TOYO SEIKAN GROUP

บริษัท ฝาจีบ จำกัด (มหาชน)
Crown Seal Public Company Limited

รายงานประจำปี 2564

แบบ 56 - 1 ONE REPORT 2021

CORE VALUE

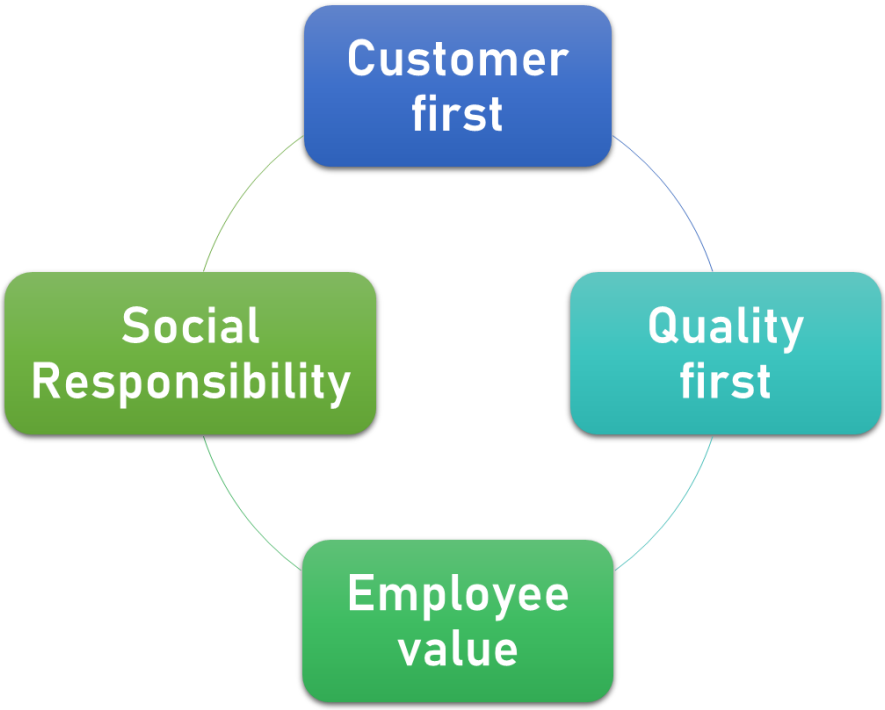
C — CUSTOMER FIRST

Q — QUALITY FIRST

E — EMPLOYEE VALUE

S — SOCIAL RESPONSIBILITY

Core Value



Vision

Offer broader packaging products besides our leading quality cap and closures with operational and people excellence, innovative products, and total solutions in order to achieve sustainability.

Mission

1. Research and develop products to enter broader packaging and other innovative products.
2. Provide safe and high-quality packaging products.
3. Provide operational excellence through innovative and continuous improvement.
4. Offer total solutions to customers.
5. Optimize profit margin.
6. Enhance CSC core values including safe and happy workplace to be organizational culture.
7. Comply to good corporate governance and become sustainable organization.

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Message form the Board of Directors

Crown Seal Public Co., Ltd., "in the status of leader in the production of quality sealing caps, is ready to be an innovative and competitive company. It is environmental friendly, safe and provides integrated service to customers in ASEAN market and target markets." The Company emphasizes study about new packaging product markets which have variety of packaging products continuously to support expansion in the future.

The year 2021 was another year that all around the world was facing problems of pandemic of COVID-19. This year, COVID-19 has become more severe with the fast reproducing Delta strain. However, with cooperation of the Company employees who have strictly complied with the recommendation on pandemic prevention and the Company had policy to support and provide registration place for employees to receive vaccination against COVID-19 and this year, the statistics of the first dose vaccination of 100% and more than 98% of second dose of employees, the Company thanks to the cooperation of the Company employees to focus on taking strict action for stopping the pandemic of COVID-19 in the factories and not to affect the production of caps to be delivered to customers. Even though there was new strain "Omicron" happening, the practice of employees of the Company is always important. The measures of operation still exist and were adjusted and changed to be appropriate according to the changed situation, for the Company to do business as usual and to ensure the Company's partners that they will receive good and quality products, according to their requirements.

