

Annual Registration Statement / Annual Report
Form 56-1 One Report
(Structured Data Report)

CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023

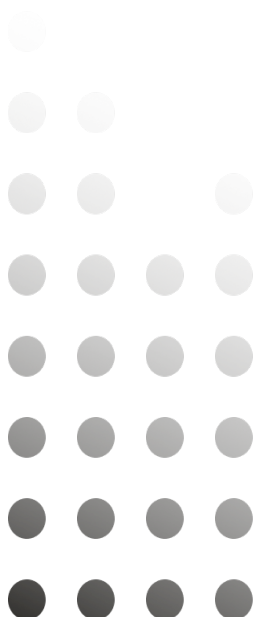


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED

Symbol : CNT

Address : 727 Lasalle Road Bangna Tai, Bangna

Province : Bangkok

Postcode : 10260

Business : Construction

Registration Number : 0107535000281

Telephone : +66 2 338 8000

Fax (if applicable) : +66 2 338 8090

Website : <http://www.cn-thai.co.th>

Email : cnt@cn-thai.co.th

Total Shares Sold (shares)

Common Stock : 1,027,904,144

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	6,199.00	5,348.00	7,249.00
Construction Income (Thousand baht)	6,016.00	5,214.00	7,131.00
Service Income (of Subsidiary 4 and 5) (Thousand baht)	159.00	116.00	67.00
Rental income (Thousand baht)	0.00	0.00	11.00
Rental income (Thousand baht)	24.00	18.00	40.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Construction Income (%)	97.05	97.49	98.37
Service Income (of Subsidiary 4 and 5) (%)	2.56	2.17	0.92
Rental income (%)	0.00	0.00	0.15
Rental income (%)	0.39	0.34	0.55

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	6,199.00	5,348.00	7,249.00
Domestic (Thousand baht)	6,199.00	5,348.00	7,249.00
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	0.00	0.00	0.00

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)

Risk Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods

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://cn-thai.co.th/en/index.php/investor/>

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://cnt-th.listedcompany.com/misc/CG/20230327-cnt-environmental-management-system-statement-th.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	1,349,951.91	1,038,586.16	999,390.95
Gasoline (Litres)	158,264.14	151,832.36	145,764.34
Natural gas (Standard cubic feet)	46,498.47	48,825.50	44,491.14

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	1,163,498.94	1,205,329.44	1,293,594.14

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	20,611.00	36,708.00	44,148.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	N/A	11,692.50
Total waste generated (Kilograms)	N/A	N/A	11,692.50

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	N/A
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	6,442.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	102,298.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	108,740.00

• 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 and Practice : Yes

URL of human rights policy : <https://cnt-th.listedcompany.com/misc/CG/cnt-cg-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

	2021	2022	2023
Number of male employees (Persons)	551	528	522
Number of female employees (Persons)	225	220	224
Total number of employees (Persons)	776	748	746

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	508,900,625.59	491,695,772.50	515,661,975.21

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	17.00	24.00	17.00
Employee development and training expenses (baht)	365,556.00	877,847.00	707,186.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	7.73	11.76	8.18

• **Significant labor dispute**

	2021	2022	2023
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 (change) : <https://cnt-th.listedcompany.com/misc/CG/20240315-cnt-cg-policy-manual-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	3	30.00
Number of non-executive directors	7	70.00
Number of independent directors	4	40.00

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. KASEMSIT PATHOMSAK Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	10 Apr 2012	Finance, Audit, Governance/ Compliance, Finance & Securities, Property Fund & REITs, Leadership, Strategic Management, Corporate Management

