



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 28 February 2023



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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 : AEON THANA SINSAP (THAILAND) PUBLIC COMPANY LIMITED

Symbol : AEONTS

Address : EXCHANGE TOWER, FLOOR 27, 388 SUKHUMVIT ROAD, KHLONG TOEI

Province : Bangkok

Postcode : 10110

Business : Credit Card, Personal Loan and Hire Purchase

Registration Number : 0107544000078

Telephone : 0-2665-0123;0-2302-4400

Website : www.aeon.co.th

Email : ir@aeon.co.th

Total Shares Sold (shares)

Common Stock : 250,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	21,301,902.00	20,791,422.00	22,331,665.00
Credit Card (Thousand baht)	6,451,389.00	6,462,205.00	7,641,755.00
Loan (Thousand baht)	11,121,325.00	10,367,574.00	10,384,552.00
Hire-purchase (Thousand baht)	1,014,306.00	1,073,176.00	1,028,530.00
Others (Thousand baht)	2,714,882.00	2,888,467.00	3,276,828.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Credit Card (%)	30.29	31.08	34.22
Loan (%)	52.21	49.86	46.50
Hire-purchase (%)	4.76	5.16	4.61
Others (%)	12.74	13.89	14.67

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	21,301,902.00	20,791,422.00	22,331,665.00
Domestic (Thousand baht)	19,738,093.00	19,537,796.00	21,044,419.00
International (Thousand baht)	1,563,809.00	1,253,626.00	1,287,246.00
Myanmar (Thousand baht)	325,167.60	34,208.20	9,549.00
Cambodia (Thousand baht)	1,124,935.59	1,106,723.97	1,170,877.00
Laos (Thousand baht)	113,705.33	112,693.66	106,820.00

Other countries (Thousand baht)	0.48	0.17	0.00
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	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	92.66	93.97	94.24
International (%)	7.34	6.03	5.76
Myanmar (%)	20.79	2.73	0.74
Cambodia (%)	71.94	88.28	90.96
Laos (%)	7.27	8.99	8.30
Other countries (%)	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 to Securities Holder (2.2.2)

Market Risk

Risk Management Measures: Yes

- Other

Liquidity Risk

Risk Management Measures: Yes

- Other

Credit Risk

Risk Management Measures: Yes

- Other

Capital Risk

Risk Management Measures: Yes

- Other

Fraudulent Risk

Risk Management Measures: Yes

- Other

Operational Risk

Risk Management Measures: Yes

- Other

Risk of data loss or information leakage

Risk Management Measures: Yes

- Other

Cyber Security Risk

Risk Management Measures: Yes

- Other

Compliance Risk

Risk Management Measures: Yes

- Other

Risk from natural disaster

Risk Management Measures: Yes

- Other

Geopolitical Risk

Risk Management Measures: Yes

- Other

Risk of an option to buy back Excess Defaulted Receivables from Special Purpose Vehicle Company Limited (SPV) under the Securitization plan

Risk Management Measures: No

- Other

Risk from controlling of the major shareholder more than 50%

Risk Management Measures: No

- Return from investment of securities holder

Emerging Risk

Risk Management Measures: No

- 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://investor.aeon.co.th/th/publications/sustainability-report>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : No

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Diesel (Litre)	77,181.63	71,343.59	61,171.43
Gasoline (Litre)	914,394.88	848,897.06	782,519.26

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	9,802,856.00	9,138,020.39	7,813,311.33

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	2,899.01	2,335.64	1,133.13

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	0.00	4,610.95	14,844.05
Hazardous waste (kg)	259.20	0.00	31,258.25
Total (kg)	259.20	4,610.95	46,102.30

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
Total (Tons of carbon dioxide equivalents)	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 : No

Company human right guideline : Employee Rights, Migrant Workers, Consumer 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)	1,032	931	891
Number of female employees (persons)	3,538	3,288	3,139
Total (persons)	4,570	4,219	4,030

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,840,835,098.71	1,927,830,033.69	1,909,181,029.80

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	12	10	10
Employee development and training expenses (baht)	12,770,000.00	16,280,000.00	14,610,000.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	1	1

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	12.95	14.67	21.79

• **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.aeon.co.th/aeon/aeon-info/corporate-governance.html?&language_id=2

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	7	58.33
Number of non-executive directors	5	41.67
Number of independent directors	3	25.00

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. MITSUGU TAMAI Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Chairman of the board (Non-executive) Director type: Original director	24 Jun 2021	Strategic Management, Risk Management, Human Resource Management, Marketing, Digital Marketing, Finance, Negotiation, Data Analysis, Corporate Management, Leadership