The outcome of pandemic of COVID-19 made the overview of Thailand economy in the year 2021 to be not much different from the economy of the year 2020. The Company was still affected by the fact that the government announced curfew and closure to tourists to come into Thailand, as well as closure of entertainment complex, but people could adjust to new normal way and social distancing; this caused the food and beverage consumption behavior to change. On-line system purchase has become more popular, causing overall beverage consumption rate to be improved.

In addition to the pandemic of COVID-19, the Company faced with increasing price of main raw materials, such as aluminum, steel and plastic which have increased continuously, but in contrary, the Company could not raise the price of caps in proportion to all higher cost and the ship transport cost increased a lot, making the imported raw materials and exported goods of caps to be increased from lack of container; however, the Company focused to be a manufacturer and distributor of wide variety of packaging products to expand commercial opportunity other than sealing caps having leading quality and

integrated service providing, by developing process of management and promoting the development of personnel so that they had knowledge and ability to respond to advanced innovation presently.

Furthermore in the year 2021, the Company was selected to be in the list of "Thailand Sustainability Investment (THSI)" for the year 2021, in the group of industrial products. The Company participated in the activities to send video clips, still images and certified certificate to be a member of United Front against Corruption of Thai Private Sector, for use in the event to award certificate in Thailand's 11th National Conference on Collective Action Against Corruption", to unite the power of transparent business and care about Anti-Corruption, held on the past 22 December 2021.

The Board of Directors would like to express our appreciation to shareholders, investors, partners, customers, business allies and relevant government agencies for their confidence and good supports to the Company's business operations which we have always received. My thanks also go to all employees who have exerted their utter efforts for hard working to lead Crown Seal Public Company Limited to go forward with stability and strength with the readiness to develop and change things for the better. This is in the best interest of participants and stakeholders who have always laid their trust and reliability upon the Company.

Mr. Dhep Vongvanich

Chairman of the Board of Directors

Board of Directors

1

Mr. Dhep Vongvanich

Independent Director, Chairman of the Board of Directors and Chairman of the Executive Committee

2

Mr. Pornwut Sarasin

Vice - Chairman and Authorized Director

3

Mr. Sirote Sawasphanich

Independent Director and Chairman of the Audit Committee

4

Mr. Satit Chanjavanakul

Independent Director, Chairman of the Nomination and Remuneration Committee and Member of the Audit Comittee

5

Mr. Hisashi Nakajima

Director and Authorized Director

6

Mr. Ichio Otsuka

Director

7

Mr. Pongpanu Svetarundra

Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee

8

Prof.Dr. Suwimon Keeratipibul

Independent Director, Member of the Executive Committee and Member of the Nomination and Remuneration Committee

9

Mr. Rojrit Debhakam

Director

10

Mr. Dhitivute Bulsook

Director

11

Mr. Yoshiyuki Shikano
Director and Authorized Director

12

Mr. Yukihito Nozaki
Director, Member of the Executive Committee
and Authorized Director

13

Mr. Hisatoshi Itsubo
Director and Member of the Nomination
and Remuneration Committee

14

Mr. Akihiko Kato
Director, Member of the Executive Committee
and Authorized Director

15

Mr. Panthep Supachaiyakit
Director, Member of the Executive Committee
and Authorized Director

16

Mr. Opart Dhanvarjor
Director, Member of the Executive Committee
and Authorized Director

17

Ms. Retree Chanthum

Company Secretary, Secretary to the Board of Directors

and Secretary to the Executive Committee

1

Mr. Dhep Vongvanich

Age 75 years

Nationality Thai

Position Independent Director : Appointment as of 24 Jun. 2008

Chairman of the Board of Directors : Appointment as of 15 Dec. 2016

Chairman of the Executive Committee : Appointment as of 19 Feb. 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor of Civil Engineering, Chulalongkorn University

Past experience of 5 years retroactively

Present
- Independent Director, Chairman of the Board of Directors and Chairman of the Executive Committee/ Crown Seal Public Company Limited.
- Chairman/ TPC Vina Plastic and Chemical Corp., Limited.
- Advisor of the President/ Siam Cement Public Company Limited.
- SCG County Executive Director Vietnam.
- Director/ Bangkok Industrial Gas Company Limited.

