



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

T.K.S. TECHNOLOGIES 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 : T.K.S. TECHNOLOGIES PUBLIC COMPANY LIMITED

Symbol : TKS

Address : 30/88 MOO 1, CHETSADAWITHI ROAD, KHOKKAM, MUEANG

Province : Samut Sakhon

Postcode : 74000

Business : Production and sale of business forms, Security forms, digital printing, continuous computer and Warehousing management

Registration Number : 0107540000014

Telephone : 0-2784-5888 (50 คู่สาย)

Fax (if applicable) : 0-2784-5858, 0-2784-5860

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

Email : investor@tko.co.th

Total Shares Sold (shares)

Common Stock : 508,448,439

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	1,891.63	1,717.40	1,581.75
Security Solutions (Thousand baht)	750.41	657.23	643.75
Digital Solutions (Thousand baht)	323.41	288.39	298.15
Card Solutions (Thousand baht)	246.74	166.69	0.00
Fulfillment Solutions (Thousand baht)	314.89	308.99	295.90
Label & Packaging Solutions (Thousand baht)	153.10	187.34	228.95
Platform Solutions (Thousand baht)	103.07	108.76	115.00
Other income (Thousand baht)	0.01	0.00	0.00
	2020	2021	2022
Total (%)	100.00	100.00	100.00
Security Solutions (%)	39.67	38.27	40.70
Digital Solutions (%)	17.10	16.79	18.85
Card Solutions (%)	13.04	9.71	0.00
Fulfillment Solutions (%)	16.65	17.99	18.71
Label & Packaging Solutions (%)	8.09	10.91	14.47
Platform Solutions (%)	5.45	6.33	7.27
Other income (%)	0.00	0.00	0.00

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	1,891.63	1,717.40	1,581.75
Domestic (Thousand baht)	1,891.63	1,717.40	1,581.75
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

*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	0.00	3.26	0.63

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 doing business by holding shares in other companies.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Fluctuation in return on assets or investment

Risk from non-compliance with tax law

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

The risk of participating in corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations
- Corruption

Cybersecurity Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Inflation Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk from rising energy prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

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

Risk of extreme climates

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Impact on the environment

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 : http://www.tks.co.th/images/sustainable/Sustainable_Development_Policy.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 : http://www.tks.co.th/images/sustainable/TKS_001_ISO14001.pdf

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	58,415.86	52,437.12	53,935.87
Gasoline (Litre)	81,800.99	424,836.74	127,878.09
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00

LPG (Kilogram)	93.40	46.70	93.40
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	5,704,656.00	6,107,854.70	5,219,500.00

Water management

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	29,201.00	32,038.00	26,477.00

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	976,983.00	1,150,420.00	1,065,500.00
Hazardous waste (kg)	45,957.00	72,390.00	42,154.00
Total (kg)	1,022,940.00	1,222,810.00	1,107,654.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	3,864.79	3,358.46
Scope 1 (Tons of carbon dioxide equivalents)	341.86	396.00	264.68
Scope 2 (Tons of carbon dioxide equivalents)	2,851.76	3,031.00	2,599.03
Scope 3 (Tons of carbon dioxide equivalents)	N/A	18,961.00	N/A

Total (Tons of carbon dioxide equivalents)	3,193.62	22,388.00	2,863.71
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : VGREEN

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : http://www.tks.co.th/images/gov/Ethics_2023.pdf

Company human right guideline : Employee Rights, 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

	2020	2021	2022
Number of male employees (persons)	238	302	258
Number of female employees (persons)	321	403	378
Total (persons)	559	705	636

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	N/A	15,308,202.00	13,883,450.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	7	9	1
Employee development and training expenses (baht)	154,333.00	146,401.39	1,119,462.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	1	2	3

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	29.65	17.92

• **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://www.tks.co.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	8	100.00
Number of male directors	5	62.50
Number of female directors	3	37.50
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	5	62.50

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. APISAK TANTIVORAWONG Gender: Male Age: 69 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Additional and newly-appointed directors	21 Apr 2022	Economics, Information & Communication Technology, Engineering, Risk Management, Audit, Governance/ Compliance, Strategic Management, Leadership, Corporate Management, Sustainability, Accounting, Finance

