



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TISCO FINANCIAL GROUP 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 : TISCO FINANCIAL GROUP PUBLIC COMPANY LIMITED

Symbol : TISCO

Address : No. 48/49 TISCO Tower, Fl.21, North Sathorn Road, Silom Sub-district, Bangrak District

Province : Bangkok

Postcode : 10500

Business : The Company is holding company of TISCO Group which TISCO Bank is its core business. TISCO Bank engages in banking business with service areas including retail and SME lending, corporate lending, retail deposit, private banking, bancassurance, cash management and custodian services.

Registration Number : 0107551000223

Telephone : 0-2633-6000

Fax (if applicable) : 0-2633-6880

Website : <http://www.tisco.co.th>

Email : webmaster@tisco.co.th

Total Shares Sold (shares)

Common Stock : 800,645,624

Preferred Stock : 9,859

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

| | 2021 | 2022 | 2023 |
|---|---------------|---------------|---------------|
| Total revenue from operations (Thousand baht) | 18,823,313.00 | 18,304,782.00 | 19,045,793.12 |
| Net Interest Income (Thousand baht) | 12,459,826.96 | 12,733,631.75 | 13,828,642.41 |
| Net Fee and Service Income (Thousand baht) | 5,615,371.91 | 5,045,648.71 | 4,867,486.81 |
| Other (Thousand baht) | 748,114.13 | 525,501.54 | 349,663.90 |

| | 2021 | 2022 | 2023 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Net Interest Income (%) | 66.19 | 69.56 | 72.61 |
| Net Fee and Service Income (%) | 29.83 | 27.56 | 25.56 |
| Other (%) | 3.97 | 2.87 | 1.84 |

By Geographical Area or Market

| | 2021 | 2022 | 2023 |
|---|---------------|---------------|---------------|
| Total revenue from operations (Thousand baht) | 18,823,313.00 | 18,304,782.00 | 19,045,793.12 |
| Domestic (Thousand baht) | 18,823,313.00 | 18,304,782.00 | 19,045,793.12 |
| International (Thousand baht) | 0.00 | 0.00 | 0.00 |

| | 2021 | 2022 | 2023 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%) | 100.00 | 100.00 | 100.00 |
| International (%) | 0.00 | 0.00 | 0.00 |

Other income as specified in the financial statements

| | 2021 | 2022 | 2023 |
|--|------------|------------|------------|
| Total other income (Thousand baht) | 760,723.39 | 525,501.16 | 349,663.90 |
| Other income from operations (Thousand baht) | 760,723.39 | 525,501.16 | 349,663.90 |
| Gain (loss) on financial instruments measured at fair value through profit or loss (Thousand baht) | 403,826.28 | 86,420.42 | -29,164.20 |
| Net gain on investments (Thousand baht) | 6,282.77 | 2,801.07 | 5,357.20 |
| Dividend income (Thousand baht) | 69,608.51 | 72,977.58 | 89,875.00 |
| Penalty fee income from loans (Thousand baht) | 173,927.40 | 186,472.11 | 135,413.63 |
| Other operating income (Thousand baht) | 99,862.58 | 121,354.31 | 119,288.02 |
| 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) | 7,215.85 | 55,475.67 | 28,894.25 |

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

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

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Emerging Diseases

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Pandemic risk

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Safety, occupational health, and working environment

Compliance Risk

- Change in laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods

Financial Landscape Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Information security and cyber-attack
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

Artificial Intelligence

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Competition risk

Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Demographic Changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Shortage or reliance on skilled workers
- Impact from population structure
- Impact on human rights

Compliance Risk

- Change in laws and regulations

Cyber Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Damage to company image and reputation

Operational Risk

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

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Other

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.tisco.co.th/th/sd/sustainability/index.html>

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.tisco.co.th/content/dam/tiscobank/download/sd/environmental_management.pdf

Company environmental guideline : Electricity Management, Fuel 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 |
|-------------------|-----------|-----------|-----------|
| Diesel (Litres) | 37,346.40 | 33,754.04 | 40,591.17 |
| Gasoline (Litres) | 71,651.25 | 74,871.30 | 87,691.81 |

Remark : This excludes the usage of oil and fuel outside the organization.

• Electricity consumption

| | 2021 | 2022 | 2023 |
|--|--------------|--------------|--------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 5,440,844.00 | 5,682,527.00 | 5,897,978.00 |

Remark : Specific building information for the head office.

