



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	25

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED

Symbol : CNT

Address : 727 Lasalle Road Bangna Tai, Bangna

Province : Bangkok

Postcode : 10260

Business : Construction

Registration Number : 0107535000281

Telephone : +66 2 338 8000

Fax (if applicable) : +66 2 338 8090

Website : <http://www.cn-thai.co.th>

Email : cnt@cn-thai.co.th

Total Shares Sold (shares)

Common Stock : 1,027,904,144

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	7,539,561.16	6,198,669.48	5,348,363.52
Construction Income (Thousand baht)	7,462,158.26	6,015,495.84	5,213,956.81
Service Income (of Subsidiary 4 and 5) (Thousand baht)	63,404.61	158,830.00	116,268.64
Other Income (Thousand baht)	13,998.29	24,343.64	18,138.07

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Construction Income (%)	98.97	97.04	97.49
Service Income (of Subsidiary 4 and 5) (%)	0.84	2.56	2.17
Other Income (%)	0.19	0.39	0.34

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	7,539,561.16	6,198,669.48	5,348,363.52
Domestic (Thousand baht)	7,539,561.16	6,198,669.48	5,348,363.52
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

*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)

Risk Management

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
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods

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://cnt-th.listedcompany.com/misc/CG/cnt-cg-sustainability-policy-th.pdf>

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://cnt-th.listedcompany.com/misc/CG/20230327-cnt-environmental-management-system-statement-th.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Water Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Diesel (Litre)	1,806,686.50	1,349,951.91	1,038,586.16
Gasoline (Litre)	221,701.41	158,264.14	151,832.36
Natural gas (Standard cubic feet)	34,790.92	46,498.47	48,825.50

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	1,315,710.00	852,310.00	919,043.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	35,956.00	20,611.00	36,708.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	0.00	0.00	0.00
Hazardous waste (kg)	0.00	0.00	0.00
Total (kg)	0.00	0.00	0.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	0.00	0.00	0.00
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Total (Tons of carbon dioxide equivalents)	0.00	0.00	0.00

• 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://cnt-th.listedcompany.com/misc/CG/cnt-cg-human-rights-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	614	551	528
Number of female employees (persons)	246	225	220
Total (persons)	860	776	748

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	632,727,503.00	527,407,849.00	508,426,222.50

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	8	17	24
Employee development and training expenses (baht)	819,982.00	365,556.00	877,847.00

• 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 (%)	8.84	7.73	11.76

• **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://cnt-th.listedcompany.com/misc/CG/20210301-cnt-cg-policy-manual-th.pdf>

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

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	11	91.67
Number of female directors	1	8.33
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	6	50.00

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. SANTI GRACHANGNETARA Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	10 Apr 2008	Leadership, Engineering, Corporate Management, Strategic Management, Property Development

2.	Mr. KASEMSIT PATHOMSAK Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	10 Apr 2012	Finance, Governance/ Compliance, Budgeting, Audit, Leadership, Corporate Management, Fund Management, Negotiation
3.	Mr. KRIS THIRAKAOSAL Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	6 Dec 2012	Engineering, Commerce, Economics, Audit, Corporate Management, Governance/ Compliance, Leadership
4.	Mr. SURIYON TUCHINDA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	22 Apr 2019	Finance & Securities, Sustainability, Risk Management, Strategic Management, Leadership, Governance/ Compliance, Audit
5.	Mr. SUPHON TUBTIMCHAROON Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Dec 2015	Petrochemicals & Chemicals, Corporate Management, Engineering, Strategic Management, Leadership

6.	<p>Ms. RENUKA DIWALI SHARMA</p> <p>Gender: Female</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	21 Apr 2022	Law, Leadership, Strategic Management, Corporate Management
7.	<p>Mr. KIRIT SHAH</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Commerce</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	11 Nov 2011	Commerce, Budgeting, Corporate Management, Leadership, Strategic Management
8.	<p>Mr. ISHAAN SHAH</p> <p>Gender: Male</p> <p>Age: 34 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>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	10 Apr 2012	Law, Finance, Corporate Management, Leadership, Strategic Management
9.	<p>Mr. KHUSHROO KALI WADIA</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	11 Nov 2011	Economics, Accounting, Statistics, Corporate Management, Strategic Management, Risk Management, Finance, Leadership

10.	Mr. SURASAK OSATHANUGRAHA Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Dec 2009	Finance, Accounting, Law, Corporate Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting
11.	Mr. VITES RATANAKORN Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Apr 2017	Engineering, Construction Services, Sustainability, Risk Management, Strategic Management, Leadership
12.	Mr. JOHN SCOTT HEINECKE Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	10 Apr 2013	Corporate Management, Food & Beverage, Sustainability, Risk Management, Leadership

