

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CROWN SEAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022

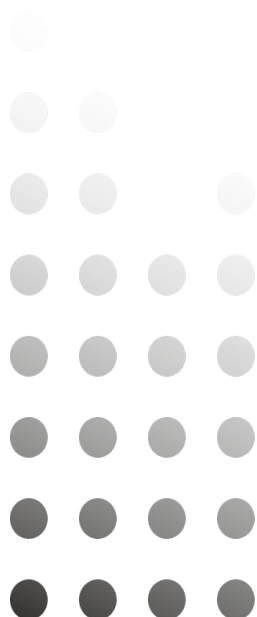


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : CROWN SEAL PUBLIC COMPANY LIMITED

Symbol : CSC

Address : 5 SOI RANGSIT-NAKORNAYOK 46, PRACHATIPAT, THANYABURI

Province : Pathum Thani

Postcode : 12130

Business : The Company is a manufacturer and distributor of crown caps, pilfer-proof caps, maxi-crown, maxi-cap, maxi-pg, plastic caps and composite caps used as bottling and container seals for products namely carbonated drinks, water, milk, beer, liquor, soda, fruit juice, chicken essence, bird's nest and medical supplies. Including hand-held capping machine and maxi-cap sealing machine. Furthermore, the Company also earns the revenue from the printed sheets service.

Registration Number : 0107537000416

Telephone : 0-2533-0450-9

Fax (if applicable) : 0-2974-1114

Website : www.crownseal.co.th

Email : ratree@crownseal.co.th

Total Shares Sold (shares)

Common Stock : 52,000,742

Preferred Stock : 799,258

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	2,900,530.00	3,055,325.00	3,792,839.00
Packaging (Thousand baht)	2,664,378.00	2,937,190.00	3,600,272.00
Other income (Thousand baht)	236,152.00	118,135.00	192,567.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Packaging (%)	91.86	96.13	94.92
Other income (%)	8.14	3.87	5.08

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	2,900,530.00	3,055,325.00	3,792,839.00
Domestic (Thousand baht)	2,304,000.00	2,383,000.00	2,880,000.00
International (Thousand baht)	596,530.00	672,325.00	912,839.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	79.43	77.99	75.93
International (%)	20.57	22.01	24.07

*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 : Yes

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	5,552.00	6,217.00	6,742.00

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)

Safety, Health and Environmental Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment
- Impact on the environment

Business Environmental Risk.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

Risk derived from Human Rights and Good Corporate Governance.

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

Compliance Risk

- Corporate Governance

Risk to Securities Holder (2.2.2)

Risk on information safety

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 : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : No

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Natural gas (Standard cubic feet)	126,742,000.00	118,400,000.00	133,994,000.00

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	24,037,130.00	21,611,520.00	22,260,800.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	88,212.00	81,214.00	73,326.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	2,558.00	2,732.00	2,650.00
Hazardous waste (kg)	43,981.00	48,103.00	50,618.00
Total (kg)	46,539.00	50,835.00	53,268.00

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	13,455.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	10,817.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	44,539.00
Total (Tons of carbon dioxide equivalents)	N/A	N/A	68,811.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

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

Company human right guideline : Employee Rights, 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

	2020	2021	2022
Number of male employees (persons)	571	575	545
Number of female employees (persons)	345	360	350
Total (persons)	916	935	895

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	N/A	N/A	N/A
Employee development and training expenses (baht)	1,888,407.00	1,093,397.00	1,453,516.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	10	8	5

• Significant labor dispute

	2020	2021	2022
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Significant labor dispute	No	No	No
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Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://crownseal.co.th/investor-relations/corporate-governance>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Compensation, Independence of the Board of Directors

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	14	100.00
Number of male directors	13	92.86
Number of female directors	1	7.14
Number of executive directors	2	14.29
Number of non-executive directors	12	85.71
Number of independent directors	5	35.71

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. DHEP VONGVANICH Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	22 Jul 2009	Paper & Printing Materials, Packaging, Agribusiness, Energy & Utilities, Food & Beverage, Steel, Leadership