2.	<p>Mr. TSUTOMU OMODERA</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Original director</p>	24 Jun 2020	<p>Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, Audit, Marketing, Data Analysis, Finance, Corporate Social Responsibility, Banking, Governance/ Compliance, Accounting, Leadership</p>
3.	<p>Mr. CHATCHAVAL JIARAVANON</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	18 Feb 2000	<p>Law, Property Fund & REITs, Strategic Management, Data Management, Human Resource Management, Marketing, Digital Marketing, Leadership</p>
4.	<p>Mrs. SUPORN WATTANAVEKIN</p> <p>Gender: Female</p> <p>Age: 58 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>	<p>Director (Executive)</p> <p>Director type: Original director</p>	18 Feb 2000	<p>Finance, Accounting, Leadership, Economics, Banking, Strategic Management, Corporate Management, Risk Management, Human Resource Management, Marketing, Data Analysis, Corporate Social Responsibility, Governance/ Compliance</p>
5.	<p>Mr. SUCHARIT KOONTANAKULVONG</p> <p>Gender: Male</p> <p>Age: 66 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, Independent director)</p> <p>Director type: Original director</p>	17 Jun 2010	<p>Strategic Management, Audit, Internal Control, Economics, Risk Management</p>

6.	Mr. NUNTAWAT CHOTVIJIT Gender: Male Age: 52 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	12 Jun 2014	Strategic Management, Corporate Management, Marketing, Finance, Human Resource Management, Data Analysis, Corporate Social Responsibility, Banking, Leadership
7.	Mr. MONGKON LAOWORAPONG Gender: Male Age: 52 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	22 Jun 2018	Risk Management, Audit, Finance, Banking, Accounting, Economics
8.	Ms. SURIPORN THAMMAWATID Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	22 Jun 2018	Strategic Management, Risk Management, Corporate Management, Finance, Leadership, Statistics, Human Resource Management, Data Analysis, Banking
9.	Mr. KAZUMASA OSHIMA Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	21 Jun 2019	Accounting, Finance, Sustainability, Corporate Social Responsibility

10.	Mr. RYUICHI HASUO Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Physics Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director) Director type: Original director	24 Jun 2020	Automotive, Industrial Materials & Machinery, Electronic Components, Engineering, Governance/ Compliance
11.	Mr. JUNICHI IWAKAMI Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Jun 2021	Strategic Management, Data Management, Change Management, Risk Management, Data Analysis, Economics, Leadership, IT Management
12.	Mr. ITTINANT SUWANJUTHA Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Jun 2021	Property Development, Finance, Food & Beverage

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 : 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. SUCHARIT KOONTANAKULVONG Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	24 Jun 2021	Strategic Management, Audit, Internal Control, Economics, Risk Management
2. Mr. MONGKON LAOWORAPONG [1] Gender: Male Age: 52 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	22 Jun 2018	Risk Management, Audit, Finance, Banking, Accounting, Economics
3. Mr. ITTINANT SUWANJUTHA Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Jun 2021	Property Development, Finance, Food & Beverage

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. TSUTOMU OMODERA Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the executive committee	24 Jun 2020
2. Mrs. SUPORN WATTANAVEKIN Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Feb 2000
3. Mr. NUNTAWAT CHOTVIJIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 Jun 2014
4. Ms. SURIPORN THAMMAWATID Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 Jun 2018

5.	Mr. KAZUMASA OSHIMA Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	21 Jun 2019
6.	Mr. JUNICHI IWAKAMI Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	24 Jun 2021

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee and Compliance	Mr. TSUTOMU OMODERA	Chairman
	Mrs. SUPORN WATTANAVEKIN	Member
	Mr. NUNTAWAT CHOTVIJIT	Member
	Ms. SURIPORN THAMMAWATID	Member
	Mr. KAZUMASA OSHIMA	Member
	Mr. JUNICHI IWAKAMI	Member
	Ms. Supanee Asawasuwana	Member
	Mr. Witchasorn Suwannakindra	Member
	Mr. Manavudhi Mingvanich	Member
	Mr. Somsak Hempiam	Member
	Mr. Tawatchai Peechapat	Member
	Mrs. chittiporn Inoue	Member
	Ms. Nadanong Chompong	Member
	Ms. Gritsla Kommongkol	Member
	Mr. Amorn Jirachaprasit	Member
	Mr. Kosei Yahiro	Member
	Mr. Jakkapan Kittananun	Member
	Mr. Alongkorn Sattabusaya	Member
	Ms. Ariya Lertsatira	Member
	Mr. Taveesak Phrusukarn	Member

