



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SAHA-UNION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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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 : SAHA-UNION PUBLIC COMPANY LIMITED

Symbol : SUC

Address : 1828 SUKHUMVIT ROAD, PHRAKHANONG TAI, PHRAKHANONG

Province : Bangkok

Postcode : 10260

Business : It is the flagship company of the Saha-Union Group. The group's operations can be divided into 5 categories: (1) Manufacturing : textile, plastic, rubber and metal products, (2) Computer, (3) Energy and others in China, (4) Hotel and (5) Investment and others.

Registration Number : 0107537000971

Telephone : 0-2311-5111-9

Fax (if applicable) : 0-2311-6867

Website : www.sahaunion.co.th

Email : companysecretary@sahaunion.co.th

Total Shares Sold (shares)

Common Stock : 300,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	9,979,258.87	9,407,635.50	10,532,107.16
Plastic rubber and metal Business (Thousand baht)	3,832,445.54	3,841,563.01	4,409,934.23
Trading Business (Thousand baht)	3,090,973.41	2,462,630.52	2,808,909.17
Energy Business (Thousand baht)	1,224,982.05	1,872,692.88	1,869,397.82
Other income (Thousand baht)	1,830,857.87	1,230,749.09	1,443,865.94

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Plastic rubber and metal Business (%)	38.40	40.83	41.87
Trading Business (%)	30.97	26.18	26.67
Energy Business (%)	12.28	19.91	17.75
Other income (%)	18.35	13.08	13.71

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	9,979,258.87	9,407,635.50	10,532,107.16
Domestic (Thousand baht)	5,049,376.00	4,201,870.00	5,066,720.81
International (Thousand baht)	4,929,882.87	5,205,765.50	5,465,386.35

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	50.60	44.66	48.11

International (%)	49.40	55.34	51.89
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*Excluding the profit margins in the associated companies

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)	2020	2021	2022
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)

Increasing interest rate risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk of increasing prices of oil and energy in Thailand

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk of global economic changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Risk of changes in domestic economy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Risk of changes in regulations, laws, and procedures

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations

Risk of selecting new businesses to invest, as well as forms of investment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Decreasing income from investment

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Risk of investment impairment

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Risk of damage and management errors of invested business

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Risk of reliance on orders from a few key customers

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk of non-return on assets

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Risk of damage from corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Risk of foreign currency exchange loss in the Group companies

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk to Securities Holder (2.2.2)

Risk from the uncertainty of return that investors will receive

Risk Management Measures: No

Related Risk Topics

- Return from investment of securities holder

Risk from the ability to pay dividends that fails to meet the expectations of investors

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

URL of corporate sustainability policy : https://www.sahaunion.com/driving_business_for_sustainability/

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.sahaunion.com/driving_business_for_sustainability/

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Gasoline (Litre)	6,924.10	7,087.73	7,877.89

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	1,032,000.00	928,000.00	990,000.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	5,981.00	9,336.00	13,519.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total (Tons of carbon dioxide equivalents)	N/A	N/A	N/A

• 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 : Yes

URL of human rights policy : https://www.sahaunion.com/disclosure_report_form_56-1/

Company human right guideline : Employee Rights, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	27	20	19
Number of female employees (persons)	48	48	49
Total (persons)	75	68	68

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	34,152,209.75	32,663,453.00	32,651,859.50

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	8	26	53
Employee development and training expenses (baht)	36,766.00	27,700.00	103,326.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	0	1

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	10.67	5.88	2.94

• **Significant labor dispute**

	2020	2021	2022
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.sahaunion.com/corporategovernancemanual/>

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	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	5	33.33
Number of non-executive directors	10	66.67
Number of independent directors	5	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. Ms. DALAD SAPTHAVICHAIKUL Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	1 Jan 2018	Economics, Law, Strategic Management, Risk Management, Human Resource Management, Corporate Management, Finance, Negotiation, Corporate Social Responsibility, Procurement, Governance/ Compliance, Accounting, Leadership, Finance & Securities

2.	Mr. CHUTINDHON DARAKANANDA Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	22 Feb 2007	Engineering
3.	Mr. BOVORN RAT DARAKANANDA Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Feb 1994	Engineering, Energy & Utilities, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, IT Management, Data Analysis, Property Development, Statistics, Economics
4.	Mr. VACHARAPHONG DARAKANANDA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Feb 1994	Steel, Electronic Components, Home & Office Products, Risk Management, Budgeting, Design, Health Care Services, Energy & Utilities, Industrial Materials & Machinery, Engineering
5.	Mr. NANTHIYA DARAKANANDA Gender: Male Age: 54 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 Jul 1996	Health Care Services, Transportation & Logistics

