



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SNC FORMER PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
Corporate Governance	
Corporate Governance Policy	13
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	14
Performance Report on Corporate Governance	25

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SNC FORMER PUBLIC COMPANY LIMITED

Symbol : SNC

Address : 333/3 Moo 6, Bangpreang District, Amphur Bangbo

Province : Samut Prakarn

Postcode : 10560

Business : The Company and subsidiaries are principally engaged in the production of component parts for air-conditioners for automobile and cooling machines and contract manufacturing and assembly of air-conditioners for household use.

Registration Number : 0107547000371

Telephone : 0-2108-0360-6

Fax (if applicable) : 0-2108-0367-8

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

Email : snc@sncformer.com

Total Shares Sold (shares)

Common Stock : 362,220,339

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	8,960,518.00	15,397,750.00	19,070,973.00
Revenue from Manufacturing & Assembly (OEM) (Thousand baht)	5,605,826.00	11,120,700.00	14,447,015.00
Electrical Parts (PART) (Thousand baht)	2,579,733.00	3,426,997.00	3,677,810.00
Vehicle Parts (AUTO) (Thousand baht)	771,993.00	850,053.00	946,148.00
Other Segment Income (OTHER) (Thousand baht)	2,966.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenue from Manufacturing & Assembly (OEM) (%)	62.56	72.22	75.75
Electrical Parts (PART) (%)	28.79	22.26	19.28
Vehicle Parts (AUTO) (%)	8.62	5.52	4.96
Other Segment Income (OTHER) (%)	0.03	0.00	0.00

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	8,960,518.00	15,397,750.00	19,070,973.00
Domestic (Thousand baht)	4,529,385.00	5,502,996.00	6,001,465.00
International (Thousand baht)	4,431,133.00	9,894,754.00	13,069,508.00
United States of America (Thousand baht)	1,461,141.10	3,858,207.50	9,146,867.40
Vietnam (Thousand baht)	2,522,712.00	5,233,143.40	2,811,324.50
France (Thousand baht)	364,854.40	665,022.50	982,238.10

Other countries (Thousand baht)	82,425.50	138,380.60	129,078.00
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	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	50.55	35.74	31.47
International (%)	49.45	64.26	68.53
United States of America (%)	32.97	38.99	69.99
Vietnam (%)	56.93	52.89	21.51
France (%)	8.23	6.72	7.52
Other countries (%)	1.86	1.40	0.99

*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	24,251,405.00	42,075,526.00	48,578,799.00

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)

The risk of relying on fewer customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Risks from fluctuations in raw material prices

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Risk of customers moving their production base to another country

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Risk of labor shortages and labor wage costs

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks of relying on technical skills

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Competitive risks in the industry

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Risks of rapid technological disruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk of coronavirus 2019 (COVID-19) outbreak

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risks of unable to maintain a financial ratio follow to financial institutions contracts

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk of foreign exchange rate fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risks of relying on senior management groups

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risks of having a major shareholder hold more than 25% of the company's shares

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk to Securities Holder (2.2.2)

Risk of fluctuations in the Company's common share price

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks from dividend policy

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.sncformer.com/th/sustainability/corporate-governance/corporate-governance-policy>

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.sncformer.com/files/sustaibability/corporate-governance/company-policy/20220520-snc-csr-carboon-foorprint-th.pdf>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	94,143.00	87,661.00	79,385.00
Gasoline (Litre)	69,791.97	45,922.92	29,180.97
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)	729,000.00	1,111,000.00	1,320,000.00
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)	33,832,504.69	40,266,605.98	47,876,645.43

Water management

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	229,600.00	289,086.00	289,416.00

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	15,201,258.90	18,480,924.30	21,372,587.10
Hazardous waste (kg)	142,013.00	124,997.00	582,085.49
Total (kg)	15,343,271.90	18,605,921.30	21,954,672.59

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
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• **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.sncformer.com/files/sustaibability/corporate-governance/company-policy/20220531-snc-human-rights-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)	1,215	1,452	1,523
Number of female employees (persons)	984	1,850	1,497
Total (persons)	2,199	3,302	3,020