PDPA Steering Committee	Ms. Nadanong Chompong	Chairman
	Mr. Takashi Hisae	Member
Kaizen Committee	Mr. TSUTOMU OMODERA	Chairman
	Mrs. SUPORN WATTANAVEKIN	Member
	Mr. NUNTAWAT CHOTVIJIT	Member
	Ms. SURIPORN THAMMAWATID	Member
	Mr. KAZUMASA OSHIMA	Member
	Mr. JUNICHI IWAKAMI	Member
	Ms. Supanee Asawasuan	Member
	Mr. Witchasorn Suwannakindra	Member
	Mr. Manavudhi Mingvanich	Member
	Mr. Somsak Hempiam	Member
	Mr. Tawatchai Peechapat	Member
	Mrs. chittiporn Inoue	Member
	Ms. Nadanong Chompong	Member
	Mr. Alongkorn Sattabusaya	Member
	Ms. Gritsla Kommongkol	Member
	Ms. Kajohnporn Kittisobhone	Member
	Mr. Amorn Jirachaprasit	Member
	Mr. Kosei Yahiro	Member
IT Steering Committee (ITSC)	Mr. TSUTOMU OMODERA	Chairman
	Mrs. SUPORN WATTANAVEKIN	Member
	Mr. NUNTAWAT CHOTVIJIT	Member
	Ms. SURIPORN THAMMAWATID	Member
	Mr. KAZUMASA OSHIMA	Member
	Mr. JUNICHI IWAKAMI	Member
	Ms. Supanee Asawasuan	Member
	Mr. Manavudhi Mingvanich	Member
	Mr. Tawatchai Peechapat	Member
	Mrs. chittiporn Inoue	Member
	Ms. Nadanong Chompong	Member
	Mr. Amorn Jirachaprasit	Member
	Mr. Virach Sithivaraporn	Member
	Mr. Sitthipong Kanaraksunti	Member
	Mr. Alongkorn Sattabusaya	Member
	Ms. Gritsla Kommongkol	Member
	Mr. Kosei Yahiro	Member
	Mr. Jakkapan Kittananun	Member
	Ms. Kajohnporn Kittisobhone	Member
	Mr. Peeravich Pasuthip	Member

Roles of Sub-committees

Sub-committees responsible for risk management

: Corporate Governance Committee and
Compliance

Sub-committees responsible for nomination : None

Sub-committees responsible for remuneration : None

Sub-committees responsible for corporate governance : Corporate Governance Committee and Compliance

Sub-committees responsible for corporate sustainability development : Corporate Governance Committee and Compliance

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. TSUTOMU OMODERA Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering	MANAGING DIRECTOR	24 Jun 2020	Strategic Management, Change Management, Risk Management, Human Resource Management, Corporate Management, Audit, Marketing, Data Analysis, Finance, Corporate Social Responsibility, Banking, Governance/ Compliance, Accounting, Leadership
2. Mrs. SUPORN WATTANAVEKIN Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Director	18 Feb 2000	Finance, Accounting, Leadership, Economics, Banking, Strategic Management, Corporate Management, Risk Management, Human Resource Management, Marketing, Data Analysis, Corporate Social Responsibility, Governance/ Compliance

3.	Mr. NUNTAWAT CHOTVIJIT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Director	12 Jun 2014	Strategic Management, Corporate Management, Marketing, Finance, Human Resource Management, Data Analysis, Corporate Social Responsibility, Banking, Leadership
4.	Ms. SURIPORN THAMMAWATID Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management	Director	22 Jun 2018	Strategic Management, Risk Management, Corporate Management, Finance, Leadership, Statistics, Human Resource Management, Data Analysis, Banking
5.	Mr. KAZUMASA OSHIMA [1] Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Finance	Director and CFO	21 Jun 2019	Accounting, Finance, Sustainability, Corporate Social Responsibility
6.	Mr. JUNICHI IWAKAMI Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Economics	Director	24 Jun 2021	Strategic Management, Data Management, Change Management, Risk Management, Data Analysis, Economics, Leadership, IT 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)	101,520,000.00	104,060,000.00	104,430,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 891

Number of female employees (persons) : 3,139

Total (persons) : 4,030

Employee Remuneration

Total employee remuneration : 1,909,181,029.80

Provident fund

Total number of employees (persons) : 4,030

Number of employees contributing to the PVD (persons) : 2,653

Percentage of employees who are members (%) : 65.83

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Sitthipong Kanaraksunti	sitthipongk@aeon.co.th	02-302-4783

- Company secretary

General information	Email	Telephone
1. Ms. Supanee Asawasuwat	supanneea@aeon.co.th	02-689-7009

- Head of internal audit

General information	Email	Telephone
1. Ms. Kajohnporn Kittisobhane	kajohnpornk@aeon.co.th	02-302-4652