2.	<p>Mr. KIRIT SHAH</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Commerce</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	11 Nov 2011	<p>Economics, Banking, Finance & Securities, Industrial Materials & Machinery, Construction Services, Transportation & Logistics, Strategic Management, Leadership</p>
3.	<p>Mr. SURASAK OSATHANUGRAHA</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	1 Dec 2009	<p>Economics, Banking, Accounting, Finance, Corporate Social Responsibility, Data Management, Data Analysis, Corporate Management, Leadership, Strategic Management, Risk Management</p>
4.	<p>Mr. KHUSHROO KALI WADIA</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	11 Nov 2011	<p>Economics, Construction Services, Property Development, Commerce, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Corporate Management, Leadership, Strategic Management, Risk Management, Corporate Social Responsibility, Accounting</p>
5.	<p>Mr. ISHAAN SHAH</p> <p>Gender: Male</p> <p>Age: 35 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	10 Apr 2012	<p>Law, Finance, Corporate Management, Leadership, Strategic Management</p>

6.	<p>Mr. KRIS THIRAKAOSAL</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: 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: Original director</p>	<p>6 Dec 2012</p>	<p>Economics, Engineering, Governance/ Compliance, Audit, Leadership</p>
7.	<p>Mr. JOHN SCOTT HEINECKE</p> <p>Gender: Male</p> <p>Age: 52 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: Original director</p>	<p>10 Apr 2013</p>	<p>Marketing, Corporate Management, Leadership, Strategic Management</p>
8.	<p>Mr. VITES RATANAKORN</p> <p>Gender: Male</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>(Executive)</p> <p>Director type: Re-elected as director</p>	<p>24 Apr 2017</p>	<p>Industrial Materials & Machinery, Construction Services, Property Development, Risk Management, Sustainability, Leadership</p>
9.	<p>Mr. SURIYON TUCHINDA</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's 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: Original director</p>	<p>22 Apr 2019</p>	<p>Finance, Risk Management, Sustainability, Audit, Governance/ Compliance, Leadership</p>

10.	Mrs. RENUKA DIWALI SHARMA	Director (Non-executive, Independent director)	21 Apr 2022	Law, Business Administration, Leadership
	Gender: Female			
	Age: 43 years old			
	Highest level of education: Master's degree	Director type: Original director		
	Major: Law			
	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. SANTI GRACHANGNETARA Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 15 Sep 2008 Date directorship ended: 21 Apr 2023	Mr. KASEMSIT PATHOMSAK Date position was assumed: 21 Apr 2023
2. Mr. SUPHON TUBTIMCHAROON Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 8 Dec 2015 Date directorship ended: 21 Apr 2023	No replacement director

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. KASEMSIT PATHOMSAK [1] Gender: Male Age: 53 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) Director type: Original director	15 May 2012	Finance, Audit, Governance/ Compliance, Finance & Securities, Property Fund & REITs, Leadership, Strategic Management, Corporate Management
2. Mr. KRIS THIRAKAOSAL Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	6 Dec 2012	Economics, Engineering, Governance/ Compliance, Audit, Leadership
3. Mr. SURIYON TUCHINDA Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	27 Feb 2020	Finance, Risk Management, Sustainability, Audit, Governance/ Compliance, Leadership

[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
<p>1. Mr. KHUSHROO KALI WADIA Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: No Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>14 Nov 2013</p>
<p>2. Mr. SURASAK OSATHANUGRAHA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Dec 2009</p>
<p>3. Mr. VITES RATANAKORN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>24 Apr 2017</p>
<p>4. Mr. KIRIT SHAH Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Commerce Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>8 Aug 2014</p>

