



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SNC FORMER 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 : SNC FORMER PUBLIC COMPANY LIMITED

Symbol : SNC

Address : 333/3 Moo 6, Bangpreang District, Amphur Bangbo

Province : Samut Prakarn

Postcode : 10560

Business : The Company and subsidiaries are principally engaged in the production of component parts for air-conditioners for automobile and cooling machines and contract manufacturing and assembly of air-conditioners for household use.

Registration Number : 0107547000371

Telephone : 0-2108-0360-6

Fax (if applicable) : 0-2108-0367-8

Website : <http://www.sncformer.com>

Email : snc@sncformer.com

Total Shares Sold (shares)

Common Stock : 362,220,339

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)	15,397,750.00	19,070,973.00	9,332,608.00
Revenue from Manufacturing & Assembly (OEM) (Thousand baht)	11,120,700.00	14,447,015.00	5,351,298.00
Electrical Parts (PART) (Thousand baht)	3,426,997.00	3,677,810.00	3,045,444.00
Vehicle Parts (AUTO) (Thousand baht)	850,053.00	946,148.00	935,866.00
Other Segment Income (OTHER) (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from Manufacturing & Assembly (OEM) (%)	72.22	75.75	57.34
Electrical Parts (PART) (%)	22.26	19.28	32.63
Vehicle Parts (AUTO) (%)	5.52	4.96	10.03
Other Segment Income (OTHER) (%)	0.00	0.00	0.00

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	15,397,750.00	19,070,973.00	9,332,608.00
Domestic (Thousand baht)	5,502,996.00	6,001,465.00	4,612,395.00
International (Thousand baht)	9,894,754.00	13,069,508.00	4,720,213.00
United States of America (Thousand baht)	3,858,207.50	9,146,867.40	3,527,978.00
Vietnam (Thousand baht)	5,233,143.40	2,811,324.50	68,891.00

France (Thousand baht)	665,022.50	982,238.10	1,040,503.00
Other countries (Thousand baht)	138,380.60	129,078.00	82,841.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	35.74	31.47	49.42
International (%)	64.26	68.53	50.58
United States of America (%)	38.99	69.99	74.74
Vietnam (%)	52.89	21.51	1.46
France (%)	6.72	7.52	22.04
Other countries (%)	1.40	0.99	1.76

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	162,807.36	55,249.75	39,340.19
Other income from operations (Thousand baht)	162,807.36	55,249.75	39,340.19
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	13,739.68	23,765.60	12,640.09

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	42,076.00	48,579.00	41,136.00

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)

The risk of relying on fewer customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Risks of rapid technological disruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk of labor shortages and labor wage costs

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks of relying on technical skills

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks of unable to maintain a financial ratio follow to financial institutions contracts

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk of foreign exchange rate fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risks of relying on senior management groups

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risks of having a major shareholder hold more than 25% of the company's shares

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk to Securities Holder (2.2.2)

Risk of fluctuations in the Company's common share price

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks from dividend policy

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://www.sncformer.com/th/sustainability/corporate-governance/corporate-governance-policy>

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://www.sncformer.com/files/sustaibability/corporate-governance/company-policy/20220520-snc-csr-carboon-foorprint-th.pdf>

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

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	87,661.00	79,385.00	105,436.63
Gasoline (Litres)	45,922.92	29,180.97	64,524.54
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	1,111,000.00	1,320,000.00	491,407.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	40,266,605.98	47,876,645.43	34,455,321.00

Water management

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	289,086.00	289,416.00	109,958.00

Waste management

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	18,480,924.30	21,372,587.10	3,626,650.07
Hazardous waste (Kilograms)	124,997.00	582,085.49	15,330.00
Total waste generated (Kilograms)	18,605,921.30	21,954,672.59	3,641,980.07

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	4,374.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	7,612.00	N/A

Scope 3 (Tons of carbon dioxide equivalents)	N/A	75,872.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	87,858.00	0.00

