



# **Annual Registration Statement / Annual Report**

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

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

**YUASA BATTERY (THAILAND) 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 : YUASA BATTERY (THAILAND) PUBLIC COMPANY LIMITED

Symbol : YUASA

Address : 164 Moo 5 Soi Thedsaban 55, Sukhumvit Road Tambol Taibanmai,  
Amphur Muangsamutprakan

Province : Samut Prakarn

Postcode : 10280

Business : The Company manufactures battery for car, motorcycle, truck,  
boat and battery for agricultural purpose – for export and  
domestic markets.

Registration Number : 0107537002672

Telephone : 0-2769-7300

Fax (if applicable) : 0-2769-7349

Website : [www.yuasathai.com](http://www.yuasathai.com)

Email : [company\\_secretary@yuasathai.com](mailto:company_secretary@yuasathai.com)

#### Total Shares Sold (shares)

Common Stock : 107,625,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

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

	2020	2021	2022
Total (Thousand baht)	2,075,546.85	2,261,671.09	2,589,000.89
Automotive Battery (Thousand baht)	905,145.98	962,343.04	1,158,753.59
Motorcycle Battery (Thousand baht)	1,096,878.97	1,211,695.05	1,335,088.46
Other income (Thousand baht)	73,521.90	87,633.00	95,158.84

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Automotive Battery (%)	43.61	42.55	44.76
Motorcycle Battery (%)	52.85	53.58	51.57
Other income (%)	3.54	3.87	3.68

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	2,075,546.85	2,261,671.09	2,589,000.89
Domestic (Thousand baht)	1,712,016.19	1,868,751.92	2,074,978.31
International (Thousand baht)	363,530.66	392,919.17	514,022.58

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	82.49	82.63	80.15
International (%)	17.51	17.37	19.85

\*Excluding the profit margins in the associated companies

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	3,793.32	10,561.23	6,594.40

# 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)**

### 1. Emerging risks from technological advancement and replacement products

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

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

Operational Risk

- Product obsolescence

### 2. Risk from intense competition

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other

### 3. Risk from reliance on the joint-venture

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other



#### 4. Risks from reliance on external parties in supply chain

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Strategic Risk

- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties

#### 5. Risks from environmental management and occupational safety

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

#### 6. Risk from natural disasters

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Climate change and disasters

#### 7. Risk from IT security

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Information security and cyber-attack

#### **8. Employees' health risk from COVID-19**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Safety, occupational health, and working environment

#### **9. Risk from corruption**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Corruption

#### **10. Human rights risk**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Operational Risk

- Impact on human rights

#### **11. Risk from income and expenses in foreign currencies**

**Risk Management Measures:** Yes

##### **Related Risk Topics**

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

## **12. Risk from offering credits to local customers**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Financial Risk

- Default on payment or exchange of goods

## **13. Risk associated with the compliance with existing laws and new laws going into effect**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Compliance Risk

- Change in laws and regulations

## **14. Risk associated with the compliance with the Personal Data Protection Act**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack
- Impact on human rights

Compliance Risk

- Change in laws and regulations

## **Risk to Securities Holder (2.2.2)**

N/A

**Risk Management Measures:** No

**Related Risk Topics**

- Return from investment of securities holder

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

N/A

**Risk Management Measures:** No

**Related Risk Topics**

- Investment risk

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

### 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.yuasathai.com/page\\_a.php?cid=82&cno=329&show=](https://www.yuasathai.com/page_a.php?cid=82&cno=329&show=)

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)

##### Energy management

###### • Fuel consumption

	2020	2021	2022
Diesel (Litre)	825.00	80.00	40.00
LPG (Kilogram)	861,990.00	889,900.00	966,460.00

###### • Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	16,711,000.00	18,208,000.00	19,439,000.00

## Water management

### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	154,840.00	151,464.00	168,094.00

## Waste management

### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	53,750.00	52,690.00	54,530.00
Hazardous waste (kg)	1,467,070.00	1,357,590.00	1,732,780.00
<b>Total (kg)</b>	<b>1,520,820.00</b>	<b>1,410,280.00</b>	<b>1,787,310.00</b>

