



# **Annual Registration Statement / Annual Report**

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

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

**CP ALL 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 : CP ALL PUBLIC COMPANY LIMITED

Symbol : CPALL

Address : 313 C.P. Tower, Floor 24, Silom Road, Bang Rak

Province : Bangkok

Postcode : 10500

Business : The Company operates the convenience store business under the 7-Eleven trademark and franchises to other retailers in the territory of Thailand and has invested in supporting businesses such as manufacturing facility of food & bakery products, bill payment services and so on. In addition, the Company has invested in the operations of membership based Cash & Carry trade centers under the name "Makro".

Registration Number : ๐๐๑.๐107542000011

Telephone : 0-2071-9000

Fax (if applicable) : 0-2071-8617

Website : [www.cpall.co.th](http://www.cpall.co.th)

Email : [utsanee@cpall.co.th](mailto:utsanee@cpall.co.th)

#### Total Shares Sold (shares)

Common Stock : 8,983,101,348

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

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

	2020	2021	2022
Total (Thousand baht)	593,642,000.00	645,221,000.00	909,126,000.00
Convenience store (7-Eleven) (Thousand baht)	328,530,000.00	320,479,000.00	383,186,000.00
Other income (Thousand baht)	265,112,000.00	324,742,000.00	525,940,000.00
	2020	2021	2022
Total (%)	100.00	100.00	100.00
Convenience store (7-Eleven) (%)	55.34	49.67	42.15
Other income (%)	44.66	50.33	57.85

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	593,642,000.00	645,221,000.00	909,126,000.00
Domestic (Thousand baht)	593,642,000.00	645,221,000.00	909,126,000.00
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	15,950,000.00	30,400,000.00	45,650,000.00

# 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)**

#### Human Rights Risks

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Impact on human rights

### Risk to Securities Holder (2.2.2)

#### Risks from Major Shareholders Holding Shares of more than 25% of the Total Issued Shares

**Risk Management Measures:** Yes

#### Related Risk Topics

- Return from investment of securities holder



# 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://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-th-08-06-2564.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://www.cpall.co.th/wp-content/uploads/2020/11/Sustainable-Environmental-Policy-2563-th.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
Diesel (Litre)	3,548,021.68	3,570,592.92	5,899,677.09
Gasoline (Litre)	464,935.99	343,221.12	1,991,925.54
Natural gas (Standard cubic feet)	59,257,170.38	57,212,758.57	59,664,568.36
LPG (Kilogram)	7,217,603.96	8,091,701.61	8,191,271.70

###### • Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	3,255,345,733.97	3,181,409,548.95	3,495,196,460.78

#### Water management

##### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	15,198,973.97	14,470,386.14	17,392,622.46

#### Waste management

##### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	82,370,044.95	219,278,154.23	207,282,447.93
Hazardous waste (kg)	72,146.10	131,540.17	419,220.82
<b>Total (kg)</b>	<b>82,442,191.05</b>	<b>219,409,694.40</b>	<b>207,701,668.75</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)	236,045.11	324,357.53	435,377.38
Scope 2 (Tons of carbon dioxide equivalents)	1,572,464.61	1,454,368.73	1,501,380.23
Scope 3 (Tons of carbon dioxide equivalents)	243,098.87	13,131,498.28	13,191,694.60
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>2,051,608.59</b>	<b>14,910,224.54</b>	<b>15,128,452.21</b>

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

Third-party verification : Yes

Name of verifying organization : LRQA (THAILAND) LIMITED

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.cpall.co.th/wp-content/uploads/2020/06/Human-Rights-and-Labor-Practices-Policy-th.pdf>

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

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2020	2021	2022
Number of male employees (persons)	34,585	54,820	59,367
Number of female employees (persons)	67,642	99,613	108,034
<b>Total (persons)</b>	<b>102,227</b>	<b>154,433</b>	<b>167,401</b>

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	19	20	30
Employee development and training expenses (baht)	3,512.23	2,997.23	2,878.34

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

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	1	3	2

##### • Employee retention

	2020	2021	2022
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Percentage of employees who voluntarily resigned (%)	N/A	48.52	51.96
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• Significant labor dispute

	2020	2021	2022
Significant labor dispute	No	Yes	Yes

# 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.cpall.co.th/wp-content/uploads/2020/03/CG-policy-Thai\\_23Jul2019.pdf](https://www.cpall.co.th/wp-content/uploads/2020/03/CG-policy-Thai_23Jul2019.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 : 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	16	100.00
Number of male directors	15	93.75
Number of female directors	1	6.25
Number of executive directors	5	31.25
Number of non-executive directors	11	68.75
Number of independent directors	6	37.50

