



# **Annual Registration Statement / Annual Report**

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

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

**TISCO FINANCIAL GROUP 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 : TISCO FINANCIAL GROUP PUBLIC COMPANY LIMITED

Symbol : TISCO

Address : No. 48/49 TISCO Tower, Fl.21, North Sathorn Road, Silom Sub-district, Bangrak District

Province : Bangkok

Postcode : 10500

Business : The Company is holding company of TISCO Group which TISCO Bank is its core business. TISCO Bank engages in banking business with service areas including retail and SME lending, corporate lending, retail deposit, private banking, bancassurance, cash management and custodian services.

Registration Number : 0-10-7-551-00022-3

Telephone : 0-2633-6000

Fax (if applicable) : 0-2633-6880

Website : <http://www.tisco.co.th>

Email : [webmaster@tisco.co.th](mailto:webmaster@tisco.co.th)

#### Total Shares Sold (shares)

Common Stock : 800,645,624

Preferred Stock : 9,859

## Business Operations (1.2)

### Revenue Structure (1.2.1)

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

	2020	2021	2022
Total (Thousand baht)	18,903,943.00	18,823,313.00	18,304,782.00
Net Interest Income (Thousand baht)	13,097,709.00	12,459,827.00	12,733,632.00
Net Fee and Service Income (Thousand baht)	5,146,030.00	5,602,763.00	5,045,649.00
Other Operating Income (Thousand baht)	660,204.00	760,723.00	525,501.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Net Interest Income (%)	69.29	66.19	69.56
Net Fee and Service Income (%)	27.22	29.77	27.56
Other Operating Income (%)	3.49	4.04	2.87

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	18,903,943.00	18,823,313.00	18,304,782.00
Domestic (Thousand baht)	18,903,943.00	18,823,313.00	18,304,782.00
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 : 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 that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

### Emerging Diseases

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy

#### Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack

#### Compliance Risk

- Change in laws and regulations

#### Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods

## Financial Landscape Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

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

#### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Information security and cyber-attack
- Delays in the development of future projects

#### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

#### Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

## Climate Change

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers

#### Operational Risk

- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

#### Compliance Risk

- Change in laws and regulations

#### Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods

#### Cyber Risk

**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
- Damage to company image and reputation

#### Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack

#### Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

#### Financial Risk

- 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://www.tisco.co.th/th/sd/sustainability/index.html>

### 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.tisco.co.th/content/dam/tiscobank/download/sd/environmental\\_management.pdf](https://www.tisco.co.th/content/dam/tiscobank/download/sd/environmental_management.pdf)

Company environmental guideline : Electricity Management, Fuel 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)	68,008.88	37,346.40	33,754.04
Gasoline (Litre)	85,770.67	71,651.25	74,871.30

###### • Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	6,029,313.00	5,440,844.00	5,682,527.00

## Water management

### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	29,465.00	29,422.00	30,320.00

## Waste management

### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	0.00	4,527.72	2,494.20
Hazardous waste (kg)	0.00	0.00	0.00
<b>Total (kg)</b>	<b>0.00</b>	<b>4,527.72</b>	<b>2,494.20</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2020	2021	2022
GHG emission target	3,809.83	3,809.83	3,809.83
Scope 1 (Tons of carbon dioxide equivalents)	303.20	266.28	264.19
Scope 2 (Tons of carbon dioxide equivalents)	3,509.66	3,167.12	3,307.80
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>3,812.86</b>	<b>3,433.40</b>	<b>3,571.99</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.tisco.co.th/content/dam/tiscobank/download/about-tisco/cg/corporate-governance-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)	1,605	1,587	1,599
Number of female employees (persons)	2,943	2,945	2,955
<b>Total (persons)</b>	<b>4,548</b>	<b>4,532</b>	<b>4,554</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	5,027,669,220.64	5,317,739,524.69	5,333,011,178.61

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	25	22	19
Employee development and training expenses (baht)	78,182,341.00	50,249,830.00	95,732,416.00

