



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TEERA-MONGKOL INDUSTRY 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 : TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED

Symbol : TMI

Address : 46/67-69 Soi Mang-Mee-sab, Moo 3, Leab Klong Siwapasawad Road,
Kokkrabue, Muang

Province : Samut Sakhon

Postcode : 74000

Business : The Company is a manufacturer and distributor of electric
lighting equipments, and a electricity producer from
renewable energy.

Registration Number : 0107552000189

Telephone : 0-3485-4629

Fax (if applicable) : 0-3485-4630

Website : www.thaiballast.com

Email : julaiwan_du@thaiballast.com

Total Shares Sold (shares)

Common Stock : 671,440,890

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	449.47	486.56	568.90
Lighting Business (Thousand baht)	412.26	451.57	511.27
Renewable Energy Business (Thousand baht)	35.59	32.70	55.52
Other income (Thousand baht)	1.62	2.29	2.11

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Lighting Business (%)	91.72	92.81	89.87
Renewable Energy Business (%)	7.92	6.72	9.76
Other income (%)	0.36	0.47	0.37

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	449.47	486.56	568.90
Domestic (Thousand baht)	435.28	470.77	558.04
International (Thousand baht)	14.19	15.79	10.86
United States of America (Thousand baht)	14.19	15.79	10.86

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	96.84	96.75	98.09
International (%)	3.16	3.25	1.91

United States of America (%)	100.00	100.00	100.00
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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	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)

Operations of biogas power plants have emphasized on reduce the Carbon Dioxide ad the global warming.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Corporate Governance

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk to Securities Holder (2.2.2)

The company may be at risk in business operation and administration because the company has a group of Prasitratanaporn family as all executives, and the same set of the group as most of the board.

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)

There is no risk from investment in foreign securities

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 : www.thaiballast.com

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : www.thaiballast.com

Company environmental guideline : Electricity Management, Renewable/Clean Energy
Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

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)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total (Tons of carbon dioxide equivalents)	N/A	N/A	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 : www.thaiballast.com

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)	171	142	166
Number of female employees (persons)	257	266	249
Total (persons)	428	408	415

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	N/A	N/A	N/A

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	N/A	N/A	N/A

• 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 : www.thaiballast.com

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	6	75.00
Number of female directors	2	25.00
Number of executive directors	4	50.00
Number of non-executive directors	4	50.00
Number of independent directors	4	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
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1.	<p>Mr. THANU KULACHOL</p> <p>Gender: Male</p> <p>Age: 81 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Education</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: Original director</p>	24 Apr 2020	<p>Economics, Banking, Industrial Materials & Machinery, Energy & Utilities, Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Finance, Data Analysis, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance</p>
2.	<p>Mr. THEERAYUT PRASITRATTANAPORN</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Computer Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	9 Nov 2000	<p>Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Packaging, Energy & Utilities, Electronic Components, Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Procurement, Statistics, Digital Marketing, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>

3.	Mr. TEERAPHONG PRASITRATANAPORN Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Insurance, Industrial Materials & Machinery, Property Fund & REITs, Property Development, Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
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4.	Mr. THEERASAK PRASITRATANAPORN Gender: Male Age: 43 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Transportation & Logistics, Electronic Components, Information & Communication Technology, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance
5.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Apr 2018	Economics, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

6.	Mr. APICHART CHARNKIATKONG Gender: Male Age: 49 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	26 Apr 2019	Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Packaging, Energy & Utilities, Commerce, Electronic Components, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
7.	Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Media & Publishing, Transportation & Logistics, Electronic Components, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Digital Marketing, Project Management, Corporate Management, Risk Management, Strategic Management, Change Management, Budgeting, Internal Control, Governance/ Compliance

8.	Ms. BOONYADAA CHONGSITTHIPHOL Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	23 Apr 2021	Economics, Banking, Finance & Securities, Construction Services, Property Fund & REITs, Property Development, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
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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.	Ms. BOONYADAA CHONGSITTHIPHOL [1] Gender: Female Age: 66 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: Original director	23 Apr 2021	Economics, Banking, Finance & Securities, Construction Services, Property Fund & REITs, Property Development, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

2.	<p>Mrs. CHOLLADA ISRANKURA NA AYUDHYA</p> <p>Gender: Female</p> <p>Age: 64 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>Audit committee (Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Apr 2018	<p>Economics, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>
3.	<p>Mr. APICHART CHARNKIATKONG [1]</p> <p>Gender: Male</p> <p>Age: 49 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>Audit committee (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	26 Apr 2019	<p>Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Packaging, Energy & Utilities, Commerce, Electronic Components, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>

[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
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1.	Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	9 Nov 2000
2.	Mr. THEERAYUT PRASITRATTANAPORN Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2000
3.	Mr. TEERAPHONG PRASITRATANAPORN Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2000
4.	Mr. THEERASAK PRASITRATANAPORN Gender: Male Age: 43 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2000

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
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Risk Management Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. THEERASAK PRASITRATANAPORN	Member
	Mr. Thanakon Sukkanchananon	Member
	Mrs. Saphachakan Piamsa-at	Member
Nomination Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. THEERAYUT PRASITRATTANAPORN	Member
Remuneration Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. TEERAPHONG PRASITRATANAPORN	Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination Committee

Sub-committees responsible for remuneration : 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. THEERACHAI PRASITRATTANAPORN Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration	MANAGING DIRECTOR	9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Media & Publishing, Transportation & Logistics, Electronic Components, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Digital Marketing, Project Management, Corporate Management, Risk Management, Strategic Management, Change Management, Budgeting, Internal Control, Governance/ Compliance

