



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CROWN SEAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	25

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 : 52,000,775

Preferred Stock : 799,225

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,620,075.80	3,770,295.54	3,658,932.21
Packaging (Thousand baht)	3,573,603.17	3,699,393.78	3,585,919.66
Other (Thousand baht)	46,472.63	70,901.76	73,012.55

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Packaging (%)	98.72	98.12	98.00
Other (%)	1.28	1.88	2.00

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,620,075.80	3,770,295.54	3,658,932.21
Domestic (Thousand baht)	2,975,000.00	3,159,000.00	3,088,000.00
International (Thousand baht)	645,075.80	611,295.54	570,932.21

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	82.18	83.79	84.40
International (%)	17.82	16.21	15.60

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	46,472.63	70,901.76	73,012.55
Other income from operations (Thousand baht)	30,810.48	42,227.50	43,908.86
Other income not from operations (Thousand baht)	15,662.15	28,674.26	29,103.69

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)	2023	2024	2025
R&D expenses in the past 3 years	7,805.33	8,683.89	5,717.77

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 factors for Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

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 (if applicable) : <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 : Yes

URL of environmental policy and practice (if applicable) : <https://crownseal.co.th/wp-content/uploads/2026/03/%E0%B8%9B%E0%B8%A3%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A8%E0%B8%97%E0%B8%B5%E0%B9%88-76.2567-%E0%B9%80%E0%B8%A3%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%87-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AD%E0%B8%99%E0%B8%B8%E0%B8%A3%E0%B8%B1%E0%B8%81%E0%B8%A9%E0%B9%8C%E0%B8%9E%E0%B8%A5%E0%B8%B1%E0%B8%87%E0%B8%87%E0%B8%B2%E0%B8%99.pdf>

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Natural gas (Standard cubic feet)	236,368,000.00	243,024,000.00	219,900,000.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	27,260,560.00	28,643,959.00	26,464,569.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	79,932.00	78,168.00	61,280.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	4,388,990.00	4,203,600.00	4,257,900.00
Hazardous waste (Kilograms)	699,840.00	737,850.00	682,880.00
Total waste generated (Kilograms)	5,088,830.00	4,941,450.00	4,940,780.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	13,752.00	0.00	13,614.00
Scope 2 (Tons of carbon dioxide equivalents)	11,150.00	0.00	9,910.00
Scope 3 (Tons of carbon dioxide equivalents)	57,126.00	0.00	77,216.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	82,028.00	0.00	100,740.00

• 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 : Yes

URL of human rights policy : <https://crownseal.co.th/investor-relations/code-of-conduct>

Company human right guideline : Employee Rights, Migrant Workers, 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

	2023	2024	2025
Number of male employees (Persons)	559	568	574
Number of female employees (Persons)	387	388	390
Total number of employees (Persons)	946	956	964

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	498,642,942.00	545,457,047.81	511,581,721.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	17.00	17.00	25.00
Employee development and training expenses (baht)	4,440,502.00	3,788,790.00	4,724,715.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	26	5	5
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	10.99	9.31	4.15

• **Significant labor dispute**

	2023	2024	2025
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

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	13	100.00
Number of male directors	11	84.62
Number of female directors	2	15.38
Number of executive directors	3	23.08
Number of non-executive directors	10	76.92
Number of independent directors	4	30.77

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. PONGPANU SVETARUNDRA Gender: Male Age: 66 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	8 Dec 2011	IT Management, Audit, Economics, Risk Management, Governance/ Compliance

2.	Mr. PORNWUT SARASIN Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	24 Jun 2015	Packaging, Food & Beverage, Leadership, Business Administration, Brand Management
3.	Mr. SIROTE SWASDIPANICH Gender: Male Age: 77 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	6 Aug 2020	Audit, Finance, Accounting, Risk Management, Governance/ Compliance
4.	Mr. SATIT CHANJAVANAKUL Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Jun 2009	Industrial Materials & Machinery, Corporate Social Responsibility, Risk Management, Internal Control, Governance/ Compliance
5.	Ms. SUWIMON KEERATIPIBUL Gender: Female Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 2010	Food & Beverage, Packaging, Corporate Social Responsibility, Risk Management, Governance/ Compliance

