



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CROWN SEAL 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 : CROWN SEAL PUBLIC COMPANY LIMITED

Symbol : CSC

Address : 5 SOI RANGSIT-NAKORNAYOK 46, PRACHATIPAT, THANYABURI

Province : Pathum Thani

Postcode : 12130

Business : The Company is a manufacturer and distributor of crown caps, pilfer-proof caps, maxi-crown, maxi-cap, maxi-pg, plastic caps and composite caps used as bottling and container seals for products namely carbonated drinks, water, milk, beer, liquor, soda, fruit juice, chicken essence, bird's nest and medical supplies. Including hand-held capping machine and maxi-cap sealing machine. Furthermore, the Company also earns the revenue from the printed sheets service.

Registration Number : 0107537000416

Telephone : 0-2533-0450-9

Fax (if applicable) : 0-2974-1118

Website : www.crownseal.co.th

Email : ratree@crownsel.co.th

Total Shares Sold (shares)

Common Stock : 52,000,742

Preferred Stock : 799,258

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	3,055,325.00	3,792,839.00	3,620,076.00
Packaging (Thousand baht)	2,937,190.00	3,600,272.00	3,486,199.00
Other (Thousand baht)	N/A	N/A	133,877.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Packaging (%)	96.13	94.92	96.30
Other (%)	N/A	N/A	3.70

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	3,055,325.00	3,792,839.00	3,620,076.00
Domestic (Thousand baht)	2,383,000.00	2,880,000.00	2,800,000.00
International (Thousand baht)	672,325.00	912,839.00	645,000.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	77.99	75.93	77.35
International (%)	22.01	24.07	17.82

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	253,678.00	174,813.00
Other income from operations (Thousand baht)	0.00	152,111.00	128,340.00
Other income not from operations (Thousand baht)	0.00	101,567.00	46,473.00

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 : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	6,217.00	6,742.00	6,434.00

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)

Safety, Health and Environmental Risk
Risk Management Measures: Yes
Related Risk Topics
Operational Risk
<ul style="list-style-type: none">• Human error in business operations• Safety, occupational health, and working environment• Impact on the environment
Business Environmental Risk.
Risk Management Measures: Yes
Related Risk Topics
Operational Risk
<ul style="list-style-type: none">• Safety, occupational health, and working environment• Impact on the environment
Risk derived from Human Rights and Good Corporate Governance.
Risk Management Measures: Yes
Related Risk Topics
Operational Risk
<ul style="list-style-type: none">• Impact on human rights
Compliance Risk
<ul style="list-style-type: none">• Corporate Governance

Risk to Securities Holder (2.2.2)

Risk on information safety

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://crownseal.co.th/wp-content/uploads/2024/03/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%AD%E0%B8%87%E0%B8%84%E0%B9%8C%E0%B8%81%E0%B8%A3%E0%B8%AD%E0%B8%A2%E0%B9%88%E0%B8%B2%E0%B8%87%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : No

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Natural gas (Standard cubic feet)	206,350,000.00	222,840,000.00	236,368,000.00

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	28,546,781.00	30,176,725.00	31,504,463.00

Water management

• Water consumption

	2021	2022	2023
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Total water withdrawal (Cubic meters)	81,214.00	73,326.00	79,932.00
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Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	4,287.76	4,445.62	4,388.99
Hazardous waste (Kilograms)	601.52	616.19	699.84
Total waste generated (Kilograms)	4,889.28	5,061.81	5,088.83

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	13,457.00	13,752.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	10,817.00	11,150.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	44,539.00	57,126.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	68,813.00	82,028.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : No

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)	575	545	559
Number of female employees (Persons)	360	350	387
Total number of employees (Persons)	935	895	946

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	498,642,942.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	16.00	24.00	17.00
Employee development and training expenses (baht)	1,093,397.00	1,453,516.00	4,440,502.00

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	8	5	5

• Employee retention

	2021	2022	2023
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Percentage of employees who voluntarily resigned (%)	N/A	12.40	10.99
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• **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 : <https://crownseal.co.th/investor-relations/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	14	100.00
Number of male directors	13	92.86
Number of female directors	1	7.14
Number of executive directors	2	14.29
Number of non-executive directors	12	85.71
Number of independent directors	5	35.71