2.	<p>Mr. THEERAYUT PRASITRATTANAPORN</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Computer Science</p>	<p>Deputy Managing Director</p>	9 Nov 2000	<p>Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Packaging, Energy & Utilities, Electronic Components, Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Procurement, Statistics, Digital Marketing, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>
3.	<p>Mr. TEERAPHONG PRASITRATANAPORN</p> <p>[1]</p> <p>[2]</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p>	<p>Depudy Managing Director</p>	11 Sep 2009	<p>Economics, Agribusiness, Banking, Finance & Securities, Insurance, Industrial Materials & Machinery, Property Fund & REITs, Property Development, Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>

4.	<p>Mr. THEERASAK PRASITRATANAPORN</p> <p>Gender: Male</p> <p>Age: 43 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Computer Science</p>	<p>Deputy Managing Director</p>	9 Nov 2000	<p>Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Transportation & Logistics, Electronic Components, Information & Communication Technology, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>
5.	<p>Mr. Thanakon Sukkanchananon</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p>	<p>Assistant to Managing Director</p>	1 Jan 2008	<p>Economics, Packaging, Construction Services, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>

[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)	8,192,417.00	8,334,664.00	8,218,194.00

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) : 166

Number of female employees (persons) : 249

Total (persons) : 415

Provident fund

Total number of employees (persons) : 415

Number of employees contributing to the PVD (persons) : 70

Percentage of employees who are members (%) : 16.87

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Teeraphong Prasitrattanaporn	teeraphong_pr@thaiballast.com	028779510-21

- Company secretary

General information	Email	Telephone
1. Ms. Julaiwan Duangkota	julaiwan_du@thaiballast.com	028779510-21 # 350

- Head of internal audit

General information	Email	Telephone
1. Mr. Suwit Chanamphon	suvitch@elba.co.th	028779510-21

- Head of compliance unit

General information	Email	Telephone
1. Mr. Phum Munsin	corp.sec@thaiballast.com	028779510-21

• Head of investor relations

General information	Email	Telephone
1. Ms. Julaiwan Duangkota	julaiwan_du@thaiballast.com	028779510-21 # 350

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. AST MASTER COMPANY LIMITED	<p>1. Ms. Nongram Laoha-asidilok Email: nongram@astmaster.co.th Telephone: -</p> <p>2. Mr. Pradit Rotloithuk Email: chamaporn@astmaster.co.th Telephone: -</p> <p>3. Ms. Chamaphon Rotloithuk Email: chamaporn@astmaster.co.th Telephone: -</p> <p>4. Mrs. Porntip Lertanongsak Email: chamaporn@astmaster.co.th Telephone: -</p>	1,420,000.00	<p>Details: the fee for the verification for compliance with conditions of BOI</p> <p>Total service fee (baht): 20,000.00</p>

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. TEERAPHONG PRASITRATANAPORN Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Insurance, Industrial Materials & Machinery, Property Fund & REITs, Property Development, Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

2.	<p>Mr. THEERASAK PRASITRATANAPORN</p> <p>Gender: Male</p> <p>Age: 43 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Computer Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 9 Nov 2000</p>	<p>Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Transportation & Logistics, Electronic Components, Information & Communication Technology, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>
3.	<p>Mr. APICHART CHARNKIATKONG</p> <p>Gender: Male</p> <p>Age: 49 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 (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 26 Apr 2019</p>	<p>Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Packaging, Energy & Utilities, Commerce, Electronic Components, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. THANU KULACHOL	Chairman of the board	Participating
Mr. THEERAYUT PRASITRATTANAPORN	Director	Participating
Mr. TEERAPHONG PRASITRATANAPORN	Director	Participating
Mr. THEERASAK PRASITRATANAPORN	Director	Participating
Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Director	Participating
Mr. APICHART CHARNKIATKONG	Director	Participating
Mr. THEERACHAI PRASITRATTANAPORN	Director	Participating
Ms. BOONYADAA CHONGSITTHIPHOL	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

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. THANU KULACHOL (Chairman of the board)	-	5/5	Participating	Did not hold the meeting

2.	Mr. THEERAYUT PRASITRATTANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mr. TEERAPHONG PRASITRATANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. THEERASAK PRASITRATANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. APICHART CHARNKIATKONG (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mr. THEERACHAI PRASITRATTANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
8.	Ms. BOONYADAA CHONGSITTHIPHOL (Director)	-	5/5	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. THANU KULACHOL (Chairman of the board)	-	800,000.00	N/A	No
2.	Mr. THEERAYUT PRASITRATTANAPORN (Director)	-	40,000.00	N/A	No
3.	Mr. TEERAPHONG PRASITRATANAPORN (Director)	-	40,000.00	N/A	No
4.	Mr. THEERASAK PRASITRATANAPORN (Director)	-	40,000.00	N/A	No
5.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director)	-	430,000.00	N/A	No
6.	Mr. APICHART CHARNKIATKONG (Director)	-	430,000.00	N/A	No
7.	Mr. THEERACHAI PRASITRATTANAPORN (Director)	-	40,000.00	N/A	No
8.	Ms. BOONYADAA CHONGSITTHIPHOL (Director)	-	520,000.00	N/A	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Ms. BOONYADAA CHONGSITTHIPHOL (Chairman of the audit committee)	-	4/4
2.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Audit committee)	-	4/4
3.	Mr. APICHART CHARNKIATKONG (Audit committee)	-	4/4