## 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)	11,456.46	12,333.11	13,215.82
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>	<b>11,456.46</b>	<b>12,333.11</b>	<b>13,215.82</b>

### • 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://www.yuasathai.com/page\\_a.php?cid=12](https://www.yuasathai.com/page_a.php?cid=12)

Company human right guideline : Employee Rights, Migrant Workers, 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)	426	439	424
Number of female employees (persons)	192	209	205
<b>Total (persons)</b>	<b>618</b>	<b>648</b>	<b>629</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	135,305,245.00	146,576,704.00	175,846,527.00

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	6	6	6
Employee development and training expenses (baht)	561,806.00	356,628.00	561,490.00

##### • 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 (%)	6.47	4.94	6.52

• **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.yuasathai.com/page\\_a.php?cid=94](https://www.yuasathai.com/page_a.php?cid=94)

#### 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	12	100.00
Number of male directors	11	91.67
Number of female directors	1	8.33
Number of executive directors	2	16.67
Number of non-executive directors	10	83.33
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. Mr. AKIRA KIYOMIZU Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Chairman of the board (Executive)  Director type: Original director	14 May 2020	Sustainability, Corporate Management, Strategic Management, Governance/ Compliance, Corporate Social Responsibility, Change Management, Leadership, Risk Management

2.	Mr. PORCHAK MANUTHAM 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	8 Dec 2003	Sustainability, Governance/ Compliance, Corporate Social Responsibility, Corporate Management, Change Management
3.	Mr. YOTHIN VIMUKTAYONE Gender: Male Age: 75 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	22 Apr 2008	Governance/ Compliance, Sustainability, Corporate Social Responsibility
4.	Mr. PRASERT KITISAKKUL Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	21 Apr 2010	Audit, Finance, Corporate Social Responsibility, Sustainability, Governance/ Compliance
5.	Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Faculty of Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	21 Apr 2010	Audit, Governance/ Compliance, Corporate Social Responsibility, Sustainability

6.	POL. MAJ. GEN. SUPCHAN MANUTHAM Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	8 May 2012	Governance/ Compliance, Sustainability, Corporate Social Responsibility
7.	Assoc.Prof. PISIT VATANASOMBOON Gender: Male Age: 66 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	1 Oct 2017	Audit, Energy & Utilities, Governance/ Compliance, Sustainability, Corporate Social Responsibility
8.	Mr. SUKTHAE RUENGWATTANACHOT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	28 Feb 2018	Corporate Management, Strategic Management, Corporate Social Responsibility, Sustainability, Change Management, Risk Management, Governance/ Compliance
9.	Mr. PRAPAT PITAKNITINAN Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	12 Nov 2020	Governance/ Compliance, Corporate Social Responsibility, Sustainability

10.	Mr. NAOYA YAMAUCHI Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: International Relations Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	1 Apr 2022	Governance/ Compliance, Corporate Social Responsibility, Sustainability
11.	Mr. RYOJI ABE Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: - Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	1 Apr 2022	Governance/ Compliance, Corporate Social Responsibility, Sustainability
12.	Mr. MASASHI MORIMITSU Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	10 Nov 2022	Sustainability, Corporate Social Responsibility, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. KAZUMA SAITO Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Executive)	Date position was assumed: 8 Nov 2018 Date directorship ended: 1 Apr 2022	Mr. NAOYA YAMAUCHI Date position was assumed: 1 Apr 2022



2.	Mr. TSUYOSHI TANIGUCHI Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 13 May 2019 Date directorship ended: 1 Apr 2022	Mr. RYOJI ABE Date position was assumed: 1 Apr 2022
3.	Mr. ICHIRO MURATA Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 14 May 2020 Date directorship ended: 10 Nov 2022	Mr. MASASHI MORIMITSU Date position was assumed: 10 Nov 2022

### Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : Yes

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 : 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. Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Faculty of Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	27 Jan 2015	Audit, Governance/ Compliance, Corporate Social Responsibility, Sustainability
2. Mr. PRASERT KITISAKKUL [1] Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	21 Apr 2010	Audit, Finance, Corporate Social Responsibility, Sustainability, Governance/ Compliance
3. Assoc.Prof. PISIT VATANASOMBOON Gender: Male Age: 66 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	1 Oct 2017	Audit, Energy & Utilities, Governance/ Compliance, Sustainability, Corporate Social Responsibility

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

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Remuneration Committee	Mr. PORNCCHAK MANUTHAM	Chairman
	Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL	Member
	Mr. PRASERT KITISAKKUL	Member
	Mr. MASASHI MORIMITSU	Member
Corporate Governance Committee	Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL	Chairman
	Mr. AKIRA KIYOMIZU	Member
	POL. MAJ. GEN. SUPCHAN MANUTHAM	Member
	Mr. YOTHIN VIMUKTAYONE	Member
	Mr. MASASHI MORIMITSU	Member
Nomination Committee	Assoc.Prof. PISIT VATANASOMBOON	Chairman
	Mr. AKIRA KIYOMIZU	Member
	POL. MAJ. GEN. SUPCHAN MANUTHAM	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination Committee

Sub-committees responsible for remuneration : Remuneration Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : None

## 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. AKIRA KIYOMIZU Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Economics	CHIEF EXECUTIVE OFFICER	14 May 2020	Sustainability, Corporate Management, Strategic Management, Governance/ Compliance, Corporate Social Responsibility, Change Management, Leadership, Risk Management
2. Mr. SUKTHAE RUENGWATTANACHOT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Economics	Chief Operating Officer	6 Jan 2020	Corporate Management, Strategic Management, Corporate Social Responsibility, Sustainability, Change Management, Risk Management, Governance/ Compliance
3. Mr. Sampan Hongwachin Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Science	Executive Manager (Factory Division)	6 Jan 2020	Engineering
4. Mrs. Phanchita Xivivadh Gender: Female Age: 47 years old Highest level of education: Bachelor's degree Major: Communication Arts	Executive Manager (Sale Division)	6 Jan 2020	Marketing
5. Ms. Phatcharee Apirak [1] Gender: Female Age: 51 years old Highest level of education: Bachelor's degree Major: Accounting	Executive Manager (Operation)	1 Jan 2022	Accounting, Finance

6.	Mr. Hiroyuki Takahashi	Executive Manager	1 Apr 2022	Engineering
	Gender: Male	(Engineer)		
	Age: 41 years old			
	Highest level of education: Bachelor's degree			
	Major: Engineering			

[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)	15,298,100.00	16,421,993.00	18,343,799.00

### 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) : 424

Number of female employees (persons) : 205

Total (persons) : 629

#### Employee Remuneration

Total employee remuneration : 175,846,527.00

#### Provident fund

Total number of employees (persons) : 629

Number of employees contributing to the PVD (persons) : 543

Percentage of employees who are members (%) : 86.33

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Neeranut Wongdaungpa	Neeranut@yuasathai.com	027697300

- Company secretary

General information	Email	Telephone
1. Mr. Peerasak Khantavichai	Peerasak@yuasathai.com	027697300

- Head of internal audit

General information	Email	Telephone
1. Ms. Darawan Suksawat	Darawan@yuasathai.com	027697300

#### Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Supanee Triyanantakul Email: Supanee@th.ey.com Telephone: 026772000	1,700,000.00	-

# 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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NAOYA YAMAUCHI Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: International Relations Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Apr 2022	Governance/ Compliance, Corporate Social Responsibility, Sustainability
2. Mr. RYOJI ABE Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: - Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Apr 2022	Governance/ Compliance, Corporate Social Responsibility, Sustainability
3. Mr. MASASHI MORIMITSU Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 10 Nov 2022	Sustainability, Corporate Social Responsibility, Governance/ Compliance

