



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TPCS 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 : TPCS PUBLIC COMPANY LIMITED

Symbol : TPCS

Address : No. 489 Rama 3 Road, Bang Khlo, Bang Kho Laem

Province : Bangkok

Postcode : 10120

Business : Manufacturing and distribution of non-woven fabric, products made of non-woven fabric such as automotive parts, air filter, face mask, household products and raw materials of Industrial Textile and the outsourcing.

Registration Number : 0107537001447

Telephone : 0-2294-0071

Website : www.tpcsplc.com

Email : tpcs@tpcsplc.com

Total Shares Sold (shares)

Common Stock : 108,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	762,907.00	932,706.00	1,793,234.00
Products for industrial (Thousand Baht) (Thousand baht)	579,881.00	676,067.00	803,621.00
Products for sanitation and household (Thousand baht)	183,026.00	256,639.00	989,613.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Products for industrial (Thousand Baht) (%)	76.01	72.48	44.81
Products for sanitation and household (%)	23.99	27.52	55.19

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	762,907.00	932,706.00	1,793,234.00
Domestic (Thousand baht)	555,521.00	698,185.00	1,519,720.00
International (Thousand baht)	207,386.00	234,521.00	273,514.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	72.82	74.86	84.75
International (%)	27.18	25.14	15.25

*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	3,828.02	3,923.31	3,152.19

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)

Strategic 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
- Business operations of partners in the supply chain

Operational Risk

- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Corruption

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Risk to Securities Holder (2.2.2)

Risks from fluctuation of the ordinary share prices

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <http://www.tpcsplc.com/sus/1>

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Diesel (Litre)	9,589.86	24,946.73	28,721.00
Fuel oil (liters)	0.00	0.00	5,000.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	5,161,682.00	5,529,880.00	6,256,536.00

Water management

• Water consumption

	2020	2021	2022
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Water consumption (cubic meters)	11,082.00	13,778.00	20,068.00
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Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	49,130.00	57,380.00	54,880.00
Hazardous waste (kg)	86,120.00	82,990.00	76,880.00
Total (kg)	135,250.00	140,370.00	131,760.00

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)	30.45	69.04	96.26
Scope 2 (Tons of carbon dioxide equivalents)	3,004.61	3,218.95	3,127.64
Scope 3 (Tons of carbon dioxide equivalents)	904.61	910.46	1,248.46
Total (Tons of carbon dioxide equivalents)	3,939.67	4,198.45	4,472.36

• 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 : No

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

	2020	2021	2022
Number of male employees (persons)	264	263	347
Number of female employees (persons)	280	312	372
Total (persons)	544	575	719

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	4	5	3

• Health, safety and work environment

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

• Employee retention

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	33.82	35.83	47.29

• 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.tpcsplc.com/img/upload/pdf_thai20211207061808.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	11	100.00
Number of male directors	9	81.82
Number of female directors	2	18.18
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	4	36.36

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. MANU LEELANUWATANA Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	7 Jul 1976	Economics, Marketing, Sustainability, Brand Management, Corporate Management, Leadership, Strategic Management, Governance/ Compliance

2.	Mr. SUCHAI NARONGKANANUKUL Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	10 Aug 1977	Economics, Fashion, Finance & Securities, Automotive, Industrial Materials & Machinery, Commerce, Health Care Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Statistics, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance
3.	Mr. ARNUT RATTANAPATHIMAKORN Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	26 Apr 1991	Home & Office Products, Personal Products & Pharmaceuticals, Automotive, Industrial Materials & Machinery, Energy & Utilities, Health Care Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance

4.	Mr. SOMNUEK THUNGPUKDEE Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	12 Nov 2018	Automotive, Industrial Materials & Machinery, Energy & Utilities, Procurement, Project Management, Engineering, Design, Change Management, Governance/ Compliance
5.	Mr. KORAVIT NARONGKANANUKUL Gender: Male Age: 30 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	27 Apr 2021	Fashion, Commerce, Marketing, Corporate Social Responsibility, Sustainability, Data Management, Digital Marketing, Brand Management, Project Management, Corporate Management, Engineering, Change Management, Governance/ Compliance
6.	Ms. RACHANEE LUEVIPASAKUL Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	11 Aug 2022	Human Resource Management, Sustainability, Procurement, Governance/ Compliance
7.	Ms. SIRIKUL DHANASARNILP Gender: Female Age: 75 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	7 Jul 1976	Economics, Fashion, Accounting, Finance, Human Resource Management, Data Management, Data Analysis, Brand Management, Corporate Management, Audit, Governance/ Compliance

