



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**AMARIN PRINTING AND PUBLISHING PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
<b>Corporate Governance</b>	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
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 : AMARIN PRINTING AND PUBLISHING PUBLIC COMPANY LIMITED

Symbol : AMARIN

Address : 378 CHAIYAPRUK ROAD, TALING-CHAN

Province : Bangkok

Postcode : 10170

Business : The Company offers 3 businesses: 1) Printing and Packaging  
Business Division 2) Media and Event Business 3) Publishing  
Business

Registration Number : 0107536000480

Telephone : 0-2422-9999

Fax (if applicable) : 0-2434-3555, 0-2434-3777

Website : <http://www.amarin.com>

Email : [ir@amarin.co.th](mailto:ir@amarin.co.th)

Total Shares Sold (shares)

Common Stock : 998,281,590

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2020	2021	2022
Total (Thousand baht)	2,937.11	2,960.61	4,274.45
Production of printing and distributions of books (Thousand baht)	1,118.69	1,112.01	2,129.29
Organization exhibitions, production and advertising through printing and online media (Thousand baht)	613.14	390.19	670.62
Production and providing services through television media (Thousand baht)	1,043.67	1,282.36	1,287.33
Other Income (Thousand baht)	161.61	176.05	187.21

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Production of printing and distributions of books (%)	38.09	37.56	49.81
Organization exhibitions, production and advertising through printing and online media (%)	20.88	13.18	15.69
Production and providing services through television media (%)	35.53	43.31	30.12
Other Income (%)	5.50	5.95	4.38

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	2,937.11	2,960.61	4,274.45
Domestic (Thousand baht)	2,937.11	2,960.61	4,274.45
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 : Yes

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	N/A	463,035.00	328,921.00

# 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)**

### Product and Production Material Shortage

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

### Advertising Revenue Risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

### Copyright Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other



### Industry-related Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other

### Technological-Disruption Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

### Distribution Channel Risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

### License-related Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy

## **Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)**

### **Payment Risks on Trade Account Receivables:**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Interest Rate Risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

### **Exchange Rate Risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Other

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://amarin.co.th/app/uploads/2022/12/%E0%B8%81%E0%B8%8E%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%A3%E0%B8%84%E0%B8%93%E0%B8%B0%E0%B8%81%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%84%E0%B8%A7%E0%B8%A3%E0%B9%80%E0%B8%AA%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%87.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://amarin.co.th/app/uploads/2022/11/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1%20%E0%B8%9E%E0%B8%A5%E0%B8%B1%E0%B8%87%E0%B8%87%E0%B8%B2%E0%B8%99%20%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

### Results with Respect to the Environmental Aspect (3.3.2)

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	N/A	71.20	62.66

## Waste management

### • Waste from operations

	2020	2021	2022
Hazardous waste (kg)	N/A	N/A	296,250.00
<b>Total (kg)</b>	N/A	N/A	296,250.00

## 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
<b>Total (Tons of carbon dioxide equivalents)</b>	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://amarin.co.th/app/uploads/2022/11/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%AA%E0%B8%B4%E0%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99.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)	393	376	385
Number of female employees (persons)	548	540	563
<b>Total (persons)</b>	<b>941</b>	<b>916</b>	<b>948</b>

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	N/A	N/A	59
Employee development and training expenses (baht)	1,168,469.60	1,298,569.51	3,084,377.00

##### • Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	1	1	4

• 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://amarin.co.th/app/uploads/2022/12/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3.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	10	83.33
Number of female directors	2	16.67
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	4	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. Mrs. METTA UTAKAPAN Gender: Female Age: 73 years old Highest level of education: Honorary degree Major: Communication Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	15 Jun 1993	Media & Publishing, Strategic Management, Packaging, Leadership, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Change Management, Risk Management, Governance/ Compliance