6.	Mr. YANYONG TUNGCHITKUL Gender: Male Age: 70 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	24 Sep 2009	Transportation & Logistics
7.	Mrs. PINIJPORN DARAKANANDA KASEMSAP Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Pharmacy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 2011	Property Development, Design, Personal Products & Pharmaceuticals, Agribusiness
8.	Mrs. CHANTORNTREE DARAKANANDA Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	24 Jan 2013	Health Care Services, Property Fund & REITs, Project Management, Data Analysis, Accounting, Leadership
9.	Mr. PREECHA SHUNHAVANICH Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	1 Jan 2015	Marketing, Strategic Management, Change Management, Risk Management, Project Management, Brand Management, Corporate Management, Negotiation, Home & Office Products, Personal Products & Pharmaceuticals, Leadership, Food & Beverage

10.	Mr. SUPAKIT PAUNGBUA Gender: Male Age: 62 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 2018	Automotive, Industrial Materials & Machinery, Project Management, Human Resource Management, Budgeting, Corporate Management, Negotiation, Corporate Social Responsibility, Procurement, Leadership, Steel
11.	Mr. ANON SIRISAENG TAKSIN Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	1 Jan 2020	Energy & Utilities, Strategic Management, Risk Management, Change Management, Corporate Management, Audit, Data Analysis, Negotiation, Sustainability, Governance/ Compliance, Petrochemicals & Chemicals, Leadership
12.	Mr. PITTAWAT PRERTTITUMRONG Gender: Male Age: 58 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	1 Jan 2020	Finance, Engineering, Marketing, Data Analysis, Accounting
13.	Mr. NITHIPHAN DARAKANANDA Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	1 Jan 2021	Engineering, Professional Services, Construction Materials, Industrial Materials & Machinery

14.	Mr. CHAI JANGSIRIKUL Gender: Male Age: 65 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	1 Apr 2021	Accounting, Internal Control, Change Management, Project Management, Budgeting, Data Analysis, Finance, Commerce
15.	Mr. PRINYA SAINAMTHIP Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Ceramics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Jan 2022	Strategic Management, Change Management, Risk Management, Corporate Management, Project Management, Marketing, Data Analysis, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Construction Materials

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

General information	Position	Tenure	Replacement Director
1. Mrs. SUTTIMA JAMNARNWEJ Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 1 Jan 2019 Date directorship ended: 1 Jan 2022	Mr. PRINYA SAINAMTHIP Date position was assumed: 1 Jan 2022

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. CHAI JANGSIRIKUL [1] Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	1 Jan 2022	Accounting, Internal Control, Change Management, Project Management, Budgeting, Data Analysis, Finance, Commerce
2. Mr. ANON SIRISAENGTAKSIN [1] Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Jan 2020	Energy & Utilities, Strategic Management, Risk Management, Change Management, Corporate Management, Audit, Data Analysis, Negotiation, Sustainability, Governance/ Compliance, Petrochemicals & Chemicals, Leadership
3. Mr. PRINYA SAINAMTHIP Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Ceramics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Jan 2022	Strategic Management, Change Management, Risk Management, Corporate Management, Project Management, Marketing, Data Analysis, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Construction Materials

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

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

General information	Position	Tenure	Replacement Director
1. Mrs. SUTTIMA JAMNARNWEJ [1] Gender: Female Age: 71 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)	Date position was assumed: 1 Jan 2021 Date directorship ended: 1 Jan 2022	Mr. PRINYA SAINAMTHIP Date position was assumed: 1 Jan 2022

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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Mr. YANYONG TUNGCHITKUL	Chairman
	Mr. CHUTINDHON DARAKANANDA	Member
	Mr. ANON SIRISAENG TAKSIN	Member
Risk Management Committee	Mrs. CHANTORNTREE DARAKANANDA	Chairman
	Mr. VACHARAPHONG DARAKANANDA	Member
	Mr. PREECHA SHUNHAVANICH	Member
	Mrs. Srinual Sombatpraiwan	Member
	Ms. Ruangdao Supachorncharan	Member
Investment Committee	Ms. DALAD SAPTHAVICHAIKUL	Chairman
	Mr. CHUTINDHON DARAKANANDA	Member
	Mrs. CHANTORNTREE DARAKANANDA	Member
	Mrs. PINIJORN DARAKANANDA KASEMSAP	Member
	Mr. BOVORN RAT DARAKANANDA	Member
	Mr. VACHARAPHONG DARAKANANDA	Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. CHANTORNTREE DARAKANANDA Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT	1 Jan 2017	Health Care Services, Property Fund & REITs, Project Management, Data Analysis, Accounting, Leadership
2. Mr. PREECHA SHUNHAVANICH Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration	Vice President	1 Jan 2015	Marketing, Strategic Management, Change Management, Risk Management, Project Management, Brand Management, Corporate Management, Negotiation, Home & Office Products, Personal Products & Pharmaceuticals, Leadership, Food & Beverage
3. Ms. Ruangdao Supachorncharan [1][2] Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Management	Chief Financial Officer	1 Jul 2020	Accounting