2014-2019
- Board of Commissioner/ PT. Indonesia Caps and Closures

1996-2018
- Member of the Board of Directors/ Thai Plastic and Chemicals Public Company Limited.

2

Mr. Pornwut Sarasin

Age 62 years

Nationality Thai

Position Director : Appointment as of 24 Jun. 2015

Vice - Chairman : Appointment as of 15 Dec. 2016

Authorized Director

Ratio of Shareholding (%)* 0.0415

Education / Director Training Courses with IOD

- MBA. Pepperdine University, USA
- Director Accreditation Program (DAP 45)

Past experience of 5 years retroactively

Present
- Vice-Chairman/ Crown Seal Public Company Limited.
- Chairman/ ThaiNamthip Company Limited.
- Chairman/ BG Container Glass Public Company Limited.
- Director and Chairman of the Audit Committee/ Charoong Thai Wire & Cable Public Company Limited.
- Director/ Home Product Center Public Company Limited.
- Director/ AP (Thailand) Public Company Limited.
- Director/ Denso (Thailand) Company Limited.
- Director/ Honda Automobile (Thailand) Company Limited.
- Director/ Isuzu Motors (Thailand) Company Limited.
- Director/ Thai Asia Pacific Brewery Company Limited.
- Director/ Thai Bridgestone Company Limited.
- Director/ Thai-MC Company Limited.
- Director/ Tri Petch Isuzu Sales Company Limited.
- Director/ Tri Petch Isuzu Leasing Company Limited.

3

Mr. Sirote Sawasphanich

Age 73 years

Nationality Thai

Position Independent Director: Appointment as of 6 Aug. 2020
Chairman of the Audit Committee: Appointment as of 5 Nov. 2020

Ratio of Shareholding (%)* -None-

Education / Director Training Courses with IOD

- Master of Business Administration in Finance Missouri University (Columbia), USA
- Certified in Finance IMF, Washington, USA
- Certificate in Administration, Sasin, Chulalongkorn University
- Director Certification Program (DCP 23)

Past experience of 5 years retroactively

Present
- Independent Director and Chairman of the Audit Committee/ Crown Seal PLC.
- Independent Director, Chairman of the Audit Committee and Chairman of the Nomination and Remuneration Committee/ Vibhavadi Hospital PCL.
- Independent Director and Chairman of the Audit Committee/ SNC Former PLC.
- Business Promotion Committee/ Walailak University
- Chairman of the Appeal and Complaint Committee of Walailak University
- Board of Trustees/ Fiscal Policy Research Institute Foundation Committee/ Chumpat-Pantip Foundation
- Director and Secretary/ the Foundation Professor Dr. kaw Sawaspanich for reading

2013-2019 - Chairman of the Board of Director and Chairman of the Audit Committee/ Kungthai-Axa Plc.

2013-2019 - Director and Chairman of the Audit Committee/ Witcorp Products Co., Ltd.