2.	<p>Mr. THAPANA SIRIVADHANABHAKDI</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	22 Nov 2017	<p>Corporate Management, Economics, Food &amp; Beverage, Marketing, Finance, Information &amp; Communication Technology, Human Resource Management, Sustainability, Leadership, Strategic Management, Risk Management, Corporate Social Responsibility, Project Management, Change Management, Governance/ Compliance, Property Development, Transportation &amp; Logistics</p>
3.	<p>Mr. SOMCHAI PHAGAPHASVIVAT</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	15 May 1993	<p>Economics, Banking, Media &amp; Publishing, Information &amp; Communication Technology, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Analysis, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance</p>
4.	<p>Mr. CHEEWAPAT NATHALANG</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	24 Apr 1998	<p>Media &amp; Publishing, Paper &amp; Printing Materials, Packaging, Information &amp; Communication Technology, IT Management, Engineering, Human Resource Management, Corporate Social Responsibility, Sustainability, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management</p>

5.	<p>Mrs. RARIN UTAKAPAN PUNJARUNGROJ</p> <p>Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	24 Apr 2003	<p>Media &amp; Publishing, Finance, Marketing, Information &amp; Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Paper &amp; Printing Materials, Accounting, Negotiation, Project Management, Brand Management, Budgeting</p>
6.	<p>Mr. CHOKCHAI PUNJARUNGROJ</p> <p>Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	19 Apr 2013	<p>Media &amp; Publishing, Marketing, Human Resource Management, Leadership, Strategic Management, Corporate Management, Property Development</p>
7.	<p>Mr. KHUMPOL POONSONEE</p> <p>Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	9 Mar 2017	<p>Corporate Management, Economics, Banking, Property Development, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Agribusiness</p>

8.	<p>Mr. NARARAT LIMNARARAT</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	9 Mar 2017	<p>Finance, Economics, Banking, Finance &amp; Securities, Information &amp; Communication Technology, Marketing, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Energy &amp; Utilities, Property Development</p>
9.	<p>Mr. PRAMOAD PHORNPRAPHA</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	12 May 2017	<p>Corporate Management, Leadership, Strategic Management, Change Management, Marketing, Risk Management, Governance/ Compliance, Corporate Social Responsibility, Human Resource Management, Sustainability</p>
10.	<p>Mr. NANTAWAT BORAMANAND</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	22 Nov 2017	<p>Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Energy &amp; Utilities</p>

11.	Mr. SUWIT CHINDASANGUAN Gender: Male Age: 68 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	22 Nov 2017	Internal Control, Economics, Media & Publishing, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance
12.	Flg.Off. KAMOLNAI CHAIXANIEN Gender: Male Age: 64 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	29 Apr 2019	Corporate Management, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Engineering, Leadership, Strategic Management, Risk Management

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

General information		Position	Tenure	Replacement Director
1.	Flg.Off. KAMOLNAI CHAIXANIEN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 29 Apr 2019  Date directorship ended: 28 Apr 2022	Flg.Off. KAMOLNAI CHAIXANIEN Date position was assumed: 28 Apr 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 : Yes

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. SOMCHAI PHAGAPHASVIVAT Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	28 Apr 2022	Economics, Banking, Media & Publishing, Information & Communication Technology, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Analysis, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
2. Mr. NANTAWAT BORAMANAND Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	22 Nov 2017	Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Energy & Utilities



3.	Mr. SUWIT CHINDASANGUAN	Audit committee	22 Nov 2017	Internal Control, Economics,
	Gender: Male	(Non-executive,		Media & Publishing, Finance,
	Age: 68 years old	Independent director)		Corporate Social
	Highest level of education:			Responsibility, Human
	Master's degree	Director type: Original		Resource Management,
	Major: Science	director		Sustainability, IT
	Thai nationality: Yes			Management, Digital
	Residing in Thailand: Yes			Marketing, Corporate
				Management, Change
				Management, Leadership,
				Strategic Management, Risk
				Management, Audit,
				Governance/ Compliance

[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. NANTAWAT BORAMANAND [1] Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 29 Apr 2019 Date directorship ended: 28 Apr 2022	Mr. NANTAWAT BORAMANAND Date position was assumed: 28 Apr 2022
2. Mr. SOMCHAI PHAGAPHASVIVAT [1] Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 29 Apr 2019 Date directorship ended: 28 Apr 2022	Mr. SOMCHAI PHAGAPHASVIVAT Date position was assumed: 28 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
<p>1. Mr. THAPANA SIRIVADHANABHAKDI</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Chairman of the executive committee	22 Nov 2017
<p>2. Mr. NARARAT LIMNARARAT</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Vice-chairman of the executive committee	9 Mar 2017
<p>3. Mr. KHUMPOL POONSONEE</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	9 Mar 2017
<p>4. Mrs. RARIN UTAKAPAN PUNJARUNGROJ</p> <p>Gender: Female</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	24 Apr 2003