[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

	2020	2021	2022
Total executive remuneration (baht)	11,000,438.00	11,677,138.00	11,119,238.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 19

Number of female employees (persons) : 49

Total (persons) : 68

Employee Remuneration

Total employee remuneration : 32,651,859.50

Provident fund

Total number of employees (persons) : 68

Number of employees contributing to the PVD (persons) : 59

Percentage of employees who are members (%) : 86.76

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Ruangdao Supachorncharan	ruangdao@sahaunion.co.th	02-3115111-9 ต่อ 7675

- Company secretary

General information	Email	Telephone
1. Mrs. Chadaporn Jiemsakultip	chada.j@sahaunion.co.th	02-3115111-9 ต่อ 7811

- Head of internal audit

General information	Email	Telephone
1. Mr. Khosit Thepchalerm	khosit@sahaunion.co.th	02-3115111-9 ต่อ 7633

- Head of investor relations

General information	Email	Telephone
1. Mrs. Chadaporn Jiemsakultip	chada.j@sahaunion.co.th	02-3115111-9 ต่อ 7811

2.	Ms. Ruangdao Supachorncharan	ruangdao@sahaunion.co.th	02-3115111-9 ต่อ 7675
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Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mr. Khitsada Lerdwana Email: khitsada.lerdwana@th.ey.com Telephone: 02-2640777</p> <p>2. Mrs. Ponnard Paocharoen Email: ponnard.wattanawong@th.ey.com Telephone: 02-2640777</p> <p>3. Ms. Vilailak Laohasrisakul Email: vilailak.laohasrisakul@th.ey.com Telephone: 02-2640777</p>	9,025,000.00	-

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. Mrs. CHANTORNTREE DARAKANANDA Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Jan 2013	Health Care Services, Property Fund & REITs, Project Management, Data Analysis, Accounting, Leadership
2. Mr. PREECHA SHUNHAVANICH Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Jan 2015	Marketing, Strategic Management, Change Management, Risk Management, Project Management, Brand Management, Corporate Management, Negotiation, Home & Office Products, Personal Products & Pharmaceuticals, Leadership, Food & Beverage
3. Mr. ANON SIRISAENGTAKSIN Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 Jan 2020	Energy & Utilities, Strategic Management, Risk Management, Change Management, Corporate Management, Audit, Data Analysis, Negotiation, Sustainability, Governance/ Compliance, Petrochemicals & Chemicals, Leadership

4.	Mr. NITHIPHAN DARAKANANDA Gender: Male Age: 50 years old Highest level of education: Master'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 2021	Engineering, Professional Services, Construction Materials, Industrial Materials & Machinery
5.	Mr. CHAI JANGSIRIKUL Gender: Male Age: 65 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: 1 Apr 2021	Accounting, Internal Control, Change Management, Project Management, Budgeting, Data Analysis, Finance, Commerce

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRINYA SAINAMTHIP Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Ceramics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jan 2022	Strategic Management, Change Management, Risk Management, Corporate Management, Project Management, Marketing, Data Analysis, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Leadership, Construction Materials

Development of directors over the past year

List of directors	Position	Participated in director development program
Ms. DALAD SAPTHAVICHAIKUL	Chairman of the board	Non-participating
Mr. CHUTINDHON DARAKANANDA	Vice Chairman	Non-participating
Mr. BOVORN RAT DARAKANANDA	Director	Non-participating