##### • 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 (%)	3.08	3.57	5.29

• **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.tisco.co.th/content/dam/tiscobank/download/about-tisco/orporate-governance-policy/governance-policy-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, 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	13	100.00
Number of male directors	10	76.92
Number of female directors	3	23.08
Number of executive directors	4	30.77
Number of non-executive directors	9	69.23
Number of independent directors	5	38.46

#### 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. PLIU MANGKORNKANOK Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	11 Jun 2010	Strategic Management, Human Resource Management, Risk Management, Corporate Management, Corporate Social Responsibility, Finance & Securities, Engineering, Governance/ Compliance, Banking, Finance, Leadership, Brand Management, Change Management, Fund Management, Property Fund & REITs, Sustainability, Energy & Utilities

2.	<p>Mr. DUNG BA LE</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	20 Dec 2021	<p>Automotive, Property Development, Energy &amp; Utilities, Change Management, Project Management, Corporate Management, Brand Management, Negotiation, Risk Management, Strategic Management, Leadership, Banking, Finance &amp; Securities, Fund Management, Property Fund &amp; REITs, Insurance, Budgeting, Finance, Internal Control, Accounting, Statistics, Human Resource Management, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Data Analysis, Data Management, IT Management, Information &amp; Communication Technology, Economics, Law, Engineering</p>
3.	<p>Mrs. ANGKARAT PRIEBJRIVAT</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	25 Apr 2022	<p>Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Banking, Governance/ Compliance, Finance &amp; Securities, Energy &amp; Utilities, Leadership, Accounting, Internal Control, Economics, Corporate Management, Strategic Management, Fund Management, Budgeting, Statistics, Data Analysis, Data Management, Tourism &amp; Leisure</p>

4.	<p>Mr. SATHIT AUNGMANEE</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	25 Apr 2022	<p>Audit, Budgeting, Finance, Internal Control, Banking, Leadership, Finance &amp; Securities, Accounting, Governance/ Compliance, Corporate Management, Human Resource Management, Marketing, Strategic Management, Economics, Law, Automotive, Property Development</p>
5.	<p>Mr. KANICH PUNYASHTHITI</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	22 Apr 2021	<p>Law, Human Resource Management, Negotiation, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Insurance, Property Development, Energy &amp; Utilities, Change Management, Commerce, Corporate Management, Project Management, Strategic Management, Leadership, Banking, Finance &amp; Securities, Audit, Internal Control, Construction Services, Engineering, Food &amp; Beverage</p>
6.	<p>Mrs. PONGPEN RUENGWIRAYUDH</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	25 Apr 2022	<p>Change Management, Corporate Management, Risk Management, Strategic Management, Leadership, Finance &amp; Securities, Finance, Accounting, Audit, Internal Control, Governance/ Compliance, Packaging</p>

7.	Ms. PENCHUN JARIKASEM Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	25 Apr 2022	Project Management, Corporate Management, Procurement, Risk Management, Strategic Management, Leadership, Accounting, Audit, Internal Control, Budgeting, Finance, Sustainability, Governance/ Compliance, Law, Energy & Utilities
8.	Mr. SILLAPAPORN SRIJUNPETCH Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	30 Jun 2022	Commerce, Risk Management, Leadership, Banking, Finance & Securities, Accounting, Audit, Internal Control, Finance, Budgeting, Governance/ Compliance, IT Management, Law
9.	Mr. Vara Varavithya Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Computer Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	9 Dec 2022	Project Management, Strategic Management, Leadership, Corporate Social Responsibility, Governance/ Compliance, IT Management, Information & Communication Technology, Electronic Components, Engineering, Energy & Utilities
10.	Mr. CHI-HAO SUN Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Director (Executive)  Director type: Re-elected as director	28 Jun 2011	Risk Management, Finance, Banking, Finance & Securities, Economics, Marketing, Project Management, Leadership, Fund Management, Statistics, Digital Marketing, Automotive, Food & Beverage, Fashion