5.	Mr. CHEEWAPAT NATHALANG Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 1998
6.	Mr. Siri Bunpitukgate Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Mar 2023
7.	Mr. Jeremiah Pitakwong Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 May 2019

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

General information	Position	Tenure	Replacement Director
1. Mr. THAPANA SIRIVADHANABHAKDI Gender: Male Age: 47 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 29 Apr 2019 Date directorship ended: 28 Apr 2022	Mr. THAPANA SIRIVADHANABHAKDI Date position was assumed: 28 Apr 2022

**Other sub-committees**

## Sub-committees information

Name of sub-committees	List of directors	Position
The Sustainability and Risk Management Committee	Mr. NANTAWAT BORAMANAND	Chairman
	Mr. SOMCHAI PHAGAPHASVIVAT	Member
	Mr. KHUMPOL POONSONEE	Member
	Mrs. RARIN UTAKAPAN PUNJARUNGROJ	Member
The Corporate Governance Committee	Mr. SUWIT CHINDASANGUAN	Chairman
	Mrs. METTA UTAKAPAN	Member
	Mr. PRAMOAD PHORNPRAPHA	Member
	Mr. NARARAT LIMNARARAT	Member
The Nomination and Remuneration Committee	Mr. PRAMOAD PHORNPRAPHA	Chairman
	Mr. SUWIT CHINDASANGUAN	Member
	Mr. NARARAT LIMNARARAT	Member
	Mrs. RARIN UTAKAPAN PUNJARUNGROJ	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: The Sustainability and 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	: The Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: The 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. Mrs. RARIN UTAKAPAN PUNJARUNGROJ Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	GROUP CHIEF EXECUTIVE OFFICER	1 Jan 2010	Media & Publishing, Finance, Marketing, Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Paper & Printing Materials, Accounting, Negotiation, Project Management, Brand Management, Budgeting
2. Mr. Siri Bunpitukgate [1][2] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Apr 2017	Accounting, Finance, Data Analysis, Data Management, Budgeting, Risk Management, Media & Publishing, Information & Communication Technology, Human Resource Management, Corporate Social Responsibility, Sustainability, IT Management, Digital Marketing, Corporate Management, Project Management, Brand Management, Change Management, Leadership, Strategic Management

3.	Mr. Jeremiah Pitakwong Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Architecture	Chief Executive Officer of Media and Event Business	1 Feb 2022	Architecture, Media & Publishing, Human Resource Management, Brand Management, Digital Marketing, Project Management, Corporate Management, Information & Communication Technology, Corporate Social Responsibility, Sustainability, Design, Change Management, Leadership, Strategic Management, Risk Management, Budgeting
4.	Ms. Ussanee Viratkaphan Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Managing Director: Publishing Business	1 Jan 2017	Media & Publishing, Digital Marketing, Brand Management, Data Analysis, Budgeting, Human Resource Management, Project Management, Negotiation, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management
5.	Ms. Juthamas Samitanon Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Science	Managing Director, Printing & Packaging Business	1 Jan 2021	Media & Publishing, Paper & Printing Materials, Human Resource Management, Corporate Social Responsibility, Sustainability, IT Management, Data Management, Data Analysis, Brand Management, Digital Marketing, Leadership, Change Management, Risk Management, Strategic Management

[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

## Remuneration

	2020	2021	2022
Total executive remuneration (baht)	44,710,396.00	35,594,124.00	40,454,522.00

## 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) : 385

Number of female employees (persons) : 563

Total (persons) : 948

#### Provident fund

Total number of employees (persons) : 948

Number of employees contributing to the PVD (persons) : 718

Percentage of employees who are members (%) : 75.74

# 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. THAPANA SIRIVADHANABHAKDI Gender: Male Age: 47 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)  Director type: Re-elected as director	Date position was assumed: 22 Nov 2017	Corporate Management, Economics, Food & Beverage, Marketing, Finance, Information & Communication Technology, Human Resource Management, Sustainability, Leadership, Strategic Management, Risk Management, Corporate Social Responsibility, Project Management, Change Management, Governance/ Compliance, Property Development, Transportation & Logistics

