



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ZEN CORPORATION GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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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 : ZEN CORPORATION GROUP PUBLIC COMPANY LIMITED

Symbol : ZEN

Address : No.662 Soi Onnuch 17, Suan Luang Sub District, Suan Luang District

Province : Bangkok

Postcode : 10250

Business : A holding company which its core company is Zen Restaurant Holding Company Limited that operates Japanese restaurant business under the brand names, "ZEN" and other related business.

Registration Number : 0107561000439

Telephone : 0-2019-5000 Ext.982

Fax (if applicable) : 0-2030-5322

Website : www.zengroup.co.th

Email : corporatesecretary@zengroup.co.th

Total Shares Sold (shares)

Common Stock : 300,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	3,413,122.10	3,945,375.79	4,092,082.92
Food Business (Thousand baht)	3,305,529.83	3,831,873.67	3,989,402.93
Franchise business (Thousand baht)	77,764.28	83,117.77	76,630.96
Other (Thousand baht)	29,827.99	30,384.35	26,049.03

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Food Business (%)	96.85	97.12	97.49
Franchise business (%)	2.28	2.11	1.87
Other (%)	0.87	0.77	0.64

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	3,413,122.10	3,945,375.79	4,092,082.92
Domestic (Thousand baht)	3,406,976.36	3,941,181.72	4,088,257.78
International (Thousand baht)	6,145.74	4,194.07	3,825.14
Myanmar (Thousand baht)	539.86	0.00	40.62
Cambodia (Thousand baht)	3,737.03	3,225.23	1,593.17
Laos (Thousand baht)	617.69	878.62	997.42
Other countries (Thousand baht)	1,251.16	90.22	1,193.93

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.82	99.89	99.91
International (%)	0.18	0.11	0.09
Myanmar (%)	8.78	0.00	1.06
Cambodia (%)	60.81	76.90	41.65
Laos (%)	10.05	20.95	26.08
Other countries (%)	20.36	2.15	31.21

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	29,827.99	30,384.35	26,049.03
Other income from operations (Thousand baht)	12,345.00	11,988.02	20,372.38
Other income not from operations (Thousand baht)	17,482.99	18,396.33	5,676.65

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)	2022	2023	2024
R&D expenses in the past 3 years	2,314.92	2,743.15	2,749.99

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)

Strategic 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
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Property lease agreement execution

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Insufficient sources of funding

Risk to Securities Holder (2.2.2)

Investment Risk of Securities Holder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risks from investment in Foreign Securities

Risk Management Measures: No

Related Risk Topics

- Foreign Investment Risk

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 : [\(if applicable\)](https://investor.zengroup.co.th/storage/download/cg/2024/20240130-zensustainable-development-policy-th.pdf)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [\(if applicable\)](https://investor.zengroup.co.th/storage/download/cg/2024/20240130-zensenvironmental-policy-th.pdf)

Company environmental guideline : Electricity 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

	2022	2023	2024
Diesel (Litres)	15,929.56	15,133.59	13,209.63

- Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	11,138,442.91	12,427,605.60	17,642,487.53

Water management

- Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	300,688.44	391,583.05	542,921.45

Waste management

- Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	N/A	346,968.75	731,802.69
Hazardous waste (Kilograms)	2,029.40	1,334.90	831.49
Total waste generated (Kilograms)	2,029.40	348,303.65	732,634.18

Greenhouse gas management

- Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	490.00	533.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	4,087.00	4,815.00	N/A
Scope 3 (Tons of carbon dioxide equivalents)	5,757.00	7,721.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	10,334.00	13,069.00	0.00

- Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://investor.zengroup.co.th/storage/download/cg/zen-human-rights-policy-th.pdf>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

- Total number of employees

	2022	2023	2024
Number of male employees (Persons)	915	963	923
Number of female employees (Persons)	1,304	1,453	1,318
Total number of employees (Persons)	2,219	2,416	2,241

- Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	695,350,000.00	787,000,000.00	600,170,000.00

- Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	15.57	15.71	15.30
Employee development and training expenses (baht)	2,281,162.84	2,443,278.87	1,869,318.00

- Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	49	86	0
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	51.55	76.08	69.61