4

Mr. Satit Chanjavanakul

Age 73 years

Nationality Thai

Position Independent Director: Appointment as of 29 Jun. 2009
Member of the Audit Committee: Appointment as of 20 Feb. 2010
Chairman of the Nomination and Remuneration Committee: Appointment as of 19 Feb. 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- M.A. (Business Administration), Thammasat University
- M.Sc. (Textile Technology), University of Leeds, U.K.
- Director Accreditation Program (DAP 39/2005)
- Director Certification Program (DCP 83/2007)
- Corporate Governance for Capital Market Intermediaries (CGI 7/2015)
- Board Nomination & Compensation Program (BNCP 7/2019)

Past experience of 5 years retroactively

Present
- Independent Director, Chairman of the Nomination and Remuneration Committee and Member of the Audit Committee/ Crown Seal Public Company Limited.
- Chairman/ SNC Former Public Company Limited.
- Independent Director and the Audit Committee/ Lalin Property Public Company Limited.
- Independent Director and the Audit Committee/ Thai Agro Energy Public Company Limited.
- Director/ SPC Home Ideas Company Limited.

2004 – 2020 - Independent Director and the Audit Committee/ Asia Plus Group Holdings PCL.

2015 – 2020 - Director/ Asia Plus Securities Company Limited.

2013 – 2019 - Director/ Withcorp Products Company Lomited.

5

Mr. Hisashi Nakajima

Age 65 years

Nationality Japanese

Position Director : Appointment as of 4 Nov. 2015

Authorized Director

Ratio of Shareholding (%)* -None-

Education / Director Training Courses with IOD

- Bachelor of Mechanical Engineering, Hokkaido University, Japan

Past experience of 5 years retroactively

Present - Director/ Crown Seal Public Company Limited.

- President and Representative Board Director/ Nippon Closures Company Limited.

2013 - Aug.2015 - Board Director and Executive Operating Officer, Head of Technical Development Headquarters/ Nippon Closures Company Limited.

2010 – 2013 - Operating Officer and Plant Manager, Ishioka/ Nippon Closures Company Limited.

6

Mr. Ichio Otsuka

Age 62 years

Nationality Japanese

Position Director : Appointment as of 8 Aug. 2017

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor of Mechanical Engineering, Keio University, Japan

Past experience of 5 years retroactively

Present - Director/ Crown Seal Public Company Limited.

- President/ Toyo Seikan Group Holdings Company Limited.

- President/ Toyo Seikan Company Limited.

Apr. 2016 - Director and Senior Executive Officer/ Toyo Seikan Company Limited.

2015 - Executive Officer/ Toyo Seikan Company Limited.

2014 - Operating Officer/ Toyo Seikan Group Holdings Company Limited.

2013 - Operating Officer/ Toyo Seikan Company Limited.

7

Mr. Pongpanu Svetarundra

Age 62 years

Nationality Thai

Position Independent Director: Appointment as of 8 Dec. 2011
Member of the Audit Committee: Appointment as of 8 Dec. 2011
Member of the Nomination and Remuneration Committee:
Appointment as of 19 Feb. 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- M.A. (Economics), Northwestern University, USA.
- Financial Statements for Directors (FSD 2/2008)
- Role of the Chairman Program (RCP 21/2009)

Past experience of 5 years retroactively

Present - Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee/ Crown Seal Public Company Limited.
- Independent Director and Member of the Nomination and Remuneration Committee/ Asset World Corp Public Company Limited.
- Chairman of the Board of Director, Independent Director and Member of the Audit Committee/ Megachem (Thailand) Public Company Limited.

2016 - 2018 - Permanent Secretary/ Ministry of Tourism and Sports.
2012 - 2017- Director/ TMB Bank Public Company Limited.
2009 - 2016 - Director/ Thaisri Insurance Public Company Limited.
2013 - 2015 - Director/ Thai Airways International Public Company Limited.
2011 - 2015 - Deputy Permanent Secretary/ Ministry of Finance.

8

Prof.Dr. Suwimon Keeratipibul

Age 67 years

Nationality Thai

Position Independent Director : Appointment as of 26 Apr. 2010
Member of the Executive Committee :
Appointment as of 19 Feb. 2018
Member of the Nomination and Remuneration Committee :
Appointment as of 19 Feb. 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Doctor and Master of Engineering (Fermentation Technology), Hiroshima University, Japan
- Director Accreditation Program (DAP 97/2012)

Past experience of 5 years retroactively

Present - Independent Director, Member of the Executive Committee and Member of the Nomination and Remuneration Committee/ Crown Seal Public Company Limited
- Independent Director of President Bakery Public Company Limited.