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	790,055,265.00	1,040,792,436.00	1,147,680,483.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	113	176	140
Employee development and training expenses (baht)	602,609.00	1,428,420.00	553,045.55

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	29	40	29

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	21.92	6.66	8.21

• **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.sncformer.com/files/cg/document/20220520-snc-cg-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	13	100.00
Number of male directors	11	84.62
Number of female directors	2	15.38
Number of executive directors	4	30.77
Number of non-executive directors	9	69.23
Number of independent directors	8	61.54

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. SATIT CHANJAVANAKUL Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	31 Mar 2021	Strategic Management, Law, Accounting, Finance, Corporate Management, Transportation & Logistics, Engineering, Audit, Internal Control

2.	Mr. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	31 Mar 2021	Steel, Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, IT Management, Corporate Management, Strategic Management, Engineering, Internal Control, Audit
3.	Mr. CHAISAK ANGKASUWAN Gender: Male Age: 73 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: Re-elected as director	31 Mar 2022	Corporate Management, Law, Strategic Management, Audit, Internal Control, Governance/ Compliance
4.	Mr. WISAN WUTHISAKSILP Gender: Male Age: 72 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: Re-elected as director	31 Mar 2022	Corporate Management, Law, Transportation & Logistics, Strategic Management
5.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Mar 2020	Health Care Services, Law, Corporate Management, Strategic Management

6.	Mr. SIROTE SWASDIPANICH Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	31 Mar 2021	Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, Corporate Management, Strategic Management, Internal Control, Audit
7.	Mrs. CHANISA CHUTIPAT Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Mar 2020	Audit, Internal Control, Strategic Management, Corporate Management, Accounting, Finance, Information & Communication Technology
8.	Mr. SOMJAI CHOWPANICH Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Master's Degree, M.Ed. Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Mar 2020	Strategic Management, Corporate Management
9.	Mr. SCHITT LAOWATTANA Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	14 Jun 2021	Corporate Management, IT Management, Strategic Management, Finance, Law, Transportation & Logistics, Engineering

10.	Mr. LEC SICORAVIT Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	31 Mar 2022	Strategic Management, Corporate Management, IT Management, Accounting, Finance, Law, Internal Control, Audit
11.	Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	31 Mar 2022	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Sustainability, Corporate Social Responsibility, Accounting, Finance, Law, Steel
12.	Ms. SINEENART THAISANGUANVORAKUL Gender: Female Age: 34 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	26 Jan 2021	Governance/ Compliance, Corporate Management, IT Management, Sustainability, Accounting, Finance, Strategic Management, Corporate Social Responsibility, Steel, Economics
13.	Mr. RATTAPOOM NUNTAPATAWEE Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Private and Public Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	4 Nov 2022	Risk Management, Strategic Management, Corporate Management, IT Management, Accounting, Finance, Steel, Audit, Internal Control

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

General information	Position	Tenure	Replacement Director
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1.	Mr. APICHART THONGYOU	Director	Date position was	Mr. RATTAPOOM
	Gender: Male	(Non-executive,	assumed:	NUNTAPATAWEE
	Age: 68 years old	Independent director)	14 Jun 2021	Date position was assumed:
	Highest level of education:		Date directorship	4 Nov 2022
	Doctoral degree		ended:	
	Major: Business Administration		23 Sep 2022	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : Yes

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. SIROTE SWASDIPANICH [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	17 Feb 2023	Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, Corporate Management, Strategic Management, Internal Control, Audit
2. Mr. CHAISAK ANGKASUWAN [1] Gender: Male Age: 73 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	17 Feb 2023	Corporate Management, Law, Strategic Management, Audit, Internal Control, Governance/ Compliance
3. Mrs. CHANISA CHUTIPAT [1] Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	17 Feb 2023	Audit, Internal Control, Strategic Management, Corporate Management, Accounting, Finance, Information & Communication Technology

[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. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	19 Apr 2004
2. Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	17 Feb 2023
3. Ms. SINEENART THAISANGUANVORAKUL Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Feb 2023
4. Mr. RATTAPOOM NUNTAPATAWEE Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Private and Public Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Feb 2023

