



# **Annual Registration Statement / Annual Report**

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

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

**S.KIJCHAI ENTERPRISE PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
<b>Corporate Governance</b>	
Corporate Governance Policy	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
Performance Report on Corporate Governance	26

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : S.KIJCHAI ENTERPRISE PUBLIC COMPANY LIMITED

Symbol : SKN

Address : Moo 7 Huaiyang, Klaeng

Province : Rayong

Postcode : 21110

Business : The Company manufactures and distributes Medium Density Fiber Board (MDF Board) which is widely used as a substitute for solid wood. Almost all of products are exported to international markets.

Registration Number : 0107559000435

Telephone : 0-3892-8188

Fax (if applicable) : 0-3892-8189

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

Email : [skn@kijchai.co.th](mailto:skn@kijchai.co.th)

Total Shares Sold (shares)

Common Stock : 800,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

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

	2020	2021	2022
Total (Thousand baht)	2,479.11	4,192.45	4,187.97
Revenues from Sales (Thousand baht)	2,466.93	4,180.40	4,174.95
Other income (Thousand baht)	12.18	12.05	13.02

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenues from Sales (%)	99.51	99.71	99.69
Other income (%)	0.49	0.29	0.31

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	2,479.11	4,192.45	4,187.97
Domestic (Thousand baht)	119.14	154.99	170.09
International (Thousand baht)	2,359.97	4,037.46	4,017.88

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	4.81	3.70	4.06
International (%)	95.19	96.30	95.94

\*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	N/A	N/A	35,629.00

# 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)**

**Risk related to wood materials**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

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

Operational Risk

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

**Risk result from the deterioration of chemical glue materials and risk from the dependency on small groups of chemical glue distributors**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

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

**Risk results on dependency of export market that may concentrated only in some region**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers



#### **Risk related to currencies exchange**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

#### **Risk from the expiration of tax right of Investment Promotion Certificate from the Board of Investment (BOI)**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy
- Other

#### **Risk from fires**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Safety, occupational health, and working environment

#### **Risk from consumers use other wood substitution product**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

### **Risk from Countervailing Duty from countries that imported the company's products**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Policies or international agreements related to business operations

### **Global Conflict Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

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

### **Climate Change Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Climate change and disasters

### **Cyber Threat Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Information security and cyber-attack

### **Risk from company structures that could lead to the conflict of interest**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain

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

**Risk from investment of shareholders**

**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

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean  
Energy Management, Water Management, Waste Management

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2020	2021	2022
Diesel (Litre)	438,566.00	458,166.00	420,019.00

##### Waste management

###### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	9,010.00	10,510.00	3,400.00
Hazardous waste (kg)	22,970.00	15,250.00	21,250.00
<b>Total (kg)</b>	<b>31,980.00</b>	<b>25,760.00</b>	<b>24,650.00</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	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
<b>Total (Tons of carbon dioxide equivalents)</b>	N/A	N/A	N/A

### • Verification of greenhouse gas emissions over the past year

Third-party verification : No

## Social Aspect (3.4)

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

Human Rights Policy : Yes

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)	201	213	223
Number of female employees (persons)	100	97	111
<b>Total (persons)</b>	<b>301</b>	<b>310</b>	<b>334</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	101,329,178.00	185,031,415.00	187,078,124.00

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	32	24	36
Employee development and training expenses (baht)	522,725.93	110,375.70	469,168.61

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

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	4	2	3

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	29.24	3.55	8.68

• **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

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

##### Policy and guideline related to the board of directors

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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

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

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

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

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	4	33.33
Number of non-executive directors	8	66.67
Number of independent directors	4	33.33

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUVIT THANİYAVARN Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re-elected as director	24 Feb 2015	Economics, Finance, Accounting, Audit, Internal Control, Marketing, Leadership, Risk Management, Governance/ Compliance