Water management

• Water consumption

| | 2021 | 2022 | 2023 |
|---------------------------------------|-----------|-----------|-----------|
| Total water withdrawal (Cubic meters) | 29,422.00 | 30,320.00 | 39,870.00 |

Remark : Specific building information for the head office.

Waste management

• Waste from operations

| | 2021 | 2022 | 2023 |
|--|-----------------|-----------------|-----------------|
| Non-hazardous waste (Kilograms) | 4,527.72 | 2,494.20 | 4,510.30 |
| Hazardous waste (Kilograms) | 0.00 | 0.00 | 0.00 |
| Total waste generated (Kilograms) | 4,527.72 | 2,494.20 | 4,510.30 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2021 | 2022 | 2023 |
|---|-----------------|-----------------|-----------------|
| Total GHG emissions target (Metric tonnes of carbon dioxide equivalent) | 3,809.83 | 3,809.83 | 3,809.83 |
| Scope 1 (Tons of carbon dioxide equivalents) | 266.28 | 264.19 | 311.14 |
| Scope 2 (Tons of carbon dioxide equivalents) | 3,167.12 | 3,307.80 | 2,948.40 |
| Scope 3 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 3,433.40 | 3,571.99 | 3,259.54 |
| Remark : Specific building information for the head office. | | | |

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.tisco.co.th/content/dam/tiscobank/download/sd/humanrights-guidelines.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) | 1,587 | 1,599 | 1,865 |
| Number of female employees (Persons) | 2,945 | 2,955 | 3,631 |
| Total number of employees (Persons) | 4,532 | 4,554 | 5,496 |

• Employee remuneration

| | 2021 | 2022 | 2023 |
|------------------------------|------------------|------------------|------------------|
| Employee remuneration (baht) | 5,317,739,524.69 | 5,333,011,178.61 | 5,644,571,032.43 |

• Employee development and training

| | 2021 | 2022 | 2023 |
|---|---------------|---------------|----------------|
| Average employee training hours (Hours / Person / Year) | 21.77 | 19.47 | 28.09 |
| Employee development and training expenses (baht) | 50,249,830.00 | 95,732,416.00 | 129,754,329.00 |

• Health, safety and work environment

| | 2021 | 2022 | 2023 |
|--|------|------|------|
|--|------|------|------|

| | | | |
|--|---|---|---|
| Total number of lost time injury incidents by employees (Cases) | 0 | 0 | 0 |
|--|---|---|---|

• **Employee retention**

| | 2021 | 2022 | 2023 |
|--|------|------|------|
| Percentage of employees who voluntarily resigned (%) | 3.57 | 5.29 | 6.44 |

• **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.tisco.co.th/content/dam/tiscobank/download/about-tisco/corporate-governance-policy-governance-policy-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 | 13 | 100.00 |
| Number of male directors | 10 | 76.92 |
| Number of female directors | 3 | 23.08 |
| Number of executive directors | 4 | 30.77 |
| Number of non-executive directors | 9 | 69.23 |
| Number of independent directors | 5 | 38.46 |

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. PLIU MANGKORNKANOK Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive) Director type: Re-elected as director | 11 Jun 2010 | Strategic Management, Human Resource Management, Risk Management, Corporate Management, Corporate Social Responsibility, Finance & Securities, Engineering, Governance/ Compliance, Banking, Finance, Leadership, Brand Management, Change Management, Fund Management, Sustainability, Energy & Utilities, Negotiation |

| | | | | |
|----|---|---|-------------|--|
| 2. | <p>Mr. DUNG BA LE</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: No</p> <p>Residing in Thailand: No</p> | <p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p> | 20 Dec 2021 | <p>Automotive, Property Development, Energy & Utilities, Change Management, Project Management, Corporate Management, Brand Management, Negotiation, Risk Management, Strategic Management, Leadership, Banking, Finance & Securities, Fund Management, Property Fund & REITs, Budgeting, Finance, Internal Control, Accounting, Statistics, Human Resource Management, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Data Analysis, Data Management, IT Management, Information & Communication Technology, Economics, Law, Engineering, Audit, Health Care Services</p> |
| 3. | <p>Mr. SATHIT AUNGMANEE</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p> | 25 Apr 2022 | <p>Audit, Budgeting, Finance, Internal Control, Banking, Leadership, Finance & Securities, Accounting, Governance/ Compliance, Corporate Management, Human Resource Management, Marketing, Strategic Management, Economics, Law, Automotive, Property Development</p> |