2.	Mr. PORNWUT SARASIN 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 (Non-executive) Director type: Original director	15 Dec 2016	Marketing, Transportation & Logistics, Electronic Components, Packaging, Steel, Information & Communication Technology, Food & Beverage, Industrial Materials & Machinery, Construction Materials, Automotive, Commerce, Leadership
3.	Mr. SATIT CHANJAVANAKUL Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Jun 2009	Law, Property Fund & REITs, Project Management, Packaging, Energy & Utilities, Food & Beverage, Mining, Audit, Leadership
4.	Mr. DHITIVUTE BULSOOK 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	20 Feb 2010	Packaging, Energy & Utilities, Food & Beverage, Marketing, Brand Management, Negotiation, Leadership, Economics, Data Analysis
5.	Ms. SUWIMON KEERATIPIBUL Gender: Female Age: 68 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 2010	IT Management, Petrochemicals & Chemicals, Engineering, Food & Beverage, Industrial Materials & Machinery, Energy & Utilities, Audit, Economics, Leadership

6.	Mr. PONGPANU SVETARUNDRA Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Dec 2011	Law, IT Management, Audit, Tourism & Leisure, Finance, Transportation & Logistics, Banking, Energy & Utilities, Food & Beverage
7.	Mr. HISATOSHI ITSUBO Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Sociology Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	7 Nov 2017	Industrial Materials & Machinery, Food & Beverage, Packaging, Corporate Management, Leadership
8.	Mr. SIROTE SWASDIPANICH Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	6 Aug 2020	Law, Property Fund & REITs, Corporate Management, Budgeting, Audit, Data Analysis, Finance, Health Care Services, Transportation & Logistics, Internal Control, Accounting, Banking, Packaging, Food & Beverage, Leadership
9.	Mr. YUSHIYUKI SHIKANO Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	19 Feb 2021	Corporate Management, Data Analysis, Packaging, Industrial Materials & Machinery, Economics, Food & Beverage, Leadership

10.	Mr. YUKIHITO NOZAKI Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	19 Feb 2021	Data Management, Data Analysis, Packaging, Industrial Materials & Machinery, Food & Beverage, Engineering, Leadership
11.	Mr. ROJRIT DEBHAKAM Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	23 Apr 2021	Law, Data Management, Corporate Management, Marketing, Finance, Packaging, Commerce, Engineering, Food & Beverage, Industrial Materials & Machinery, Leadership
12.	Mr. OPART DHANVARJOR 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 2022	Food & Beverage, Agribusiness, Automotive, Packaging, Construction Materials, Commerce, Industrial Materials & Machinery, Marketing, Governance/ Compliance, Leadership, Corporate Management, Engineering
13.	Mr. TADASHI FUNAHASHI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	1 Apr 2022	Food & Beverage, Packaging, Steel, Corporate Social Responsibility, Data Analysis, Corporate Management, Negotiation, Leadership

14. Mr. MOTOAKI KIRI	Director	22 Apr 2022	Economics, Food & Beverage,
Gender: Male	(Non-executive)		Packaging, Steel, Marketing,
Age: 61 years old			Corporate Social
Highest level of education:	Director type: Newly		Responsibility, Data
Bachelor's degree	appointed director to		Analysis, Data Management,
Major: Business Administration	replace ex-director		Negotiation, Leadership,
Thai nationality: No			Strategic Management, Risk
Residing in Thailand: No			Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. HISASHI NAKAJIMA Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 4 Nov 2015 Date directorship ended: 22 Apr 2022	Mr. MOTOAKI KIRI Date position was assumed: 22 Apr 2022
2. Mr. ICHIO OTSUKA Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 8 Aug 2017 Date directorship ended: 1 Apr 2022	Mr. TADASHI FUNAHASHI Date position was assumed: 1 Apr 2022

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 : 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. SIROTE SWASDIPANICH [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	6 Nov 2020	Law, Property Fund & REITs, Corporate Management, Budgeting, Audit, Data Analysis, Finance, Health Care Services, Transportation & Logistics, Internal Control, Accounting, Banking, Packaging, Food & Beverage, Leadership
2. Mr. SATIT CHANJAVANAKUL [1] Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	20 Feb 2010	Law, Property Fund & REITs, Project Management, Packaging, Energy & Utilities, Food & Beverage, Mining, Audit, Leadership
3. Mr. PONGPANU SVETARUNDRA [1] Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	6 Nov 2020	Law, IT Management, Audit, Tourism & Leisure, Finance, Transportation & Logistics, Banking, Energy & Utilities, Food & Beverage