2.	<p>Mrs. SAOWANEE KAMOLBUTR</p> <p>Gender: Female</p> <p>Age: 70 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: Newly appointed director to replace ex-director</p>	14 Nov 2012	<p>Law, Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Corporate Management, Audit, Budgeting, Data Analysis, Finance & Securities, Accounting, Governance/ Compliance, Internal Control, Sustainability, Finance</p>
3.	<p>Mr. JUTIPHAN MONGKOLSUTHREE</p> <p>Gender: Male</p> <p>Age: 36 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>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	25 Aug 2016	<p>Information & Communication Technology, Finance & Securities, Leadership, Accounting, Governance/ Compliance, Packaging, Finance, Data Analysis, Digital Marketing, Marketing, Brand Management, IT Management, Corporate Management, Human Resource Management, Risk Management, Data Management, Strategic Management, Paper & Printing Materials</p>
4.	<p>Mr. AREEPONG BHOOGA-OOM</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Finance</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 Jan 2019	<p>Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Audit, Data Analysis, Internal Control, Banking, Accounting, Finance & Securities, Economics</p>
5.	<p>Mr. PRASERT BUNSUMPUN</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	25 Apr 2019	<p>Law, Finance & Securities, Engineering, Industrial Materials & Machinery, Accounting, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Energy & Utilities, Finance, Data Analysis</p>

6.	<p>Ms. SUTIDA MONGKOLSUTHREE</p> <p>Gender: Female</p> <p>Age: 42 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>	2 Jan 2020	<p>Information & Communication Technology, Leadership, Accounting, Governance/ Compliance, Finance, Digital Marketing, Strategic Management, Paper & Printing Materials, Data Management, Risk Management, Corporate Management, IT Management, Brand Management</p>
7.	<p>Mrs. LADAWAN CHAROEN-RAJAPARK</p> <p>Gender: Female</p> <p>Age: 58 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: Newly appointed director to replace ex-director</p>	25 Feb 2022	<p>Governance/ Compliance, Accounting, Finance, Marketing, Internal Control, Risk Management</p>
8.	<p>Mr. MONTRI MAHAPLERKPONG</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	11 Nov 2022	<p>Industrial Materials & Machinery, Marketing, Leadership, Economics, Risk Management, Transportation & Logistics</p>

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

General information	Position	Tenure	Replacement Director
<p>1. Mr. SUPANT MONGKOLSUTHREE</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Doctoral 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>Date position was assumed:</p> <p>13 May 2021</p> <p>Date directorship ended:</p> <p>11 Nov 2022</p>	<p>Mr. MONTRI MAHAPLERKPONG</p> <p>Date position was assumed:</p> <p>11 Nov 2022</p>

2.	Mrs. CHANANYARAK PHETCHARAT	Director	Date position was assumed:	Mrs. LADAWAN CHAROEN-RAJAPARK
	Gender: Female	(Non-executive, Independent director)	13 May 2021	Date position was assumed:
	Age: 63 years old		Date directorship ended:	25 Feb 2022
	Highest level of education:			
	Master's degree			
	Major: Business Administration		25 Feb 2022	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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. AREEPONG BHOOGCHA-OOM [1] Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Finance 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	10 May 2022	Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Audit, Data Analysis, Internal Control, Banking, Accounting, Finance & Securities, Economics
2.	Mr. PRASERT BUNSUMPUN [1] Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	25 Apr 2019	Law, Finance & Securities, Engineering, Industrial Materials & Machinery, Accounting, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Energy & Utilities, Finance, Data Analysis
3.	Mrs. LADAWAN CHAROEN-RAJAPARK [1] Gender: Female Age: 58 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: Newly appointed director to replace ex-director	10 May 2022	Governance/ Compliance, Accounting, Finance, Marketing, Internal Control, Risk Management

[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. Mrs. SAOWANEE KAMOLBUTR [1] Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 14 Nov 2012 Date directorship ended: 25 Feb 2022	Mrs. LADAWAN CHAROEN-RAJAPARK Date position was assumed: 25 Feb 2022

[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. JUTIPHAN MONGKOLSUTHREE Gender: Male Age: 36 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	9 Aug 2022
2. Mr. Parkpoom Pooudom Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Aug 2022