1985 - 2020 - Lecturer at the Faculty of Science, Chulalongkorn University
1997 - 2011 - Representative of the Food Industry Group/ The Federation of Thai Industries in Codex Committee on Food Hygiene of Codex Alimentarius Commission, Organized by Food and Agriculture Organization (FAO) and World Health Organization (WHO) of UN.

9

Mr. Rojrit Debhakam Age 62 years

Nationality Thai

Position Director : Appointment as of 23 Apr. 2021

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor of Engineering Mechanical, University of Denver, USA
- Director Certification Program (DCP 60/2005)

Past experience of 5 years retroactively

Present
- Director/ Crown Seal Public Company Limited.
- Director/ Bangkok Glass Public Company Limited
- Senior Executive Vice President/ Boon Rawd Brewery Company Limited.
- Managing Director/ Wang Noi Beverage Company Limited.
- Managing Director/ Boonrawd Asia Beverage Company Limited.
- Managing Director/ Suratthani Beverage Company Limited.
- Managing Director/ Samsen Brewery Company Limited.
- Director/ Pathumthani Brewery Company Limited.
- Director/ Singha Beverage Company Limited.
- Director/ Chiangmai Beverage Company Limited.
- University Council Committee/ University of the Thai Chamber of Commerce University
- Advisor/ Technology Promotion Association 9thailand-Japan)
- Advisor/ Royal Thai Police

10

Mr. Dhitivute Bulsook Age 53 years

Nationality Thai

Position Director : Appointment as of 20 Feb. 2010

Ratio of Shareholding (%)* 0.0120

Education/ Director Training Courses with IOD

- MBA, Babson College, USA
- BS in Engineering, Chulalongkon University
- Director Certification Program (DCP 78/2006) (English Program)

Past experience of 5 years retroactively

Present
- Director/ Crown Seal Public Company Limited.
- Director, Vice Chairman of Executive Committee No.3 and Member of Sustainability and Risk Management Committee/ Sermsuk Public Company Limited.
- Director/ Petform (Thailand) Company Limited.
- Director/ Sermsuk Holding Company Limited.
- Director/ Sermsuk Beverage Company Limited.
- Director/ Wrangyer Beverage (2008) Company Limited.
- Director/ ThaiDrinks Company Limited.

2012 - Jul. 2020 - Director/ Sermsuk Training Company Limited.

2012 - Jul. 2020 - Director/ Great Brands Limited.

2011 - Sep.2015 - President/ Sermsuk Public Company Limited.

11

Mr.Yoshiyuki Shikano

Age 50 years

Nationality Japanese

Position Director : Appointment as of 19 Feb. 2021

Authorized Director

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor of Economics, of Kyushu University, JAPAN

Past experience of 5 years retroactively

Present - Director/ Crown Seal Public Company Limited.

- President/ Bangkok Can Manufacturing Company Limited.

2018 - General Manager, Sales Administration office. / Toyo Seikan Ltd.

2017 - General Manager, Sales Dept./ Toyo Seikan Ltd.

2015-2016 - Manager, Sales Dept./ Toyo Seikan Ltd.

12

Mr. Yukihito Nozaki

Age 60 years

Nationality Japanese

Position Director : Appointment as of 19 Feb. 2021

Member of the Executive Committee : Appointment as of 19 Feb. 2021

Authorized Director

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor of Production Mechanical Engineering, of Akita University, JAPAN

Past experience of 5 years retroactively

Present - Director and Member of the Executive Committee/ Crown Seal Public Company Limited.