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. AKIRA KIYOMIZU	Chairman of the board	N/A
Mr. PORCHAK MANUTHAM	Director	N/A
Mr. YOTHIN VIMUKTAYONE	Director	N/A
Mr. PRASERT KITISAKKUL	Director	N/A
Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL	Director	N/A
POL. MAJ. GEN. SUPCHAN MANUTHAM	Director	N/A
Assoc.Prof. PISIT VATANASOMBOON	Director	N/A
Mr. SUKTHAE RUENGWATTANACHOT	Director	N/A
Mr. PRAPAT PITAKNITINAN	Director	N/A
Mr. NAOYA YAMAUCHI	Director	N/A
Mr. RYOJI ABE	Director	N/A
Mr. MASASHI MORIMITSU	Director	N/A
Mr. KAZUMA SAITO	Director	N/A
Mr. TSUYOSHI TANIGUCHI	Director	N/A
Mr. ICHIRO MURATA	Director	N/A

## Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

## Meeting attendance and remuneration to each Board member (8.1.2)

## Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 7 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. AKIRA KIYOMIZU (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. PORCHAK MANUTHAM (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mr. YOTHIN VIMUKTAYONE (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. PRASERT KITISAKKUL (Director)	-	5/5	Participating	Did not hold the meeting
5.	Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Director)	-	5/5	Participating	Did not hold the meeting
6.	POL. MAJ. GEN. SUPCHAN MANUTHAM (Director)	-	5/5	Participating	Did not hold the meeting
7.	Assoc.Prof. PISIT VATANASOMBOON (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. SUKTHAE RUENGWATTANACHOT (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. PRAPAT PITAKNITINAN (Director)	13 Feb 2023	5/5	Participating	Did not hold the meeting
10.	Mr. NAOYA YAMAUCHI (Director)	-	4/4	Participating	Did not hold the meeting
11.	Mr. RYOJI ABE (Director)	-	4/4	Participating	Did not hold the meeting
12.	Mr. MASASHI MORIMITSU (Director)	-	1/1	Non-participating	Did not hold the meeting

13.	Mr. KAZUMA SAITO (Director)	1 Apr 2022	1/1	Non-participating	Did not hold the meeting
14.	Mr. TSUYOSHI TANIGUCHI (Director)	1 Apr 2022	1/1	Non-participating	Did not hold the meeting
15.	Mr. ICHIRO MURATA (Director)	10 Nov 2022	3/4	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. AKIRA KIYOMIZU (Chairman of the board)	-	75,000.00	416,000.00	No
2.	Mr. PORNCHAK MANUTHAM (Director)	-	62,500.00	416,000.00	No
3.	Mr. YOTHIN VIMUKTAYONE (Director)	-	62,500.00	416,000.00	No
4.	Mr. PRASERT KITISAKKUL (Director)	-	62,500.00	416,000.00	No
5.	Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Director)	-	62,500.00	416,000.00	No
6.	POL. MAJ. GEN. SUPCHAN MANUTHAM (Director)	-	62,500.00	416,000.00	No
7.	Assoc.Prof. PISIT VATANASOMBOON (Director)	-	62,500.00	416,000.00	No
8.	Mr. SUKTHAE RUENGWATTANACHOT (Director)	-	62,500.00	416,000.00	No
9.	Mr. PRAPAT PITAKNITINAN (Director)	13 Feb 2023	62,500.00	416,000.00	No
10.	Mr. NAOYA YAMAUCHI (Director)	-	50,000.00	312,000.00	No
11.	Mr. RYOJI ABE (Director)	-	50,000.00	312,000.00	No
12.	Mr. MASASHI MORIMITSU (Director)	-	12,500.00	58,933.00	No
13.	Mr. KAZUMA SAITO (Director)	1 Apr 2022	12,500.00	104,000.00	No
14.	Mr. TSUYOSHI TANIGUCHI (Director)	1 Apr 2022	12,500.00	104,000.00	No
15.	Mr. ICHIRO MURATA (Director)	10 Nov 2022	37,500.00	357,067.00	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) : 13

List of directors		Termination date	Number of the audit committee meeting
1.	Assoc.Prof.Dr. LAWAN THANADSILLAPAKUL (Chairman of the audit committee)	-	13/13
2.	Mr. PRASERT KITISAKKUL (Audit committee)	-	13/13
3.	Assoc.Prof. PISIT VATANASOMBOON (Audit committee)	-	13/13