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : BUREAU VERTIFICATION (THAILAND) 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://www.sncformer.com/files/sustaibability/corporate-governance/company-policy/20220531-snc-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)	1,452	1,523	1,153
Number of female employees (Persons)	1,850	1,497	903
Total number of employees (Persons)	3,302	3,020	2,056

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,040,792,436.00	1,147,680,483.00	806,964,139.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	176.00	140.00	303.00
Employee development and training expenses (baht)	1,428,420.00	553,045.55	667,774.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	40	29	33
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	6.66	8.21	17.70

• **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://www.sncformer.com/files/cg/document/20220520-snc-cg-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	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	4	33.33
Number of non-executive directors	8	66.67
Number of independent directors	8	66.67

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. SATIT CHANJAVANAKUL Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	31 Mar 2021	Strategic Management, Law, Accounting, Finance, Corporate Management, Transportation & Logistics, Engineering, Audit, Internal Control

2.	Mr. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	31 Mar 2021	Steel, Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, IT Management, Corporate Management, Strategic Management, Engineering, Internal Control, Audit
3.	Mr. WISAN WUTHISAKSILP Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	31 Mar 2022	Corporate Management, Law, Transportation & Logistics, Strategic Management
4.	Mr. CHAISAK ANGKASUWAN Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	31 Mar 2022	Corporate Management, Law, Strategic Management, Audit, Internal Control, Governance/ Compliance
5.	Mrs. CHANISA CHUTIPAT Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	31 Mar 2023	Audit, Internal Control, Strategic Management, Corporate Management, Accounting, Finance, Information & Communication Technology

6.	<p>Pol.Lt.Gen. NOPSAK POOVATANASEDJ</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	31 Mar 2023	Health Care Services, Law, Corporate Management, Strategic Management
7.	<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 (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	31 Mar 2023	Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, Corporate Management, Strategic Management, Internal Control, Audit
8.	<p>Mr. SOMCHAI NGAMKITCHAROENLAP</p> <p>Gender: Male</p> <p>Age: 57 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 (Executive)</p> <p>Director type: Original director</p>	31 Mar 2022	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Sustainability, Corporate Social Responsibility, Accounting, Finance, Law, Steel
9.	<p>Ms. SINEENART THAISANGUANVORAKUL</p> <p>Gender: Female</p> <p>Age: 35 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 (Executive)</p> <p>Director type: Original director</p>	26 Jan 2021	Governance/ Compliance, Corporate Management, IT Management, Sustainability, Accounting, Finance, Strategic Management, Corporate Social Responsibility, Steel, Economics

10.	Mr. SCHITT LAOWATTANA Gender: Male Age: 62 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	14 Jun 2021	Corporate Management, IT Management, Strategic Management, Finance, Law, Transportation & Logistics, Engineering
11.	Mr. LEC SICORAVIT Gender: Male Age: 66 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	31 Mar 2022	Strategic Management, Corporate Management, IT Management, Accounting, Finance, Law, Internal Control, Audit
12.	Mr. RATTAPOOM NUNTAPATAWEE Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Private and Public Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	4 Nov 2022	Risk Management, Strategic Management, Corporate Management, IT Management, Accounting, Finance, Steel, Audit, Internal Control

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

General information	Position	Tenure	Replacement Director
1. Mr. SOMJAI CHOWPANICH Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Master's Degree, M.Ed. Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 27 Mar 2020 Date directorship ended: 27 Sep 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. 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: Re-elected as director	31 Mar 2023	Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, Corporate Management, Strategic Management, Internal Control, Audit
2. Mr. CHAISAK ANGKASUWAN [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	31 Mar 2022	Corporate Management, Law, Strategic Management, Audit, Internal Control, Governance/ Compliance
3. Mrs. CHANISA CHUTIPAT [1] Gender: Female Age: 62 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: Re-elected as director	31 Mar 2023	Audit, Internal Control, Strategic Management, Corporate Management, Accounting, Finance, Information & Communication Technology

