



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SIAM MAKRO 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 : SIAM MAKRO PUBLIC COMPANY LIMITED

Symbol : MAKRO

Address : 1468 Phatthanakan Road, Phatthanakan Sub-district, Suan
Luang District

Province : Bangkok

Postcode : 10250

Business : Operating wholesale business throughout Thailand and overseas under the name Makro, selling food and non-food products to registered members, predominantly small and medium size businesses, retailers, caterers, professional sectors, and institutions. Operating a food service that imports and trades frozen and chilled foods, and restaurant and minimart. In addition, its subsidiaries operate retail businesses and provide mall rental services in Thailand and internationally.

Registration Number : 0107537000521

Telephone : 0-2067-8999

Fax (if applicable) : 0-2067-9888

Website : www.siammakro.co.th

Email : ir@siammakro.co.th

Total Shares Sold (shares)

Common Stock : 10,580,323,500

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	218,760,000.00	266,367,000.00	469,131,000.00
Wholesale Business (Thousand baht)	218,760,000.00	226,258,000.00	248,178,000.00
Retail Business (Thousand baht)	0.00	40,109,000.00	221,052,000.00
Elimination of Intercompany Transaction (Thousand baht)	0.00	0.00	-99,000.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Wholesale Business (%)	100.00	84.94	52.90
Retail Business (%)	0.00	15.06	47.12
Elimination of Intercompany Transaction (%)	0.00	0.00	-0.02

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	218,760,000.00	266,367,000.00	469,131,000.00
Domestic (Thousand baht)	209,719,000.00	250,111,000.00	418,344,000.00
International (Thousand baht)	9,041,000.00	16,256,000.00	50,787,000.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	95.87	93.90	89.17
International (%)	4.13	6.10	10.83

*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	N/A	N/A	N/A

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 : <https://www.siammakro.co.th/pdf/sustain/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%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%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%81%E0%B8%A5%E0%B8%A2%E0%B8%B8%E0%B8%97%E0%B8%98%E0%B9%8C.pdf>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	644,188.92	880,978.77	3,244,229.45
Gasoline (Litre)	357,068.66	580,879.94	1,926,875.87
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00

Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilogram)	16,272.35	96,114.33	834,807.57
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	367,359.03	371,244.64	1,202,898.89

Water management

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	2,340,640.62	2,584,879.80	11,381,749.96

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	61,628,420.00	67,891,828.58	130,315,260.80
Hazardous waste (kg)	N/A	9,020.00	169,086.00
Total (kg)	61,628,420.00	67,900,848.58	130,484,346.80

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)	49,833.38	65,932.33	146,753.65
Scope 2 (Tons of carbon dioxide equivalents)	183,642.63	185,585.05	571,333.11

Scope 3 (Tons of carbon dioxide equivalents)	57,540.03	58,942.72	6,876,080.64
Total (Tons of carbon dioxide equivalents)	291,016.04	310,460.10	7,594,167.40

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : Opart Charuratana

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.siammakro.co.th/pdf/sustain/%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%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9B%E0%B8%8F%E0%B8%B4%E0%B8%9A%E0%B8%B1%E0%B8%95%E0%B8%B4%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B9%81%E0%B8%A3%E0%B8%87%E0%B8%87%E0%B8%B2%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)	7,027	7,291	26,515
Number of female employees (persons)	8,699	9,096	39,877
Total (persons)	15,726	16,387	66,392

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	N/A	N/A	4,117,501.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	14	15	32
Employee development and training expenses (baht)	N/A	N/A	3,728.64

• **Health, safety and work environment**

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	N/A	N/A	131

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	14.76	58.12

• **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.siammakro.co.th/investor-policy-code-of-conduct>

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, Director Development, Board Performance Evaluation

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	13	86.67
Number of female directors	2	13.33
Number of executive directors	2	13.33
Number of non-executive directors	13	86.67
Number of independent directors	5	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUPHACHAI CHEARAVANONT Gender: Male Age: 55 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	18 Feb 2020	Marketing, Digital Marketing, Leadership, IT Management, Finance, Information & Communication Technology

