



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THAI STANLEY ELECTRIC PUBLIC COMPANY LIMITED

Fiscal Year End 31 March 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	9
Corporate Governance	
Corporate Governance Policy	13
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	14
Performance Report on Corporate Governance	23

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : THAI STANLEY ELECTRIC PUBLIC COMPANY LIMITED

Symbol : STANLY

Address : 29/3 MOO 1, BANGPOON-RANGSIT ROAD, AMPHOE MUANG

Province : Pathum Thani

Postcode : 12000

Business : The Company' is a manufacturer of lighting equipment for vehicles, including auto bulb, lamp and mold with the intergated manufacturing of the company from designed by research & development center, advanced production equipment and high performance. The productions are made in accordance with the standards of clients which are the manufacturing of automoblie and motorcycle both of domestic and international.

Registration Number : 0107536000765

Telephone : 0-2581-5462

Fax (if applicable) : 0-2581-5397

Website : www.thaistanley.com

Email : adths@thaistanley.com

Total Shares Sold (shares)

Common Stock : 76,625,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	14,447,846.00	14,379,928.00	12,234,731.00
Automotive Lighting Equipment (Thousand baht)	14,447,846.00	14,379,928.00	12,234,731.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Automotive Lighting Equipment (%)	100.00	100.00	100.00

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	14,447,846.00	14,379,928.00	12,234,731.00
Domestic (Thousand baht)	9,501,980.00	8,965,680.00	7,721,490.00
International (Thousand baht)	4,945,866.00	5,414,248.00	4,513,241.00
Thailand (Thousand baht)	3,532,978.85	3,929,954.71	3,094,927.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	65.77	62.35	63.11
International (%)	34.23	37.65	36.89
Thailand (%)	71.43	72.59	68.57

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	251,110.79	323,787.24	286,927.23
Other income from operations (Thousand baht)	250,170.91	293,087.95	303,479.95
Other income not from operations (Thousand baht)	939.88	30,699.29	-16,552.72

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	386,960.00	378,110.00	413,671.00

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)	2023	2024	2025
R&D expenses in the past 3 years	187,430.20	126,960.73	224,644.00

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)

Economic fluctuations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Economic risk
- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Financial Risk

- Income volatility

The risk from rising raw material prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Corruption

Risks of using AI

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack

Compliance Risk

- Legal risk

The risk of workplace accidents

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment

The risk from the impact of new law enforcement or legal amendments

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Change in laws and regulations

The risk of a failed pricing strategy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Financial Risk

- Income volatility

Risk from quality issues

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations

Financial Risk

- Income volatility

Natural disaster risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Operational Risk

- Climate change and disasters

The risk of fire (fire hazard)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Safety, occupational health, and working environment

Occupational safety risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

- ESG risk

Operational Risk

- Safety, occupational health, and working environment

Information Technology Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Corporate Governance
- Legal risk

Risk to Securities Holder (2.2.2)

Risk from major shareholders holding more than 25% of equity.

Risk Management Measures: No

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

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) : <http://www.thaistanley.com/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%94%e0%b9%89%e0%b8%b2%e0%b8%99%e0%b8%aa%e0%b8%b4%e0%b9%88%e0%b8%87%e0%b9%81%e0%b8%a7%e0%b8%94%e0%b8%a5%e0%b9%89%e0%b8%ad%e0%b8%a1/>

Company environmental guideline : Electricity Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	106,949.53	119,739.08	118,125.04
Gasoline (Litres)	62,204.19	62,693.34	63,852.90
Natural gas (Standard cubic feet)	8,977.98	N/A	N/A
LPG (Kilograms)	66,493.44	N/A	N/A

• Electricity consumption

	2023	2024	2025
--	------	------	------

Total electricity consumption within the organization (Kilowatt-Hours)	148,638,316.85	104,588,090.11	98,303,412.98
---	----------------	----------------	---------------

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	308,429.85	327,400.00	309,171.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	3,319,935.00	3,017,726.90	2,411,030.50
Hazardous waste (Kilograms)	883,476.00	909,010.50	903,051.41
Total waste generated (Kilograms)	4,203,411.00	3,926,737.40	3,314,081.91

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	63,818.28	61,447.77	52,897.48
Scope 2 (Tons of carbon dioxide equivalents)	0.00	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	63,818.28	61,447.77	52,897.48

• 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 : <http://www.thaistanley.com/%e0%b8%a1%e0%b8%b2%e0%b8%95%e0%b8%a3%e0%b8%90%e0%b8%b2%e0%b8%99%e0%b9%81%e0%b8%a3%e0%b8%87%e0%b8%87%e0%b8%b2%e0%b8%99%e0%b9%84%e0%b8%97%e0%b8%a2/>

Company human right guideline : Employee Rights, Child Labor, 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)	1,596	1,529	1,292
Number of female employees (Persons)	1,334	1,267	1,084
Total number of employees (Persons)	2,930	2,796	2,376

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,491,720,000.00	1,506,710,000.00	1,433,530,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	19.05	34.42	25.50
Employee development and training expenses (baht)	1,760,000.00	5,010,000.00	5,480,000.00