2.	Mr. VICHAI SANGWONGKIT Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	28 Sep 2010	Marketing, Construction Materials, Corporate Management, Leadership, Governance/ Compliance, Industrial Materials & Machinery, Corporate Social Responsibility, Procurement, Negotiation, Strategic Management
3.	Mr. VICHIE SAENGWONGKIJ Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	28 Sep 2010	Construction Materials, Marketing, Corporate Management, Leadership, Governance/ Compliance, Corporate Social Responsibility, Negotiation, Strategic Management
4.	Mr. CHAIWAT TAWEEPIRIYA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	10 Nov 2014	Construction Materials, Leadership, Corporate Management, Governance/ Compliance, Industrial Materials & Machinery, Corporate Social Responsibility, Negotiation, Risk Management
5.	Mr. SANGUAN SAENGWONGKIJ Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	10 Nov 2014	Construction Materials, Corporate Management, Leadership, Governance/ Compliance, Industrial Materials & Machinery, Property Development, Corporate Social Responsibility, Negotiation, Strategic Management

6.	Mr. SUPOT MASSAYAMAS Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	10 Nov 2014	Engineering, Corporate Management, Leadership, Industrial Materials & Machinery, Construction Materials, IT Management, Data Analysis, Project Management, Governance/ Compliance
7.	Mr. TARATE POSHYANANDA Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	24 Feb 2015	Insurance, Marketing, Accounting, Finance, Audit, Risk Management, Finance & Securities, Banking, Leadership, Internal Control, Governance/ Compliance
8.	POL. MAJ. GEN. SUNCHAI CHAIAMPORN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	24 Feb 2015	Law, Governance/ Compliance, Leadership, Audit
9.	Mr. SOMNUK SAENGWONGKIJ Gender: Male Age: 56 years old Highest level of education: Below a bachelor's degree Major: High School Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	31 Aug 2016	Construction Materials, Corporate Management, Agribusiness, Property Development, Negotiation, Leadership, Governance/ Compliance, Strategic Management

10.	Ms. KANOKPORN ARAYAPRAKARN Gender: Female Age: 36 years old Highest level of education: Bachelor's degree Major: Education Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	31 Aug 2016	Marketing, Construction Materials, Negotiation, Governance/ Compliance
11.	Ms. ORAWAN SANGWONGKIT Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Management and Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	31 Aug 2016	Accounting, Finance, Human Resource Management, Procurement, Data Analysis, Audit, Budgeting, Governance/ Compliance
12.	Mr. TIWAT RATTANAKATE Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Technology of Environmental Planning for Rural Development Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	24 Apr 2018	Corporate Management, Governance/ Compliance, Corporate Social Responsibility, Leadership, Audit

#### 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. TARATE POSHYANANDA [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	24 Feb 2015	Insurance, Marketing, Accounting, Finance, Audit, Risk Management, Finance & Securities, Banking, Leadership, Internal Control, Governance/ Compliance
2. POL. MAJ. GEN. SUNCHAI CHAIAMPORN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Feb 2015	Law, Governance/ Compliance, Leadership, Audit
3. Mr. TIWAT RATTANAKATE Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Technology of Environmental Planning for Rural Development Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Apr 2018	Corporate Management, Governance/ Compliance, Corporate Social Responsibility, Leadership, Audit

[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. VICHAI SANGWONGKIT Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	21 Sep 2016
2. Mr. SUPOT MASSAYAMAS Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Sep 2016
3. Ms. KANOKPORN ARAYAPRAKARN Gender: Female Age: 36 years old Highest level of education: Bachelor's degree Major: Education Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Sep 2016
4. Ms. ORAWAN SANGWONGKIT Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Management and Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Sep 2016

5.	Mr. THONGCHAI TANGSUPA-ANAN Gender: Male Age: 35 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Sep 2016
6.	Mrs. KITIYA NIEBLER Gender: Female Age: 39 years old Highest level of education: Master's degree Major: MSc in International Trade and Logistics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Jan 2017
7.	Mr. HARNSIRI SANGWONGKIT Gender: Male Age: 31 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2018
8.	Ms. VICHUTA SAENGVONGKIJ Gender: Female Age: 32 years old Highest level of education: Bachelor's degree Major: Social Sciences Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2018

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
------------------------	-------------------	----------

Nominating and Remuneration Committees	POL. MAJ. GEN. SUNCHAI CHAIAMPORN	Chairman
	Mr. TARATE POSHYANANDA	Member
	Ms. VICHUTA SAENGVONGKIJ	Member
	Mr. HARNSIRI SANGWONGKIT	Member
Audit Committee	Mr. TARATE POSHYANANDA	Chairman
	POL. MAJ. GEN. SUNCHAI CHAIAMPORN	Member
	Mr. TIWAT RATTANAKATE	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management : Audit Committee