11. Mr. SATOSHI YOSHITAKE	Director (Executive)	22 Apr 2019	Strategic Management, Finance, Banking, Finance & Securities, Economics, Corporate Management, Marketing, Negotiation, Project Management, Risk Management, Leadership, Statistics, Corporate Social Responsibility, Sustainability, Governance/ Compliance
Gender: Male			
Age: 61 years old			
Highest level of education:	Director type: Re-elected		
Master's degree	as director		
Major: Management			
Thai nationality: No			
Residing in Thailand: No			
12. Mr. SAKCHAI PEECHAPAT	Director (Executive)	22 Apr 2019	Strategic Management, Change Management, Human Resource Management, Risk Management, Corporate Management, Brand Management, Budgeting, Finance, Negotiation, Corporate Social Responsibility, Banking, Governance/ Compliance, Insurance, Finance & Securities, Engineering, Commerce, Leadership, Sustainability, Marketing, Project Management, Digital Marketing, Economics, Law, Automotive, Construction Services, Property Development, Energy & Utilities, Food & Beverage, Tourism & Leisure
Gender: Male			
Age: 55 years old			
Highest level of education:	Director type: Re-elected		
Master's degree	as director		
Major: Management			
Thai nationality: Yes			
Residing in Thailand: Yes			

13.	Mr. METHA PINGSUTHIWONG	Director (Executive)	25 Apr 2022	Fund Management, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Digital Marketing, Banking, Finance & Securities, Leadership, Governance/ Compliance, Finance, Property Fund & REITs, Brand Management, Change Management, Commerce, Negotiation, Procurement, Project Management, Insurance, Accounting, Internal Control, Audit, Budgeting, Statistics, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, IT Management, Information & Communication Technology, Economics, Law, Automotive, Food & Beverage, Property Development, Petrochemicals & Chemicals, Steel, Transportation & Logistics, Construction Materials, Construction Services, Energy & Utilities
	Gender: Male			
	Age: 55 years old			
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mrs. ANGKARAT PRIEBJRIVAT	Director	Date position was	Mrs. ANGKARAT PRIEBJRIVAT
Gender: Female	(Non-executive)	assumed:	Date position was assumed:
Age: 67 years old		22 Aug 2008	26 Apr 2022
Highest level of education:		Date directorship	
Doctoral degree		ended:	
Major: Accounting		25 Apr 2022	
Thai nationality: Yes			
Residing in Thailand: Yes			

2.	Mr. SATHIT AUNGMANEE Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 30 Apr 2014 Date directorship ended: 25 Apr 2022	Mr. SATHIT AUNGMANEE Date position was assumed: 26 Apr 2022
3.	Mr. SUTHAS RUANGMANAMONGKOL Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 4 Sep 2008 Date directorship ended: 25 Apr 2022	Mr. METHA PINGSUTHIWONG Date position was assumed: 25 Apr 2022
4.	Mrs. PRANEE TINAKORN Gender: Female Age: 73 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 30 Dec 2008 Date directorship ended: 25 Apr 2022	Mrs. PONGPEN RUENGWIRAYUDH Date position was assumed: 25 Apr 2022
5.	Mr. TEERANA BHONGMAKAPAT Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 1 May 2017 Date directorship ended: 25 Apr 2022	Ms. PENCHUN JARIKASEM Date position was assumed: 25 Apr 2022
6.	Mr. CHARATPONG CHOTIGAVANICH Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Human Resource and Organization Development Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 23 Apr 2019 Date directorship ended: 25 Apr 2022	Mr. THANARUK THEERAMUNKONG Date position was assumed: 25 Apr 2022

7.	Mrs. KULPATRA SIRODOM Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 23 Apr 2019 Date directorship ended: 31 May 2022	Mr. SILLAPAPORN SRIJUNPETCH Date position was assumed: 30 Jun 2022
8.	Mr. THANARUK THEERAMUNKONG Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Computer Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 25 Apr 2022 Date directorship ended: 1 Sep 2022	Mr. Vara Varavithya Date position was assumed: 9 Dec 2022