6.	<p>Mr. ROJRIT DEBHAKAM</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</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>	23 Apr 2021	<p>Packaging, Engineering, Food & Beverage, Leadership, Corporate Social Responsibility</p>
7.	<p>Mr. DHITIVUTE BULSOOK</p> <p>Gender: Male</p> <p>Age: 57 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>	20 Feb 2010	<p>Packaging, Food & Beverage, Corporate Social Responsibility, Risk Management, Governance/ Compliance</p>
8.	<p>Mr. MOTOAKI KIRI</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	22 Apr 2022	<p>Food & Beverage, Packaging, Corporate Social Responsibility, Leadership, Governance/ Compliance</p>
9.	<p>Mr. TADASHI FUNAHASHI</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	1 Apr 2022	<p>Food & Beverage, Packaging, Corporate Social Responsibility, Corporate Management, Leadership</p>

10.	Mr. Motokatsu Yamada Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	26 Feb 2025	Industrial Materials & Machinery, Packaging, Corporate Social Responsibility, Engineering, Leadership
11.	Mr. AKIO OHTANI Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	11 Nov 2025	Food & Beverage, Packaging, Industrial Materials & Machinery, Corporate Social Responsibility, Brand Management
12.	Mr. OPART DHANVARJOR Gender: Male Age: 68 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	Industrial Materials & Machinery, Governance/ Compliance, Leadership, Corporate Management, Corporate Social Responsibility
13.	Ms. Jiraporn Nuthong Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	1 Jan 2026	Accounting, Finance, Corporate Social Responsibility, Leadership, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
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1.	Mr. DHEP VONGVANICH Gender: Male Age: 79 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)	Date position was assumed: 24 Jun 2008 Date directorship ended: 8 May 2025	No replacement director
2.	Mr. HISATOSH ITSUBO Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Sociology Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 7 Nov 2017 Date directorship ended: 10 Nov 2025	Mr. AKIO OHTANI Date position was assumed: 11 Nov 2025
3.	Mr. YUKIHITO NOZAKI Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 19 Feb 2021 Date directorship ended: 25 Feb 2025	Mr. Motokatsu Yamada Date position was assumed: 26 Feb 2025
4.	Mr. OPART DHANVARJOR Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 1 Jan 2022 Date directorship ended: 31 Dec 2025	Ms. Jiraporn Nuthong Date position was assumed: 1 Jan 2026
5.	Mr. TAKASHI KATSUTA Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 9 May 2023 Date directorship ended: 8 May 2025	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. SIROTE SWASDIPANICH [1] Gender: Male Age: 77 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 Nov 2023	Audit, Finance, Accounting, Risk Management, Governance/ Compliance
2. Mr. SATIT CHANJAVANAKUL [1] Gender: Male Age: 77 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	Industrial Materials & Machinery, Corporate Social Responsibility, Risk Management, Internal Control, Governance/ Compliance
3. Ms. SUWIMON KEERATIPIBUL Gender: Female Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	8 May 2025	Food & Beverage, Packaging, Corporate Social Responsibility, Risk Management, Governance/ Compliance

[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. Mr. PONGPANU SVETARUNDRA [1] Gender: Male Age: 66 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 8 Dec 2011 Date directorship ended: 8 May 2025	Ms. SUWIMON KEERATIPIBUL Date position was assumed: 8 May 2025

[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. PONGPANU SVETARUNDRA Gender: Male Age: 66 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	8 May 2025
2. Mr. Motokatsu Yamada Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	26 Feb 2025

3.	Mr. AKIO OHTANI Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Member of the executive committee	11 Nov 2025
4.	Mr. OPART DHANVARJOR Gender: Male Age: 68 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
5.	Ms. Jiraporn Nuthong Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2026