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

General information	Position	Tenure	Replacement Director
1. Mrs. NAMPUNG WONGSMITH Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 8 Aug 2014 Date directorship ended: 1 Feb 2022	Ms. RENUKA DIWALI SHARMA Date position was assumed: 21 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 : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KASEMSIT PATHOMSAK [1] Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	15 May 2012	Finance, Governance/ Compliance, Budgeting, Audit, Leadership, Corporate Management, Fund Management, Negotiation
2. Mr. KRIS THIRAKAOSAL Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	6 Dec 2012	Engineering, Commerce, Economics, Audit, Corporate Management, Governance/ Compliance, Leadership
3. Mr. SURIYON TUCHINDA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	27 Feb 2020	Finance & Securities, Sustainability, Risk Management, Strategic Management, Leadership, Governance/ Compliance, Audit

[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. NAMPUNG WONGSMITH Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 12 Nov 2015 Date directorship ended: 1 Feb 2022	No replacement director

[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. KIRIT SHAH Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Commerce Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	11 Nov 2011
2. Mr. KHUSHROO KALI WADIA Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	14 Nov 2013

3.	Mr. SURASAK OSATHANUGRAHA Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Sep 2012
4.	Mr. ISHAAN SHAH Gender: Male Age: 34 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Aug 2014
5.	Mr. VITES RATANAKORN Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 2017

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit and Corporate Governance Committee	Mr. KASEMSIT PATHOMSAK	Chairman
	Mr. KRIS THIRAKAOSAL	Member
	Mr. SURIYON TUCHINDA	Member
Nomination Committee	Mr. KASEMSIT PATHOMSAK	Chairman
	Mr. KRIS THIRAKAOSAL	Member
	Mr. KIRIT SHAH	Member
Remuneration Committee	Mr. KASEMSIT PATHOMSAK	Chairman
	Mr. KRIS THIRAKAOSAL	Member
	Mr. KIRIT SHAH	Member

Sustainability and Risk Management Committee	Mr. SURIYON TUCHINDA	Chairman
	Mr. KHUSHROO KALI WADIA	Member
	Mr. SURASAK OSATHANUGRAHA	Member
	Mr. VITES RATANAKORN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Sustainability and Risk Management Committee
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Remuneration Committee
Sub-committees responsible for corporate governance	: Audit and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainability 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. KHUSHROO KALI WADIA Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science	Managing Director	14 Nov 2013	Economics, Accounting, Statistics, Corporate Management, Strategic Management, Risk Management, Finance, Leadership
2. Mr. SURASAK OSATHANUGRAHA [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance	Assistant to Managing Director and Company Secretary	1 Dec 2009	Finance, Accounting, Law, Corporate Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting
3. Mr. VITES RATANAKORN Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Operations Director	24 Apr 2017	Engineering, Construction Services, Sustainability, Risk Management, Strategic Management, Leadership
4. Mr. PICHET NIMPANICH Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Director Business Development	1 Jan 2017	Engineering, Negotiation, Media & Publishing, Data Analysis, Leadership
5. Mr. MANU BENJAMANEE Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering	Director of Buildings Business Unit	26 Feb 2016	Construction Materials, Construction Services, Property Development, Project Management, Engineering

6.	Mr. PONGSAK DITTAPONGPAKDEE Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Director of Government Works Business Unit	26 Feb 2016	Engineering, Project Management, Property Development, Construction Services, Construction Materials
7.	Mr. PONGSAK SUTTHAPREEDA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Engineering	Director of Gen. Con. and MEP Business Unit	26 Feb 2016	Engineering, Project Management, Property Development, Construction Services, Construction Materials
8.	Mr. WATCHARA PROMKHUNTHONG Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Director of Petrochemical & Special Industry Business Unit	26 Feb 2016	Engineering, Project Management, Property Development, Construction Services, Construction Materials

[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)	38,441,200.00	37,599,440.00	37,722,790.00

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) : 528

Number of female employees (persons) : 220

Total (persons) : 748

Employee Remuneration

Total employee remuneration : 508,426,222.50

Provident fund

Total number of employees (persons) : 748

Number of employees contributing to the PVD (persons) : 700

Percentage of employees who are members (%) : 80.40

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. PHANEE CHAROENCHAROENCHAI	phaneech@cn-thai.co.th	+66 2 338 8077

- Company secretary

General information	Email	Telephone
1. Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100

- Head of internal audit

General information	Email	Telephone
1. Mr. GRIDSANA POTHIN	gridsapo@cn-thai.co.th	+66 2 338 8161

- Head of compliance unit

General information	Email	Telephone
1. Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100

• Head of investor relations

General information	Email	Telephone
1. Mr. KHUSHROO KALI WADIA	khushroowa@cn-thai.co.th	+66 2 338 8111
2. Mrs. PHANEE CHAROENCHAROENCHAI	phaneech@cn-thai.co.th	+66 2 338 8077
3. Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Ms. Patcharawan Koonarangsri Email: Patcharawan.Koonarangsri@th.ey.com Telephone: +66 2 264 9090</p> <p>2. Mrs. Sarinda Hirunprasurtwutti Email: Sarinda.Hirunprasurtwutti@th.ey.com Telephone: +66 2 264 9090</p> <p>3. Ms. Satida Ratananurak Email: Satida.Ratananurak@th.ey.com Telephone: +66 2 264 9090</p>	3,390,000.00	-