#### 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.	<p>Ms. PENCHUN JARIKASEM [1]</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	27 Jun 2022	<p>Project Management, Corporate Management, Procurement, Risk Management, Strategic Management, Leadership, Accounting, Audit, Internal Control, Budgeting, Finance, Sustainability, Governance/ Compliance, Law, Energy &amp; Utilities</p>
2.	<p>Mrs. PONGPEN RUENGWIRAYUDH [1]</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	26 Apr 2022	<p>Change Management, Corporate Management, Risk Management, Strategic Management, Leadership, Finance &amp; Securities, Finance, Accounting, Audit, Internal Control, Governance/ Compliance, Packaging</p>
3.	<p>Mr. SILLAPAPORN SRIJUNPETCH [1]</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	30 Jun 2022	<p>Commerce, Risk Management, Leadership, Banking, Finance &amp; Securities, Accounting, Audit, Internal Control, Finance, Budgeting, Governance/ Compliance, IT Management, Law</p>

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

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

General information	Position	Tenure	Replacement Director
1. Mrs. KULPATRA SIRODOM [1] Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 23 Apr 2021 Date directorship ended: 31 May 2022	Mr. SILLAPAPORN SRIJUNPETCH Date position was assumed: 30 Jun 2022
2. Mr. SATHIT AUNGMANEE [1] Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 21 Apr 2017 Date directorship ended: 25 Apr 2022	Mrs. PONGPEN RUENGVIRAYUDH Date position was assumed: 26 Apr 2022
3. Mrs. ANGKARAT PRIEBJRIVAT [1] Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 23 Apr 2021 Date directorship ended: 25 Apr 2022	Ms. PENCHUN JARIKASEM Date position was assumed: 26 Apr 2022

[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
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1.	Mr. SAKCHAI PEECHAPAT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	26 Apr 2019
2.	Mr. CHI-HAO SUN Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Member of the executive committee	29 Jun 2011
3.	Mr. SATOSHI YOSHITAKE Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: No	Member of the executive committee	26 Apr 2019
4.	Mr. METHA PINGSUTHIWONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Apr 2022

**List of executive committee members who resigned/vacated their position during the year**

General information	Position	Tenure	Replacement Director
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1.	Mr. SUTHAS RUANGMANAMONGKOL Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 4 Sep 2008 Date directorship ended: 25 Apr 2022	Mr. SAKCHAI PEECHAPAT Date position was assumed: 26 Apr 2023
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## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Compensation Committee	Mr. SATHIT AUNGMANEE	Chairman
	Mr. DUNG BA LE	Member
	Mr. KANICH PUNYASHTHITI	Member
	Ms. PENCHUN JARIKASEM	Member
Audit Committee	Ms. PENCHUN JARIKASEM	Chairman
	Mrs. PONGPEN RUENGVIRAYUDH	Member
	Mr. SILLAPAPORN SRIJUNPETCH	Member
Corporate Governance Committee	Mrs. ANGKARAT PRIEJRIVAT	Chairman
	Mr. KANICH PUNYASHTHITI	Member
	Mrs. PONGPEN RUENGVIRAYUDH	Member
Risk Oversight Committee	Mrs. ANGKARAT PRIEJRIVAT	Chairman
	Mr. Vara Varavithya	Member
	Mr. SAKCHAI PEECHAPAT	Member
	Mr. Chatri Chandrangam	Member
Executive Board	Mr. SAKCHAI PEECHAPAT	Chairman
	Mr. CHI-HAO SUN	Member
	Mr. SATOSHI YOSHITAKE	Member
	Mr. METHA PINGSUTHIWONG	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Oversight Committee

Sub-committees responsible for nomination : Nomination and Compensation Committee

Sub-committees responsible for remuneration : Nomination and Compensation Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : 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. SAKCHAI PEECHAPAT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management	CHAIRMAN OF EXECUTIVE BOARD and Group Chief Executive	1 Apr 2021	Strategic Management, Change Management, Human Resource Management, Risk Management, Corporate Management, Brand Management, Budgeting, Finance, Negotiation, Corporate Social Responsibility, Banking, Governance/ Compliance, Insurance, Finance & Securities, Engineering, Commerce, Leadership, Sustainability, Marketing, Project Management, Digital Marketing, Economics, Law, Automotive, Construction Services, Property Development, Energy & Utilities, Food & Beverage, Tourism & Leisure

