



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

INDEX LIVING MALL 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 : INDEX LIVING MALL PUBLIC COMPANY LIMITED

Symbol : ILM

Address : 147 Soi Rama 2 Soi 50, Rama 2 Road, Samaedam, Bangkhunthien

Province : Bangkok

Postcode : 10150

Business : 1. Thailand's leading integrated retailer of furniture and home furnishing products under "Index Living Mall" stores and other retail store brands. ILM also distributes products through other various distribution channels both online and offline reaching all customers in Thailand and overseas.
2. Rental spaces under the format of Community Mall under the brand of "The Walk", "Little Walk", and "Index Mall" as well as rental spaces at Index Living Mall stores.

Registration Number : 0107561000226

Telephone : 0-2898-6420-5

Fax (if applicable) : 0-2898-6940

Website : www.indexlivingmall.com

Email : ir@indexlivingmall.com

Total Shares Sold (shares)

Common Stock : 505,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	8,197,693.00	8,414,134.00	9,008,981.00
Revenue from sale of goods (Thousand baht)	7,657,056.00	7,837,992.00	8,250,852.00
Revenue from rental and rendering of services (Thousand baht)	462,440.00	479,152.00	638,003.00
Other income (Thousand baht)	78,197.00	96,990.00	120,126.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenue from sale of goods (%)	93.41	93.15	91.58
Revenue from rental and rendering of services (%)	5.64	5.69	7.08
Other income (%)	0.95	1.15	1.33

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	8,197,693.00	8,414,134.00	9,008,981.00
Domestic (Thousand baht)	7,987,984.00	8,130,296.00	8,756,206.00
International (Thousand baht)	209,709.00	283,838.00	252,775.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	97.44	96.63	97.19
International (%)	2.56	3.37	2.81

*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	31,207.00	35,014.00	37,931.00

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)

Economic Volatility Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Competitive Environment in Furniture and Home Furnishings Market, Rentals, and Retail Space Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Changes in Customer/Consumer Behavior

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Reliance on Major Shareholders or Affiliated Companies of Major Shareholders or Executives

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Adaptation Risk to Support Rapid Changes in Technology

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk from Fluctuations in Raw Material Costs and Other Expenses

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

IT Security and Cybersecurity Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Climate Change Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Corporate Governance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

The Company's Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Exchange Rate Fluctuation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

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://investor.indexlivingmall.com/storage/download/sustainability/sustainability-management/sustainable->

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://investor.indexlivingmall.com/storage/download/sustainability/sustainability-management/environment-policy-th.pdf>

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)	N/A	1,501,556.02	1,723,607.89
Gasoline (Litre)	N/A	106,403.58	164,399.80

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	N/A	59,151,877.16	65,142,644.20

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	N/A	28,520,586.84	25,871,604.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	N/A	8,430,115.00	8,895,554.10
Hazardous waste (kg)	N/A	224,493.00	202,068.00
Total (kg)	N/A	8,654,608.00	9,097,622.10

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

• 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://investor.indexlivingmall.com/storage/download/sustainability/sustainability-management/human-rights->

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)	2,265	2,130	2,252
Number of female employees (persons)	1,960	1,834	1,855
Total (persons)	4,225	3,964	4,107

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,469,690,000.00	1,236,890,000.00	1,395,190,000.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	2	1	3
Employee development and training expenses (baht)	748,862.31	442,955.54	1,804,664.37

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	37	26	79

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	33.11	21.54	26.05

• **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://investor.indexlivingmall.com/th/cg/policy>

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	11	100.00
Number of male directors	7	63.64
Number of female directors	4	36.36
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	5	45.45

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. Mrs. PENNAPHA DHANASARNSILP Gender: Female Age: 68 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	30 May 2018	Commerce, Marketing, Brand Management, Strategic Management, Governance/ Compliance, Sustainability, Digital Marketing, Negotiation, Corporate Management, Change Management, Leadership

