



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SINGHA ESTATE 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 : SINGHA ESTATE PUBLIC COMPANY LIMITED

Symbol : S

Address : 123 Sun Towers Building B, 22nd Floor, Vibhavadi-Rangsit Road,
Chom Phon, Chatuchak

Province : Bangkok

Postcode : 10900

Business : Property development and investment

Registration Number : 010754

Telephone : 0-2050-5555

Fax (if applicable) : 0-2617-6444-5

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

Email : IR@singhaestate.co.th

Total Shares Sold (shares)

Common Stock : 6,853,719,395

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	7,494,240.40	8,316,555.14	12,754,177.84
Residential (Thousand baht)	3,985,085.21	2,221,207.44	2,571,835.18
Hospitality (Thousand baht)	1,559,316.55	4,512,384.71	8,692,287.39
Commercial (Thousand baht)	975,345.13	964,780.29	1,014,126.05
Construction materials (Thousand baht)	21,543.42	0.00	0.00
Industrial Estate (Thousand baht)	0.00	16,501.33	208,615.24
Others (Thousand baht)	21,388.21	24,402.40	42,660.20
Other income (Thousand baht)	931,561.88	577,278.97	224,653.78

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Residential (%)	53.18	26.71	20.16
Hospitality (%)	20.81	54.26	68.15
Commercial (%)	13.01	11.60	7.95
Construction materials (%)	0.29	0.00	0.00
Industrial Estate (%)	0.00	0.20	1.64
Others (%)	0.29	0.29	0.33
Other income (%)	12.43	6.94	1.76

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	7,494,240.40	8,316,555.14	12,754,177.84
Domestic (Thousand baht)	5,858,959.20	3,881,083.47	5,047,905.98
International (Thousand baht)	1,635,281.20	4,435,471.67	7,706,271.86
Maldives (Thousand baht)	1,194,848.39	1,669,474.91	2,493,247.70
Fiji (Thousand baht)	200,901.64	109,963.54	1,161,471.68
Mauritius (Thousand baht)	120,066.05	95,301.90	379,017.76
United Kingdom (Thousand baht)	119,465.12	2,560,731.32	3,672,534.72

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	78.18	46.67	39.58
International (%)	21.82	53.33	60.42
Maldives (%)	73.07	37.64	32.35
Fiji (%)	12.29	2.48	15.07
Mauritius (%)	7.34	2.15	4.92
United Kingdom (%)	7.31	57.73	47.66

*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 : No

(Unit : Thousand baht)	2020	2021	2022
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)

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- Corruption
- Other

Financial Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Regulatory and Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

ESG Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risk to Securities Holder (2.2.2)

Risks from free float

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

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

Risks of the Foreign Securities Investment

Risk Management Measures: Yes

Related Risk Topics

- Investment risk

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://investor.singhaestate.co.th/storage/document/governance/01-s-2022-sustainable-development-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 : <https://investor.singhaestate.co.th/storage/document/governance/01-s-2022-sustainable-development-policy-th.pdf>

Company environmental guideline : Electricity Management, Fuel 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
Diesel (Litre)	3,842,600.00	4,940,742.00	3,496,779.20
Gasoline (Litre)	N/A	N/A	35,560.83
LPG (Kilogram)	113,742.00	41,872.00	137,156.47

• Electricity consumption

	2020	2021	2022
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Amount of electricity purchased (kWh)	49,185,758.00	49,288,790.00	35,429,112.59
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Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	260,651.00	203,178.00	622,468.01

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	1,349,812.00	1,204,366.00	1,598,387.03
Hazardous waste (kg)	79,554.00	27,913.50	1,729.03
Total (kg)	1,429,366.00	1,232,279.50	1,600,116.06

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	3,225.00	8,849.00	17,600.00
Scope 1 (Tons of carbon dioxide equivalents)	1,263.00	860.00	2,356.00
Scope 2 (Tons of carbon dioxide equivalents)	2,740.00	5,516.00	13,675.00
Scope 3 (Tons of carbon dioxide equivalents)	738.00	75.00	12,410.00
Total (Tons of carbon dioxide equivalents)	4,741.00	6,451.00	28,441.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://investor.singhaestate.co.th/storage/document/governance/06-s-2022-human-rights-policy-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

	2020	2021	2022
Number of male employees (persons)	1,601	1,713	1,967
Number of female employees (persons)	1,016	975	1,145
Total (persons)	2,617	2,688	3,112