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. DHEP VONGVANICH Gender: Male Age: 79 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 19 Feb 2018 Date directorship ended: 8 May 2025	Mr. PONGPANU SVETARUNDRA Date position was assumed: 8 May 2025

2.	Mr. YUKIHITO NOZAKI Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 19 Feb 2021 Date directorship ended: 25 Feb 2025	Mr. Motokatsu Yamada Date position was assumed: 26 Feb 2025
3.	Ms. SUWIMON KEERATIPIBUL Gender: Female Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 19 Feb 2018 Date directorship ended: 8 May 2025	No replacement director
4.	Mr. HISATOSH ITSUBO Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Sociology Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 10 May 2024 Date directorship ended: 10 Nov 2025	Mr. AKIO OHTANI Date position was assumed: 11 Nov 2025
5.	Mr. OPART DHANVARJOR Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Jan 2022 Date directorship ended: 31 Dec 2025	Ms. Jiraporn Nuthong Date position was assumed: 1 Jan 2026

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
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Nomination and Remuneration Committee	Mr. SATIT CHANJAVANAKUL	Chairman
	Mr. PONGPANU SVETARUNDRA	Member
	Ms. SUWIMON KEERATIPIBUL	Member
	Mr. TADASHI FUNAHASHI	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. OPART DHANVARJOR Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration	President	1 Jan 2022	Industrial Materials & Machinery, Governance/ Compliance, Leadership, Corporate Management, Corporate Social Responsibility
2. Ms. Jiraporn Nuthong Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Accounting	President	1 Jan 2026	Accounting, Finance, Corporate Social Responsibility, Leadership, Governance/ Compliance
3. Mr. Motokatsu Yamada Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President-Technical	19 Feb 2025	Industrial Materials & Machinery, Packaging, Corporate Social Responsibility, Engineering, Leadership
4. Mr. Jittapon Sittisak [1][2] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Vice President-Finance and Accounting	3 Nov 2025	Packaging, Accounting, Finance, Data Management, Audit
5. Mr. Ariya Dhananukulkit Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering	Vice President-Sale	30 Apr 2024	Economics, Packaging, Corporate Social Responsibility, Corporate Management, Engineering

6.	Mr. Buncha Triyapunjavit Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President- Quality Assurance	1 Jun 2023	Food & Beverage, Packaging, Corporate Social Responsibility, Engineering, Governance/ Compliance
7.	Mr. Charin Vanichvatanyoo Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering	Vice-President- Technical	1 Jun 2023	Food & Beverage, Packaging, Corporate Social Responsibility, Engineering, Governance/ Compliance

[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

	2023	2024	2025
Total executive remuneration (baht)	21,927,521.00	27,660,031.00	31,021,859.00

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) : 574

Number of female employees (persons) : 390

Total number of employees (persons) : 964

Employee Remuneration

Total employee remuneration : 511,581,721.00

Provident fund

Total number of employees (persons) : 964

Number of employees contributing to the PVD (persons) : 898

Percentage of employees who are members (%) : 93.15

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. ROJRIT DEBHAKAM Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 23 Apr 2021	Packaging, Engineering, Food & Beverage, Leadership, Corporate Social Responsibility
2. Mr. MOTOAKI KIRI Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 22 Apr 2022	Food & Beverage, Packaging, Corporate Social Responsibility, Leadership, Governance/ Compliance

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. Motokatsu Yamada Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2025	Industrial Materials & Machinery, Packaging, Corporate Social Responsibility, Engineering, Leadership
2.	Mr. AKIO OHTANI Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 11 Nov 2025	Food & Beverage, Packaging, Industrial Materials & Machinery, Corporate Social Responsibility, Brand Management
3.	Ms. Jiraporn Nuthong Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jan 2026	Accounting, Finance, Corporate Social Responsibility, Leadership, Governance/ Compliance