• **Health, safety and work environment**

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	1	1

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	N/A	N/A	17.21

• **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 : <http://www.thaistanley.com/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%81%e0%b8%b3%e0%b8%81%e0%b8%b1%e0%b8%9a%e0%b8%94%e0%b8%b9%e0%b9%81%e0%b8%a5%e0%b8%81%e0%b8%b4%e0%b8%88%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%82-2/>

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, 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	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	4	33.33

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. APICHART LEEISSARANUKUL Gender: Male Age: 62 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	5 Jul 2013	Automotive, Corporate Management, Strategic Management, Risk Management, Governance/ Compliance

2.	Mr. THANONG LEEISSARANUKUL Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	1 Jan 1993	Automotive, Commerce, Corporate Management, Strategic Management, Risk Management
3.	Mrs. PORNTIP SETHIWAN Gender: Female Age: 58 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 1993	Commerce, Accounting, Finance, Strategic Management, Risk Management
4.	Mrs. PIMJAI LEEISSARANUKUL Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 1993	Governance/ Compliance, Strategic Management, Corporate Management, Automotive, Engineering
5.	Mr. KRISADA VISAVATEERANON Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 May 1999	Engineering, Leadership, Strategic Management, Risk Management, Internal Control

6.	<p>Mr. SUCHART PHISITVANICH</p> <p>Gender: Male</p> <p>Age: 79 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	7 Jun 2010	Engineering, Internal Control
7.	<p>Mr. PICHARN SUKPARANGSEE</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</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>	7 Jun 2010	Law, Business Administration
8.	<p>Mr. KAZUNORI NAKAI</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	23 Jun 2023	Automotive, Corporate Management, Leadership, Strategic Management
9.	<p>Mr. YASUAKI KAIZUMI</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: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	23 Jun 2023	Business Administration, Automotive, Engineering, Strategic Management, Corporate Management

10.	Mr. WIBOON RASMEEPAISARN Gender: Male Age: 64 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	19 Jan 2024	Business Administration, Accounting, Finance, Audit, Internal Control
11.	Mr. TOMOHIRO KONDO Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	5 Jul 2024	Automotive, Electronic Components, Engineering
12.	Mr. HARUKI UCHIDA Gender: Male Age: 56 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	5 Jul 2024	Automotive, Engineering, Strategic Management, Risk Management, Budgeting

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

General information	Position	Tenure	Replacement Director
1. Mr. TORU TANABE Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 26 Jun 2012 Date directorship ended: 5 Jul 2024	Mr. TOMOHIRO KONDO Date position was assumed: 5 Jul 2024

2.	Mr. ETSUYA KAWASHIMA	Director	Date position was	Mr. HARUKI UCHIDA
	Gender: Male	(Executive)	assumed:	Date position was assumed:
	Age: 58 years old		3 Jul 2020	5 Jul 2024
	Highest level of education:		Date directorship	
	Bachelor's degree		ended:	
	Major: Engineering		5 Jul 2024	
	Thai nationality: No			
	Residing in Thailand: No			

Other Information pertaining to committees

The Chairman is an independent director : No

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. KRISADA VISAVATEERANON Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	2 Jul 2010	Engineering, Leadership, Strategic Management, Risk Management, Internal Control
2.	Mr. SUCHART PHISITVANICH Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	2 Jul 2010	Engineering, Internal Control
3.	Mr. WIBOON RASMEEPAISARN [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Jan 2024	Business Administration, Accounting, Finance, Audit, Internal Control

[1] A director with the accounting expertise needed to review financial statements

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. KASUYA SHIRAIISHI Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	Executive General Manager DC Center	30 Oct 2020	Automotive, Design, Engineering
2. Mr. KOICHI OZAWA Gender: Male Age: 62 years old Highest level of education: Below a bachelor's degree Major: Engineering	Executive General Manager Office of Corporate Plan	1 Jun 2022	Data Management, Data Analysis, Engineering, Budgeting
3. Mr. Satoshi Sumiya Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Engineering	Executive General Manager of Satellite Division	27 Sep 2024	Automotive, Data Analysis, Engineering, Strategic Management, Risk Management
4. Mr. Anuphong Thommanakarn Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	Executive General Manager of Lighting Equipment Division	5 Jul 2024	Automotive, Data Analysis, Corporate Management, Engineering, Strategic Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

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) : 1,292

Number of female employees (persons) : 1,084

Total number of employees (persons) : 2,376

Employee Remuneration

Total employee remuneration : 1,433,530,000.00

Provident fund

Total number of employees (persons) : 2,376

Number of employees contributing to the PVD (persons) : 2,376

Percentage of employees who are members (%) : 100.00

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. Supatta Rattanachinchai	supatta_rattanachinchai@stanley-electric.com	025815462

• **Company secretary**

General information	Email	Telephone
1. Ms. Rattanaorn Boonwong	rattanaorn_boonwong@stanley-electric.com	025815462

• **Head of internal audit**

General information	Email	Telephone
1. Mrs. Nongyao Apirum	nongyao_apirum@stanley-electric.com	025815462