2.	<p>Mr. KORSAK CHAIRASMISAK</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	5 Jul 2013	Economics, Food & Beverage
3.	<p>Mr. TANIN BURANAMANIT</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Additional and newly-appointed directors</p>	20 Apr 2022	Food & Beverage, Marketing, Human Resource Management, Corporate Management, Strategic Management, Change Management
4.	<p>Mrs. SAOWALUCK THITHAPANT</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	15 Dec 2004	Accounting, Law, Finance, Budgeting
5.	<p>Mr. PRASERT JARUPANICH</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	25 Apr 2005	Engineering

6.	Mr. PITTAYA JEARAVISITKUL Gender: Male Age: 67 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	5 Jul 2013	Economics, Statistics, Budgeting
7.	Mr. PIYAWAT TITASATTAVORAKUL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	5 Jul 2013	Food & Beverage, Marketing
8.	Mr. ADIREK SRIPRATAK Gender: Male Age: 76 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	5 Jul 2013	Agribusiness, Food & Beverage, Accounting
9.	Mr. UMROONG SANPHASITVONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	5 Jul 2013	Finance & Securities, Accounting, Finance, Budgeting, Governance/ Compliance

10.	Mr. NARONG CHEARAVANONT Gender: Male Age: 57 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	5 Jul 2013	Property Development, Digital Marketing
11.	Mrs. KANNIKA NGAMSOPEE Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Aug 2019	Economics, Banking, Finance & Securities, Health Care Services, Law, Finance, Internal Control, Audit, Risk Management
12.	Mr. RAWAT CHAMCHALERM Gender: Male Age: 78 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Aug 2019	Construction Services, Law, Governance/ Compliance
13.	Mr. JUKR BOON-LONG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Aug 2019	Law, Audit, Governance/ Compliance

14.	Mr. PRASOBSOOK BOONDECH Gender: Male Age: 77 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Nov 2019	Law
15.	Mr. RALPH ROBERT TYE Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	20 Apr 2022	Accounting, Finance, Risk Management, Audit, Internal Control

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

General information	Position	Tenure	Replacement Director
1. Mrs. SUCHADA ITHIJARUKUL Gender: Female Age: 70 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)	Date position was assumed: 1 Jul 2001 Date directorship ended: 1 May 2022	No replacement director
2. Mr. JOTI BHOKAVANIJ Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 5 Jul 2013 Date directorship ended: 5 Jul 2022	No replacement director

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. RALPH ROBERT TYE [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	5 Jul 2022	Accounting, Finance, Risk Management, Audit, Internal Control
2. Mrs. KANNIKA NGAMSOPEE [1] Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Aug 2019	Economics, Banking, Finance & Securities, Health Care Services, Law, Finance, Internal Control, Audit, Risk Management
3. Mr. JUKR BOON-LONG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Aug 2019	Law, 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. JOTI BHOKAVANIJ [1] Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 28 Aug 2019 Date directorship ended: 5 Jul 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. SUPHACHAI CHEARAVANONT Gender: Male Age: 55 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	25 Oct 2021
2. Mr. TANIN BURANAMANIT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	25 Oct 2021

3.	Mr. NARONG CHEARAVANONT Gender: Male Age: 57 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	25 Oct 2021
4.	Mr. PITTAYA JEARAVISITKUL Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021
5.	Mr. PIYAWAT TITASATTAVORAKUL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021
6.	Mr. UMROONG SANPHASITVONG Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021
7.	Mr. NARIS THAMKUEKOOL Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021

8.	Mr. SOMPONG RUNGNIRATTISAI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021
9.	Mr. TANIT CHEARAVANONT Gender: Male Age: 34 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021
10.	Mr. Tarin Thaniyavarn Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Oct 2021