| | | | | |
|----|--|--|-------------|---|
| 4. | <p>Mrs. ANGKARAT PRIEBJRIVAT</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p> | 25 Apr 2022 | <p>Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Banking, Governance/ Compliance, Finance & Securities, Energy & Utilities, Leadership, Accounting, Internal Control, Economics, Corporate Management, Strategic Management, Fund Management, Budgeting, Statistics, Data Analysis, Data Management, Tourism & Leisure</p> |
| 5. | <p>Ms. PENCHUN JARIKASEM</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</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> | 25 Apr 2022 | <p>Project Management, Corporate Management, Procurement, Risk Management, Strategic Management, Leadership, Accounting, Audit, Internal Control, Budgeting, Finance, Sustainability, Governance/ Compliance, Law, Energy & Utilities, Human Resource Management, Banking, Change Management</p> |
| 6. | <p>Mrs. PONGPEN RUENGVIROYUDH</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</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> | 25 Apr 2022 | <p>Change Management, Corporate Management, Risk Management, Strategic Management, Leadership, Finance & Securities, Finance, Accounting, Audit, Internal Control, Governance/ Compliance, Packaging</p> |

| | | | | |
|----|---|---|-------------|---|
| 7. | <p>Mr. KANICH PUNYASHTHITI</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral 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: Re-elected as director</p> | 22 Apr 2021 | <p>Law, Human Resource Management, Negotiation, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Insurance, Property Development, Energy & Utilities, Change Management, Commerce, Corporate Management, Strategic Management, Leadership, Banking, Finance & Securities, Audit, Internal Control, Construction Services, Food & Beverage</p> |
| 8. | <p>Mr. SILLAPAPORN SRIJUNPETCH</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</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> | 30 Jun 2022 | <p>Commerce, Risk Management, Leadership, Banking, Finance & Securities, Accounting, Audit, Internal Control, Finance, Budgeting, Governance/ Compliance, IT Management, Law</p> |
| 9. | <p>Mr. Vara Varavithya</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Computer 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> | 9 Dec 2022 | <p>Project Management, Corporate Social Responsibility, Governance/ Compliance, IT Management, Information & Communication Technology, Electronic Components, Engineering, Energy & Utilities, Change Management, Risk Management, Data Analysis, Data Management, Health Care Services, Petrochemicals & Chemicals</p> |

| | | | | |
|-----|--|---|-------------|--|
| 10. | Mr. CHI-HAO SUN Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No | Director (Executive) Director type: Re-elected as director | 28 Jun 2011 | Risk Management, Finance, Banking, Finance & Securities, Economics, Marketing, Project Management, Leadership, Fund Management, Statistics, Digital Marketing, Automotive, Food & Beverage, Fashion |
| 11. | Mr. SATOSHI YOSHITAKE Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: No | Director (Executive) Director type: Re-elected as director | 22 Apr 2019 | Strategic Management, Finance, Banking, Finance & Securities, Economics, Corporate Management, Marketing, Negotiation, Project Management, Risk Management, Leadership, Statistics, Corporate Social Responsibility, Sustainability, Governance/ Compliance |
| 12. | Mr. SAKCHAI PEECHAPAT Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | 22 Apr 2019 | Strategic Management, Change Management, Human Resource Management, Risk Management, Corporate Management, Brand Management, Budgeting, Finance, Negotiation, Corporate Social Responsibility, Banking, Governance/ Compliance, Insurance, Finance & Securities, Engineering, Commerce, Leadership, Sustainability, Marketing, Project Management, Digital Marketing, Economics, Law, Automotive, Construction Services, Property Development, Procurement, Transportation & Logistics |

| | | | | |
|-----|-----------------------------|---------------------------|-------------|---|
| 13. | Mr. METHA PINGSUTHIWONG | Director (Executive) | 25 Apr 2022 | Fund Management, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Digital Marketing, Banking, Finance & Securities, Leadership, Governance/ Compliance, Finance, Property Fund & REITs, Brand Management, Change Management, Commerce, Negotiation, Procurement, Project Management, Insurance, Accounting, Internal Control, Audit, Budgeting, Statistics, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, IT Management, Information & Communication Technology, Economics, Law, Automotive, Food & Beverage, Property Development, Petrochemicals & Chemicals, Steel, Transportation & Logistics, Construction Materials, Construction Services, Energy & Utilities |
| | Gender: Male | | | |
| | Age: 56 years old | | | |
| | Highest level of education: | Director type: Re-elected | | |
| | Master's degree | as director | | |
| | Major: Finance | | | |
| | Thai nationality: Yes | | | |
| | Residing in Thailand: Yes | | | |