#### 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. SOOPAKIJ CHEARAVANONT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	15 Aug 2003	Accounting, Finance, Marketing, Sustainability, Corporate Management, Risk Management, Economics, Leadership

2.	<p>Mr. KORSAK CHAIRASMISAK</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Economics, Marketing, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management</p>
3.	<p>Mr. SUPHACHAI CHEARAVANONT</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	7 Jun 2019	<p>Marketing, Corporate Management, Risk Management, Strategic Management, Information &amp; Communication Technology, Digital Marketing</p>
4.	<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: Original director</p>	28 Apr 2010	<p>Marketing, Corporate Social Responsibility, Sustainability, Corporate Management, Risk Management</p>
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: Industrial Engineering and Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Marketing, Digital Marketing, Corporate Management</p>

6.	<p>Mr. UMROONG SANPHASITVONG</p> <p>Gender: Male</p> <p>Age: 69 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>	11 Mar 1999	<p>Economics, Accounting, Finance, Corporate Social Responsibility, Corporate Management, Risk Management, Governance/ Compliance</p>
7.	<p>Mr. PITTAYA JEARAVISITKUL</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Economics, Marketing, Corporate Management, Risk Management, Accounting, Finance</p>
8.	<p>Mr. NARONG CHEARAVANONT</p> <p>Gender: Male</p> <p>Age: 57 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>	11 Mar 1999	<p>Accounting, Finance, Marketing, Sustainability, Digital Marketing, Corporate Management</p>
9.	<p>Mr. PIYAWAT TITASATTAVORAKUL</p> <p>Gender: Male</p> <p>Age: 69 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>Director (Executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Commerce, Marketing, Corporate Management, Risk Management</p>

10.	Mr. PADOONG TECHASARINTR Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Accounting / Commerce Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	11 Mar 1999	Accounting, Finance, Audit, Risk Management, Internal Control, Governance/ Compliance, Corporate Management, Economics, Law
11.	Mr. PRIDI BOONYOUNG Gender: Male Age: 84 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	11 Mar 1999	Law, Accounting, Finance, Risk Management, Audit, Internal Control
12.	Mr. ADIREK SRIPRATAK Gender: Male Age: 76 years old Highest level of education: Below a bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	11 Aug 2005	Marketing, Accounting, Finance, Corporate Management, Risk Management, Strategic Management
13.	POL. GEN. PHATCHARAVAT WONGSUWAN Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	19 Feb 2013	Law, Risk Management, Governance/ Compliance, Corporate Management

14.	Adj.Professor 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	21 Apr 2016	Law, Human Resource Management, Corporate Social Responsibility, Corporate Management, Risk Management, Sustainability
15.	Mrs. NAMPUNG WONGSMITH Gender: Female Age: 64 years old Highest level of education: Master's degree Major: MBA Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	22 Feb 2018	Economics, Accounting, Finance, Risk Management, Audit, Internal Control
16.	Professor Dr. KITTIPONG KITAYARAK 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: Original director	12 Oct 2021	Law, Corporate Social Responsibility, Corporate Management

## 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. PADOONG TECHASARINTR [1] Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Accounting / Commerce Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	11 Mar 1999	Accounting, Finance, Audit, Risk Management, Internal Control, Governance/ Compliance, Corporate Management, Economics, Law
2. Mr. PRIDI BOONYOUNG Gender: Male Age: 84 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	11 Mar 1999	Law, Accounting, Finance, Risk Management, Audit, Internal Control
3. Mrs. NAMPUNG WONGSMITH Gender: Female Age: 64 years old Highest level of education: Master's degree Major: MBA Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	22 Feb 2018	Economics, Accounting, Finance, Risk Management, Audit, Internal Control

[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. KORSACK CHAIRASMISAK Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	7 Aug 2013
2. Mr. PITTAYA JEARAVISITKUL Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	7 Aug 2013
3. Mr. PIYAWAT TITASATTAVORAKUL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	7 Aug 2013
4. 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	7 Aug 2013



5.	<p>Mr. wisade wisidwinyoo</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	17 Feb 2015
6.	<p>Mr. vichien Chuengviroj</p> <p>Gender: Male</p> <p>Age: 67 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>Member of the executive committee</p>	9 Aug 2019
7.	<p>Ms. Lawan Tienghongsakul</p> <p>Gender: Female</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Finance Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	9 Aug 2019
8.	<p>Mr. Taweesak Kaewrathtanapattama</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting/Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	13 Nov 2017
9.	<p>Mr. YUTHASAK POOMSURAKUL</p> <p>Gender: Male</p> <p>Age: 57 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>Member of the executive committee</p>	1 Jan 2022