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,680,996,097.40	1,421,773,104.70	1,960,899,213.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	28	27	30
Employee development and training expenses (baht)	2,951,727.82	1,412,887.76	8,376,197.07

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	9	112	106

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	17.62	21.73	25.16

• **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 : <https://investor.singhaestate.co.th/storage/document/governance/20230209-corporate-governance-policy-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	10	100.00
Number of male directors	9	90.00
Number of female directors	1	10.00
Number of executive directors	1	10.00
Number of non-executive directors	9	90.00
Number of independent directors	5	50.00

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. PETIPONG PUNGBUN NA AYUDHYA Gender: Male Age: 75 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	12 Oct 2016	Law, Economics, Risk Management, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Property Development, Agribusiness, Tourism & Leisure, Corporate Management

2.	Mr. PRASAN CHUAPHANICH Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	8 Jul 2022	Economics, Banking, Accounting, Finance, Internal Control, Audit, Governance/ Compliance
3.	Mr. CHARAMPORN JOTIKASTHIRA Gender: Male Age: 65 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	24 Feb 2017	Finance, Banking, Economics, Risk Management, Food & Beverage, Property Development, Tourism & Leisure, Accounting, Audit
4.	Mr. KAROON NUNTILEEPONG Gender: Male Age: 62 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: Re-elected as director	12 Nov 2014	Law, Food & Beverage, Governance/ Compliance, Human Resource Management, Tourism & Leisure, Property Development
5.	Assoc. Prof. THANAVATH PHONVICHAI Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Applied Statistics and Research Methods Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Apr 2015	Economics, Statistics, Property Development, Tourism & Leisure, Accounting, Finance

6.	<p>Dr. CHAYANIN DEBHAKAM</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Doctoral 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: Re-elected as director</p>	12 Sep 2014	<p>Energy & Utilities, Food & Beverage, Property Development, Corporate Social Responsibility, Governance/ Compliance, Sustainability, Tourism & Leisure, Risk Management</p>
7.	<p>Mr. Voravud Bhirombhakdi</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Fine Arts (BFA)</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>	30 Jan 2023	<p>Governance/ Compliance, Sustainability, Marketing, Digital Marketing, Brand Management, Food & Beverage</p>
8.	<p>Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL</p> <p>Gender: Male</p> <p>Age: 59 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: Original director</p>	7 Jun 2017	<p>Finance, Accounting, Food & Beverage, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Property Development, Tourism & Leisure, Economics, Risk Management</p>
9.	<p>Mr. DON BOONMAN</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Arts in English</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	18 Feb 2022	<p>Property Development, Human Resource Management, Sustainability, Governance/ Compliance, Food & Beverage</p>

10.	Mrs. THITIMA RUNGKWANSIROJ	Director (Executive)	23 Apr 2021	Accounting, Finance, Risk Management, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Strategic Management, Economics, Tourism & Leisure, Property Development, Law, Corporate Management
	Gender: Female			
	Age: 61 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Accounting			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. NARIS CHEYKLIN Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)	Date position was assumed: 10 Feb 2021 Date directorship ended: 17 Feb 2022	Mr. DON BOONMAN Date position was assumed: 18 Feb 2022
2. Mrs. NAPAPORN LANDY Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 11 Feb 2016 Date directorship ended: 31 May 2022	Mr. PRASAN CHUAPHANICH Date position was assumed: 8 Jul 2022
3. Mr. CHUTINANT BHIROMBHAKDI Gender: Male Age: 65 years old Highest level of education: Honorary degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 12 Sep 2014 Date directorship ended: 13 Sep 2022	Mr. Voravud Bhirombhakdi Date position was assumed: 27 Jan 2023

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 : No

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. PRASAN CHUAPHANICH [1] Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Accounting 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	8 Jul 2022	Economics, Banking, Accounting, Finance, Internal Control, Audit, Governance/ Compliance
2. Mr. KAROON NUNTILEEPONG [1] Gender: Male Age: 62 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	12 Nov 2014	Law, Food & Beverage, Governance/ Compliance, Human Resource Management, Tourism & Leisure, Property Development
3. Mr. CHARAMPORN JOTIKASTHIRA [1] Gender: Male Age: 65 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	7 Jun 2017	Finance, Banking, Economics, Risk Management, Food & Beverage, Property Development, Tourism & Leisure, Accounting, Audit