[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. DHEP VONGVANICH Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	19 Feb 2018
2. Ms. SUWIMON KEERATIPIBUL Gender: Female Age: 68 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Feb 2018
3. Mr. OPART DHANVARJOR Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2022
4. Mr. TADASHI FUNAHASHI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Apr 2022

5.	Mr. YUKIHITO NOZAKI Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	19 Feb 2021
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. HISATOSHI ITSUBO Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Sociology Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 1 Jan 2022 Date directorship ended: 1 Apr 2022	Mr. TADASHI FUNAHASHI Date position was assumed: 1 Apr 2022

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Mr. SIROTE SWASDIPANICH Mr. SATIT CHANJAVANAKUL Mr. PONGPANU SVETARUNDRA	Chairman Member Member
Nomination and Remuneration Committee	Mr. SATIT CHANJAVANAKUL Ms. SUWIMON KEERATIPIBUL Mr. HISATOSHI ITSUBO	Chairman Member Member
Risk Management Committee	Mr. OPART DHANVARJOR Mr. YUKIHITO NOZAKI Mr. Hassapong Variphanvorakul Ms. Naruporn Arunpraphan Mr. Buncha Triyapunjavit Mr. Charin Vanichvatanyoo Mr. Peerasage Sopakanit	Chairman Member Member Member Member Member Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. YUKIHITO NOZAKI Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President-Technical	19 Feb 2021	Data Management, Data Analysis, Packaging, Industrial Materials & Machinery, Food & Beverage, Engineering, Leadership
2. Mr. Hassapong Variphanvorakul Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President-Plant	1 Jan 2023	Economics, Food & Beverage, Automotive, Packaging, Steel, Corporate Social Responsibility, Data Analysis, Statistics, Project Management, Engineering, Leadership
3. Ms. Naruporn Arunpraphan Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Vice President-Sale	4 May 2020	Economics, Food & Beverage, Fashion, Packaging, Corporate Social Responsibility, Data Analysis, Brand Management, Negotiation, Corporate Management, Leadership, Marketing
4. Mr. Peerasage Sopakanit [1][2] Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Accounting	Vice President-Finance and Accounting	1 Jan 2022	Economics, Banking, Finance & Securities, Packaging, Accounting, Finance, Data Analysis, Leadership, Audit, Budgeting

[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)	17,279,941.89	20,668,040.40	13,136,832.06

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) : 545

Number of female employees (persons) : 350

Total (persons) : 895

Provident fund

Total number of employees (persons) : 895

Number of employees contributing to the PVD (persons) : 889

Percentage of employees who are members (%) : 99.33

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. HISATOSHI ITSUBO Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Sociology Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 7 Nov 2017	Industrial Materials & Machinery, Food & Beverage, Packaging, Corporate Management, Leadership
2. Mr. YUSHIYUKI SHIKANO Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 19 Feb 2021	Corporate Management, Data Analysis, Packaging, Industrial Materials & Machinery, Economics, Food & Beverage, Leadership
3. Mr. ROJRIT DEBHAKAM Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 23 Apr 2021	Law, Data Management, Corporate Management, Marketing, Finance, Packaging, Commerce, Engineering, Food & Beverage, Industrial Materials & Machinery, Leadership

4.	Mr. OPART DHANVARJOR 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 2022	Food & Beverage, Agribusiness, Automotive, Packaging, Construction Materials, Commerce, Industrial Materials & Machinery, Marketing, Governance/ Compliance, Leadership, Corporate Management, Engineering
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• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TADASHI FUNAHASHI Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Apr 2022	Food & Beverage, Packaging, Steel, Corporate Social Responsibility, Data Analysis, Corporate Management, Negotiation, Leadership
2. Mr. MOTOAKI KIRI Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 22 Apr 2022	Economics, Food & Beverage, Packaging, Steel, Marketing, Corporate Social Responsibility, Data Analysis, Data Management, Negotiation, Leadership, Strategic Management, Risk Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. DHEP VONGVANICH	Chairman of the board	Non-participating
Mr. PORNWUT SARASIN	Vice Chairman	Non-participating
Mr. SATIT CHANJAVANAKUL	Director	Non-participating
Mr. DHITIVUTE BULSOOK	Director	Non-participating