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Mr. RALPH ROBERT TYE	Chairman
	Mr. JUKR BOON-LONG	Member
	Mrs. KANNIKA NGAMSOPEE	Member
Nomination and Remuneration Committee	Mr. PRASOBSOOK BOONDECH	Chairman
	Mr. KORSAK CHAIRASMISAK	Member
	Mr. JUKR BOON-LONG	Member
Corporate Governance and Sustainability Development Committee	Mr. Rawat Chamchalerm	Chairman
	Mr. JUKR BOON-LONG	Member
	Mr. Umroong Sanphasitvong	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Audit Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability Development 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. TANIN BURANAMANIT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Marketing	CHIEF EXECUTIVE OFFICER	1 Jan 2022	Food & Beverage, Marketing, Human Resource Management, Corporate Management, Strategic Management, Change Management
2. Mr. NARIS THAMKUEKOOL Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Business Administration	Group Chief Executive Officer-Lotus's Asia-Pacific (Except China)	18 Feb 2022	Food & Beverage, Engineering
3. Mr. SOMPONG RUNGNIRATTISAI Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting	Group Chief Property Officer	18 Feb 2022	Food & Beverage, Economics, Property Development, Marketing, Accounting, Brand Management, Negotiation, Strategic Management
4. Mr. Tarin Thaniyavarn Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Business Administration	Group Chief E-Commerce and Logistics Officer	18 Feb 2022	Food & Beverage, Transportation & Logistics, Finance, Digital Marketing
5. Mr. TANIT CHEARAVANONT Gender: Male Age: 34 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts	Group Chief International Expansion Officer	18 Feb 2022	Food & Beverage, Marketing, Procurement, Brand Management, Leadership

6.	Mrs. SAOWALUCK THITHAPANT [1] Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Accounting	Group Chief Executive Officer-Makro Business and Financial Officer	1 Jun 2022	Accounting, Law, Finance, Budgeting
7.	Mr. Paul Stephen Howe Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Information Technology	Group Chief Information Technology Officer	18 Feb 2022	Food & Beverage, Information & Communication Technology

[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)	143,520,000.00	183,000,000.00	185,000,000.00

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) : 26,515

Number of female employees (persons) : 39,877

Total (persons) : 66,392

Employee Remuneration

Total employee remuneration : 4,117,501.00

Provident fund

Total number of employees (persons) : 66,392

Number of employees contributing to the PVD (persons) : 45,853

Percentage of employees who are members (%) : 69.06

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 (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TANIN BURANAMANIT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 20 Apr 2022	Food & Beverage, Marketing, Human Resource Management, Corporate Management, Strategic Management, Change Management
2. Mr. RALPH ROBERT TYE Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 20 Apr 2022	Accounting, Finance, Risk Management, Audit, Internal Control

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUPHACHAI CHEARAVANONT	Chairman of the board	Participating
Mr. KORSACK CHAIRASMISAK	Vice Chairman	Participating
Mr. TANIN BURANAMANIT	Vice Chairman	Participating

Mrs. SAOWALUCK THITHAPANT	Director	Participating
Mr. PRASERT JARUPANICH	Director	Participating
Mr. PITTAYA JEARAVISITKUL	Director	Participating
Mr. PIYAWAT TITASATTAVORAKUL	Director	Participating
Mr. ADIREK SRIPRATAK	Director	Participating
Mr. UMROONG SANPHASITVONG	Director	Participating
Mr. NARONG CHEARAVANONT	Director	Participating
Mrs. KANNIKA NGAMSOPEE	Director	Participating
Mr. RAWAT CHAMCHALERM	Director	Participating
Mr. JUKE BOON-LONG	Director	Participating
Mr. PRASOBSOOK BOONDECH	Director	Participating
Mr. RALPH ROBERT TYE	Director	Participating
Mrs. SUCHADA ITHIJARUKUL	Vice Chairman	Non-participating
Mr. JOTI BHOKAVANIJ	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) : 7