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 : Yes

Remark : The Board of Directors' Meeting No. 5/2023 on August 24, 2023, passed a resolution to appoint Mrs. Pongpen Ruengvirayudh, independent director, as the lead independent director. To participate in setting the agenda of meeting for the Board of Directors. It is to build confidence in operations that are transparent and verifiable.

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. | <p>Ms. PENCHUN JARIKASEM [1]</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 27 Jun 2022 | <p>Project Management, Corporate Management, Procurement, Risk Management, Strategic Management, Leadership, Accounting, Audit, Internal Control, Budgeting, Finance, Sustainability, Governance/ Compliance, Law, Energy & Utilities, Human Resource Management, Banking, Change Management</p> |
| 2. | <p>Mrs. PONGPEN RUENGWIRAYUDH [1]</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 26 Apr 2022 | <p>Change Management, Corporate Management, Risk Management, Strategic Management, Leadership, Finance & Securities, Finance, Accounting, Audit, Internal Control, Governance/ Compliance, Packaging</p> |
| 3. | <p>Mr. SILLAPAPORN SRIJUNPETCH [1]</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 30 Jun 2022 | <p>Commerce, Risk Management, Leadership, Banking, Finance & Securities, Accounting, Audit, Internal Control, Finance, Budgeting, Governance/ Compliance, IT Management, Law</p> |

[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. SAKCHAI PEECHAPAT Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes | Chairman of the executive committee | 26 Apr 2019 |
| 2. Mr. CHI-HAO SUN Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No | Member of the executive committee | 29 Jun 2011 |
| 3. Mr. SATOSHI YOSHITAKE Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: No | Member of the executive committee | 26 Apr 2019 |

| | | | |
|----|---|-----------------------------------|-------------|
| 4. | Mr. METHA PINGSUTHIWONG | Member of the executive committee | 26 Apr 2022 |
| | Gender: Male | | |
| | Age: 56 years old | | |
| | Highest level of education: Master's degree | | |
| | Major: Finance | | |
| | Thai nationality: Yes | | |
| | Residing in Thailand: Yes | | |

Other sub-committees

Sub-committees information

| Name of sub-committees | List of directors | Position |
|---|-----------------------------|----------|
| Nomination and Compensation Committee | Mr. SATHIT AUNGMANEE | Chairman |
| | Mr. DUNG BA LE | Member |
| | Mr. KANICH PUNYASHTHITI | Member |
| | Ms. PENCHUN JARIKASEM | Member |
| Audit Committee | Ms. PENCHUN JARIKASEM | Chairman |
| | Mrs. PONGPEN RUENGWIRAYUDH | Member |
| | Mr. SILLAPAPORN SRIJUNPETCH | Member |
| Governance and Sustainability Committee | Mrs. ANGKARAT PRIEJRIVAT | Chairman |
| | Mr. KANICH PUNYASHTHITI | Member |
| | Mrs. PONGPEN RUENGWIRAYUDH | Member |
| Risk Oversight Committee | Mrs. ANGKARAT PRIEJRIVAT | Chairman |
| | Mr. Vara Varavithya | Member |
| | Mr. SAKCHAI PEECHAPAT | Member |
| | Mr. Chatri Chandrangam | Member |
| Executive Board | Mr. SAKCHAI PEECHAPAT | Chairman |
| | Mr. CHI-HAO SUN | Member |
| | Mr. SATOSHI YOSHITAKE | Member |
| | Mr. METHA PINGSUTHIWONG | Member |

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Oversight Committee

Sub-committees responsible for nomination : Nomination and Compensation Committee

Sub-committees responsible for remuneration : Nomination and Compensation Committee

Sub-committees responsible for corporate governance : Governance and Sustainability Committee