8.	Mr. PADOONG TECHASARINTR Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 1999	Agribusiness, Banking, Finance & Securities, Property Fund & REITs, Accounting, Finance, Sustainability, Negotiation, Risk Management, Audit, Internal Control, Governance/ Compliance
9.	Mr. UTID TAMWATIN Gender: Male Age: 73 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Aug 2019	Agribusiness, Food & Beverage, Insurance, Tourism & Leisure, Law, Sustainability, Risk Management, Audit, Governance/ Compliance
10.	Mr. SUPACHET CHANSARN Gender: Male Age: 43 years old Highest level of education: Doctoral degree Major: Philosophy Program in Demography Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Apr 2021	Economics, Finance & Securities, Finance, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Strategic Management, Audit, Governance/ Compliance
11.	Mr. NATTAVUDH PUNGCHAROENPONG Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, Sustainability, IT Management, Digital Marketing, Brand Management, Negotiation, Leadership, Risk Management, Audit, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
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1.	Mr. KRISADA VISAVATEERANON Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 27 Apr 2009 Date directorship ended: 26 Apr 2022	Mr. NATTAVUDH PUNGCHAROENPONG Date position was assumed: 26 Apr 2022
2.	Mr. CHANIN RATANAVIDAI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 11 May 2016 Date directorship ended: 21 Jun 2022	Ms. RACHANEE LUEVIPASAKUL Date position was assumed: 11 Aug 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. PADOONG TECHASARINTR [1] Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	26 Apr 1999	Agribusiness, Banking, Finance & Securities, Property Fund & REITs, Accounting, Finance, Sustainability, Negotiation, Risk Management, Audit, Internal Control, Governance/ Compliance
2. Mr. UTID TAMWATIN Gender: Male Age: 73 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	8 Aug 2019	Agribusiness, Food & Beverage, Insurance, Tourism & Leisure, Law, Sustainability, Risk Management, Audit, Governance/ Compliance
3. Mr. SUPACHET CHANSARN Gender: Male Age: 43 years old Highest level of education: Doctoral degree Major: Philosophy Program in Demography Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	27 Apr 2021	Economics, Finance & Securities, Finance, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Strategic Management, Audit, Governance/ Compliance

4.	Mr. NATTAVUDH PUNGCHAROENPONG Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, Sustainability, IT Management, Digital Marketing, Brand Management, Negotiation, Leadership, Risk Management, Audit, Governance/ Compliance
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[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. Mr. KRISADA VISAVATEERANON Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 27 Apr 2009 Date directorship ended: 26 Apr 2022	Mr. NATTAVUDH PUNGCHAROENPONG Date position was assumed: 26 Apr 2022

[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. SUCHAI NARONGKANANUKUL Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	24 Dec 1999

2.	<p>Mr. ARNUT RATTANAPATHIMAKORN</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>24 Dec 1999</p>
3.	<p>Mr. SOMNUEK THUNGPUKDEE</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>12 May 2011</p>
4.	<p>Ms. RACHANEE LUEVIPASAKUL</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Mar 2004</p>
5.	<p>Mr. KORAVIT NARONGKANANUKUL</p> <p>Gender: Male</p> <p>Age: 30 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>Member of the executive committee</p>	<p>10 Aug 2020</p>
6.	<p>Ms. DARUNEE SUPO</p> <p>Gender: Female</p> <p>Age: 55 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>8 May 2014</p>

7.	<p>Mrs. SUKJAI RACHADEJ</p> <p>Gender: Female</p> <p>Age: 55 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	11 May 2022
8.	<p>Mrs. SUWANNEE NAIPONGPRASIT</p> <p>Gender: Female</p> <p>Age: 54 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Education</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	11 May 2022