5.	Mr. Surachai Chainarong	Member of the executive committee	17 Feb 2023
	Gender: Male		
	Age: 49 years old		
	Highest level of education: Master's degree		
	Major: Engineering		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Mr. SIROTE SWASDIPANICH	Chairman
	Mr. CHAISAK ANGKASUWAN	Member
	Mrs. CHANISA CHUTIPAT	Member
Remuneration and Nomination Committee	Mr. CHAISAK ANGKASUWAN	Chairman
	Mr. WISAN WUTHISAKSILP	Member
	Pol.Lt.Gen. NOPSAK POOVATANASEDJ	Member
Risk Management Committee	Mr. SOMCHAI NGAMKITCHAROENLAP	Chairman
	Mr. RATTAPOOM NUNTAPATAWEE	Member
	Mr. Surachai Chainarong	Member
Environmental, Social and Governance Committee	Ms. SINEENART THAISANGUANVORAKUL	Chairman
	Mr. SOMCHAI NGAMKITCHAROENLAP	Member
	Mr. Surachai Chainarong	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management 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	: Environmental, Social and Governance Committee
Sub-committees responsible for corporate sustainability development	: Environmental, Social and 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. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	19 Apr 2004	Steel, Transportation & Logistics, Information & Communication Technology, Law, Accounting, Finance, IT Management, Corporate Management, Strategic Management, Engineering, Internal Control, Audit
2. Ms. SINEENART THAISANGUANVORAKUL Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Business Administration	Assistant Chairman of the Executive Committee	1 Feb 2018	Governance/ Compliance, Corporate Management, IT Management, Sustainability, Accounting, Finance, Strategic Management, Corporate Social Responsibility, Steel, Economics
3. Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering	Vice Chairman of the Executive Committee	26 Jan 2021	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Sustainability, Corporate Social Responsibility, Accounting, Finance, Law, Steel
4. Mr. RATTAPOOM NUNTAPATAWEE [1] Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Private and Public Management	Senior Managing Director	26 Jan 2021	Risk Management, Strategic Management, Corporate Management, IT Management, Accounting, Finance, Steel, Audit, Internal Control

5.	Mr. Surachai Chainarong Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Engineering	Senior Managing Director	26 Jan 2021	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Finance, Accounting, Transportation & Logistics, Law, Steel
6.	Ms. Achara Nivongsa [2] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director of Accounting and Finance	1 Jun 2016	Corporate Management, Strategic Management, Finance, Accounting, Transportation & Logistics, Internal Control, Audit

[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)	24,534,755.00	23,977,266.00	30,549,035.00

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) : 1,523

Number of female employees (persons) : 1,497

Total (persons) : 3,020

Employee Remuneration

Total employee remuneration : 1,147,680,483.00

Provident fund

Total number of employees (persons) : 3,020

Number of employees contributing to the PVD (persons) : 506

Percentage of employees who are members (%) : 16.75

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAISAK ANGKASUWAN Gender: Male Age: 73 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: Re-elected as director	Date position was assumed: 31 Mar 2022	Corporate Management, Law, Strategic Management, Audit, Internal Control, Governance/ Compliance
2. Mr. WISAN WUTHISAKSILP Gender: Male Age: 72 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: Re-elected as director	Date position was assumed: 31 Mar 2022	Corporate Management, Law, Transportation & Logistics, Strategic Management
3. Mr. LEC SICORAVIT Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 31 Mar 2022	Strategic Management, Corporate Management, IT Management, Accounting, Finance, Law, Internal Control, Audit

4.	Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 31 Mar 2022	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management, IT Management, Sustainability, Corporate Social Responsibility, Accounting, Finance, Law, Steel
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• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. RATTAPOOM NUNTAPATAWEE Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Private and Public Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 4 Nov 2022	Risk Management, Strategic Management, Corporate Management, IT Management, Accounting, Finance, Steel, Audit, Internal Control