2.	<p>Mr. METHA PINGSUTHIWONG</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p>	<p>President and Chief Operating Officer</p>	1 Apr 2021	<p>Fund Management, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Digital Marketing, Banking, Finance &amp; Securities, Leadership, Governance/ Compliance, Finance, Property Fund &amp; REITs, Brand Management, Change Management, Commerce, Negotiation, Procurement, Project Management, Insurance, Accounting, Internal Control, Audit, Budgeting, Statistics, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, IT Management, Information &amp; Communication Technology, Economics, Law, Automotive, Food &amp; Beverage, Property Development, Petrochemicals &amp; Chemicals, Steel, Transportation &amp; Logistics, Construction Materials, Construction Services, Energy &amp; Utilities</p>
3.	<p>Mr. Pitada Vatcharasiritham</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Senior Executive Vice President</p>	1 Jan 2016	<p>Economics, Banking, Finance &amp; Securities, Automotive, Industrial Materials &amp; Machinery, Construction Materials, Property Fund &amp; REITs, Energy &amp; Utilities, Property Development, Commerce, Information &amp; Communication Technology, Finance, Marketing, Project Management, Strategic Management, Risk Management, Leadership, Budgeting</p>

4.	<p>Mr. Paiboon Nalinthrangkurn</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Senior Executive Vice President</p>	1 Jan 2023	<p>Economics, Banking, Finance &amp; Securities, Property Fund &amp; REITs, Energy &amp; Utilities, Property Development, Commerce, Marketing, Finance, Corporate Social Responsibility, Sustainability, Fund Management, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance</p>
5.	<p>Mr. Chatri Chandrangam [1]</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p>	<p>Senior Executive Vice President, Risk and Financial Control</p>	1 Apr 2021	<p>Economics, Banking, Finance &amp; Securities, Commerce, Finance, Corporate Social Responsibility, Sustainability, Data Analysis, Data Management, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting</p>
6.	<p>Mr. Yuttpong Sriwongjanya</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>First Executive Vice President</p>	1 Apr 2021	<p>Finance &amp; Securities, Banking, Insurance, Automotive, Industrial Materials &amp; Machinery, Commerce, Marketing, Finance, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting</p>

7.	Mr. Dejphinun Suthadsanasoung Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	First Executive Vice President	1 Apr 2021	Economics, Banking, Finance & Securities, Insurance, Automotive, Commerce, Marketing, Finance, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Strategic Management, Risk Management, Budgeting, Leadership
8.	Mr. Rungroj Jarasvijitkul Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	First Executive Vice President	1 Apr 2021	Banking, Finance & Securities, Insurance, Automotive, Industrial Materials & Machinery, Commerce, Marketing, Finance, Data Analysis, Leadership, Strategic Management, Risk Management, Budgeting, Project Management, Negotiation, Digital Marketing
9.	Mr. Picha Ratanatam Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	First Executive Vice President	1 Apr 2021	Banking, Finance & Securities, Property Fund & REITs, Commerce, Marketing, Finance, Fund Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Project Management, Negotiation, Leadership, Strategic Management, Risk Management, Budgeting
10.	Ms. Pavinee Ongvasith Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration	First Executive Vice President	1 Apr 2021	Banking, Finance & Securities, Insurance, Property Fund & REITs, Commerce, Marketing, Finance, Fund Management, Data Analysis, Digital Marketing, Project Management, Negotiation, Engineering, Leadership, Strategic Management, Risk Management, Budgeting

11.	Mr. Pairat Srivilairit Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	First Executive Vice President, Governance Office	1 Apr 2021	Banking, Finance & Securities, Insurance, Commerce, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Negotiation, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Governance/ Compliance, Audit, Budgeting
12.	Ms. Wanthana Chotchaisathit Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration	First Executive Vice President, Information Technology	1 Jan 2023	Procurement, IT Management, Data Management, Data Analysis, Statistics, Project Management, Negotiation, Leadership, Strategic Management, Risk Management, Budgeting
13.	Mr. Theeranat Rujimethapas Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration	First Executive Vice President	1 Jan 2023	Banking, Finance & Securities, Insurance, Property Fund & REITs, Commerce, Marketing, Finance, Fund Management, Data Management, Data Analysis, Brand Management, Negotiation, Digital Marketing, Project Management, Leadership, Strategic Management, Risk Management, Budgeting
14.	Ms. Rachada Pruksanubal Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Finance	First Executive Vice President	1 Jan 2023	Banking, Finance & Securities, Commerce, Finance, Leadership, Strategic Management, Risk Management, Budgeting