Sub-committees responsible for corporate sustainability development : Governance and Sustainability 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. SAKCHAI PEECHAPAT Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management | CHAIRMAN OF EXECUTIVE BOARD | 1 Apr 2021 | Strategic Management, Change Management, Human Resource Management, Risk Management, Corporate Management, Brand Management, Budgeting, Finance, Negotiation, Corporate Social Responsibility, Banking, Governance/ Compliance, Insurance, Finance & Securities, Engineering, Commerce, Leadership, Sustainability, Marketing, Project Management, Digital Marketing, Economics, Law, Automotive, Construction Services, Property Development, Procurement, Transportation & Logistics |

| | | | | |
|----|---|---------------------------------------|------------|---|
| 2. | Mr. METHA PINGSUTHIWONG Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance | President and Chief Operating Officer | 1 Apr 2021 | Fund Management, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Digital Marketing, Banking, Finance & Securities, Leadership, Governance/ Compliance, Finance, Property Fund & REITs, Brand Management, Change Management, Commerce, Negotiation, Procurement, Project Management, Insurance, Accounting, Internal Control, Audit, Budgeting, Statistics, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, IT Management, Information & Communication Technology, Economics, Law, Automotive, Food & Beverage, Property Development, Petrochemicals & Chemicals, Steel, Transportation & Logistics, Construction Materials, Construction Services, Energy & Utilities |
|----|---|---------------------------------------|------------|---|

| | | | | |
|----|---|--|-------------|--|
| 3. | <p>Mr. Pitada Vatcharasiritham</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> | <p>Senior Executive Vice President</p> | 19 Nov 2010 | <p>Business Administration, Economics, Banking, Finance & Securities, Industrial Materials & Machinery, Petrochemicals & Chemicals, Construction Services, Property Development, Energy & Utilities, Commerce, Finance, Project Management, Negotiation, Leadership, Strategic Management, Risk Management, Change Management, Budgeting, Construction Materials, Corporate Social Responsibility, Human Resource Management, Sustainability</p> |
| 4. | <p>Mr. Paiboon Nalinthrangkurn</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> | <p>Senior Executive Vice President</p> | 1 Apr 2021 | <p>Business Administration, Economics, Banking, Finance & Securities, Insurance, Property Fund & REITs, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Brand Management, Leadership, Strategic Management, Risk Management, Budgeting, Change Management, Governance/ Compliance</p> |

| | | | | |
|----|---|---|------------|---|
| 5. | <p>Mr. Chatri Chandrangam [1]</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> | <p>Senior Executive Vice President Risk and Financial Control</p> | 1 Apr 2021 | <p>Business Administration, Economics, Banking, Insurance, Finance & Securities, Commerce, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Negotiation, Project Management, Corporate Management, Risk Management, Strategic Management, Leadership, Change Management, Budgeting, Brand Management, Governance/ Compliance</p> |
| 6. | <p>Mr. Dejphinun Suthadsanasoung</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> | <p>Senior Executive Vice President</p> | 1 Jan 2024 | <p>Business Administration, Economics, Finance & Securities, Banking, Automotive, Insurance, Commerce, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p> |

| | | | | |
|----|---|---------------------------------------|------------|--|
| 7. | <p>Mr. Yuttpong Sriwongjanya</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> | <p>First Executive Vice President</p> | 1 Apr 2021 | <p>Business Administration, Economics, Banking, Finance & Securities, Insurance, Automotive, Industrial Materials & Machinery, Steel, Commerce, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p> |
| 8. | <p>Mr. Rungroj Jarasvijitkul</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> | <p>First Executive Vice President</p> | 1 Apr 2021 | <p>Business Administration, Economics, Banking, Finance & Securities, Automotive, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting</p> |

| | | | | |
|-----|--|--------------------------------|------------|--|
| 9. | Mr. Picha Ratanatam Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance | First Executive Vice President | 1 Apr 2021 | Business Administration, Economics, Banking, Finance & Securities, Insurance, Property Fund & REITs, Marketing, Finance, Corporate Social Responsibility, Sustainability, Human Resource Management, Fund Management, Statistics, Data Analysis, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance |
| 10. | Ms. Pavinee Ongvasith Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Management | First Executive Vice President | 1 Apr 2021 | Business Administration, Economics, Banking, Finance & Securities, Property Fund & REITs, Marketing, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance |

| | | | | |
|-----|--|--|------------|--|
| 11. | Mr. Pairat Srivilairit Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Management | Corporate Secretary and First Executive Vice President – Governance Office | 1 Apr 2021 | Business Administration, Banking, Finance & Securities, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Budgeting |
| 12. | Ms. Wanthana Chotchaisathit Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Management | First Executive Vice President – Information Technology | 1 Jan 2023 | Business Administration, Banking, Finance & Securities, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, IT Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Leadership, Change Management, Strategic Management, Risk Management, Budgeting, Governance/ Compliance |

| | | | | |
|-----|--|--------------------------------|------------|--|
| 13. | Mr. Theeranat Rujimethapass Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management | First Executive Vice President | 1 Jan 2023 | Business Administration, Banking, Finance & Securities, Insurance, Property Fund & REITs, Finance, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Negotiation, Brand Management, Digital Marketing, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting |
| 14. | Ms. Rachada Pruksanubal Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance | First Executive Vice President | 1 Jan 2023 | Business Administration, Economics, Banking, Finance & Securities, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Strategic Management, Leadership, Risk Management, Budgeting, 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 policy for executives

Remuneration policy for executives : Yes

Remuneration

| | 2021 | 2022 | 2023 |
|-------------------------------------|----------------|----------------|----------------|
| Total executive remuneration (baht) | 466,830,672.00 | 442,845,041.33 | 466,739,979.84 |

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) : 1,865

Number of female employees (persons) : 3,631

Total number of employees (persons) : 5,496

Employee Remuneration

Total employee remuneration : 5,644,571,032.43

Provident fund

Total number of employees (persons) : 5,496

Number of employees contributing to the PVD (persons) : 4,800

Percentage of employees who are members (%) : 87.34

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. PLIU MANGKORNKANOK Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive) Director type: Re-elected as director | Date position was assumed: 11 Jun 2010 | Strategic Management, Human Resource Management, Risk Management, Corporate Management, Corporate Social Responsibility, Finance & Securities, Engineering, Governance/ Compliance, Banking, Finance, Leadership, Brand Management, Change Management, Fund Management, Sustainability, Energy & Utilities, Negotiation |

| | | | | |
|----|---|---|---|--|
| 2. | <p>Mr. DUNG BA LE</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: No</p> <p>Residing in Thailand: No</p> | <p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p> | <p>Date position was assumed: 20 Dec 2021</p> | <p>Automotive, Property Development, Energy & Utilities, Change Management, Project Management, Corporate Management, Brand Management, Negotiation, Risk Management, Strategic Management, Leadership, Banking, Finance & Securities, Fund Management, Property Fund & REITs, Budgeting, Finance, Internal Control, Accounting, Statistics, Human Resource Management, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Data Analysis, Data Management, IT Management, Information & Communication Technology, Economics, Law, Engineering, Audit, Health Care Services</p> |
| 3. | <p>Mr. SATHIT AUNGMANEE</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p> | <p>Date position was assumed: 25 Apr 2022</p> | <p>Audit, Budgeting, Finance, Internal Control, Banking, Leadership, Finance & Securities, Accounting, Governance/ Compliance, Corporate Management, Human Resource Management, Marketing, Strategic Management, Economics, Law, Automotive, Property Development</p> |

| | | | | |
|----|--|--|---|---|
| 4. | <p>Mrs. ANGKARAT PRIEBJRIVAT</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p> | <p>Date position was assumed: 25 Apr 2022</p> | <p>Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Banking, Governance/ Compliance, Finance & Securities, Energy & Utilities, Leadership, Accounting, Internal Control, Economics, Corporate Management, Strategic Management, Fund Management, Budgeting, Statistics, Data Analysis, Data Management, Tourism & Leisure</p> |
| 5. | <p>Ms. PENCHUN JARIKASEM</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</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> | <p>Date position was assumed: 25 Apr 2022</p> | <p>Project Management, Corporate Management, Procurement, Risk Management, Strategic Management, Leadership, Accounting, Audit, Internal Control, Budgeting, Finance, Sustainability, Governance/ Compliance, Law, Energy & Utilities, Human Resource Management, Banking, Change Management</p> |
| 6. | <p>Mrs. PONGPEN RUENGVIROYUDH</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</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> | <p>Date position was assumed: 25 Apr 2022</p> | <p>Change Management, Corporate Management, Risk Management, Strategic Management, Leadership, Finance & Securities, Finance, Accounting, Audit, Internal Control, Governance/ Compliance, Packaging</p> |