Development of directors over the past year

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

Mr. MOTOAKI KIRI	Director	Non-participating
Mr. TADASHI FUNAHASHI	Director	Non-participating
Mr. Motokatsu Yamada	Director	Participating
Mr. AKIO OHTANI	Director	Non-participating
Mr. OPART DHANVARJOR	Director	Non-participating
Ms. Jiraporn Nuthong	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PONGPANU SVETARUNDRA (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. SIROTE SWASDIPANICH (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. SATIT CHANJAVANAKUL (Director)	-	5/5	Participating	Did not hold the meeting

5.	Ms. SUWIMON KEERATIPIBUL (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. ROJRIT DEBHAKAM (Director)	-	2/5	Participating	Did not hold the meeting
7.	Mr. DHITIVUTE BULSOOK (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. MOTOAKI KIRI (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. TADASHI FUNAHASHI (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. Motokatsu Yamada (Director)	-	4/4	Participating	Did not hold the meeting
11.	Mr. AKIO OHTANI (Director)	-	0/0	Non-participating	Did not hold the meeting
12.	Mr. OPART DHANVARJOR (Director)	-	5/5	Participating	Did not hold the meeting
13.	Ms. Jiraporn Nuthong (Director)	-	0/0	Non-participating	Did not hold the meeting
14.	Mr. DHEP VONGVANICH (Chairman of the board)	8 May 2025	1/1	Participating	Did not hold the meeting
15.	Mr. HISATOSH ITSUBO (Director)	10 Nov 2025	5/5	Participating	Did not hold the meeting
16.	Mr. YUKIHITO NOZAKI (Director)	25 Feb 2025	1/1	Non-participating	Did not hold the meeting
17.	Mr. TAKASHI KATSUTA (Director)	8 May 2025	1/1	Non-participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PONGPANU SVETARUNDRA (Chairman of the board)	-	165,000.00	480,000.00	No
2.	Mr. PORNWUT SARASIN (Vice Chairman)	-	125,000.00	360,000.00	No

3.	Mr. SIROTE SWASDIPANICH (Director)	-	125,000.00	360,000.00	No
4.	Mr. SATIT CHANJAVANAKUL (Director)	-	125,000.00	360,000.00	No
5.	Ms. SUWIMON KEERATIPIBUL (Director)	-	125,000.00	360,000.00	No
6.	Mr. ROJRIT DEBHAKAM (Director)	-	50,000.00	360,000.00	No
7.	Mr. DHITIVUTE BULSOOK (Director)	-	125,000.00	360,000.00	No
8.	Mr. MOTOAKI KIRI (Director)	-	N/A	N/A	No
9.	Mr. TADASHI FUNAHASHI (Director)	-	N/A	N/A	No
10.	Mr. Motokatsu Yamada (Director)	-	N/A	N/A	No
11.	Mr. AKIO OHTANI (Director)	-	N/A	N/A	No
12.	Mr. OPART DHANVARJOR (Director)	-	N/A	360,000.00	No
13.	Ms. Jiraporn Nuthong (Director)	-	N/A	N/A	No
14.	Mr. DHEP VONGVANICH (Chairman of the board)	8 May 2025	35,000.00	180,000.00	No
15.	Mr. HISATOSH ITSUBO (Director)	10 Nov 2025	N/A	N/A	No
16.	Mr. YUKIHITO NOZAKI (Director)	25 Feb 2025	N/A	N/A	No
17.	Mr. TAKASHI KATSUTA (Director)	8 May 2025	N/A	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.	Mr. SIROTE SWASDIPANICH (Chairman of the audit committee)	-	4/4

2.	Mr. SATIT CHANJAVANAKUL (Audit committee)	-	4/4
3.	Ms. SUWIMON KEERATIPIBUL (Audit committee)	-	2/2
4.	Mr. PONGPANU SVETARUNDRA (Audit committee)	8 May 2025	2/2