• **Significant labor dispute**

	2022	2023	2024
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.zengroup.co.th/storage/corporate-governance/20240131-zen-cg-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, 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	9	81.82
Number of female directors	2	18.18
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. Mr. PAITOON TAVEEBHOL Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	20 Feb 2019	Risk Management, Sustainability, Leadership, Food & Beverage, Governance/ Compliance

2.	Mr. SAKKANON CHIRATHIVAT	Vice Chairman (Executive)	20 Feb 2019	Strategic Management, Risk Management, Corporate Management, Leadership, Food & Beverage
	Gender: Male			
	Age: 47 years old			
	Highest level of education: Master's degree	Director type: Re-elected as director		
	Major: Business Administration and Housing and Urbanism			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Ms. JOMKWAN CHIRATHIVAT	Director (Executive)	20 Feb 2019	Brand Management, Marketing, Sustainability, Food & Beverage, Procurement
	Gender: Female			
	Age: 42 years old			
	Highest level of education: Bachelor's degree	Director type: Original director		
	Major: Mass Communication			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
4.	Mr. CHITTAPON VIVADDHANAKASEM	Director (Executive)	20 Feb 2019	Risk Management, Human Resource Management, Marketing, Leadership, Food & Beverage
	Gender: Male			
	Age: 45 years old	Director type: Re-elected as director		
	Highest level of education: Master's degree			
	Major: Finance and Marketing			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
5.	Mr. STEVEN HALLIDAY	Director (Executive)	20 Feb 2019	Strategic Management, Risk Management, Budgeting, Data Analysis, Finance
	Gender: Male			
	Age: 45 years old			
	Highest level of education: Master's degree	Director type: Original director		
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

6.	Mr. PRAWIT KIJPAISALRATTANA	Director Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	20 Feb 2019	Audit, Internal Control, Governance/ Compliance, Accounting, Leadership
7.	Mr. WILERT PURIWAT	Director Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: International Business Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	20 Feb 2019	Human Resource Management, Brand Management, Marketing, Corporate Social Responsibility, Leadership
8.	Mr. BOONYONG TANSAKUL	Director Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	20 Feb 2019	Strategic Management, Risk Management, Corporate Management, Food & Beverage, Leadership
9.	Mrs. JOTIKA SAVANANANDA	Director Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Psychology , Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	20 Feb 2019	Strategic Management, Fund Management, Governance/ Compliance, Data Analysis, Internal Control

10. Mr. CHAVALIT CHINDAVANIG	Director Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration and Faculty of Engineering Mechanical Engineering Thai nationality: Yes Residing in Thailand: Yes	29 Apr 2019 (Non-executive, Independent director) Director type: Original director	Risk Management, Data Analysis, Finance, Governance/ Compliance, Budgeting
11. Mr. SIRUWAT CHATCHAWAN	Director Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Communication Design Thai nationality: Yes Residing in Thailand: Yes	24 Aug 2020 (Executive) Director type: Original director	Brand Management, Marketing, Corporate Social Responsibility, Food & Beverage, Design

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. PRAWIT KIJPAISALRATTANA [1] Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	20 Feb 2019	Audit, Internal Control, Governance/ Compliance, Accounting, Leadership
2. Mrs. JOTIKA SAVANANANDA Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Psychology , Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	20 Feb 2019	Strategic Management, Fund Management, Governance/ Compliance, Data Analysis, Internal Control
3. Mr. CHAVALIT CHINDAVANIG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration and Faculty of Engineering Mechanical Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	29 Apr 2019	Risk Management, Data Analysis, Finance, Governance/ Compliance, Budgeting

[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. Mrs. Yupaphan Ekasittikul Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Feb 2019
2. Ms. JOMKWAN CHIRATHIVAT Gender: Female Age: 42 years old Highest level of education: Bachelor's degree Major: Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Feb 2019
3. Mr. CHITTAPON VIVADDHANAKASEM Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance and Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Mar 2020
4. Mr. SIRUWAT CHATCHAWAN Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Communication Design Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 2020

5. Mr. SAKKANON CHIRATHIVAT	Chairman of the executive committee	1 Jul 2024
Gender: Male		
Age: 47 years old		
Highest level of education: Master's degree		
Major: Business Administration and Housing and Urbanism		
Thai nationality: Yes		
Residing in Thailand: Yes		