10. Mr. UMROONG SANPHASITVONG	Member of the executive committee	7 Aug 2013
Gender: Male		
Age: 69 years old		
Highest level of education: Master's degree		
Major: Accounting		
Thai nationality: Yes		
Residing in Thailand: Yes		

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Sustainability and Corporate Governance Committee	Adj.Professor PRASOBSOOK BOONDECH	Chairman
	POL. GEN. PHATCHARAVAT WONGSUWAN	Member
	Mr. PADOONG TECHASARINTR	Member
	Mr. UMROONG SANPHASITVONG	Member
Remuneration and Nomination Committee	POL. GEN. PHATCHARAVAT WONGSUWAN	Chairman
	Mr. PADOONG TECHASARINTR	Member
	Mr. SUPHACHAI CHEARAVANONT	Member
Risk Committee	Mr. KORSAK CHAIRASMISAK	Chairman
	Mr. PITTAYA JEARAVISITKUL	Vice chairman
	Mr. PIYAWAT TITASATTAVORAKUL	Vice chairman
	Mr. TANIN BURANAMANIT	Vice chairman
	Mr. UMROONG SANPHASITVONG	Member
	Mr. YUTHASAK POOMSURAKUL	Member
	Mr. wisade wisidwinyoo	Member
	Mr. Taweesak Kaewrathtanapattama	Member
	Mr. vichien Chuengviroj	Member
	Ms. Lawan Tienghongsakul	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Committee

Sub-committees responsible for nomination : Remuneration and Nomination Committee

Sub-committees responsible for remuneration : Remuneration and Nomination Committee

Sub-committees responsible for corporate governance

: Sustainability and Corporate Governance Committee

Sub-committees responsible for corporate sustainability development

: Sustainability and Corporate Governance 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. KORSAK CHAIRASMISAK Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Economics	CHAIRMAN OF EXECUTIVE COMMITTEE	25 Sep 2002	Economics, Marketing, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management
2. Mr. YUTHASAK POOMSURAKUL Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Marketing	CHIEF EXECUTIVE OFFICER	9 Jul 2022	
3. Mr. Vichai Janjariyakul Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Marketing	Managing Director (Co)	1 Nov 2020	
4. Mr. Vichien Chuengviroj Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Marketing	Managing Director (Co)	9 Aug 2019	

5.	Mr. Taweesak Kaewrathtanapattama Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Accounting/Law	Senior Vice President – Accounting and Finance	13 Nov 2017
6.	Ms. Lawan Tienghongsakul Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: Finance Management	Senior Vice President – Human Resource	9 Aug 2019
7.	Mr. Kriengchai Boonpoapichart [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Master of Business Administration	Chief Financial Officer	9 Jun 2021
8.	Mrs. Nipaporn Ackarapolpanich Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Marketing	Senior Vice President – Marketing	3 Feb 2021
9.	Mr. Thupthep Jiraadisawong Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Finance	Senior Vice President – Operation	1 Apr 2021
10.	Mr. Wiwat Pongritsakda Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Telecommunication and Computer Network	Vice President – Information Technology	1 Jan 2020

11.	Mrs. Phaphatsorn Thanasorn Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Finance and Banking	Vice President - Purchasing	1 Jan 2020
12.	Mr. Ronnakitt Pojamarnpornchai Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Master of Business Administration	Deputy Chief Financial Officer	1 Jan 2020

[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)	403,098,128.00	429,424,843.00	474,949,796.00

### 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)	: 59,367
Number of female employees (persons)	: 108,034
Total (persons)	: 167,401

#### Provident fund

Total number of employees (persons)	: 167,401
Number of employees contributing to the PVD (persons)	: 74,782
Percentage of employees who are members (%)	: 44.67