• **Head of investor relations**

General information	Email	Telephone
1. Ms. Rattanaorn Boonwong	rattanaorn_boonwong@stanley-electric.com	025815462

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Mr VICHIE KHINGMONTRI Email: vichien.khingmontri@pwc.com Telephone: -	2,320,000.00	Details: to addition review for more support the auditing of the company financial statement Total service fee (baht): 220,000.00

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. THANONG LEEISSARANUKUL Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Jan 1993	Automotive, Commerce, Corporate Management, Strategic Management, Risk Management
2. Mr. SUCHART PHISITVANICH Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 7 Jun 2010	Engineering, Internal Control
3. Mr. YASUAKI KAIZUMI Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 23 Jun 2023	Business Administration, Automotive, Engineering, Strategic Management, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TOMOHIRO KONDO Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 5 Jul 2024	Automotive, Electronic Components, Engineering
2. Mr. HARUKI UCHIDA Gender: Male Age: 56 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: 5 Jul 2024	Automotive, Engineering, Strategic Management, Risk Management, Budgeting

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. APICHART LEEISSARANUKUL	Chairman of the board	Participating
Mr. THANONG LEEISSARANUKUL	Director	Non-participating
Mrs. PORNTIP SETHIWAN	Director	Non-participating
Mrs. PIMJAI LEEISSARANUKUL	Director	Participating
Mr. KRISADA VISAVATEERANON	Director	Non-participating
Mr. SUCHART PHISITVANICH	Director	Non-participating
Mr. PICHARN SUKPARANGSEE	Director	Non-participating
Mr. KAZUNORI NAKAI	Director	Participating
Mr. YASUAKI KAIZUMI	Director	Non-participating

Mr. WIBOON RASMEEPAISARN	Director	Non-participating
Mr. TOMOHIRO KONDO	Director	Non-participating
Mr. HARUKI UCHIDA	Director	Non-participating
Mr. TORU TANABE	Director	Non-participating
Mr. ETSUYA KAWASHIMA	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 5 Jul 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. APICHART LEEISSARANUKUL (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2.	Mr. THANONG LEEISSARANUKUL (Director)	-	5/6	Participating	Did not hold the meeting
3.	Mrs. PORNTIP SETHIWAN (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mrs. PIMJAI LEEISSARANUKUL (Director)	-	6/6	Participating	Did not hold the meeting
5.	Mr. KRISADA VISAVATEERANON (Director)	-	6/6	Participating	Did not hold the meeting
6.	Mr. SUCHART PHISITVANICH (Director)	-	6/6	Participating	Did not hold the meeting
7.	Mr. PICHARN SUKPARANGSEE (Director)	-	6/6	Participating	Did not hold the meeting

8.	Mr. KAZUNORI NAKAI (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. YASUAKI KAIZUMI (Director)	-	5/6	Participating	Did not hold the meeting
10.	Mr. WIBOON RASMEEPAISARN (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. TOMOHIRO KONDO (Director)	-	3/4	Non-participating	Did not hold the meeting
12.	Mr. HARUKI UCHIDA (Director)	-	5/5	Participating	Did not hold the meeting
13.	Mr. TORU TANABE (Director)	5 Jul 2024	2/2	Participating	Did not hold the meeting
14.	Mr. ETSUYA KAWASHIMA (Director)	5 Jul 2024	2/2	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. APICHART LEEISSARANUKUL (Chairman of the board)	-	360,000.00	0.00	No
2.	Mr. THANONG LEEISSARANUKUL (Director)	-	350,000.00	0.00	No
3.	Mrs. PORNTIP SETHIWAN (Director)	-	360,000.00	0.00	No
4.	Mrs. PIMJAI LEEISSARANUKUL (Director)	-	360,000.00	0.00	No
5.	Mr. KRISADA VISAVATEERANON (Director)	-	360,000.00	0.00	No
6.	Mr. SUCHART PHISITVANICH (Director)	-	360,000.00	0.00	No
7.	Mr. PICHARN SUKPARANGSEE (Director)	-	360,000.00	0.00	No
8.	Mr. KAZUNORI NAKAI (Director)	-	360,000.00	0.00	No
9.	Mr. YASUAKI KAIZUMI (Director)	-	350,000.00	0.00	No
10.	Mr. WIBOON RASMEEPAISARN (Director)	-	360,000.00	0.00	No
11.	Mr. TOMOHIRO KONDO (Director)	-	250,967.74	0.00	No

12.	Mr. HARUKI UCHIDA (Director)	-	270,967.74	0.00	No
13.	Mr. TORU TANABE (Director)	5 Jul 2024	99,166.67	0.00	No
14.	Mr. ETSUYA KAWASHIMA (Director)	5 Jul 2024	99,166.67	0.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 9

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. KRISADA VISAVATEERANON (Chairman of the audit committee)	-	9/9
2.	Mr. SUCHART PHISITVANICH (Audit committee)	-	9/9
3.	Mr. WIBOON RASMEEPASARN (Audit committee)	-	9/9