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

General information	Position	Tenure	Replacement Director
1. Mr. BOONYONG TANSAKUL Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 20 Feb 2019 Date directorship ended: 30 Jun 2024	Mr. SAKKANON CHIRATHIVAT Date position was assumed: 1 Jul 2024
2. Mrs. Mayuree Chitrakorn Gender: Female Age: 48 years old Highest level of education: Bachelor's degree Major: Journalism and Advertising Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 22 Feb 2022 Date directorship ended: 30 Sep 2024	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position

Risk Management Committee	Mr. CHAVALIT CHINDAVANIG Mr. SAKKANON CHIRATHIVAT Mr. BOONYONG TANSAKUL Mr. CHITTAPON VIVADDHANAKASEM Mr. STEVEN HALLIDAY	Chairman Member Member Member Member
Nomination and Remuneration Committee	Mr. PRAWIT KIJPAISALRATTANA Mr. SAKKANON CHIRATHIVAT Mr. WILERT PURIWAT Mrs. JOTIKA SAVANANANDA	Chairman Member Member Member
Audit and Corporate Governance Committee	Mr. PRAWIT KIJPAISALRATTANA Mrs. JOTIKA SAVANANANDA Mr. CHAVALIT CHINDAVANIG	Chairman Member Member
Marketing and Sustainable Development Committee	Mr. WILERT PURIWAT Ms. JOMKWAN CHIRATHIVAT Mr. SIRUWAT CHATCHAWAN	Chairman Member Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Audit and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Marketing and Sustainable Development 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. CHITTAPON VIVADDHANAKASEM Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance and Marketing	Chief People Officer	1 Apr 2020	Risk Management, Human Resource Management, Marketing, Leadership, Food & Beverage
2. Mr. SIRUWAT CHATCHAWAN Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Communication Design	CHIEF MARKETING OFFICER	1 Nov 2024	Brand Management, Marketing, Corporate Social Responsibility, Food & Beverage, Design
3. Mrs. Yupaphan Ekasittikul [1][2] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Jun 2018	Strategic Management, Budgeting, Finance, Accounting, Food & Beverage
4. Ms. JOMKWAN CHIRATHIVAT Gender: Female Age: 42 years old Highest level of education: Bachelor's degree Major: Mass Communication	Chief Restaurant Officer	1 Jan 2024	Brand Management, Marketing, Sustainability, Food & Beverage, Procurement

[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

	2022	2023	2024
Total executive remuneration (baht)	30,899,337.00	37,701,130.00	28,659,080.00

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 923
Number of female employees (persons) : 1,318
Total number of employees (persons) : 2,241

Employee Remuneration

Total employee remuneration : 600,170,000.00

Provident fund

Total number of employees (persons) : 2,241
Number of employees contributing to the PVD (persons) : 699
Percentage of employees who are members (%) : 50.00

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. Kanlaya Chuaychoo	kanlaya.c@zengroup.co.th	02-019-5000
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• **Company secretary**

General information	Email	Telephone
1. Ms. Oraya Uesakul	oraya.U@zengroup.co.th	0-2019-5000

• **Head of internal audit**

General information	Email	Telephone
1. Mr. Jittipong Somyapakdee	Jittipong.s@zengroup.co.th	0-2019-5000

• **Head of compliance unit**

General information	Email	Telephone
1. Mr. Songwut Boakhem	Songwut.b@zengroup.co.th	0-2019-5000

• **Head of investor relations**

General information	Email	Telephone
1. Mrs. Naruemon Kittichotirat	IR@zengroup.co.th	0-2019-5000

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)

1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Mrs. MARISA THARATHORN BUNPAKUL Email: marisa@kpmg.co.th Telephone: 0-2677-2222	5,495,000.00	-
	2. Mrs WILAI BURANAKITTISOPON Email: vilaivan@kpmg.co.th Telephone: 0-2677-2222		
	3. Mrs. NADSASIN WATTANAPAISAL Email: nadsasin@kpmg.co.th Telephone: 0-2677-2222		