# 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. SOOPAKIJ CHEARAVANONT	Chairman of the board	Non-participating
Mr. KORSACK CHAIRASMISAK	Vice Chairman	Non-participating
Mr. SUPHACHAI CHEARAVANONT	Vice Chairman	Non-participating
Mr. TANIN BURANAMANIT	Vice Chairman	Non-participating
Mr. PRASERT JARUPANICH	Director	Participating
Mr. UMROONG SANPHASITVONG	Director	Participating
Mr. PITTAYA JEARAVISITKUL	Director	Non-participating
Mr. NARONG CHEARAVANONT	Director	Non-participating
Mr. PIYAWAT TITASATTAVORAKUL	Director	Non-participating
Mr. PADOONG TECHASARINTR	Director	Non-participating
Mr. PRIDI BOONYOUNG	Director	Non-participating
Mr. ADIREK SRIPRATAK	Director	Non-participating
POL. GEN. PHATCHARAVAT WONGSUWAN	Director	Non-participating
Adj.Professor PRASOBSOOK BOONDECH	Director	Non-participating
Mrs. NAMPUNG WONGSMITH	Director	Participating
Professor Dr. KITTIPONG KITTAYARAK	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) : 8

Date of AGM meeting : 22 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SOOPAKIJ CHEARAVANONT (Chairman of the board)	-	6/8	Participating	Did not hold the meeting
2. Mr. KORSAK CHAIRASMISAK (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
3. Mr. SUPHACHAI CHEARAVANONT (Vice Chairman)	-	7/8	Participating	Did not hold the meeting
4. Mr. TANIN BURANAMANIT (Vice Chairman)	-	7/8	Participating	Did not hold the meeting
5. Mr. PRASERT JARUPANICH (Director)	-	8/8	Participating	Did not hold the meeting
6. Mr. UMROONG SANPHASITVONG (Director)	-	7/8	Participating	Did not hold the meeting
7. Mr. PITTAYA JEARAVISITKUL (Director)	-	8/8	Participating	Did not hold the meeting
8. Mr. NARONG CHEARAVANONT (Director)	-	8/8	Participating	Did not hold the meeting
9. Mr. PIYAWAT TITASATTAVORAKUL (Director)	-	8/8	Participating	Did not hold the meeting

10.	Mr. PADOONG TECHASARINTR (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. PRIDI BOONYOUNG (Director)	-	7/8	Participating	Did not hold the meeting
12.	Mr. ADIREK SRIPRATAK (Director)	-	8/8	Participating	Did not hold the meeting
13.	POL. GEN. PHATCHARAVAT WONGSUWAN (Director)	-	8/8	Participating	Did not hold the meeting
14.	Adj.Professor PRASOBSOOK BOONDECH (Director)	-	8/8	Participating	Did not hold the meeting
15.	Mrs. NAMPUNG WONGSMITH (Director)	-	8/8	Participating	Did not hold the meeting
16.	Professor Dr. KITTIPONG KITTAYARAK (Director)	-	7/8	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. SOOPAKIJ CHEARAVANONT (Chairman of the board)	-	N/A	3,894,000.00	Yes
2.	Mr. KORSAK CHAIRASMISAK (Vice Chairman)	-	N/A	3,245,000.00	Yes
3.	Mr. SUPHACHAI CHEARAVANONT (Vice Chairman)	-	N/A	3,245,000.00	Yes
4.	Mr. TANIN BURANAMANIT (Vice Chairman)	-	N/A	2,427,000.00	Yes
5.	Mr. PRASERT JARUPANICH (Director)	-	N/A	1,947,000.00	Yes
6.	Mr. UMROONG SANPHASITVONG (Director)	-	N/A	1,947,000.00	Yes
7.	Mr. PITTAYA JEARAVISITKUL (Director)	-	N/A	1,947,000.00	Yes
8.	Mr. NARONG CHEARAVANONT (Director)	-	N/A	1,947,000.00	Yes
9.	Mr. PIYAWAT TITASATTAVORAKUL (Director)	-	N/A	1,947,000.00	Yes
10.	Mr. PADOONG TECHASARINTR (Director)	-	N/A	3,894,000.00	Yes
11.	Mr. PRIDI BOONYOUNG (Director)	-	N/A	3,245,000.00	Yes

12.	Mr. ADIREK SRIPRATAK (Director)	-	N/A	1,947,000.00	Yes
13.	POL. GEN. PHATCHARAVAT WONGSUWAN (Director)	-	N/A	3,894,000.00	Yes
14.	Adj.Professor PRASOBSOOK BOONDECH (Director)	-	N/A	3,894,000.00	Yes
15.	Mrs. NAMPUNG WONGSMITH (Director)	-	N/A	3,245,000.00	Yes
16.	Professor Dr. KITTIPONG KITTAYARAK (Director)	-	N/A	1,323,000.00	Yes

## 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) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PADOONG TECHASARINTR (Chairman of the audit committee)	-	12/12
2.	Mr. PRIDI BOONYOUNG (Audit committee)	-	12/12
3.	Mrs. NAMPUNG WONGSMITH (Audit committee)	-	12/12