Sub-committees responsible for nomination : Nominating and Remuneration Committees

Sub-committees responsible for remuneration : Nominating and Remuneration Committees

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VICHAI SANGWONGKIT Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Political Science	Managing Director	28 Sep 2010	Marketing, Construction Materials, Corporate Management, Leadership, Governance/ Compliance, Industrial Materials & Machinery, Corporate Social Responsibility, Procurement, Negotiation, Strategic Management
2. Mr. HARNSIRI SANGWONGKIT Gender: Male Age: 31 years old Highest level of education: Bachelor's degree Major: Economics	Senior Vice President	26 Feb 2018	Economics, Construction Materials, Marketing, Procurement, IT Management, Data Analysis, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
3. Mr. SUPOT MASSAYAMAS Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Business Administration	Vice President of Engineering Auditing and QC Department	9 Mar 2015	Engineering, Corporate Management, Leadership, Industrial Materials & Machinery, Construction Materials, IT Management, Data Analysis, Project Management, Governance/ Compliance
4. Mrs. KITIYA NIEBLER Gender: Female Age: 39 years old Highest level of education: Master's degree Major: MSc in International Trade and Logistics	Vice President of Sales and Marketing Department	25 Jun 2019	Marketing, Construction Materials, Transportation & Logistics, Negotiation, Governance/ Compliance

5.	Mr. TEERAWIT NOOSONG Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President of Production Department	9 Mar 2015	Engineering, Construction Materials, Industrial Materials & Machinery
6.	Ms. ORAWAN SANGWONGKIT [1] Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Management and Economics	Vice President of Accounting and Finance Department	9 Mar 2015	Accounting, Finance, Human Resource Management, Procurement, Data Analysis, Audit, Budgeting, Governance/ Compliance
7.	Ms. VICHUTA SAENGWONGKIJ Gender: Female Age: 32 years old Highest level of education: Bachelor's degree Major: Social Sciences	Vice President Administrative and Corporate Development	9 May 2019	Corporate Management, Human Resource Management, Procurement, IT Management, Governance/ Compliance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : No

### Remuneration

	2020	2021	2022
Total executive remuneration (baht)	29,560,000.00	88,980,000.00	87,989,796.00

### 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) : 223

Number of female employees (persons) : 111

Total (persons) : 334

#### Employee Remuneration

Total employee remuneration : 187,078,124.00

#### Provident fund

Total number of employees (persons) : 334

Number of employees contributing to the PVD (persons) : 29

Percentage of employees who are members (%) : 8.68

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. PHATSANAN SENUCHAI	skn@kijchai.co.th	038-928188

- Company secretary

General information	Email	Telephone
1. Ms. JURIRAT ARTWICHAI	secretary@kijchai.co.th	038-928188 ต่อ 5701
2. Ms. SIRIKANYA SAEKOW	secretary02@kijchai.co.th	038-928188 ต่อ 5701

- Head of internal audit

General information	Email	Telephone
1. Mr. Supachate Kunaluckkul	supachate@kpmg.co.th	026-772367

- Head of investor relations

General information	Email	Telephone
1. Ms. HARN SIRI SANGWONGKIT	skn@kijchai.co.th	038-928188

**Company's auditor**

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. SUMESA TANGYOOSUK Email: sumesa.tangyoosuk@th.ey.com Telephone: 022-649090	2,160,000.00	-



# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

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

#### List of new directors appointed in the past year

• List of 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. SUVIT THANİYAVARN Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 24 Feb 2015	Economics, Finance, Accounting, Audit, Internal Control, Marketing, Leadership, Risk Management, Governance/ Compliance
2. Mr. CHAIWAT TAWEEPIRIYA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 10 Nov 2014	Construction Materials, Leadership, Corporate Management, Governance/ Compliance, Industrial Materials & Machinery, Corporate Social Responsibility, Negotiation, Risk Management
3. Mr. SANGUAN SAENGWONGKIJ Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 10 Nov 2014	Construction Materials, Corporate Management, Leadership, Governance/ Compliance, Industrial Materials & Machinery, Property Development, Corporate Social Responsibility, Negotiation, Strategic Management