5.	Mr. ISHAAN SHAH Gender: Male Age: 35 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Aug 2014
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Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit and Corporate Governance Committee	Mr. KASEMSIT PATHOMSAK	Chairman
	Mr. KRIS THIRAKAOSAL	Member
	Mr. SURIYON TUCHINDA	Member
Nomination Committee	Mr. KASEMSIT PATHOMSAK	Chairman
	Mr. KRIS THIRAKAOSAL	Member
	Mr. KIRIT SHAH	Member
Remuneration Committee	Mr. KASEMSIT PATHOMSAK	Chairman
	Mr. KRIS THIRAKAOSAL	Member
	Mr. KIRIT SHAH	Member
Sustainability and Risk Management Committee	Mr. SURIYON TUCHINDA	Chairman
	Mr. KHUSHROO KALI WADIA	Member
	Mr. SURASAK OSATHANUGRAHA	Member
	Mr. VITES RATANAKORN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Sustainability and Risk Management Committee
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Remuneration Committee
Sub-committees responsible for corporate governance	: Audit and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainability and Risk Management 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. KHUSHROO KALI WADIA Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Science	Chief Executive Officer (CEO)	14 Nov 2013	Economics, Construction Services, Property Development, Commerce, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Corporate Management, Leadership, Strategic Management, Risk Management, Corporate Social Responsibility, Accounting
2. Mr. SURASAK OSATHANUGRAHA [1][2] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer (CFO)	1 Sep 2012	Economics, Banking, Accounting, Finance, Corporate Social Responsibility, Data Management, Data Analysis, Corporate Management, Leadership, Strategic Management, Risk Management
3. Mr. VITES RATANAKORN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer (COO)	24 Apr 2017	Industrial Materials & Machinery, Construction Services, Property Development, Risk Management, Sustainability, Leadership
4. Mr. PICHET NIMPANICH Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Chief Business Development Officer (CBDO)	1 Jan 2017	Negotiation, Engineering, Leadership, Data Analysis

5.	Mr. PONGSAK DITTAPONGPAKDEE Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Managing Director, Business Unit 1	26 Feb 2016	Engineering, Project Management, Property Development, Construction Services, Construction Materials
6.	Mr. WATCHARA PROMKHUNTHONG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Managing Director, Business Unit 2	26 Feb 2016	Engineering, Project Management, Property Development, Construction Services, Construction Materials
7.	Mr. PONGSAK SUTTHAPREEDA Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Managing Director, Business Unit 3	26 Feb 2016	Engineering, Project Management, Property Development, Construction Services, Construction 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

	2021	2022	2023
Total executive remuneration (baht)	37,599,440.00	37,981,990.00	33,443,511.20

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)	: 522
Number of female employees (persons)	: 224
Total number of employees (persons)	: 746

Employee Remuneration

Total employee remuneration	: 515,661,975.21
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Provident fund

Total number of employees (persons)	: 746
Number of employees contributing to the PVD (persons)	: 736
Percentage of employees who are members (%)	: 98.66

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. PHANEE CHAROENCHAROENCHAI	phaneech@cn-thai.co.th	+66 2 338 8077

- Company secretary

General information	Email	Telephone
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1.	Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100
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• Head of internal audit

General information	Email	Telephone
1. Mr. GRIDSANA POTHIN	gridsapo@cn-thai.co.th	+66 2 338 8161

• Head of compliance unit

General information	Email	Telephone
1. Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100

• Head of investor relations

General information	Email	Telephone
1. Mr. KHUSHROO KALI WADIA	khushroowa@cn-thai.co.th	+66 2 338 8111
2. Mr. NATTASAN KANOKTADSAKUL	nattaska@cn-thai.co.th	+66 2 338 8085
3. Mrs. PHANEE CHAROENCHAROENCHAI	phaneech@cn-thai.co.th	+66 2 338 8077
4. Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. EY OFFICE LIMITED

1. Ms. Patcharawan Koonarangsri

4,440,000.00

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Email: Patcharawan.

Koonarangsri@th.ey.com

Telephone: +66 2 264 9090

2. Mrs. Sarinda

Hirunprasurtwutti

Email: Sarinda.