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

General information	Position	Tenure	Replacement Director
<p>1. Mr. CHANIN RATANAUIJAI</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 22 Feb 2007</p> <p>Date directorship ended: 21 Jun 2022</p>	No replacement director
<p>2. Mr. SAMRET WAJANASATIEN</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Computer Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 11 May 2022</p> <p>Date directorship ended: 30 Aug 2022</p>	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Remuneration Committee	Ms. SIRIKUL DHANASARNILP	Chairman
	Mr. SUCHAI NARONGKANANUKUL	Member
	Mr. PADOONG TECHASARINTR	Member
Nomination Committee	Mr. Boonsithi Chokwatana	Chairman
	Mr. SUCHAI NARONGKANANUKUL	Member
	Mr. MANU LEELANUWATANA	Member
Corporate Governance and Risk Management Committee	Mr. PADOONG TECHASARINTR	Chairman
	Mr. SUCHAI NARONGKANANUKUL	Member
	Mr. ARNUT RATTANAPATHIMAKORN	Member
	Mr. UTID TAMWATIN	Member
	Mr. NATTAVUDH PUNGCHAROENPONG	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Risk Management Committee
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Risk Management Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Risk Management 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. SUCHAI NARONGKANANUKUL Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Architecture	MANAGING DIRECTOR	29 Jul 1980	Economics, Fashion, Finance & Securities, Automotive, Industrial Materials & Machinery, Commerce, Health Care Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Statistics, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance

2.	<p>Mr. ARNUT RATTANAPATHIMAKORN</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>DIRECTOR OF PRODUCTION</p>	1 Jan 2006	<p>Home & Office Products, Personal Products & Pharmaceuticals, Automotive, Industrial Materials & Machinery, Energy & Utilities, Health Care Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance</p>
3.	<p>Mr. SOMNUEK THUNGPUKDEE</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>FACTORY MANAGER</p>	21 Apr 2017	<p>Automotive, Industrial Materials & Machinery, Energy & Utilities, Procurement, Project Management, Engineering, Design, Change Management, Governance/ Compliance</p>
4.	<p>Mr. KORAVIT NARONGKANANUKUL</p> <p>Gender: Male</p> <p>Age: 30 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p>	<p>MARKETING MANAGER</p>	7 Aug 2020	<p>Fashion, Commerce, Marketing, Corporate Social Responsibility, Sustainability, Data Management, Digital Marketing, Brand Management, Project Management, Corporate Management, Engineering, Change Management, Governance/ Compliance</p>
5.	<p>Ms. RACHANEE LUEVIPASAKUL</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p>	<p>HUMAN RESOURCES AND ADMINISTRATION MANAGER</p>	1 Jan 2006	<p>Human Resource Management, Sustainability, Procurement, Governance/ Compliance</p>

6.	Ms. DARUNEE SUPO [1][2] Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Accounting	ACCOUNTING AND FINANCE MANAGER (CFO)	8 May 2014	Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance
7.	Mrs. SUKJAI RACHADEJ Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering	FACTORY MANAGER	21 Oct 2010	Industrial Materials & Machinery, Corporate Social Responsibility, Sustainability, Procurement, Data Management, Data Analysis, Negotiation, Project Management, Engineering, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance
8.	Mrs. SUWANNEE NAIPONGPRASIT Gender: Female Age: 54 years old Highest level of education: Bachelor's degree Major: Bachelor of Education	FACTORY MANAGER	21 Apr 2017	Automotive, Industrial Materials & Machinery, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Negotiation, Project Management, Leadership, Governance/ Compliance
9.	Mr. SUPACHAI TECHALAPANARASMEE Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Accounting	INTERNAL AUDIT MANAGER	6 Jun 2016	Accounting, Data Management, Data Analysis, Risk Management, Internal Control