- Head of compliance unit

General information	Email	Telephone
1. Mr. Alongkorn Sattabusaya	alongkorns@aeon.co.th	02-302-4670

• Head of investor relations

General information	Email	Telephone
1. Ms. Sarocha Hatthasakul	sarochah@aeon.co.th	02-689-7024

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED	<p>1. Mrs. Nisakorn Songmanee Email: nsongmanee@deloitte.com Telephone: 02-0340113 ต่อ 40128</p> <p>2. Mr. Chavala Tienpasertkij Email: ctienpasertkij@deloitte.com Telephone: 02-0340113 ต่อ 40113</p> <p>3. Mr. Yongyuth Lertsurapibul Email: ylertsurapibul@deloitte.com Telephone: 02-0340113 ต่อ 40148</p>	6,190,000.00	<p>Details: J-SOX (Japanese version of Sarbanes-Oxley) and subsidiary companies package</p> <p>Total service fee (baht): 1,900,000.00</p>

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)

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MITSUGU TAMAI	Chairman of the board	Participating
Mr. TSUTOMU OMODERA	Vice Chairman	Participating
Mr. CHATCHAVAL JIARAVANON	Director	Participating
Mrs. SUPORN WATTANAVEKIN	Director	Participating
Mr. SUCHARIT KOONTANAKULVONG	Director	Participating
Mr. NUNTAWAT CHOTVIJIT	Director	Participating
Mr. MONGKON LAOWORAPONG	Director	Participating
Ms. SURIPORN THAMMAWATID	Director	Participating
Mr. KAZUMASA OSHIMA	Director	Participating
Mr. RYUICHI HASUO	Director	Participating
Mr. JUNICHI IWAKAMI	Director	Participating
Mr. ITTINANT SUWANJUTHA	Director	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) : 13

Date of AGM meeting : 24 Jun 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. MITSUGU TAMAI (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2. Mr. TSUTOMU OMODERA (Vice Chairman)	-	13/13	Participating	Did not hold the meeting
3. Mr. CHATCAVAL JIARAVANON (Director)	-	12/13	Participating	Did not hold the meeting
4. Mrs. SUPORN WATTANAVEKIN (Director)	-	12/13	Participating	Did not hold the meeting
5. Mr. SUCHARIT KOONTANAKULVONG (Director)	-	13/13	Participating	Did not hold the meeting
6. Mr. NUNTAWAT CHOTVIJIT (Director)	-	13/13	Participating	Did not hold the meeting
7. Mr. MONGKON LAOWORAPONG (Director)	-	13/13	Participating	Did not hold the meeting
8. Ms. SURIPORN THAMMAWATID (Director)	-	13/13	Participating	Did not hold the meeting
9. Mr. KAZUMASA OSHIMA (Director)	-	13/13	Participating	Did not hold the meeting
10. Mr. RYUICHI HASUO (Director)	-	12/12	Participating	Did not hold the meeting
11. Mr. JUNICHI IWAKAMI (Director)	-	13/13	Participating	Did not hold the meeting

12. Mr. ITTINANT SUWANJUTHA (Director)	-	13/13	Participating	Did not hold the meeting
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Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. MITSUGU TAMAI (Chairman of the board)	-	0.00	0.00	No
2. Mr. TSUTOMU OMODERA (Vice Chairman)	-	0.00	3,790,000.00	No
3. Mr. CHATCHAVAL JIARAVANON (Director)	-	1,806,000.00	790,000.00	No
4. Mrs. SUPORN WATTANAVEKIN (Director)	-	0.00	2,610,000.00	No
5. Mr. SUCHARIT KOONTANAKULVONG (Director)	-	1,986,000.00	677,000.00	No
6. Mr. NUNTAWAT CHOTVIJIT (Director)	-	0.00	2,220,000.00	No
7. Mr. MONGKON LAOWORAPONG (Director)	-	1,521,000.00	677,000.00	No
8. Ms. SURIPORN THAMMAWATID (Director)	-	0.00	1,930,000.00	No
9. Mr. KAZUMASA OSHIMA (Director)	-	0.00	2,040,000.00	No
10. Mr. RYUICHI HASUO (Director)	-	1,521,000.00	677,000.00	No
11. Mr. JUNICHI IWAKAMI (Director)	-	0.00	0.00	No
12. Mr. ITTINANT SUWANJUTHA (Director)	-	1,365,000.00	600,000.00	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) : 10

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SUCHARIT KOONTANAKULVONG (Chairman of the audit committee)	-	10/10
2.	Mr. MONGKON LAOWORAPONG (Audit committee)	-	10/10
3.	Mr. ITTINANT SUWANJUTHA (Audit committee)	-	10/10