4.	Ms. ORAWAN SANGWONGKIT	Director	Date position was	Accounting, Finance, Human
	Gender: Female	(Executive)	assumed:	Resource Management,
	Age: 34 years old		31 Aug 2016	Procurement, Data Analysis,
	Highest level of education:	Director type: Re-elected		Audit, Budgeting,
	Master's degree	as director		Governance/ Compliance
	Major: Management and Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUVIT THANIVAVARN	Chairman of the board	Participating
Mr. VICHAI SANGWONGKIT	Director	Non-participating
Mr. VICHIE SAENGWONGKIJ	Director	Non-participating
Mr. CHAIWAT TAWEEPIRIYA	Director	Non-participating
Mr. SANGUAN SAENGWONGKIJ	Director	Participating
Mr. SUPOT MASSAYAMAS	Director	Non-participating
Mr. TARATE POSHYANANDA	Director	Participating
POL. MAJ. GEN. SUNCHAI CHAIAMPORN	Director	Participating
Mr. SOMNUK SAENGWONGKIJ	Director	Non-participating
Ms. KANOKPORN ARAYAPRAKARN	Director	Participating
Ms. ORAWAN SANGWONGKIT	Director	Participating
Mr. TIWAT RATTANAKATE	Director	Participating

## Directors' performance assessment

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

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

### Meeting attendance of the board of directors

Number of board meetings (times) : 4

Date of AGM meeting : 26 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SUVIT THANİYAVARN (Chairman of the board)	-	4/4	Participating	Did not hold the meeting
2. Mr. VICHAI SANGWONGKIT (Director)	-	4/4	Non-participating	Did not hold the meeting
3. Mr. VICHIE SAENGWONGKIJ (Director)	-	4/4	Participating	Did not hold the meeting
4. Mr. CHAIWAT TAWEEPIRIYA (Director)	-	4/4	Participating	Did not hold the meeting
5. Mr. SANGUAN SAENGWONGKIJ (Director)	-	4/4	Participating	Did not hold the meeting
6. Mr. SUPOT MASSAYAMAS (Director)	-	4/4	Participating	Did not hold the meeting
7. Mr. TARATE POSHYANANDA (Director)	-	4/4	Participating	Did not hold the meeting
8. POL. MAJ. GEN. SUNCHAI CHAIAMPORN (Director)	-	4/4	Participating	Did not hold the meeting
9. Mr. SOMNUK SAENGWONGKIJ (Director)	-	4/4	Participating	Did not hold the meeting
10. Ms. KANOKPORN ARAYAPRAKARN (Director)	-	4/4	Participating	Did not hold the meeting
11. Ms. ORAWAN SANGWONGKIT (Director)	-	4/4	Participating	Did not hold the meeting

12. Mr. TIWAT RATTANAKATE (Director)	-	4/4	Participating	Did not hold the meeting
---	---	-----	---------------	--------------------------

## Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. SUVIT THANIYAVARN (Chairman of the board)	-	75,000.00	820,000.00	No
2. Mr. VICHAI SANGWONGKIT (Director)	-	40,000.00	0.00	No
3. Mr. VICHIE SAENGWONGKIJ (Director)	-	40,000.00	435,000.00	No
4. Mr. CHAIWAT TAWEEPIRIYA (Director)	-	40,000.00	435,000.00	No
5. Mr. SANGUAN SAENGWONGKIJ (Director)	-	40,000.00	435,000.00	No
6. Mr. SUPOT MASSAYAMAS (Director)	-	40,000.00	0.00	No
7. Mr. TARATE POSHYANANDA (Director)	-	130,000.00	680,000.00	No
8. POL. MAJ. GEN. SUNCHAI CHAIAMPORN (Director)	-	120,000.00	550,000.00	No
9. Mr. SOMNUK SAENGWONGKIJ (Director)	-	40,000.00	435,000.00	No
10. Ms. KANOKPORN ARAYAPRAKARN (Director)	-	40,000.00	0.00	No
11. Ms. ORAWAN SANGWONGKIT (Director)	-	50,000.00	0.00	No
12. Mr. TIWAT RATTANAKATE (Director)	-	90,000.00	520,000.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. TARATE POSHYANANDA (Chairman of the audit committee)	-	4/4
2.	POL. MAJ. GEN. SUNCHAI CHAIAMPORN (Audit committee)	-	4/4
3.	Mr. TIWAT RATTANAKATE (Audit committee)	-	4/4