[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. NAPAPORN LANDY [1] Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 11 Feb 2016 Date directorship ended: 31 May 2022	Mr. PRASAN CHUAPHANICH Date position was assumed: 8 Jul 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. Dr. CHAYANIN DEBHAKAM Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	12 Sep 2014
2. Mr. DON BOONMAN Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Bachelor of Arts in English Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Feb 2022

3.	<p>Mr. Chutchai Wiratyosin</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>11 Nov 2022</p>
4.	<p>Mrs. THITIMA RUNGKWANSIROJ</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>10 Feb 2021</p>
5.	<p>Mrs. Oranee Poolkwan</p> <p>Gender: Female</p> <p>Age: 53 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>Member of the executive committee</p>	<p>1 May 2021</p>
6.	<p>Mr. Dirk Andre L. De Cuyper</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Hotel Management</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>14 Nov 2018</p>
7.	<p>Mr. Nattavuth Mathayomchan</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>12 Sep 2014</p>

8.	Mr. Chairath Sivapornpan	Member of the executive committee	1 May 2021
	Gender: Male		
	Age: 40 years old		
	Highest level of education: Master's degree		
	Major: Finance		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Dr. CHAYANIN DEBHAKAM	Chairman
	Mr. KAROON NUNTILEEPONG	Member
	Assoc. Prof. THANAVATH PHONVICHAI	Member
The Risk Management Committee	Mr. CHARAMPORN JOTIKASTHIRA	Chairman
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Assoc. Prof. THANAVATH PHONVICHAI	Member
The Corporate Governance and Sustainable Development Committee	Dr. CHAYANIN DEBHAKAM	Member
	Mr. NUTCHDHAWATTANA	Member
	SILPAVITTAYAKUL	Member
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Mr. Voravud Bhirombhakdi	
The Executive Committee	Dr. CHAYANIN DEBHAKAM	Chairman
	Mrs. THITIMA RUNGKWANSIROJ	Member
	Mr. Dirk Andr L. De Cuyper	Member
	Mr. Nattavuth Mathayomchan	Member
	Mrs. Oranee Poolkwan	Member
	Mr. Chairath Sivapornpan	Member
	Mr. Chutchai Wiratyosin	Member
	Mr. DON BOONMAN	Member

Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : The Corporate Governance and Sustainable Development Committee

Sub-committees responsible for corporate sustainability development : The Corporate Governance and Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. THITIMA RUNGKWANSIROJ Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Accounting	CHIEF EXECUTIVE OFFICER	10 Feb 2021	Accounting, Finance, Risk Management, Governance/ Compliance, Corporate Social Responsibility, Sustainability, Strategic Management, Economics, Tourism & Leisure, Property Development, Law, Corporate Management
2. Mr. Nattavuth Mathayomchan Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Management	Chief Residential Development Officer	12 Sep 2014	Engineering, Project Management
3. Mrs. Oranee Poolkwan Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Chief Commercial and Retail Officer	1 May 2021	Finance, Banking, Commerce
4. Mr. Khem Kamwongpin Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering	Chief Design and Construction	1 Nov 2022	Property Development

5.	Mr. Chairath Sivapornpan [1] Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	1 May 2021	Economics, Finance, Accounting
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[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)	72,543,409.00	69,170,884.00	56,131,352.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 1,967

Number of female employees (persons) : 1,145

Total (persons) : 3,112

Employee Remuneration

Total employee remuneration : 1,960,899,213.00

Provident fund

Total number of employees (persons) : 3,112

Number of employees contributing to the PVD (persons) : 799

Percentage of employees who are members (%) : 25.67

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. KAROON NUNTILEEPONG Gender: Male Age: 62 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: Re-elected as director	Date position was assumed: 12 Nov 2014	Law, Food & Beverage, Governance/ Compliance, Human Resource Management, Tourism & Leisure, Property Development
2. Dr. CHAYANIN DEBHAKAM Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 12 Sep 2014	Energy & Utilities, Food & Beverage, Property Development, Corporate Social Responsibility, Governance/ Compliance, Sustainability, Tourism & Leisure, Risk Management
3. Mr. DON BOONMAN Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Bachelor of Arts in English Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 18 Feb 2022	Property Development, Human Resource Management, Sustainability, Governance/ Compliance, Food & Beverage

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASAN CHUAPHANICH Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 8 Jul 2022	Economics, Banking, Accounting, Finance, Internal Control, Audit, Governance/ Compliance
2. Mr. Voravud Bhirombhakdi Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Bachelor of Fine Arts (BFA) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 30 Jan 2023	Governance/ Compliance, Sustainability, Marketing, Digital Marketing, Brand Management, Food & Beverage