Date of AGM meeting : 20 Apr 2022

EGM meeting : No

List of directors		Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SUPHACHAI CHEARAVANONT (Chairman of the board)	-	6/7	Participating	Did not hold the meeting
2.	Mr. KORSAK CHAIRASMISAK (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3.	Mr. TANIN BURANAMANIT (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
4.	Mrs. SAOWALUCK THITHAPANT (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. PRASERT JARUPANICH (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. PITTAYA JEARAVISITKUL (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. PIYAWAT TITASATTAVORAKUL (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. ADIREK SRIPRATAK (Director)	-	6/7	Participating	Did not hold the meeting
9.	Mr. UMROONG SANPHASITVONG (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. NARONG CHEARAVANONT (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mrs. KANNIKA NGAMSOPEE (Director)	-	7/7	Non-participating	Did not hold the meeting
12.	Mr. RAWAT CHAMCHALERM (Director)	-	7/7	Participating	Did not hold the meeting
13.	Mr. JU KR BOON-LONG (Director)	-	7/7	Participating	Did not hold the meeting
14.	Mr. PRASOBSOOK BOONDECH (Director)	-	7/7	Participating	Did not hold the meeting
15.	Mr. RALPH ROBERT TYE (Director)	-	6/6	Participating	Did not hold the meeting

16.	Mrs. SUCHADA ITHIJARUKUL (Vice Chairman)	1 May 2022	1/1	Participating	Did not hold the meeting
17.	Mr. JOTI BHOKAVANIJ (Director)	5 Jul 2022	3/3	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. SUPHACHAI CHEARAVANONT (Chairman of the board)	-	1,860,000.00	2,455,000.00	No
2.	Mr. KORSAK CHAIRASMISAK (Vice Chairman)	-	1,260,000.00	1,663,100.00	No
3.	Mr. TANIN BURANAMANIT (Vice Chairman)	-	836,667.00	0.00	No
4.	Mrs. SAOWALUCK THITHAPANT (Director)	-	1,200,000.00	1,583,900.00	No
5.	Mr. PRASERT JARUPANICH (Director)	-	1,200,000.00	1,583,900.00	No
6.	Mr. PITTAYA JEARAVISITKUL (Director)	-	1,200,000.00	1,583,900.00	No
7.	Mr. PIYAWAT TITASATTAVORAKUL (Director)	-	1,200,000.00	1,583,900.00	No
8.	Mr. ADIREK SRIPRATAK (Director)	-	1,200,000.00	1,583,900.00	No
9.	Mr. UMROONG SANPHASITVONG (Director)	-	1,260,000.00	1,663,100.00	No
10.	Mr. NARONG CHEARAVANONT (Director)	-	1,200,000.00	1,583,900.00	No
11.	Mrs. KANNIKA NGAMSOPEE (Director)	-	1,380,000.00	1,821,500.00	No
12.	Mr. RAWAT CHAMCHALERM (Director)	-	1,380,000.00	1,821,500.00	No
13.	Mr. JUKE BOON-LONG (Director)	-	1,471,167.00	1,900,700.00	No
14.	Mr. PRASOBSOOK BOONDECH (Director)	-	1,322,333.00	1,663,100.00	No
15.	Mr. RALPH ROBERT TYE (Director)	-	1,111,833.00	0.00	No
16.	Mrs. SUCHADA ITHIJARUKUL (Vice Chairman)	1 May 2022	400,000.00	1,583,900.00	No
17.	Mr. JOTI BHOKAVANIJ (Director)	5 Jul 2022	955,833.00	2,455,000.00	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) : 8

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. RALPH ROBERT TYE (Chairman of the audit committee)	-	4/4
2.	Mrs. KANNIKA NGAMSOPEE (Audit committee)	-	8/8
3.	Mr. JUKR BOON-LONG (Audit committee)	-	8/8
4.	Mr. JOTI BHOKAVANIJ (Chairman of the audit committee)	5 Jul 2022	4/4