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. DHEP VONGVANICH Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	24 Jun 2008	Packaging, Food & Beverage, Leadership, Business Administration, Industrial Materials & Machinery, Corporate Social Responsibility, Engineering, Risk Management, Governance/ Compliance

2.	<p>Mr. PORNWUT SARASIN</p> <p>Gender: Male</p> <p>Age: 64 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>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	24 Jun 2016	<p>Marketing, Packaging, Food & Beverage, Industrial Materials & Machinery, Leadership, Business Administration, Corporate Social Responsibility, Brand Management, Governance/ Compliance, Risk Management</p>
3.	<p>Mr. SATIT CHANJAVANAKUL</p> <p>Gender: Male</p> <p>Age: 75 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Jun 2009	<p>Law, Packaging, Food & Beverage, Audit, Leadership, Business Administration, Industrial Materials & Machinery, Accounting, Finance, Corporate Social Responsibility, Engineering, Risk Management, Internal Control, Governance/ Compliance</p>
4.	<p>Mr. DHITIVUTE BULSOOK</p> <p>Gender: Male</p> <p>Age: 55 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)</p> <p>Director type: Original director</p>	20 Feb 2010	<p>Packaging, Food & Beverage, Brand Management, Leadership, Business Administration, Corporate Social Responsibility, Engineering, Risk Management, Governance/ Compliance, Industrial Materials & Machinery</p>
5.	<p>Ms. SUWIMON KEERATIPIBUL</p> <p>Gender: Female</p> <p>Age: 69 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Apr 2010	<p>Engineering, Food & Beverage, Industrial Materials & Machinery, Leadership, Packaging, Corporate Social Responsibility, Risk Management, Governance/ Compliance</p>

6.	<p>Mr. PONGPANU SVETARUNDRA</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	8 Dec 2011	<p>Law, IT Management, Audit, Finance, Food & Beverage, Economics, Packaging, Information & Communication Technology, Accounting, Corporate Social Responsibility, Leadership, Risk Management, Governance/ Compliance</p>
7.	<p>Mr. HISATOSHI ITSUBO</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Sociology</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	7 Nov 2017	<p>Food & Beverage, Packaging, Corporate Management, Leadership, Information & Communication Technology, Corporate Social Responsibility, IT Management, Governance/ Compliance</p>
8.	<p>Mr. SIROTE SWASDIPANICH</p> <p>Gender: Male</p> <p>Age: 75 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: Original director</p>	6 Aug 2020	<p>Law, Corporate Management, Audit, Finance, Internal Control, Accounting, Packaging, Food & Beverage, Leadership, Corporate Social Responsibility, Risk Management, Governance/ Compliance</p>
9.	<p>Mr. YUKIHITO NOZAKI</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	19 Feb 2021	<p>Data Management, Packaging, Industrial Materials & Machinery, Food & Beverage, Engineering, Leadership, Corporate Social Responsibility, Governance/ Compliance</p>

10.	Mr. ROJRIT DEBHAKAM Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	23 Apr 2021	Corporate Management, Packaging, Engineering, Food & Beverage, Industrial Materials & Machinery, Leadership, Corporate Social Responsibility, Governance/ Compliance
11.	Mr. OPART DHANVARJOR Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Jan 2022	Food & Beverage, Packaging, Industrial Materials & Machinery, Governance/ Compliance, Leadership, Corporate Management, Engineering, Corporate Social Responsibility, Brand Management, Economics
12.	Mr. TADASHI FUNAHASHI Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Apr 2022	Food & Beverage, Packaging, Corporate Social Responsibility, Corporate Management, Leadership, Brand Management, Governance/ Compliance
13.	Mr. MOTOAKI KIRI Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	22 Apr 2022	Economics, Food & Beverage, Packaging, Corporate Social Responsibility, Leadership, Governance/ Compliance, Corporate Management