2.	Mr. PISITH PATAMASATAYASONTHI Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	30 May 2018	Home & Office Products, Commerce, Transportation & Logistics, Negotiation, Corporate Management, Leadership, Strategic Management
3.	Mrs. KUNTHONG UDOMMAHUNTISUK Gender: Female Age: 69 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	30 May 2018	Home & Office Products, Commerce, Transportation & Logistics, Finance, Sustainability, Negotiation, Corporate Management, Strategic Management, Leadership, Change Management
4.	Ms. KRIDCHANOK PATAMASATAYASONTHI Gender: Female Age: 46 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	30 May 2018	Home & Office Products, Commerce, Marketing, Brand Management, Negotiation, Leadership, Strategic Management, Risk Management
5.	Ms. PICHAPIM PATAMASATAYASONTHI Gender: Female Age: 44 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	30 May 2018	Commerce, Brand Management, Design, Architecture, Change Management

6.	Mr. EKALAK PATAMASATAYASONTHI Gender: Male Age: 41 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	30 May 2018	Industrial Materials & Machinery, Commerce, Procurement, Data Management, Project Management, Negotiation, Engineering, Budgeting
7.	Mr. EKARIDHI PATAMASATAYASONTHI Gender: Male Age: 37 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	30 May 2018	Commerce, Data Analysis, Data Management, Digital Marketing, Brand Management, Change Management, Strategic Management, Risk Management
8.	Mr. JIRAYUT RUNGSRITHONG Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 May 2018	Finance & Securities, Finance, Engineering, Strategic Management, Audit, Internal Control, Governance/ Compliance
9.	Mr. ADISAK RUCKARIYAPHONG Gender: Male Age: 49 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	30 May 2018	Food & Beverage, Commerce, Marketing, Brand Management, Negotiation, Corporate Management, Project Management, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance

10.	Mr. ARIYA BANOMYONG Gender: Male Age: 49 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: Original director	30 May 2018	Information & Communication Technology, Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Change Management
11.	Mr. THAKORN PIYAPAN Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	22 Apr 2022	Banking, Insurance, Finance, Negotiation, Leadership, Strategic Management, Change Management, Audit, Internal Control, Budgeting

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

General information	Position	Tenure	Replacement Director
1. Mrs. KANNIKAR CHALITAPORN Gender: Female Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 5 Feb 2018 Date directorship ended: 22 Apr 2022	Mrs. PENNAPHA DHANASARNILP Date position was assumed: 22 Apr 2022

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 : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. JIRAYUT RUNGSRITHONG [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	30 May 2018	Finance & Securities, Finance, Engineering, Strategic Management, Audit, Internal Control, Governance/ Compliance
2. Mr. ADISAK RUCKARIYAPHONG Gender: Male Age: 49 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	30 May 2018	Food & Beverage, Commerce, Marketing, Brand Management, Negotiation, Corporate Management, Project Management, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance
3. Mr. THAKORN PIYAPAN [1] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	22 Apr 2022	Banking, Insurance, Finance, Negotiation, Leadership, Strategic Management, Change Management, Audit, Internal Control, Budgeting

[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. PENNAPHA DHANASARNSILP Gender: Female Age: 68 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 5 Feb 2018 Date directorship ended: 22 Apr 2022	Mr. THAKORN PIYAPAN Date position was assumed: 22 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
1. Mr. PISITH PATAMASATAYASONTHI Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	30 May 2018
2. Ms. KRIDCHANOK PATAMASATAYASONTHI Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2018