[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 : No

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) : 347

Number of female employees (persons) : 372

Total (persons) : 719

Provident fund

Total number of employees (persons) : 719

Number of employees contributing to the PVD (persons) : 277

Percentage of employees who are members (%) : 38.53

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. RACHANEE LUEVIPASAKUL Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 11 Aug 2022	Human Resource Management, Sustainability, Procurement, Governance/ Compliance
2. Mr. NATTAVUDH PUNGCHAROENPONG Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, Sustainability, IT Management, Digital Marketing, Brand Management, Negotiation, Leadership, Risk Management, Audit, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MANU LEELANUWATANA	Chairman of the board	N/A
Mr. SUCHAI NARONGKANANUKUL	Director	Participating
Mr. ARNUT RATTANAPATHIMAKORN	Director	N/A

Mr. SOMNUEK THUNGPUKDEE	Director	N/A
Mr. KORAVIT NARONGKANANUKUL	Director	Participating
Ms. RACHANEE LUEVIPASAKUL	Director	Participating
Ms. SIRIKUL DHANASARNSILP	Director	N/A
Mr. PADOONG TECHASARINTR	Director	N/A
Mr. UTID TAMWATIN	Director	N/A
Mr. SUPACHET CHANSARN	Director	N/A
Mr. NATTAVUDH PUNGCHAROENPONG	Director	N/A
Mr. KRISADA VISAVATEERANON	Director	N/A
Mr. CHANIN RATANAUIJAI	Director	N/A

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors 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 : 26 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. MANU LEELANUWATANA (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mr. SUCHAI NARONGKANANUKUL (Director)	-	5/5	Participating	Did not hold the meeting

3.	Mr. ARNUT RATTANAPATHIMAKORN (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. SOMNUEK THUNGPUKDEE (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mr. KORAVIT NARONGKANANUKUL (Director)	-	5/5	Participating	Did not hold the meeting
6.	Ms. RACHANEE LUEVIPASAKUL (Director)	-	2/2	Participating	Did not hold the meeting
7.	Ms. SIRIKUL DHANASARNILP (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. PADOONG TECHASARINTR (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. UTID TAMWATIN (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. SUPACHET CHANSARN (Director)	-	5/5	Participating	Did not hold the meeting
11.	Mr. NATTAVUDH PUNGCHAROENPONG (Director)	-	3/4	Participating	Did not hold the meeting
12.	Mr. KRISADA VISAVATEERANON (Director)	26 Apr 2022	0/1	Non-participating	Did not hold the meeting
13.	Mr. CHANIN RATANAUIJAI (Director)	21 Jun 2022	2/2	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. MANU LEELANUWATANA (Chairman of the board)	-	60,000.00	N/A	No
2.	Mr. SUCHAI NARONGKANANUKUL (Director)	-	50,000.00	N/A	No
3.	Mr. ARNUT RATTANAPATHIMAKORN (Director)	-	50,000.00	N/A	No
4.	Mr. SOMNUEK THUNGPUKDEE (Director)	-	50,000.00	N/A	No
5.	Mr. KORAVIT NARONGKANANUKUL (Director)	-	50,000.00	N/A	No

6.	Ms. RACHANEE LUEVIPASAKUL (Director)	-	20,000.00	N/A	No
7.	Ms. SIRIKUL DHANASARNILP (Director)	-	50,000.00	N/A	No
8.	Mr. PADOONG TECHASARINTR (Director)	-	50,000.00	N/A	No
9.	Mr. UTID TAMWATIN (Director)	-	50,000.00	N/A	No
10.	Mr. SUPACHET CHANSARN (Director)	-	50,000.00	N/A	No
11.	Mr. NATTAVUDH PUNGCHAROENPONG (Director)	-	30,000.00	N/A	No
12.	Mr. KRISADA VISAVATEERANON (Director)	26 Apr 2022	0.00	N/A	No
13.	Mr. CHANIN RATANAIVIJAI (Director)	21 Jun 2022	20,000.00	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) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PADOONG TECHASARINTR (Chairman of the audit committee)	-	12/12
2.	Mr. UTID TAMWATIN (Audit committee)	-	12/12
3.	Mr. SUPACHET CHANSARN (Audit committee)	-	12/12
4.	Mr. NATTAVUDH PUNGCHAROENPONG (Audit committee)	-	8/8
5.	Mr. KRISADA VISAVATEERANON (Audit committee)	26 Apr 2022	4/4