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. SAKKANON CHIRATHIVAT Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration and Housing and Urbanism Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 20 Feb 2019	Strategic Management, Risk Management, Corporate Management, Leadership, Food & Beverage
2. Mr. CHITTAPON VIVADDHANAKASEM Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance and Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 20 Feb 2019	Risk Management, Human Resource Management, Marketing, Leadership, Food & Beverage
3. Mr. PRAWIT KIJPAISALRATTANA Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 20 Feb 2019	Audit, Internal Control, Governance/ Compliance, Accounting, Leadership

4. Mr. WILERT PURIWAT	Director	Date position was assumed:	Human Resource Management, Brand Management, Marketing, Corporate Social Responsibility, Leadership
Gender: Male	(Non-executive, Independent director)	20 Feb 2019	
Age: 56 years old			
Highest level of education:			
Doctoral degree	Director type: Re-elected as director		
Major: International Business			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PAITOON TAVEEBHOL	Chairman of the board	Participating
Mr. SAKKANON CHIRATHIVAT	Vice Chairman	Participating
Ms. JOMKWAN CHIRATHIVAT	Director	Participating
Mr. CHITTAPON VIVADDHANAKASEM	Director	Participating
Mr. STEVEN HALLIDAY	Director	Participating
Mr. PRAWIT KIJPAISALRATTANA	Director	Non-participating
Mr. WILERT PURIWAT	Director	Non-participating
Mr. BOONYONG TANSAKUL	Director	Participating
Mrs. JOTIKA SAVANANANDA	Director	Participating
Mr. CHAVALIT CHINDAVANIG	Director	Non-participating
Mr. SIRUWAT CHATCHAWAN	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) : 9

Date of AGM meeting : 25 Apr 2014

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. PAITOON TAVEEBHOL (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2. Mr. SAKKANON CHIRATHIVAT (Vice Chairman)	-	8/9	Participating	Did not hold the meeting
3. Ms. JOMKWAN CHIRATHIVAT (Director)	-	8/9	Participating	Did not hold the meeting
4. Mr. CHITTAPON VIVADDHANAKASEM (Director)	-	8/9	Participating	Did not hold the meeting
5. Mr. STEVEN HALLIDAY (Director)	-	9/9	Participating	Did not hold the meeting
6. Mr. PRAWIT KIJPAISALRATTANA (Director)	-	9/9	Participating	Did not hold the meeting
7. Mr. WILERT PURIWAT (Director)	-	9/9	Participating	Did not hold the meeting
8. Mr. BOONYONG TANSAKUL (Director)	-	9/9	Participating	Did not hold the meeting
9. Mrs. JOTIKA SAVANANANDA (Director)	-	9/9	Participating	Did not hold the meeting
10. Mr. CHAVALIT CHINDAVANIG (Director)	-	9/9	Participating	Did not hold the meeting
11. Mr. SIRUWAT CHATCHAWAN (Director)	-	9/9	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. PAITOON TAVEEBHOL (Chairman of the board)	–	360,000.00	830,555.00	No
2. Mr. SAKKANON CHIRATHIVAT (Vice Chairman)	–	125,000.00	427,131.00	No
3. Ms. JOMKWAN CHIRATHIVAT (Director)	–	0.00	0.00	No
4. Mr. CHITTAPON VIVADDHANAKASEM (Director)	–	0.00	0.00	No
5. Mr. STEVEN HALLIDAY (Director)	–	125,000.00	427,131.00	No
6. Mr. PRAWIT KIJPAISALRATTANA (Director)	–	225,000.00	603,027.00	No
7. Mr. WILERT PURIWAT (Director)	–	225,000.00	517,131.00	No
8. Mr. BOONYONG TANSAKUL (Director)	–	100,000.00	90,000.00	No
9. Mrs. JOTIKA SAVANANANDA (Director)	–	225,000.00	517,131.00	No
10. Mr. CHAVALIT CHINDAVANIG (Director)	–	225,000.00	517,131.00	No
11. Mr. SIRUWAT CHATCHAWAN (Director)	–	0.00	0.00	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) : 9

List of directors	Termination date	Number of the audit committee meeting
1. Mr. PRAWIT KIJPAISALRATTANA (Chairman of the audit committee)	-	9/9
2. Mrs. JOTIKA SAVANANANDA (Audit committee)	-	9/9
3. Mr. CHAVALIT CHINDAVANIG (Audit committee)	-	9/9