3.	Ms. PICHAPIM PATAMASATAYASONTHI Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2018
4.	Mr. EKALAK PATAMASATAYASONTHI Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2018
5.	Mr. EKARIDHI PATAMASATAYASONTHI Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination, Remuneration, Corporate Governance, and Sustainable Development Committee	Mrs. PENNAPHA DHANASARNILP	Chairman
	Mr. JIRAYUT RUNGSRITHONG	Member
	Mr. ADISAK RUCKARIYAPHONG	Member
Risk Management Committee	Mr. ADISAK RUCKARIYAPHONG	Chairman
	Ms. KRIDCHANOK PATAMASATAYASONTHI	Member
	Mr. EKARIDHI PATAMASATAYASONTHI	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination, Remuneration, Corporate Governance, and Sustainable Development
Sub-committees responsible for remuneration	: Nomination, Remuneration, Corporate Governance, and Sustainable Development
Sub-committees responsible for corporate governance	: Nomination, Remuneration, Corporate Governance, and Sustainable Development
Sub-committees responsible for corporate sustainability development	: Nomination, Remuneration, Corporate Governance, and Sustainable Development

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. PISITH PATAMASATAYASONTHI Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Marketing	CHAIRMAN OF EXECUTIVE COMMITTEE	30 May 2018	Home & Office Products, Commerce, Transportation & Logistics, Negotiation, Corporate Management, Leadership, Strategic Management
2. Ms. KRIDCHANOK PATAMASATAYASONTHI Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	30 May 2018	Home & Office Products, Commerce, Marketing, Brand Management, Negotiation, Leadership, Strategic Management, Risk Management
3. Ms. PICHAPIM PATAMASATAYASONTHI Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President – Furniture, Mattress & HDI Trading Line	1 Mar 2022	Commerce, Brand Management, Design, Architecture, Change Management
4. Mr. EKALAK PATAMASATAYASONTHI Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President- Business Development	30 May 2018	Industrial Materials & Machinery, Commerce, Procurement, Data Management, Project Management, Negotiation, Engineering, Budgeting
5. Mr. Vipon Vorasowharid Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Chief Operation Officer	1 Aug 2019	Insurance, Personal Products & Pharmaceuticals, Commerce, Marketing, Brand Management, Negotiation, Leadership, Strategic Management

6.	Mr. Nattinai Yuttapatsak Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President – Project Sales and Office Furniture	1 Oct 1994	Construction Services, Property Development, Project Management, Engineering, Design
7.	Mr. Kwanchai Kitkongkajornchai Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Arts	Senior Vice President– Product Strategy Development & Dealer Line	1 Aug 1994	Commerce, Marketing, Data Analysis, Brand Management, Negotiation, Project Management, Design
8.	Ms. Pavaravadee Wichaidit Gender: Female Age: 54 years old Highest level of education: Bachelor's degree Major: Science	Senior Vice President – Supply Chain, DC, and IT Line	7 Sep 2016	Commerce, Transportation & Logistics, Information & Communication Technology, Data Management, IT Management, Negotiation, Corporate Management
9.	Ms. Kanjanawan Layluxsiri Gender: Female Age: 51 years old Highest level of education: Bachelor's degree Major: Political Science	Senior Vice President– Marketing Line	1 Mar 2019	Commerce, Media & Publishing, Marketing, Digital Marketing, Brand Management, Negotiation
10.	Mr. Gerard Mcgurk Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration	SVP– Retail Commercial, Int retail & Field Merchandising Line	3 May 2016	Personal Products & Pharmaceuticals, Home & Office Products, Commerce, Marketing, Brand Management, Negotiation, Corporate Management, Budgeting
11.	Mrs. Kanokwanrat Srimaneesiri [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President – Finance & Accounting	16 Sep 2010	Banking, Finance & Securities, Accounting, Finance, Food & Beverage, Home & Office Products

[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)	86.33	94.32	98.93

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) : 2,252

Number of female employees (persons) : 1,855

Total (persons) : 4,107

Employee Remuneration

Total employee remuneration : 1,395,190,000.00

Provident fund

Total number of employees (persons) : 4,107

Number of employees contributing to the PVD (persons) : 1,241

Percentage of employees who are members (%) : 30.22

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THAKORN PIYAPAN Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Finance 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: 22 Apr 2022	Banking, Insurance, Finance, Negotiation, Leadership, Strategic Management, Change Management, Audit, Internal Control, Budgeting