Mr. VACHARAPHONG DARAKANANDA	Director	Non-participating
Mr. NANTHIYA DARAKANANDA	Director	Non-participating
Mr. YANYONG TUNGCHITKUL	Director	Non-participating
Mrs. PINIJPORN DARAKANANDA KASEMSAP	Director	Non-participating
Mrs. CHANTORNTREE DARAKANANDA	Director	Non-participating
Mr. PREECHA SHUNHAVANICH	Director	Non-participating
Mr. SUPAKIT PAUNGBUA	Director	Non-participating
Mr. ANON SIRISAENG TAKSIN	Director	Non-participating
Mr. PITTAWAT PRERTTITUMRONG	Director	Non-participating
Mr. NITHIPHAN DARAKANANDA	Director	Non-participating
Mr. CHAI JANGSIRIKUL	Director	Non-participating
Mr. PRINYA SAINAMTHIP	Director	Participating
Mrs. SUTTIMA JAMNARNWEJ	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 12
Date of AGM meeting	: 21 Apr 2022
EGM meeting	: No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Ms. DALAD SAPTHAVICHAIKUL (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mr. CHUTINDHON DARAKANANDA (Vice Chairman)	-	12/12	Participating	Did not hold the meeting
3.	Mr. BOVORN RAT DARAKANANDA (Director)	-	9/12	Participating	Did not hold the meeting
4.	Mr. VACHARAPHONG DARAKANANDA (Director)	-	10/12	Participating	Did not hold the meeting
5.	Mr. NANTHIYA DARAKANANDA (Director)	-	8/12	Participating	Did not hold the meeting
6.	Mr. YANYONG TUNGCHITKUL (Director)	-	11/12	Participating	Did not hold the meeting
7.	Mrs. PINIJPORN DARAKANANDA KASEMSAP (Director)	-	12/12	Participating	Did not hold the meeting
8.	Mrs. CHANTORNTREE DARAKANANDA (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. PREECHA SHUNHAVANICH (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mr. SUPAKIT PAUNGBUA (Director)	-	11/12	Participating	Did not hold the meeting
11.	Mr. ANON SIRISAENG TAKSIN (Director)	-	8/12	Participating	Did not hold the meeting
12.	Mr. PITTAWAT PRERTTITUMRONG (Director)	-	12/12	Participating	Did not hold the meeting
13.	Mr. NITHIPHAN DARAKANANDA (Director)	-	10/12	Participating	Did not hold the meeting
14.	Mr. CHAI JANGSIRIKUL (Director)	-	12/12	Participating	Did not hold the meeting
15.	Mr. PRINYA SAINAMTHIP (Director)	-	12/12	N/A	Did not hold the meeting

16.	Mrs. SUTTIMA JAMNARNWEJ (Director)	1 Jan 2022	0/0	N/A	Did not hold the meeting
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Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Ms. DALAD SAPTHAVICHAIKUL (Chairman of the board)	-	144,000.00	4,766,000.00	No
2.	Mr. CHUTINDHON DARAKANANDA (Vice Chairman)	-	144,000.00	4,512,000.00	No
3.	Mr. BOVORN RAT DARAKANANDA (Director)	-	144,000.00	0.00	No
4.	Mr. VACHARAPHONG DARAKANANDA (Director)	-	144,000.00	216,000.00	No
5.	Mr. NANTHIYA DARAKANANDA (Director)	-	144,000.00	192,000.00	No
6.	Mr. YANYONG TUNGCHITKUL (Director)	-	144,000.00	40,000.00	No
7.	Mrs. PINIJPORN DARAKANANDA KASEMSAP (Director)	-	144,000.00	0.00	No
8.	Mrs. CHANTORNTREE DARAKANANDA (Director)	-	144,000.00	306,000.00	No
9.	Mr. PREECHA SHUNHAVANICH (Director)	-	144,000.00	96,000.00	No
10.	Mr. SUPAKIT PAUNGBUA (Director)	-	144,000.00	96,000.00	No
11.	Mr. ANON SIRISAENG TAKSIN (Director)	-	144,000.00	160,000.00	No
12.	Mr. PITTAWAT PRERTTITUMRONG (Director)	-	144,000.00	0.00	No
13.	Mr. NITHIPHAN DARAKANANDA (Director)	-	144,000.00	0.00	No
14.	Mr. CHAI JANGSIRIKUL (Director)	-	144,000.00	132,000.00	No
15.	Mr. PRINYA SAINAMTHIP (Director)	-	144,000.00	120,000.00	No
16.	Mrs. SUTTIMA JAMNARNWEJ (Director)	1 Jan 2022	0.00	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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. CHAI JANGSIRIKUL (Chairman of the audit committee)	-	4/4
2.	Mr. ANON SIRISAENGTAKSIN (Audit committee)	-	4/4
3.	Mr. PRINYA SAINAMTHIP (Audit committee)	-	4/4
4.	Mrs. SUTTIMA JAMNARNWEJ (Chairman of the audit committee)	1 Jan 2022	0/0