mr. OPAS SRIPAYAK</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: -</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Additional and newly-appointed directors</p>	25 Apr 2006	Architecture, Corporate Management
8.	<p>Mr. WEERASAK WAHAWISAL</p> <p>Gender: Male</p> <p>Age: 66 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: Additional and newly-appointed directors</p>	25 Apr 2006	Accounting, Finance
9.	<p>Mr. KHANTACHAI VICHAKKHANA</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Additional and newly-appointed directors</p>	8 Aug 2014	Law

10.	Mr. KRIRK VANIKKUL Gender: Male Age: 68 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	11 Jan 2018	Law, Accounting, Finance, Corporate Management
11.	Mr. APICHART KASEMKULSIRI Gender: Male Age: 56 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	10 May 2018	Finance, Accounting, Corporate Management
12.	Mr. SURAWUT SUKCHAROENSIN 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: Newly appointed director to replace ex-director	10 May 2018	Engineering, Corporate Management, Marketing

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. VUDHIPHOL SURİYABHIVADH [1] Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	1 Feb 2000	Accounting, Finance, Corporate Management
2. Mr. WEERASAK WAHAWISAL [1] Gender: Male Age: 66 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: Additional and newly-appointed directors	25 Apr 2006	Accounting, Finance
3. Mr. KHANTACHAI VICHAKKHANA [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	8 Aug 2014	Law

4.	Mr. KRIRK VANIKKUL [1] Gender: Male Age: 68 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	1 Feb 2018	Law, Accounting, Finance, Corporate Management
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[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. OPAS SRIPAYAK Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	11 Jan 2018
2. Mr. APICHART KASEMKULSIRI Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Jan 2018
3. Mr. SURAWUT SUKCHAROENSIN 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	11 Jan 2018

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination, Remuneration and Good Corporate Governance Committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. KRIRK VANIKKUL	Member
	Mr. WEERASAK WAHAWISAL	Member
	Mr. PICHET SUPAKIJJANUSAN	Member
	Mr. OPAS SRIPAYAK	Member
Risk Management Committee	Mr. OPAS SRIPAYAK	Chairman
	Mr. APICHART KASEMKULSIRI	Member
	Mr. SURAWUT SUKCHAROENSIN	Member
	Ms. Somsri Techakraisri	Member
	Ms. Surasawadi Suewaja	Member
	Mr. Prapansak Rakchaiyawan	Member
Corporate Environmental and Social Responsibility Committee	Mr. Prapansak Rakchaiyawan	Chairman
	Ms. Surasawadi Suewaja	Member
	Mr. Tamrongpon Daengbubpa	Member
	Mr. Saengchai Luangchutamas	Member
	Ms. Panadda Kajornsilpa	Member
	Ms. Patumporn Iamjan	Member
	Ms. Suttiwan Dechpae	Member
	Ms. Kusuma Narata	Member
	Ms. Suwimon Kornsri	Member
	Mr. Sampan Tangtaworn	Member
	Mr. Supat Pongchotpiboon	Member
	Mr. Vanlop Vongmuangkan	Member
	Ms. Yanee Amarutruedee	Member
	Ms. Monnaphat Suphakitchanusan	Member
	Ms. Chonticha Namdokmai	Member
	Mrs. Jariya Natapan	Member
	Mr. Pitchakorn Srethaphakdi	Member
	Mr. Phoomphong Bhumabhuti	Member
	Mr. Attasit Uaapisitwong	Member
	Mr. Komsan Chaiyanat	Member
	Ms. Kunteera Sirinitikorn	Member
	Mr. Kornpaphat Suphakitchanusan	Member
	Ms. Wasikarn Jirakongkij	Member
	Ms. Mayura Montapong	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination, Remuneration and Good Corporate Governance Committee
Sub-committees responsible for remuneration	: Nomination, Remuneration and Good Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nomination, Remuneration and Good Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Corporate Environmental and Social Responsibility 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. OPAS SRIPAYAK Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: -	CHIEF EXECUTIVE OFFICE	11 Jan 2018	Architecture, Corporate Management
2. Mr. APICHART KASEMKULSIRI [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	CFO	11 Jan 2018	Finance, Accounting, Corporate Management
3. Mr. SURAWUT SUKCHAROENSIN Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration	CSO	11 Jan 2018	Engineering, Corporate Management, Marketing

[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

	2020	2021	2022
Total executive remuneration (baht)	67,477,643.60	72,707,126.67	62,542,180.00

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) : 1,677

Number of female employees (persons) : 3,806

Total (persons) : 5,483

Employee Remuneration

Total employee remuneration : 1,393,536,535.00

Provident fund

Total number of employees (persons) : 5,483

Number of employees contributing to the PVD (persons) : 1,504

Percentage of employees who are members (%) : 27.43

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. Suporn Wongwaipairoj	suporn@lpn.co.th	

- Company secretary

General information	Email	Telephone
1. Ms. Kornkanok Yimtanorm	ym.kanokon@lpn.co.th	

- Head of internal audit

General information	Email	Telephone
1. Mrs. Piyanuch Naveenawakon	piyanuch@lpn.co.th	

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Piyanuch Naveenavakun	piyanuch@lpn.co.th	

• Head of investor relations

General information	Email	Telephone
1. Mr. Varish Meemaun	mn.varish@lpn.co.th	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. D I A INTERNATIONAL AUDITING COMPANY LIMITED	<p>1. Mr. Wirote Satjathamnukul Email: dia@diaaudit.com Telephone: -</p> <p>2. Ms. Somjintana Pholhirunnrat Email: dia@diaaudit.com Telephone: -</p> <p>3. Mr. Joompoth Priratanakorn Email: dia@diaaudit.com Telephone: -</p> <p>4. Ms. Suphaphorn Mangjit Email: dia@diaaudit.com Telephone: -</p>	3,412,000.00	-