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PETIPONG PUNGBUN NA AYUDHYA	Chairman of the board	Non-participating
Mr. PRASAN CHUAPHANICH	Director	Non-participating
Mr. CHARAMPORN JOTIKASTHIRA	Director	Non-participating
Mr. KAROON NUNTILEEPONG	Director	Non-participating
Assoc. Prof. THANAVATH PHONVICHAI	Director	Non-participating
Dr. CHAYANIN DEBHAKAM	Director	Non-participating
Mr. Voravud Bhirombhakdi	Director	Non-participating
Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL	Director	Non-participating
Mr. DON BOONMAN	Director	Non-participating

Mrs. THITIMA RUNGKWANSIROJ	Director	Participating
Mr. NARIS CHEYKLIN	Vice Chairman	N/A
Mrs. NAPAPORN LANDY	Director	N/A
Mr. CHUTINANT BHIROMBHAKDI	Chairman of the board	N/A

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) : 9

Date of AGM meeting : 22 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PETIPONG PUNGBUN NA AYUDHYA (Chairman of the board)	-	8/9	Participating	Did not hold the meeting
2. Mr. PRASAN CHUAPHANICH (Director)	-	3/4	Participating	Did not hold the meeting
3. Mr. CHARAMPORN JOTIKASTHIRA (Director)	-	9/9	Participating	Did not hold the meeting
4. Mr. KAROON NUNTILEEPONG (Director)	-	9/9	Participating	Did not hold the meeting
5. Assoc. Prof. THANAVATH PHONVICHAI (Director)	-	8/9	Participating	Did not hold the meeting
6. Dr. CHAYANIN DEBHAKAM (Director)	-	8/9	Participating	Did not hold the meeting

7.	Mr. Voravud Bhirombhakdi (Director)	-	N/A	N/A	Did not hold the meeting
8.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	9/9	Participating	Did not hold the meeting
9.	Mr. DON BOONMAN (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	9/9	Participating	Did not hold the meeting
11.	Mr. NARIS CHEYKLIN (Vice Chairman)	17 Feb 2022	0/1	Participating	Did not hold the meeting
12.	Mrs. NAPAPORN LANDY (Director)	31 May 2022	4/4	Participating	Did not hold the meeting
13.	Mr. CHUTINANT BHIROMBHAKDI (Chairman of the board)	13 Sep 2022	0/7	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. PETIPONG PUNGBUN NA AYUDHYA (Chairman of the board)	-	300,000.00	622,800.94	No
2.	Mr. PRASAN CHUAPHANICH (Director)	-	270,000.00	443,000.00	No
3.	Mr. CHARAMPORN JOTIKASTHIRA (Director)	-	580,000.00	720,000.00	No
4.	Mr. KAROON NUNTILEEPONG (Director)	-	510,000.00	720,000.00	No
5.	Assoc. Prof. THANAVATH PHONVICHAI (Director)	-	340,000.00	480,000.00	No
6.	Dr. CHAYANIN DEBHAKAM (Director)	-	1,010,000.00	1,440,000.00	No
7.	Mr. Voravud Bhirombhakdi (Director)	-	0.00	0.00	No
8.	Mr. NUTCHDHAWATTANA SILPAVITTAYAKUL (Director)	-	370,000.00	574,835.06	No
9.	Mr. DON BOONMAN (Director)	-	530,000.00	490,464.24	No
10.	Mrs. THITIMA RUNGKWANSIROJ (Director)	-	470,000.00	570,000.00	No
11.	Mr. NARIS CHEYKLIN (Vice Chairman)	17 Feb 2022	40,000.00	61,333.00	No

12.	Mrs. NAPAPORN LANDY (Director)	31 May 2022	150,000.00	350,000.00	No
13.	Mr. CHUTINANT BHIROMBHAKDI (Chairman of the board)	13 Sep 2022	0.00	840,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PRASAN CHUAPHANICH (Chairman of the audit committee)	-	6/6
2.	Mr. KAROON NUNTILEEPONG (Audit committee)	-	8/8
3.	Mr. CHARAMPORN JOTIKASTHIRA (Audit committee)	-	8/8
4.	Mrs. NAPAPORN LANDY (Chairman of the audit committee)	31 May 2022	2/2