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PENNAPHA DHANASARNILP	Chairman of the board	Non-participating
Mr. PISITH PATAMASATAYASONTHI	Director	Non-participating
Mrs. KUNTHONG UDOMMAHUNTISUK	Director	Non-participating
Ms. KRIDCHANOK PATAMASATAYASONTHI	Director	Non-participating
Ms. PICHAPIM PATAMASATAYASONTHI	Director	Non-participating
Mr. EKALAK PATAMASATAYASONTHI	Director	Non-participating
Mr. EKARIDHI PATAMASATAYASONTHI	Director	Non-participating
Mr. JIRAYUT RUNGSRITHONG	Director	Non-participating

Mr. ADISAK RUCKARIYAPHONG	Director	Non-participating
Mr. ARIYA BANOMYONG	Director	Non-participating
Mr. THAKORN PIYAPAN	Director	Non-participating
Mrs. KANNIKAR CHALITAPORN	Chairman of the board	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) : 5

Date of AGM meeting : 22 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mrs. PENNAPHA DHANASARNILP (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2. Mr. PISITH PATAMASATAYASONTHI (Director)	-	5/5	Participating	Did not hold the meeting
3. Mrs. KUNTHONG UDOMMAHUNTISUK (Director)	-	4/5	Participating	Did not hold the meeting
4. Ms. KRIDCHANOK PATAMASATAYASONTHI (Director)	-	4/4	Participating	Did not hold the meeting
5. Ms. PICHAPIM PATAMASATAYASONTHI (Director)	-	5/5	Participating	Did not hold the meeting
6. Mr. EKALAK PATAMASATAYASONTHI (Director)	-	5/5	Participating	Did not hold the meeting

7.	Mr. EKARIDHI PATAMASATAYASONTHI (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. JIRAYUT RUNGSRITHONG (Director)	-	4/5	Participating	Did not hold the meeting
9.	Mr. ADISAK RUCKARIYAPHONG (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. ARIYA BANOMYONG (Director)	-	3/5	Participating	Did not hold the meeting
11.	Mr. THAKORN PIYAPAN (Director)	-	4/4	Participating	Did not hold the meeting
12.	Mrs. KANNIKAR CHALITAPORN (Chairman of the board)	22 Apr 2022	1/1	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.	Mrs. PENNAPHA DHANASARNILP (Chairman of the board)	-	236,000.00	540,000.00	No
2.	Mr. PISITH PATAMASATAYASONTHI (Director)	-	100,000.00	360,000.00	No
3.	Mrs. KUNTHONG UDOMMAHUNTISUK (Director)	-	80,000.00	360,000.00	No
4.	Ms. KRIDCHANOK PATAMASATAYASONTHI (Director)	-	160,000.00	360,000.00	No
5.	Ms. PICHAPIM PATAMASATAYASONTHI (Director)	-	100,000.00	360,000.00	No
6.	Mr. EKALAK PATAMASATAYASONTHI (Director)	-	80,000.00	360,000.00	No
7.	Mr. EKARIDHI PATAMASATAYASONTHI (Director)	-	140,000.00	360,000.00	No
8.	Mr. JIRAYUT RUNGSRITHONG (Director)	-	210,000.00	360,000.00	No
9.	Mr. ADISAK RUCKARIYAPHONG (Director)	-	330,000.00	360,000.00	No
10.	Mr. ARIYA BANOMYONG (Director)	-	60,000.00	360,000.00	No
11.	Mr. THAKORN PIYAPAN (Director)	-	180,000.00	240,000.00	No
12.	Mrs. KANNIKAR CHALITAPORN (Chairman of the board)	22 Apr 2022	30,000.00	185,000.00	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. JIRAYUT RUNGSRITHONG (Chairman of the audit committee)	-	3/4
2.	Mr. ADISAK RUCKARIYAPHONG (Audit committee)	-	4/4
3.	Mr. THAKORN PIYAPAN (Audit committee)	-	3/3
4.	Mrs. PENNAPHA DHANASARNILP (Audit committee)	22 Apr 2022	1/1