Ms. SUWIMON KEERATIPIBUL	Director	Non-participating
Mr. PONGPANU SVETARUNDRA	Director	Non-participating
Mr. HISATOSHI ITSUBO	Director	Non-participating
Mr. SIROTE SWASDIPANICH	Director	Non-participating
Mr. YUSHIYUKI SHIKANO	Director	Non-participating
Mr. YUKIHITO NOZAKI	Director	Non-participating
Mr. ROJRIT DEBHAKAM	Director	Non-participating
Mr. OPART DHANVARJOR	Director	Participating
Mr. TADASHI FUNAHASHI	Director	Non-participating
Mr. MOTOAKI KIRI	Director	Non-participating
Mr. HISASHI NAKAJIMA	Director	Non-participating
Mr. ICHIO OTSUKA	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) : 5

Date of AGM meeting : 22 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. DHEP VONGVANICH (Chairman of the board)	-	5/5	Participating	Did not hold the meeting

2.	Mr. PORNWUT SARASIN (Vice Chairman)	-	5/5	Participating	Did not hold the meeting
3.	Mr. SATIT CHANJAVANAKUL (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. DHITIVUTE BULSOOK (Director)	-	5/5	Participating	Did not hold the meeting
5.	Ms. SUWIMON KEERATIPIBUL (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. PONGPANU SVETARUNDRA (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mr. HISATOSHI ITSUBO (Director)	-	5/5	Non-participating	Did not hold the meeting
8.	Mr. SIROTE SWASDIPANICH (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. YUSHIYUKI SHIKANO (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. YUKIHITO NOZAKI (Director)	-	5/5	Participating	Did not hold the meeting
11.	Mr. ROJRIT DEBHAKAM (Director)	-	3/5	Non-participating	Did not hold the meeting
12.	Mr. OPART DHANVARJOR (Director)	-	5/5	Participating	Did not hold the meeting
13.	Mr. TADASHI FUNAHASHI (Director)	-	4/4	Participating	Did not hold the meeting
14.	Mr. MOTOAKI KIRI (Director)	-	3/4	Non-participating	Did not hold the meeting
15.	Mr. HISASHI NAKAJIMA (Director)	22 Apr 2022	N/A	N/A	Did not hold the meeting
16.	Mr. ICHIO OTSUKA (Director)	1 Apr 2022	N/A	N/A	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. DHEP VONGVANICH (Chairman of the board)	-	175,000.00	900,000.00	No
2.	Mr. PORNWUT SARASIN (Vice Chairman)	-	125,000.00	360,000.00	No
3.	Mr. SATIT CHANJAVANAKUL (Director)	-	285,000.00	360,000.00	No
4.	Mr. DHITIVUTE BULSOOK (Director)	-	125,000.00	360,000.00	No
5.	Ms. SUWIMON KEERATIPIBUL (Director)	-	175,000.00	660,000.00	No
6.	Mr. PONGPANU SVETARUNDRA (Director)	-	275,000.00	360,000.00	No
7.	Mr. HISATOSHI ITSUBO (Director)	-	N/A	N/A	No
8.	Mr. SIROTE SWASDIPANICH (Director)	-	245,000.00	360,000.00	No
9.	Mr. YUSHIYUKI SHIKANO (Director)	-	N/A	N/A	No
10.	Mr. YUKIHITO NOZAKI (Director)	-	N/A	N/A	No
11.	Mr. ROJRIT DEBHAKAM (Director)	-	75,000.00	360,000.00	No
12.	Mr. OPART DHANVARJOR (Director)	-	N/A	360,000.00	No
13.	Mr. TADASHI FUNAHASHI (Director)	-	N/A	N/A	No
14.	Mr. MOTOAKI KIRI (Director)	-	N/A	N/A	No
15.	Mr. HISASHI NAKAJIMA (Director)	22 Apr 2022	N/A	N/A	No
16.	Mr. ICHIO OTSUKA (Director)	1 Apr 2022	N/A	N/A	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SIROTE SWASDIPANICH (Chairman of the audit committee)	-	4/4
2.	Mr. SATIT CHANJAVANAKUL (Audit committee)	-	4/4
3.	Mr. PONGPANU SVETARUNDRA (Audit committee)	-	4/4