[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)	474,925,658.70	466,830,672.00	419,067,627.00

## 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) : 1,599

Number of female employees (persons) : 2,955

Total (persons) : 4,554

#### Employee Remuneration

Total employee remuneration : 5,333,011,178.61

#### Provident fund

Total number of employees (persons) : 4,554

Number of employees contributing to the PVD (persons) : 4,483

Percentage of employees who are members (%) : 98.44

# 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. PLIU MANGKORNKANOK Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	Date position was assumed: 11 Jun 2010	Strategic Management, Human Resource Management, Risk Management, Corporate Management, Corporate Social Responsibility, Finance & Securities, Engineering, Governance/ Compliance, Banking, Finance, Leadership, Brand Management, Change Management, Fund Management, Property Fund & REITs, Sustainability, Energy & Utilities

2.	<p>Mr. DUNG BA LE</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 20 Dec 2021</p>	<p>Automotive, Property Development, Energy &amp; Utilities, Change Management, Project Management, Corporate Management, Brand Management, Negotiation, Risk Management, Strategic Management, Leadership, Banking, Finance &amp; Securities, Fund Management, Property Fund &amp; REITs, Insurance, Budgeting, Finance, Internal Control, Accounting, Statistics, Human Resource Management, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Data Analysis, Data Management, IT Management, Information &amp; Communication Technology, Economics, Law, Engineering</p>
3.	<p>Mrs. ANGKARAT PRIEBJRIVAT</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 25 Apr 2022</p>	<p>Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Banking, Governance/ Compliance, Finance &amp; Securities, Energy &amp; Utilities, Leadership, Accounting, Internal Control, Economics, Corporate Management, Strategic Management, Fund Management, Budgeting, Statistics, Data Analysis, Data Management, Tourism &amp; Leisure</p>

4.	<p>Mr. SATHIT AUNGMANEE</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 25 Apr 2022</p>	<p>Audit, Budgeting, Finance, Internal Control, Banking, Leadership, Finance &amp; Securities, Accounting, Governance/ Compliance, Corporate Management, Human Resource Management, Marketing, Strategic Management, Economics, Law, Automotive, Property Development</p>
5.	<p>Mr. KANICH PUNYASHTHITI</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 22 Apr 2021</p>	<p>Law, Human Resource Management, Negotiation, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Insurance, Property Development, Energy &amp; Utilities, Change Management, Commerce, Corporate Management, Project Management, Strategic Management, Leadership, Banking, Finance &amp; Securities, Audit, Internal Control, Construction Services, Engineering, Food &amp; Beverage</p>
6.	<p>Mr. Vara Varavithya</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Computer Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed: 9 Dec 2022</p>	<p>Project Management, Strategic Management, Leadership, Corporate Social Responsibility, Governance/ Compliance, IT Management, Information &amp; Communication Technology, Electronic Components, Engineering, Energy &amp; Utilities</p>

7.	Mr. CHI-HAO SUN Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 28 Jun 2011	Risk Management, Finance, Banking, Finance & Securities, Economics, Marketing, Project Management, Leadership, Fund Management, Statistics, Digital Marketing, Automotive, Food & Beverage, Fashion
8.	Mr. SATOSHI YOSHITAKE Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: No	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 22 Apr 2019	Strategic Management, Finance, Banking, Finance & Securities, Economics, Corporate Management, Marketing, Negotiation, Project Management, Risk Management, Leadership, Statistics, Corporate Social Responsibility, Sustainability, Governance/ Compliance
9.	Mr. SAKCHAI PEECHAPAT Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 22 Apr 2019	Strategic Management, Change Management, Human Resource Management, Risk Management, Corporate Management, Brand Management, Budgeting, Finance, Negotiation, Corporate Social Responsibility, Banking, Governance/ Compliance, Insurance, Finance & Securities, Engineering, Commerce, Leadership, Sustainability, Marketing, Project Management, Digital Marketing, Economics, Law, Automotive, Construction Services, Property Development, Energy & Utilities, Food & Beverage, Tourism & Leisure