2.	Mr. SOMCHAI PHAGAPHASVIVAT Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 15 May 1993	Economics, Banking, Media & Publishing, Information & Communication Technology, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Analysis, Digital Marketing, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
3.	Mr. NANTAWAT BORAMANAND Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 22 Nov 2017	Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Energy & Utilities
4.	Flg.Off. KAMOLNAI CHAIXANIEN Gender: Male Age: 64 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: 29 Apr 2019	Corporate Management, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Engineering, Leadership, Strategic Management, Risk Management

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. METTA UTAKAPAN	Chairman of the board	Non-participating
Mr. THAPANA SIRIVADHANABHAKDI	Vice Chairman	Non-participating

Mr. SOMCHAI PHAGAPHASVIVAT	Director	Non-participating
Mr. CHEEWAPAT NATHALANG	Director	Non-participating
Mrs. RARIN UTAKAPAN PUNJARUNGROJ	Director	Participating
Mr. CHOKCHAI PUNJARUNGROJ	Director	Non-participating
Mr. KHUMPOL POONSONEE	Director	Non-participating
Mr. NARARAT LIMNARARAT	Director	Non-participating
Mr. PRAMOAD PHORNPRAPHA	Director	Non-participating
Mr. NANTAWAT BORAMANAND	Director	Non-participating
Mr. SUWIT CHINDASANGUAN	Director	Participating
Fig.Off. KAMOLNAI CHAIXANIEN	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 : 28 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. METTA UTAKAPAN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. THAPANA SIRIVADHANABHAKDI (Vice Chairman)	-	5/5	Participating	Did not hold the meeting

3.	Mr. SOMCHAI PHAGAPHASVIVAT (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. CHEEWAPAT NATHALANG (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mrs. RARIN UTAKAPAN PUNJARUNGROJ (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. CHOKCHAI PUNJARUNGROJ (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mr. KHUMPOL POONSONEE (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. NARARAT LIMNARARAT (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. PRAMOAD PHORNPRAPHA (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. NANTAWAT BORAMANAND (Director)	-	5/5	Participating	Did not hold the meeting
11.	Mr. SUWIT CHINDASANGUAN (Director)	-	5/5	Participating	Did not hold the meeting
12.	Flg.Off. KAMOLNAI CHAIXANIEN (Director)	-	5/5	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.	Mrs. METTA UTAKAPAN (Chairman of the board)	-	0.00	0.00	No
2.	Mr. THAPANA SIRIVADHANABHAKDI (Vice Chairman)	-	720,000.00	0.00	No
3.	Mr. SOMCHAI PHAGAPHASVIVAT (Director)	-	885,000.00	0.00	No
4.	Mr. CHEEWAPAT NATHALANG (Director)	-	0.00	0.00	No
5.	Mrs. RARIN UTAKAPAN PUNJARUNGROJ (Director)	-	0.00	0.00	No
6.	Mr. CHOKCHAI PUNJARUNGROJ (Director)	-	360,000.00	0.00	No

7.	Mr. KHUMPOL POONSONEE (Director)	-	645,000.00	0.00	No
8.	Mr. NARARAT LIMNARARAT (Director)	-	675,000.00	0.00	No
9.	Mr. PRAMOAD PHORNPRAPHA (Director)	-	445,000.00	0.00	No
10.	Mr. NANTAWAT BORAMANAND (Director)	-	780,000.00	0.00	No
11.	Mr. SUWIT CHINDASANGUAN (Director)	-	810,000.00	0.00	No
12.	Flg.Off. KAMOLNAI CHAIXANIEN (Director)	-	360,000.00	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) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. SOMCHAI PHAGAPHASVIVAT (Chairman of the audit committee)	-	6/6
2.	Mr. NANTAWAT BORAMANAND (Audit committee)	-	6/6
3.	Mr. SUWIT CHINDASANGUAN (Audit committee)	-	6/6