| | | | | |
|-----|---|--|---|---|
| 7. | <p>Mr. KANICH PUNYASHTHITI</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</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> | <p>Date position was assumed: 22 Apr 2021</p> | <p>Law, Human Resource Management, Negotiation, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Insurance, Property Development, Energy & Utilities, Change Management, Commerce, Corporate Management, Strategic Management, Leadership, Banking, Finance & Securities, Audit, Internal Control, Construction Services, Food & Beverage</p> |
| 8. | <p>Mr. SILLAPAPORN SRIJUNPETCH</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</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> | <p>Date position was assumed: 30 Jun 2022</p> | <p>Commerce, Risk Management, Leadership, Banking, Finance & Securities, Accounting, Audit, Internal Control, Finance, Budgeting, Governance/ Compliance, IT Management, Law</p> |
| 9. | <p>Mr. Vara Varavithya</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Computer Engineering</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> | <p>Date position was assumed: 9 Dec 2022</p> | <p>Project Management, Corporate Social Responsibility, Governance/ Compliance, IT Management, Information & Communication Technology, Electronic Components, Engineering, Energy & Utilities, Change Management, Risk Management, Data Analysis, Data Management, Health Care Services, Petrochemicals & Chemicals</p> |
| 10. | <p>Mr. CHI-HAO SUN</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p> | <p>Director (Executive)</p> <p>Director type: Re-elected as director</p> | <p>Date position was assumed: 28 Jun 2011</p> | <p>Risk Management, Finance, Banking, Finance & Securities, Economics, Marketing, Project Management, Leadership, Fund Management, Statistics, Digital Marketing, Automotive, Food & Beverage, Fashion</p> |

| | | | |
|---|---------------------------------------|---|--|
| 11. Mr. SATOSHI YOSHITAKE | Director (Executive) | Date position was assumed: 22 Apr 2019 | Strategic Management, Finance, Banking, Finance & Securities, Economics, Corporate Management, Marketing, Negotiation, Project Management, Risk Management, Leadership, Statistics, Corporate Social Responsibility, Sustainability, Governance/ Compliance |
| Gender: Male | | | |
| Age: 62 years old | | | |
| Highest level of education: Master's degree | Director type: Re-elected as director | | |
| Major: Management | | | |
| Thai nationality: No | | | |
| Residing in Thailand: No | | | |
| 12. Mr. SAKCHAI PEECHAPAT | Director (Executive) | Date position was assumed: 22 Apr 2019 | Strategic Management, Change Management, Human Resource Management, Risk Management, Corporate Management, Brand Management, Budgeting, Finance, Negotiation, Corporate Social Responsibility, Banking, Governance/ Compliance, Insurance, Finance & Securities, Engineering, Commerce, Leadership, Sustainability, Marketing, Project Management, Digital Marketing, Economics, Law, Automotive, Construction Services, Property Development, Procurement, Transportation & Logistics |
| Gender: Male | | | |
| Age: 56 years old | | | |
| Highest level of education: Master's degree | Director type: Re-elected as director | | |
| Major: Management | | | |
| Thai nationality: Yes | | | |
| Residing in Thailand: Yes | | | |

| | | | |
|-----------------------------|--|--|--|
| 13. Mr. METHA PINGSUTHIWONG | Director (Executive) | Date position was assumed: 25 Apr 2022 | Fund Management, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Digital Marketing, Banking, Finance & Securities, Leadership, Governance/ Compliance, Finance, Property Fund & REITs, Brand Management, Change Management, Commerce, Negotiation, Procurement, Project Management, Insurance, Accounting, Internal Control, Audit, Budgeting, Statistics, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, IT Management, Information & Communication Technology, Economics, Law, Automotive, Food & Beverage, Property Development, Petrochemicals & Chemicals, Steel, Transportation & Logistics, Construction Materials, Construction Services, Energy & Utilities |
| Gender: Male | | | |
| Age: 56 years old | | | |
| Highest level of education: | Director type: Re-elected as director | | |
| Master's degree | | | |
| Major: Finance | | | |
| Thai nationality: Yes | | | |
| Residing in Thailand: Yes | | | |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|---------------------------|-----------------------|---|
| Mr. PLIU MANGKORNNANOK | Chairman of the board | Participating |
| Mr. DUNG BA LE | Vice Chairman | Participating |
| Mr. SATHIT AUNGMALEE | Director | Participating |
| Mrs. ANGKARAT PRIEBJRIVAT | Director | Participating |
| Ms. PENCHUN JARIKASEM | Director | Participating |