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VUDHIPHOL SURIYABHIVADH Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jan 1998	Accounting, Finance, Corporate Management
2. Mr. APICHART KASEMKULSIRI Gender: Male Age: 56 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: 10 May 2018	Finance, Accounting, Corporate Management
3. Mr. SURAWUT SUKCHAROENSIN 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: Newly appointed director to replace ex-director	Date position was assumed: 10 May 2018	Engineering, Corporate Management, Marketing

• List of newly appointed director (not being replaced the ex-director)

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Mr. AMORNSUK NOPARUMPA</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Barrister</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Non-executive, Independent director)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>Date position was assumed: 22 Dec 2005</p>	Law, Corporate Management
2.	<p>Mr. TIKHAMPORN PLENGSRISUK</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>Date position was assumed: 21 Jun 1989</p>	Engineering, Property Development, Corporate Management
3.	<p>Mr. PICHET SUPAKIJJANUSAN</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: -</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>Date position was assumed: 21 Jun 1989</p>	Property Development, Architecture, Corporate Management
4.	<p>Mrs. YUPA TECHAKRAISRI</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	<p>Date position was assumed: 21 Jun 1989</p>	Finance, Accounting, Corporate Management

5.	Mr. KUMPEE CHONGTHURAKIT Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Additional and newly-appointed directors	Date position was assumed: 21 Jun 1989	Marketing
6.	Mr. OPAS SRIPAYAK Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 25 Apr 2006	Architecture, Corporate Management
7.	Mr. WEERASAK WAHAWISAL Gender: Male Age: 66 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: Additional and newly-appointed directors	Date position was assumed: 25 Apr 2006	Accounting, Finance
8.	Mr. KHANTACHAI VICHAKKHANA Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 8 Aug 2014	Law
9.	Mr. KRIRK VANIKKUL Gender: Male Age: 68 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 11 Jan 2018	Law, Accounting, Finance, Corporate Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. AMORNSUK NOPARUMPA	Chairman of the board	Non-participating
Mr. VUDHIPHOL SURIYABHIVADH	Vice Chairman	Non-participating
Mr. TIKHAMPORN PLENGSRISUK	Vice Chairman	Non-participating
Mr. PICHET SUPAKIJJANUSAN	Director	Non-participating
Mrs. YUPA TECHAKRAISRI	Director	Non-participating
Mr. KUMPEE CHONGTHURAKIT	Director	Non-participating
Mr. OPAS SRIPAYAK	Director	Non-participating
Mr. WEERASAK WAHAWISAL	Director	Non-participating
Mr. KHANTACHAI VICHAKKHANA	Director	Non-participating
Mr. KRIRK VANIKKUL	Director	Non-participating
Mr. APICHART KASEMKULSIRI	Director	Participating
Mr. SURAWUT SUKCHAROENSIN	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 24 Mar 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. AMORNSUK NOPARUMPA (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. VUDHIPHOL SURİYABHIVADH (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3.	Mr. TIKHAMPORN PLENGSRISUK (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
4.	Mr. PICHET SUPAKIJJANUSAN (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mrs. YUPA TECHAKRAISRI (Director)	-	6/7	Participating	Did not hold the meeting
6.	Mr. KUMPEE CHONGTHURAKIT (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. OPAS SRIPAYAK (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. WEERASAK WAHAWISAL (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. KHANTACHAI VICHAKKHANA (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. KRIRK VANIKKUL (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. APICHART KASEMKULSIRI (Director)	-	7/7	Participating	Did not hold the meeting
12.	Mr. SURAWUT SUKCHAROENSIN (Director)	-	7/7	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. AMORNSUK NOPARUMPA (Chairman of the board)	-	0.00	1,299,701.94	Yes

2.	Mr. VUDHIPHOL SURİYABHIVADH (Vice Chairman)	-	0.00	1,529,061.10	Yes
3.	Mr. TIKHAMPORN PLENGSRISUK (Vice Chairman)	-	0.00	840,983.60	Yes
4.	Mr. PICHET SUPAKIJJANUSAN (Director)	-	0.00	458,718.33	Yes
5.	Mrs. YUPA TECHAKRAISRI (Director)	-	0.00	382,265.80	Yes
6.	Mr. KUMPEE CHONGTHURAKIT (Director)	-	0.00	382,265.80	Yes
7.	Mr. OPAS SRIPAYAK (Director)	-	0.00	N/A	Yes
8.	Mr. WEERASAK WAHAWISAL (Director)	-	0.00	993,889.71	Yes
9.	Mr. KHANTACHAI VICHAKKHANA (Director)	-	0.00	1,032,116.24	Yes
10.	Mr. KRIRK VANIKKUL (Director)	-	0.00	993,889.71	Yes
11.	Mr. APICHART KASEMKULSIRI (Director)	-	0.00	N/A	Yes
12.	Mr. SURAWUT SUKCHAROENSIN (Director)	-	0.00	N/A	Yes

Report on the Audit Committee's Performance for the Past Year (8.2)

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. VUDHIPHOL SURİYABHIVADH (Chairman of the audit committee)	-	5/5
2.	Mr. WEERASAK WAHAWISAL (Audit committee)	-	5/5
3.	Mr. KHANTACHAI VICHAKKHANA (Audit committee)	-	5/5
4.	Mr. KRIRK VANIKKUL (Audit committee)	-	5/5