3.	Mr. Pakpoom Kangsanantont Gender: Male Age: 36 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Aug 2022
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. SUPANT MONGKOLSUTHREE Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 14 Mar 2019 Date directorship ended: 9 Aug 2022	Mr. JUTIPHAN MONGKOLSUTHREE Date position was assumed: 9 Aug 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. PRASERT BUNSUMPUN Mr. AREEPONG BHOOCHA-OOM Ms. SUTIDA MONGKOLSUTHREE	Chairman Member Member
Corporate Governance and Sustainability Committee	Mrs. SAOWANEE KAMOLBUTR Mr. JUTIPHAN MONGKOLSUTHREE Mr. Parkpoom Pooudom	Chairman Member Member
Risk Management Committee	Mr. MONTRI MAHAPLERKPONG Mr. JUTIPHAN MONGKOLSUTHREE Mr. Parkpoom Pooudom Mr. Pakpoom Kangsanantont Mr. Cherd sakul Onmongkol	Chairman Member Member Member 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	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability 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. JUTIPHAN MONGKOLSUTHREE Gender: Male Age: 36 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	14 May 2020	Information & Communication Technology, Finance & Securities, Leadership, Accounting, Governance/ Compliance, Packaging, Finance, Data Analysis, Digital Marketing, Marketing, Brand Management, IT Management, Corporate Management, Human Resource Management, Risk Management, Data Management, Strategic Management, Paper & Printing Materials

[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)	0.00	18,000,000.00	18,747,766.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 258

Number of female employees (persons) : 378

Total (persons) : 636

Employee Remuneration

Total employee remuneration : 13,883,450.00

Provident fund

Total number of employees (persons) : 636

Number of employees contributing to the PVD (persons) : 258

Percentage of employees who are members (%) : 40.57

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. Thanthip Srengamphong	thanthip.s@tks.co.th	0809542345

- Company secretary

General information	Email	Telephone
1. Ms. Kevallee Phaisanpayak	investor@tks.co.th	02 784 5888

- Head of internal audit

General information	Email	Telephone
1. Mr. Cherdsakul Onmongkol	cherdsakul.o@tks.co.th	081-9222976

- Head of compliance unit

General information	Email	Telephone
1. Ms. Kevallee Phaisanpayak	kevallee.p@ks.co.th	02 784 5888

• Head of investor relations

General information	Email	Telephone
1. Ms. Kevalee Phaisanpayak	investor@tko.co.th	02 784 5888

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. Ms. Sirinuch Vimolsathit Email: orawanch@kpmg.co.th Telephone: 0 2677 2000	1,530,000.00	-

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. Mrs. SAOWANEE KAMOLBUTR Gender: Female Age: 70 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: Newly appointed director to replace ex-director	Date position was assumed: 14 Nov 2012	Law, Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Corporate Management, Audit, Budgeting, Data Analysis, Finance & Securities, Accounting, Governance/ Compliance, Internal Control, Sustainability, Finance
2. Mr. JUTIPHAN MONGKOLSUTHREE Gender: Male Age: 36 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: 25 Aug 2016	Information & Communication Technology, Finance & Securities, Leadership, Accounting, Governance/ Compliance, Packaging, Finance, Data Analysis, Digital Marketing, Marketing, Brand Management, IT Management, Corporate Management, Human Resource Management, Risk Management, Data Management, Strategic Management, Paper & Printing Materials

3.	Mr. AREEPONG BHOOGCHA-OOM Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Finance 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 Jan 2019	Property Fund & REITs, Strategic Management, Fund Management, Risk Management, Audit, Data Analysis, Internal Control, Banking, Accounting, Finance & Securities, Economics
4.	Mr. PRASERT BUNSUMPUN Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering 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: 25 Apr 2019	Law, Finance & Securities, Engineering, Industrial Materials & Machinery, Accounting, Governance/ Compliance, Internal Control, Corporate Social Responsibility, Sustainability, Energy & Utilities, Finance, Data Analysis
5.	Ms. SUTIDA MONGKOLSUTHREE Gender: Female Age: 42 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: 2 Jan 2020	Information & Communication Technology, Leadership, Accounting, Governance/ Compliance, Finance, Digital Marketing, Strategic Management, Paper & Printing Materials, Data Management, Risk Management, Corporate Management, IT Management, Brand Management
6.	Mrs. LADAWAN CHAROEN- RAJAPARK Gender: Female Age: 58 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: Newly appointed director to replace ex-director	Date position was assumed: 25 Feb 2022	Governance/ Compliance, Accounting, Finance, Marketing, Internal Control, Risk Management