| | | |
|-----------------------------|----------|---------------|
| Mrs. PONGPEN RUENGWIRAYUDH | Director | Participating |
| Mr. KANICH PUNYASHTHITI | Director | Participating |
| Mr. SILLAPAPORN SRIJUNPETCH | Director | Participating |
| Mr. Vara Varavithya | Director | Participating |
| Mr. CHI-HAO SUN | Director | Participating |
| Mr. SATOSHI YOSHITAKE | Director | Participating |
| Mr. SAKCHAI PEECHAPAT | Director | Participating |
| Mr. METHA PINGSUTHIWONG | Director | Participating |

Directors' performance assessment

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

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 : 17 Apr 2023

EGM meeting : No

| List of directors | Termination date | Number of Board Meeting | AGM meetings | EGM meetings |
|--|------------------|-------------------------|---------------|--------------------------|
| 1. Mr. PLIU MANGKORNNANOK (Chairman of the board) | - | 7/7 | Participating | Did not hold the meeting |
| 2. Mr. DUNG BA LE (Vice Chairman) | - | 7/7 | Participating | Did not hold the meeting |
| 3. Mr. SATHIT AUNGMALEE (Director) | - | 7/7 | Participating | Did not hold the meeting |

| | | | | | |
|-----|---|---|-----|---------------|--------------------------|
| 4. | Mrs. ANGKARAT PRIEBJRIVAT (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 5. | Ms. PENCHUN JARIKASEM (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 6. | Mrs. PONGPEN RUENGVIROYUDH (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 7. | Mr. KANICH PUNYASHTHITI (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 8. | Mr. SILLAPAPORN SRIJUNPETCH (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 9. | Mr. Vara Varavithya (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 10. | Mr. CHI-HAO SUN (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 11. | Mr. SATOSHI YOSHITAKE (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 12. | Mr. SAKCHAI PEECHAPAT (Director) | - | 7/7 | Participating | Did not hold the meeting |
| 13. | Mr. METHA PINGSUTHIWONG (Director) | - | 7/7 | 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. PLIU MANGKORNNANOK (Chairman of the board) | - | 480,000.00 | 3,049,333.00 | Yes |
| 2. | Mr. DUNG BA LE (Vice Chairman) | - | 755,000.00 | 684,667.00 | Yes |
| 3. | Mr. SATHIT AUNGMALEE (Director) | - | 825,000.00 | 684,667.00 | Yes |
| 4. | Mrs. ANGKARAT PRIEBJRIVAT (Director) | - | 1,195,000.00 | 684,667.00 | Yes |
| 5. | Ms. PENCHUN JARIKASEM (Director) | - | 1,745,000.00 | 684,667.00 | Yes |
| 6. | Mrs. PONGPEN RUENGVIROYUDH (Director) | - | 1,400,000.00 | 684,667.00 | Yes |

| | | | | | |
|-----|---|---|--------------|------------|-----|
| 7. | Mr. KANICH PUNYASHTITI (Director) | - | 1,025,000.00 | 684,667.00 | Yes |
| 8. | Mr. SILLAPAPORN SRIJUNPETCH (Director) | - | 1,130,000.00 | 684,667.00 | Yes |
| 9. | Mr. Vara Varavithya (Director) | - | 755,000.00 | 684,667.00 | Yes |
| 10. | Mr. CHI-HAO SUN (Director) | - | 1,025,000.00 | 684,667.00 | Yes |
| 11. | Mr. SATOSHI YOSHITAKE (Director) | - | 1,025,000.00 | 684,667.00 | Yes |
| 12. | Mr. SAKCHAI PEECHAPAT (Director) | - | 0.00 | 684,667.00 | Yes |
| 13. | Mr. METHA PINGSUTHIWONG (Director) | - | 0.00 | 684,667.00 | Yes |

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) : 13

| | List of directors | Termination date | Number of the audit committee meeting |
|----|--|------------------|---------------------------------------|
| 1. | Ms. PENCHUN JARIKASEM (Chairman of the audit committee) | - | 13/13 |
| 2. | Mrs. PONGPEN RUENGWIRAYUDH (Audit committee) | - | 13/13 |
| 3. | Mr. SILLAPAPORN SRIJUNPETCH (Audit committee) | - | 13/13 |