[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.	<p>Mr. SOMCHAI THAISANGUANVORAKUL</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Chairman of the executive committee	19 Apr 2004
2.	<p>Mr. SOMCHAI NGAMKITCHAROENLAP</p> <p>Gender: Male</p> <p>Age: 57 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>	Vice-chairman of the executive committee	17 Feb 2023
3.	<p>Ms. SINEENART THAISANGUANVORAKUL</p> <p>Gender: Female</p> <p>Age: 35 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>	Member of the executive committee	17 Feb 2023
4.	<p>Mr. RATTAPOOM NUNTAPATAWEE</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Private and Public Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	17 Feb 2023

5.	Mr. Surachai Chainarong	Member of the executive committee	17 Feb 2023
	Gender: Male		
	Age: 50 years old		
	Highest level of education: Master's degree		
	Major: Engineering		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Mr. SIROTE SWASDIPANICH	Chairman
	Mr. CHAISAK ANGKASUWAN	Member
	Mrs. CHANISA CHUTIPAT	Member
Remuneration and Nomination Committee	Mr. CHAISAK ANGKASUWAN	Chairman
	Mr. WISAN WUTHISAKSILP	Member
	Pol.Lt.Gen. NOPSAK POOVATANASEDJ	Member
Risk Management Committee	Mr. SOMCHAI NGAMKITCHAROENLAP	Chairman
	Mr. RATTAPOOM NUNTAPATAWEE	Member
	Mr. Surachai Chainarong	Member
Environmental, Social and Governance Committee	Ms. SINEENART THAISANGUANVORAKUL	Chairman
	Mr. SOMCHAI NGAMKITCHAROENLAP	Member
	Mr. Surachai Chainarong	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Remuneration and Nomination Committee
Sub-committees responsible for remuneration	: Remuneration and Nomination Committee
Sub-committees responsible for corporate governance	: Environmental, Social and Governance Committee
Sub-committees responsible for corporate sustainability development	: Environmental, Social and Governance 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. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	1 Mar 1994	Steel, Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, IT Management, Corporate Management, Strategic Management, Engineering, Internal Control, Audit
2. Ms. SINEENART THAISANGUANVORAKUL Gender: Female Age: 35 years old Highest level of education: Master's degree Major: Business Administration	Executive Assistant to the Chairman of the Executive Committee	17 Feb 2023	Governance/ Compliance, Corporate Management, IT Management, Sustainability, Accounting, Finance, Strategic Management, Corporate Social Responsibility, Steel, Economics
3. Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering	Vice Chairman of the Executive Committee	17 Feb 2023	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Sustainability, Corporate Social Responsibility, Accounting, Finance, Law, Steel
4. Mr. RATTAPOOM NUNTAPATAWEE [1] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Private and Public Management	Senior Managing Director	17 Feb 2023	Risk Management, Strategic Management, Corporate Management, IT Management, Accounting, Finance, Steel, Audit, Internal Control

5.	Mr. Surachai Chainarong Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering	Senior Managing Director	17 Feb 2023	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Finance, Accounting, Transportation & Logistics, Law, Steel
6.	Ms. Achara Nivongsa [2] Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director Accounting and Finance	1 Jun 2016	Business Administration, Economics, Finance & Securities, Accounting, Finance, Audit, Internal Control, Budgeting, Risk Management, 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)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	28,847,266.00	35,748,035.00	33,444,503.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 1,153
Number of female employees (persons)	: 903
Total number of employees (persons)	: 2,056

Employee Remuneration

Total employee remuneration	: 806,964,139.00
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Provident fund

Total number of employees (persons)	: 2,056
Number of employees contributing to the PVD (persons)	: 429
Percentage of employees who are members (%)	: 20.87