7.	Mr. MONTRI MAHAPLERKPONG	Director (Executive)	Date position was assumed: 11 Nov 2022	Industrial Materials & Machinery, Marketing, Leadership, Economics, Risk Management, Transportation & Logistics
	Gender: Male			
	Age: 61 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. APISAK TANTIVORAWONG	Chairman of the board	Date position was assumed:	Economics, Information & Communication Technology, Engineering, Risk Management, Audit, Governance/ Compliance, Strategic Management, Leadership, Corporate Management, Sustainability, Accounting, Finance
Gender: Male	(Non-executive, Independent director)	21 Apr 2022	
Age: 69 years old			
Highest level of education: Doctoral degree	Director type: Additional and newly-appointed directors		
Major: Economics			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. APISAK TANTIVORAWONG	Chairman of the board	Participating
Mrs. SAOWANEE KAMOLBUTR	Director	Participating
Mr. JUTIPHAN MONGKOLSUTHREE	Director	Participating
Mr. AREEPONG BHOOCHA-OOM	Director	Participating
Mr. PRASERT BUNSUMPUN	Director	Participating
Ms. SUTIDA MONGKOLSUTHREE	Director	Participating
Mrs. LADAWAN CHAROEN-RAJAPARK	Director	Participating
Mr. MONTRI MAHAPLERKPONG	Director	Participating

Mr. SUPANT MONGKOLSUTHREE	Director	Participating
Mrs. CHANANYARAK PHETCHARAT	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 21 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. APISAK TANTIVORAWONG (Chairman of the board)	-	6/6	Non-participating	Did not hold the meeting
2. Mrs. SAOWANEE KAMOLBUTR (Director)	-	7/7	Participating	Did not hold the meeting
3. Mr. JUTIPHAN MONGKOLSUTHREE (Director)	-	7/7	Participating	Did not hold the meeting
4. Mr. AREEPONG BHOOCHA-OOM (Director)	-	7/7	Participating	Did not hold the meeting
5. Mr. PRASERT BUNSUMPUN (Director)	-	6/7	Participating	Did not hold the meeting
6. Ms. SUTIDA MONGKOLSUTHREE (Director)	-	6/7	Participating	Did not hold the meeting
7. Mrs. LADAWAN CHAROEN-RAJAPARK (Director)	-	6/6	Participating	Did not hold the meeting

8.	Mr. MONTRI MAHAPLERKPONG (Director)	-	1/2	Non-participating	Did not hold the meeting
9.	Mr. SUPANT MONGKOLSUTHREE (Director)	11 Nov 2022	5/5	Participating	Did not hold the meeting
10.	Mrs. CHANANYARAK PHETCHARAT (Director)	25 Feb 2022	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.	Mr. APISAK TANTIVORAWONG (Chairman of the board)	-	275,000.00	N/A	No
2.	Mrs. SAOWANEE KAMOLBUTR (Director)	-	345,000.00	N/A	No
3.	Mr. JUTIPHAN MONGKOLSUTHREE (Director)	-	175,000.00	N/A	No
4.	Mr. AREEPONG BHOOCHA-OOM (Director)	-	485,000.00	N/A	No
5.	Mr. PRASERT BUNSUMPUN (Director)	-	395,000.00	N/A	No
6.	Ms. SUTIDA MONGKOLSUTHREE (Director)	-	150,000.00	N/A	No
7.	Mrs. LADAWAN CHAROEN-RAJAPARK (Director)	-	265,000.00	N/A	No
8.	Mr. MONTRI MAHAPLERKPONG (Director)	-	25,000.00	N/A	No
9.	Mr. SUPANT MONGKOLSUTHREE (Director)	11 Nov 2022	565,000.00	N/A	No
10.	Mrs. CHANANYARAK PHETCHARAT (Director)	25 Feb 2022	25,000.00	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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. AREEPONG BHOOCHA-OOM (Chairman of the audit committee)	-	5/5
2.	Mr. PRASERT BUNSUMPUN (Audit committee)	-	5/5
3.	Mrs. LADAWAN CHAROEN-RAJAPARK (Audit committee)	-	4/4
4.	Mrs. SAOWANEE KAMOLBUTR (Chairman of the audit committee)	25 Feb 2022	1/1