10.	Mr. METHA PINGSUTHIWONG	Director (Executive)	Date position was assumed: 25 Apr 2022	Fund Management, Strategic Management, Risk Management, Corporate Management, Human Resource Management, Marketing, Digital Marketing, Banking, Finance & Securities, Leadership, Governance/ Compliance, Finance, Property Fund & REITs, Brand Management, Change Management, Commerce, Negotiation, Procurement, Project Management, Insurance, Accounting, Internal Control, Audit, Budgeting, Statistics, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, IT Management, Information & Communication Technology, Economics, Law, Automotive, Food & Beverage, Property Development, Petrochemicals & Chemicals, Steel, Transportation & Logistics, Construction Materials, Construction Services, Energy & Utilities
	Gender: Male			
	Age: 55 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PONGPEN RUENGWIRAYUDH	Director	Date position was assumed:	Change Management, Corporate Management, Risk Management, Strategic Management, Leadership, Finance & Securities, Finance, Accounting, Audit, Internal Control, Governance/ Compliance, Packaging
Gender: Female	(Non-executive, Independent director)	25 Apr 2022	
Age: 67 years old			
Highest level of education:	Director type: Newly appointed director to replace ex-director		
Master's degree			
Major: Accounting			
Thai nationality: Yes			
Residing in Thailand: Yes			

2.	Ms. PENCHUN JARIKASEM Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Apr 2022	Project Management, Corporate Management, Procurement, Risk Management, Strategic Management, Leadership, Accounting, Audit, Internal Control, Budgeting, Finance, Sustainability, Governance/ Compliance, Law, Energy & Utilities
3.	Mr. SILLAPAPORN SRIJUNPETCH Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 30 Jun 2022	Commerce, Risk Management, Leadership, Banking, Finance & Securities, Accounting, Audit, Internal Control, Finance, Budgeting, Governance/ Compliance, IT Management, Law

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PLIU MANGKORNKANOK	Chairman of the board	Participating
Mr. DUNG BA LE	Vice Chairman	Non-participating
Mrs. ANGKARAT PRIEBJRIVAT	Director	Participating
Mr. SATHIT AUNGMANEE	Director	Participating
Mr. KANICH PUNYASHTITI	Director	Participating
Mrs. PONGPEN RUENGWIRAYUDH	Director	Participating
Ms. PENCHUN JARIKASEM	Director	Participating
Mr. SILLAPAPORN SRIJUNPETCH	Director	Participating
Mr. Vara Varavithya	Director	Participating
Mr. CHI-HAO SUN	Director	Non-participating
Mr. SATOSHI YOSHITAKE	Director	Non-participating

Mr. SAKCHAI PEECHAPAT	Director	Non-participating
Mr. METHA PINGSUTHIWONG	Director	Non-participating
Mr. SUTHAS RUANGMANAMONGKOL	Director	Non-participating
Mrs. PRANEE TINAKORN	Director	Non-participating
Mr. TEERANA BHONGMAKAPAT	Director	Non-participating
Mr. CHARATPONG CHOTIGAVANICH	Director	Non-participating
Mrs. KULPATRA SIRODOM	Director	Non-participating
Mr. THANARUK THEERAMUNKONG	Director	Non-participating

### Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Individual-director assessment (cross-assessment)

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

#### Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 25 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PLIU MANGKORNNANOK (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. DUNG BA LE (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3.	Mrs. ANGKARAT PRIEBJRIVAT (Director)	-	7/7	Participating	Did not hold the meeting