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. Mrs. CHANISA CHUTIPAT Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 31 Mar 2023	Audit, Internal Control, Strategic Management, Corporate Management, Accounting, Finance, Information & Communication Technology
2. Pol.Lt.Gen. NOPSAK POOVATANASEDJ Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 31 Mar 2023	Health Care Services, Law, Corporate Management, Strategic Management
3. Mr. SIROTE SWASDIPANICH Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 31 Mar 2023	Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, Corporate Management, Strategic Management, Internal Control, Audit

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SATIT CHANJAVANAKUL	Chairman of the board	Non-participating
Mr. SOMCHAI THAISANGUANVORAKUL	Director	Non-participating
Mr. WISAN WUTHISAKSILP	Director	Non-participating
Mr. CHAISAK ANGKASUWAN	Director	Non-participating
Mrs. CHANISA CHUTIPAT	Director	Non-participating
Pol.Lt.Gen. NOPSAK POOVATANASEDJ	Director	Non-participating
Mr. SIROTE SWASDIPANICH	Director	Non-participating
Mr. SOMCHAI NGAMKITCHAROENLAP	Director	Non-participating
Ms. SINEENART THAISANGUANVORAKUL	Director	Non-participating
Mr. SCHITT LAOWATTANA	Director	Non-participating
Mr. LEC SICORAVIT	Director	Non-participating
Mr. RATTAPOOM NUNTAPATAWEE	Director	Participating
Mr. SOMJAI CHOWPANICH	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 : 31 Mar 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SATIT CHANJAVANAKUL (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	7/7	Participating	Did not hold the meeting
3.	Mr. WISAN WUTHISAKSILP (Director)	-	6/7	Participating	Did not hold the meeting
4.	Mr. CHAISAK ANGKASUWAN (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mrs. CHANISA CHUTIPAT (Director)	-	7/7	Participating	Did not hold the meeting
6.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. SIROTE SWASDIPANICH (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. SOMCHAI NGAMKITCHAROENLAP (Director)	-	7/7	Participating	Did not hold the meeting
9.	Ms. SINEENART THAISANGUANVORAKUL (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. SCHITT LAOWATTANA (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. LEC SICORAVIT (Director)	-	5/7	Participating	Did not hold the meeting
12.	Mr. RATTAPOOM NUNTAPATAWEE (Director)	-	7/7	Participating	Did not hold the meeting
13.	Mr. SOMJAI CHOWPANICH (Director)	27 Sep 2023	6/7	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. SATIT CHANJAVANAKUL (Chairman of the board)	-	140,000.00	1,104,000.00	No
2.	Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	35,000.00	0.00	No
3.	Mr. WISAN WUTHISAKSILP (Director)	-	80,000.00	360,000.00	No
4.	Mr. CHAISAK ANGKASUWAN (Director)	-	150,000.00	360,000.00	No
5.	Mrs. CHANISA CHUTIPAT (Director)	-	110,000.00	360,000.00	No
6.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ (Director)	-	90,000.00	360,000.00	No
7.	Mr. SIROTE SWASDIPANICH (Director)	-	150,000.00	360,000.00	No
8.	Mr. SOMCHAI NGAMKITCHAROENLAP (Director)	-	35,000.00	0.00	No
9.	Ms. SINEENART THAISANGUANVORAKUL (Director)	-	35,000.00	0.00	No
10.	Mr. SCHITT LAOWATTANA (Director)	-	70,000.00	360,000.00	No
11.	Mr. LEC SICORAVIT (Director)	-	50,000.00	360,000.00	No
12.	Mr. RATTAPOOM NUNTAPATAWEE (Director)	-	35,000.00	0.00	No
13.	Mr. SOMJAI CHOWPANICH (Director)	27 Sep 2023	60,000.00	270,000.00	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) : 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. CHAISAK ANGKASUWAN (Audit committee)	-	4/4
3.	Mrs. CHANISA CHUTIPAT (Audit committee)	-	4/4