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. Mr. SURIYON TUCHINDA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 Apr 2019	Finance & Securities, Sustainability, Risk Management, Strategic Management, Leadership, Governance/ Compliance, Audit
2. Mr. KHUSHROO KALI WADIA Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 11 Nov 2011	Economics, Accounting, Statistics, Corporate Management, Strategic Management, Risk Management, Finance, Leadership
3. Mr. JOHN SCOTT HEINECKE Gender: Male Age: 51 years old Highest level of education: Bachelor'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: 10 Apr 2013	Corporate Management, Food & Beverage, Sustainability, Risk Management, Leadership

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

General information	Position	Date position was assumed	Experience and expertise
1. Ms. RENUKA DIWALI SHARMA Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Political Science Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 Apr 2022	Law, Leadership, Strategic Management, Corporate Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SANTI GRACHANGNETARA	Chairman of the board	Non-participating
Mr. KASEMSIT PATHOMSAK	Director	Non-participating
Mr. KRIS THIRAKAOSAL	Director	Non-participating
Mr. SURIYON TUCHINDA	Director	Non-participating
Mr. SUPHON TUBTIMCHAROON	Director	Non-participating
Ms. RENUKA DIWALI SHARMA	Director	Participating
Mr. KIRIT SHAH	Vice Chairman	Non-participating
Mr. ISHAAN SHAH	Director	Non-participating
Mr. KHUSHROO KALI WADIA	Director	Non-participating
Mr. SURASAK OSATHANUGRAHA	Director	Participating
Mr. VITES RATANAKORN	Director	Non-participating
Mr. JOHN SCOTT HEINECKE	Director	Non-participating
Mrs. NAMPUNG WONGSMITH	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) : 6

Date of AGM meeting : 21 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SANTI GRACHANGNETARA (Chairman of the board)	-	5/6	Participating	Did not hold the meeting
2. Mr. KASEMSIT PATHOMSAK (Director)	-	6/6	Participating	Did not hold the meeting
3. Mr. KRIS THIRAKAOSAL (Director)	-	6/6	Participating	Did not hold the meeting
4. Mr. SURIYON TUCHINDA (Director)	-	6/6	Participating	Did not hold the meeting
5. Mr. SUPHON TUBTIMCHAROON (Director)	-	6/6	Participating	Did not hold the meeting
6. Ms. RENUKA DIWALI SHARMA (Director)	-	5/5	Non-participating	Did not hold the meeting
7. Mr. KIRIT SHAH (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
8. Mr. ISHAAN SHAH (Director)	-	4/6	Participating	Did not hold the meeting
9. Mr. KHUSHROO KALI WADIA (Director)	-	6/6	Participating	Did not hold the meeting

10.	Mr. SURASAK OSATHANUGRAHA (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. VITES RATANAKORN (Director)	-	6/6	Participating	Did not hold the meeting
12.	Mr. JOHN SCOTT HEINECKE (Director)	-	5/6	Participating	Did not hold the meeting
13.	Mrs. NAMPUNG WONGSMITH (Director)	1 Feb 2022	0/0	Non-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. SANTI GRACHANGNETARA (Chairman of the board)	-	300,000.00	240,000.00	No
2.	Mr. KASEMSIT PATHOMSAK (Director)	-	420,000.00	360,000.00	No
3.	Mr. KRIS THIRAKAOSAL (Director)	-	360,000.00	300,000.00	No
4.	Mr. SURIYON TUCHINDA (Director)	-	360,000.00	300,000.00	No
5.	Mr. SUPHON TUBTIMCHAROON (Director)	-	180,000.00	120,000.00	No
6.	Ms. RENUKA DIWALI SHARMA (Director)	-	150,000.00	83,333.00	No
7.	Mr. KIRIT SHAH (Vice Chairman)	-	180,000.00	120,000.00	No
8.	Mr. ISHAAN SHAH (Director)	-	150,000.00	120,000.00	No
9.	Mr. KHUSHROO KALI WADIA (Director)	-	180,000.00	120,000.00	No
10.	Mr. SURASAK OSATHANUGRAHA (Director)	-	180,000.00	120,000.00	No
11.	Mr. VITES RATANAKORN (Director)	-	180,000.00	120,000.00	No
12.	Mr. JOHN SCOTT HEINECKE (Director)	-	150,000.00	120,000.00	No
13.	Mrs. NAMPUNG WONGSMITH (Director)	1 Feb 2022	0.00	25,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. KASEMSIT PATHOMSAK (Chairman of the audit committee)	-	5/5
2.	Mr. KRIS THIRAKAOSAL (Audit committee)	-	5/5
3.	Mr. SURIYON TUCHINDA (Audit committee)	-	5/5
4.	Mrs. NAMPUNG WONGSMITH (Audit committee)	1 Feb 2022	0/0