14. Mr. TAKASHI KATSUTA	Director	9 May 2023	Food & Beverage, Packaging, Economics, Brand Management, Leadership, Corporate Management, Corporate Social Responsibility, Governance/ Compliance
Gender: Male	(Non-executive)		
Age: 50 years old			
Highest level of education:	Director type: Newly		
Bachelor's degree	appointed director to		
Major: Business Administration	replace ex-director		
Thai nationality: No			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. Yoshiyuki Shikano	Director	Date position was	Mr. TAKASHI KATSUTA
Gender: Male	(Non-executive)	assumed:	Date position was assumed:
Age: 52 years old		19 Feb 2021	9 May 2023
Highest level of education:		Date directorship	
Bachelor's degree		ended:	
Major: Economics		8 May 2023	
Thai nationality: No			
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 : 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. SIROTE SWASDIPANICH [1] Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	6 Aug 2020	Law, Corporate Management, Audit, Finance, Internal Control, Accounting, Packaging, Food & Beverage, Leadership, Corporate Social Responsibility, Risk Management, Governance/ Compliance
2. Mr. PONGPANU SVETARUNDRA [1] Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	8 Dec 2011	Law, IT Management, Audit, Finance, Food & Beverage, Economics, Packaging, Information & Communication Technology, Accounting, Corporate Social Responsibility, Leadership, Risk Management, Governance/ Compliance
3. Mr. SATIT CHANJAVANAKUL [1] Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	20 Feb 2010	Law, Packaging, Food & Beverage, Audit, Leadership, Business Administration, Industrial Materials & Machinery, Accounting, Finance, Corporate Social Responsibility, Engineering, Risk Management, Internal Control, Governance/ Compliance

[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. DHEP VONGVANICH Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	19 Feb 2018
2. Ms. SUWIMON KEERATIPIBUL Gender: Female Age: 69 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Feb 2018
3. Mr. OPART DHANVARJOR Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2022
4. Mr. TADASHI FUNAHASHI Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Apr 2022

5.	Mr. YUKIHITO NOZAKI	Member of the	19 Feb 2021
	Gender: Male	executive committee	
	Age: 62 years old		
	Highest level of education: Bachelor's degree		
	Major: Engineering		
	Thai nationality: No		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. SATIT CHANJAVANAKUL	Chairman
	Mr. PONGPANU SVETARUNDRA	Member
	Ms. SUWIMON KEERATIPIBUL	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and 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. YUKIHITO NOZAKI Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President-Technical	19 Feb 2021	Data Management, Packaging, Industrial Materials & Machinery, Food & Beverage, Engineering, Leadership, Corporate Social Responsibility, Governance/ Compliance
2. Ms. Jiraporn Nuthong [1][2] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Accounting	Vice President-Finance and Accounting	16 Jun 2023	Food & Beverage, Packaging, Accounting, Finance, Corporate Social Responsibility, Leadership, Governance/ Compliance
3. Mr. Hassapong Variphanvorakul Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President-Plant	1 Jan 2023	Food & Beverage, Packaging, Industrial Materials & Machinery, Corporate Social Responsibility, Engineering, Leadership, Governance/ Compliance
4. Ms. Naruporn Arunpraphan Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Vice President-Sale	4 May 2020	Business Administration, Food & Beverage, Packaging, Marketing, Corporate Social Responsibility, Leadership, Negotiation, Governance/ Compliance
5. Mr. Buncha Triyapunjavit Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President-Quality Assurance	1 Jan 2023	Food & Beverage, Packaging, Corporate Social Responsibility, Engineering, Leadership, Governance/ Compliance

6.	Mr. Charin Vanichvatanyoo Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President- Technical	1 Jun 2023	Food & Beverage, Packaging, Corporate Social Responsibility, Engineering, Leadership, Governance/ Compliance
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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 : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	20,668,040.40	13,136,832.06	21,927,521.00

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) : 559

Number of female employees (persons) : 387

Total number of employees (persons) : 946

Employee Remuneration

Total employee remuneration	: 498,642,942.00
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Provident fund