Hirunprasurtwutti@th.ey.com

Telephone: +66 2 264 9090

3. Ms. Satida Ratananurak

Email: Satida.Ratananurak@th.

ey.com

Telephone: +66 2 264 9090

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. SURASAK OSATHANUGRAHA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Dec 2009	Economics, Banking, Accounting, Finance, Corporate Social Responsibility, Data Management, Data Analysis, Corporate Management, Leadership, Strategic Management, Risk Management
2. Mr. VITES RATANAKORN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Apr 2017	Industrial Materials & Machinery, Construction Services, Property Development, Risk Management, Sustainability, Leadership

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KASEMSIT PATHOMSAK	Chairman of the board	Non-participating
Mr. KIRIT SHAH	Vice Chairman	Non-participating
Mr. SURASAK OSATHANUGRAHA	Director	Participating

Mr. KHUSHROO KALI WADIA	Director	Non-participating
Mr. ISHAAN SHAH	Director	Non-participating
Mr. KRIS THIRAKAOSAL	Director	Non-participating
Mr. JOHN SCOTT HEINECKE	Director	Non-participating
Mr. VITES RATANAKORN	Director	Non-participating
Mr. SURIYON TUCHINDA	Director	Non-participating
Mrs. RENUKA DIWALI SHARMA	Director	Non-participating
Mr. SANTI GRACHANGNETARA	Chairman of the board	Non-participating
Mr. SUPHON TUBTIMCHAROON	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 21 Apr 2023

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. KASEMSIT PATHOMSAK (Chairman of the board)	-	7/7	Participating	Participating
2. Mr. KIRIT SHAH (Vice Chairman)	-	7/7	Participating	Participating
3. Mr. SURASAK OSATHANUGRAHA (Director)	-	7/7	Participating	Participating
4. Mr. KHUSHROO KALI WADIA (Director)	-	7/7	Participating	Participating

5.	Mr. ISHAAN SHAH (Director)	-	6/7	Participating	Participating
6.	Mr. KRIS THIRAKAOSAL (Director)	-	7/7	Participating	Participating
7.	Mr. JOHN SCOTT HEINECKE (Director)	-	7/7	Participating	Participating
8.	Mr. VITES RATANAKORN (Director)	-	7/7	Participating	Participating
9.	Mr. SURIYON TUCHINDA (Director)	-	7/7	Participating	Participating
10.	Mrs. RENUKA DIWALI SHARMA (Director)	-	6/7	Participating	Participating
11.	Mr. SANTI GRACHANGNETARA (Chairman of the board)	21 Apr 2023	2/2	Participating	Non-participating
12.	Mr. SUPHON TUBTIMCHAROON (Director)	21 Apr 2023	2/2	Participating	Non-participating

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. KASEMSIT PATHOMSAK (Chairman of the board)	-	600,000.00	526,666.67	No
2.	Mr. KIRIT SHAH (Vice Chairman)	-	210,000.00	120,000.00	No
3.	Mr. SURASAK OSATHANUGRAHA (Director)	-	210,000.00	120,000.00	No
4.	Mr. KHUSHROO KALI WADIA (Director)	-	210,000.00	120,000.00	No
5.	Mr. ISHAAN SHAH (Director)	-	180,000.00	120,000.00	No
6.	Mr. KRIS THIRAKAOSAL (Director)	-	390,000.00	300,000.00	No
7.	Mr. JOHN SCOTT HEINECKE (Director)	-	210,000.00	120,000.00	No
8.	Mr. VITES RATANAKORN (Director)	-	210,000.00	120,000.00	No
9.	Mr. SURIYON TUCHINDA (Director)	-	390,000.00	300,000.00	No
10.	Mrs. RENUKA DIWALI SHARMA (Director)	-	180,000.00	120,000.00	No
11.	Mr. SANTI GRACHANGNETARA (Chairman of the board)	21 Apr 2023	120,000.00	73,333.33	No
12.	Mr. SUPHON TUBTIMCHAROON (Director)	21 Apr 2023	60,000.00	36,666.67	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. KASEMSIT PATHOMSAK (Chairman of the audit committee)	-	5/5
2.	Mr. KRIS THIRAKAOSAL (Audit committee)	-	5/5
3.	Mr. SURİYON TUCHINDA (Audit committee)	-	5/5