4.	Mr. SATHIT AUNGMANEE (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. KANICH PUNYASHTHITI (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mrs. PONGPEN RUENGWIRAYUDH (Director)	-	6/6	Non-participating	Did not hold the meeting
7.	Ms. PENCHUN JARIKASEM (Director)	-	6/6	Non-participating	Did not hold the meeting
8.	Mr. SILLAPAPORN SRIJUNPETCH (Director)	-	3/3	Non-participating	Did not hold the meeting
9.	Mr. Vara Varavithya (Director)	-	1/1	Non-participating	Did not hold the meeting
10.	Mr. CHI-HAO SUN (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. SATOSHI YOSHITAKE (Director)	-	7/7	Participating	Did not hold the meeting
12.	Mr. SAKCHAI PEECHAPAT (Director)	-	7/7	Participating	Did not hold the meeting
13.	Mr. METHA PINGSUTHIWONG (Director)	-	6/6	Participating	Did not hold the meeting
14.	Mr. SUTHAS RUANGMANAMONGKOL (Director)	25 Apr 2022	1/1	Participating	Did not hold the meeting
15.	Mrs. PRANEE TINAKORN (Director)	25 Apr 2022	1/1	Participating	Did not hold the meeting
16.	Mr. TEERANA BHONGMAKAPAT (Director)	25 Apr 2022	1/1	Participating	Did not hold the meeting
17.	Mr. CHARATPONG CHOTIGAVANICH (Director)	25 Apr 2022	1/1	Participating	Did not hold the meeting
18.	Mrs. KULPATRA SIRODOM (Director)	31 May 2022	2/2	Participating	Did not hold the meeting
19.	Mr. THANARUK THEERAMUNKONG (Director)	1 Sep 2022	0/4	Non-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. PLIU MANGKORNNANOK (Chairman of the board)	-	420,000.00	2,880,000.00	Yes
2.	Mr. DUNG BA LE (Vice Chairman)	-	800,000.00	600,000.00	Yes
3.	Mrs. ANGKARAT PRIEBJRIVAT (Director)	-	1,380,000.00	600,000.00	Yes
4.	Mr. SATHIT AUNGMANEE (Director)	-	1,110,000.00	600,000.00	Yes
5.	Mr. KANICH PUNYASHTHITI (Director)	-	1,000,000.00	600,000.00	Yes
6.	Mrs. PONGPEN RUENGVIROYUDH (Director)	-	950,000.00	408,333.33	Yes
7.	Ms. PENCHUN JARIKASEM (Director)	-	1,120,000.00	408,333.33	Yes
8.	Mr. SILLAPAPORN SRIJUNPETCH (Director)	-	550,000.00	300,000.00	Yes
9.	Mr. Vara Varavithya (Director)	-	50,000.00	38,333.33	Yes
10.	Mr. CHI-HAO SUN (Director)	-	950,000.00	600,000.00	Yes
11.	Mr. SATOSHI YOSHITAKE (Director)	-	950,000.00	600,000.00	Yes
12.	Mr. SAKCHAI PEECHAPAT (Director)	-	0.00	600,000.00	Yes
13.	Mr. METHA PINGSUTHIWONG (Director)	-	0.00	408,333.33	Yes
14.	Mr. SUTHAS RUANGMANAMONGKOL (Director)	25 Apr 2022	230,000.00	191,666.67	Yes
15.	Mrs. PRANEE TINAKORN (Director)	25 Apr 2022	170,000.00	191,666.67	Yes
16.	Mr. TEERANA BHONGMAKAPAT (Director)	25 Apr 2022	110,000.00	191,666.67	Yes
17.	Mr. CHARATPONG CHOTIGAVANICH (Director)	25 Apr 2022	250,000.00	191,666.67	Yes
18.	Mrs. KULPATRA SIRODOM (Director)	31 May 2022	660,000.00	250,000.00	Yes
19.	Mr. THANARUK THEERAMUNKONG (Director)	1 Sep 2022	0.00	208,333.33	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.	Ms. PENCHUN JARIKASEM (Chairman of the audit committee)	-	8/8
2.	Mrs. PONGPEN RUENGVIRAYUDH (Audit committee)	-	8/8
3.	Mr. SILLAPAPORN SRIJUNPETCH (Audit committee)	-	6/6
4.	Mrs. KULPATRA SIRODOM (Chairman of the audit committee)	31 May 2022	5/5
5.	Mr. SATHIT AUNGMANEE (Audit committee)	25 Apr 2022	4/4
6.	Mrs. ANGKARAT PRIEBJRIVAT (Audit committee)	25 Apr 2022	4/4