Total number of employees (persons)	: 946
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Number of employees contributing to the PVD (persons)	: 892
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Percentage of employees who are members (%)	: 94.29
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Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TAKASHI KATSUTA Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 9 May 2023	Food & Beverage, Packaging, Economics, Brand Management, Leadership, Corporate Management, Corporate Social Responsibility, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. DHEP VONGVANICH	Chairman of the board	Non-participating
Mr. PORNWUT SARASIN	Vice Chairman	Non-participating
Mr. SATIT CHANJAVANAKUL	Director	Non-participating
Mr. DHITIVUTE BULSOOK	Director	Non-participating
Ms. SUWIMON KEERATIPIBUL	Director	Non-participating
Mr. PONGPANU SVETARUNDRA	Director	Non-participating
Mr. HISATOSHI ITSUBO	Director	Non-participating
Mr. SIROTE SWASDIPANICH	Director	Non-participating

Mr. YUKIHITO NOZAKI	Director	Non-participating
Mr. ROJRIT DEBHAKAM	Director	Non-participating
Mr. OPART DHANVARJOR	Director	Participating
Mr. TADASHI FUNAHASHI	Director	Non-participating
Mr. MOTOAKI KIRI	Director	Non-participating
Mr. TAKASHI KATSUTA	Director	Non-participating
Mr. Yoshiyuki Shikano	Director	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) : 5

Date of AGM meeting : 21 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. DHEP VONGVANICH (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mr. PORNWUT SARASIN (Vice Chairman)	-	5/5	Participating	Did not hold the meeting
3. Mr. SATIT CHANJAVANAKUL (Director)	-	5/5	Participating	Did not hold the meeting
4. Mr. DHITIVUTE BULSOOK (Director)	-	5/5	Participating	Did not hold the meeting

5.	Ms. SUWIMON KEERATIPIBUL (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. PONGPANU SVETARUNDRA (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mr. HISATOSHI ITSUBO (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. SIROTE SWASDIPANICH (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. YUKIHITO NOZAKI (Director)	-	4/5	Participating	Did not hold the meeting
10.	Mr. ROJRIT DEBHAKAM (Director)	-	0/5	Participating	Did not hold the meeting
11.	Mr. OPART DHANVARJOR (Director)	-	5/5	Participating	Did not hold the meeting
12.	Mr. TADASHI FUNAHASHI (Director)	-	5/5	Participating	Did not hold the meeting
13.	Mr. MOTOAKI KIRI (Director)	-	5/5	Participating	Did not hold the meeting
14.	Mr. TAKASHI KATSUTA (Director)	-	3/3	Non-participating	Did not hold the meeting
15.	Mr. Yoshiyuki Shikano (Director)	8 May 2023	N/A	N/A	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. DHEP VONGVANICH (Chairman of the board)	-	140,000.00	900,000.00	No
2.	Mr. PORNWUT SARASIN (Vice Chairman)	-	100,000.00	360,000.00	No
3.	Mr. SATIT CHANJAVANAKUL (Director)	-	290,000.00	360,000.00	No
4.	Mr. DHITIVUTE BULSOOK (Director)	-	100,000.00	360,000.00	No
5.	Ms. SUWIMON KEERATIPIBUL (Director)	-	175,000.00	660,000.00	No

6.	Mr. PONGPANU SVETARUNDRA (Director)	-	250,000.00	360,000.00	No
7.	Mr. HISATOSHI ITSUBO (Director)	-	N/A	N/A	No
8.	Mr. SIROTE SWASDIPANICH (Director)	-	220,000.00	360,000.00	No
9.	Mr. YUKIHITO NOZAKI (Director)	-	N/A	N/A	No
10.	Mr. ROJRIT DEBHAKAM (Director)	-	0.00	360,000.00	No
11.	Mr. OPART DHANVARJOR (Director)	-	N/A	360,000.00	No
12.	Mr. TADASHI FUNAHASHI (Director)	-	N/A	N/A	No
13.	Mr. MOTOAKI KIRI (Director)	-	N/A	N/A	No
14.	Mr. TAKASHI KATSUTA (Director)	-	N/A	N/A	No
15.	Mr. Yoshiyuki Shikano (Director)	8 May 2023	N/A	N/A	N/A

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.	Mr. SIROTE SWASDIPANICH (Chairman of the audit committee)	-	4/4
2.	Mr. PONGPANU SVETARUNDRA (Audit committee)	-	4/4
3.	Mr. SATIT CHANJAVANAKUL (Audit committee)	-	4/4