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SATIT CHANJAVANAKUL	Chairman of the board	Non-participating
Mr. SOMCHAI THAISANGUANVORAKUL	Director	Non-participating
Mr. CHAISAK ANGKASUWAN	Director	Non-participating
Mr. WISAN WUTHISAKSILP	Director	Non-participating
Pol.Lt.Gen. NOPSAK POOVATANASEDJ	Director	Non-participating
Mr. SIROTE SWASDIPANICH	Director	Non-participating
Mrs. CHANISA CHUTIPAT	Director	Non-participating
Mr. SOMJAI CHOWPANICH	Director	Non-participating

Mr. SCHITT LAOWATTANA	Director	Non-participating
Mr. LEC SICORAVIT	Director	Non-participating
Mr. SOMCHAI NGAMKITCHAROENLAP	Director	Non-participating
Ms. SINEENART THAISANGUANVORAKUL	Director	Participating
Mr. RATTAPOOM NUNTAPATAWEE	Director	Non-participating
Mr. APICHART THONGYOU	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) : 9

Date of AGM meeting : 31 Mar 2022

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SATIT CHANJAVANAKUL (Chairman of the board)	-	9/9	Participating	Participating
2. Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	9/9	Participating	Participating
3. Mr. CHAISAK ANGKASUWAN (Director)	-	9/9	Participating	Participating
4. Mr. WISAN WUTHISAKSILP (Director)	-	9/9	Participating	Participating
5. Pol.Lt.Gen. NOPSAK POOVATANASEDJ (Director)	-	9/9	Participating	Participating
6. Mr. SIROTE SWASDIPANICH (Director)	-	9/9	Participating	Participating
7. Mrs. CHANISA CHUTIPAT (Director)	-	9/9	Participating	Participating

8.	Mr. SOMJAI CHOWPANICH (Director)	-	7/9	Participating	Non-participating
9.	Mr. SCHITT LAOWATTANA (Director)	-	9/9	Participating	Participating
10.	Mr. LEC SICORAVIT (Director)	-	8/9	Participating	Non-participating
11.	Mr. SOMCHAI NGAMKITCHAROENLAP (Director)	-	9/9	Participating	Participating
12.	Ms. SINEENART THAISANGUANVORAKUL (Director)	-	8/9	Participating	Non-participating
13.	Mr. RATTAPOOM NUNTAPATAWEE (Director)	-	1/1	Non-participating	Participating
14.	Mr. APICHART THONGYOU (Director)	23 Sep 2022	6/6	Participating	Non-participating

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SATIT CHANJAVANAKUL (Chairman of the board)	-	160,000.00	1,110,000.00	No
2.	Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	40,000.00	0.00	No
3.	Mr. CHAISAK ANGKASUWAN (Director)	-	160,000.00	360,000.00	No
4.	Mr. WISAN WUTHISAKSILP (Director)	-	100,000.00	360,000.00	No
5.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ (Director)	-	100,000.00	360,000.00	No
6.	Mr. SIROTE SWASDIPANICH (Director)	-	160,000.00	360,000.00	No
7.	Mrs. CHANISA CHUTIPAT (Director)	-	120,000.00	360,000.00	No
8.	Mr. SOMJAI CHOWPANICH (Director)	-	60,000.00	360,000.00	No
9.	Mr. SCHITT LAOWATTANA (Director)	-	80,000.00	360,000.00	No
10.	Mr. LEC SICORAVIT (Director)	-	70,000.00	360,000.00	No
11.	Mr. SOMCHAI NGAMKITCHAROENLAP (Director)	-	40,000.00	0.00	No
12.	Ms. SINEENART THAISANGUANVORAKUL (Director)	-	35,000.00	0.00	No
13.	Mr. RATTAPOOM NUNTAPATAWEE (Director)	-	5,000.00	0.00	No
14.	Mr. APICHART THONGYOU (Director)	23 Sep 2022	50,000.00	270,000.00	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

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SIROTE SWASDIPANICH (Chairman of the audit committee)	-	4/4
2.	Mr. CHAISAK ANGKASUWAN (Audit committee)	-	4/4
3.	Mrs. CHANISA CHUTIPAT (Audit committee)	-	4/4