- Operating Officer/ General Manager, Mold Technology Dept./ Nippon Closures Company Limited

2017 - General Manager, Mold Technology Dept./ Nippon Closures Company Limited

2016 - General Manager, Engineering Dept./ Nippon Closures Company Limited

2015 - General Manager, Quality Assurance Dept./ Nippon Closures Company Limited

13

Mr. Hisatoshi Itsubo

Age 59 years

Nationality Japanese

Position Director : Appointment as of 7 Nov. 2017

Member of the Nomination and Remuneration Committee : Appointment as of 19 Feb. 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor Degree of Sociology, Kansai University, Japan

Past experience of 5 years retroactively

Present - Director and Member of the Nomination and Remuneration Committee/ Crown Seal Public Company Limited.

- Executive Operating Office Corporate Planning/ Nippon Closures Company Limited.

Apr. 2018 - Operating Office Global Business Planning/ Nippon Closures Company Limited.

Apr. 2016 - General Manager Operational Headquarter/ Nippon Closures Company Limited.

Jun. 2015 - Head of Procurement Center/ Toyo Seikan Group Holdings Company Limited.

Apr. 2012 - General Manager - procurement/ Toyo Seikan kaisha Company Limited.

14

Mr. Akihiko Kato

Age 56 years

Nationality Japanese

Position Director : Appointment as of 19 Feb. 2018

Member of the Executive Committee : Appointment as of 19 Feb. 2018

Authorized Director

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor's Degree of Mechanical Engineering, Chubu University, Japan

Past experience of 5 years retroactively

2018 - 2021 - Director and Member of the Executive Committee/ Crown Seal Public Company Limited.

- Manager of Production Promotion Dep./ Nippon Closures Company Limited.

Apr. - May 2017 - Manager of Corporate Planning Sec, Operational HQ/ Nippon Closures Company Limited.

Sep. 2014 - President/ Riguan Closure(Changshu) Company Limited. (RCC)

Apr. 2014 - Manager of Quality Control Dep. Of Okayama factory./ Nippon Closures Company Limited.

15

Mr. Panthep Supachaiyakit

	Age 67 years
Nationality	Thai
Position	Director : Appointment as of 25 Apr. 2018
	Member of the Executive Committee :
	Appointment as of 19 Feb. 2018
	Authorized Director

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- MBA. Marketing, GSB (Booth School), University of Chicago
- Director Accreditation Program (DAP 102/2013)
- Director Certification Program (DCP 230/2016)
- Board Nomination & Compensation Program (BNCP 7/2019)

Past experience of 5 years retroactively

Present - Independent Director, Member of the Audit Committee and Chairman of the Nomination and Remuneration Committee/ Quality Construction Products Public Company limited.

2017 - 2021- Director, Member of the Executive Committee and President/ Crown Seal Public Company Limited.

2012 - 2020 - Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee/ TBSP Public Company Limited.

1 Jan. 2015 - Senior Advisor SCG Paper

16

Mr. Opart Dhanvarjor

	Age 64 years
Nationality	Thai
Position	Director : Appointment as of 1 Jan. 2022
	Member of the Executive Committee : Appointment as of 1 Jan. 2022
	Authorized Director

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Master in Business Administration (with Distinction), Sasin Graduate Institute of Business Administration
- Bachelor in Electrical Engineering, Chulalongkorn University
- Director Accreditation Program (2004)

Past experience of 5 years retroactively

Present - Director, Member of the Executive Committee and President/ Crown Seal PLC.

2021 - Present - Executive Committee, The Institute of Agro-Based Industries/ The Federation of Thai Industries

1 Sep. 2021 - 31 Dec. 2021 - Executive Vice President/ Crown Seal PLC.

2018 - Senior Advisor/ The Siam Cement Public Company Limited.

2011 - 2017 - Senior Executive Vice President/ Siam Kubota Corporation Company Limited.

17

Ms. Retree Chanthum Age 39 years

Nationality Thai

Position Company Secretary : Appointment as of 1 May 2018

Secretary to the Board of Directors : Appointment as of 1 May 2018

Secretary to the Executive Committee : Appointment as of 1 May 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Master of Business Administration (International Business Management), Sripatum University
- Bachelor of Laws, Ramkhamhaeng University, Bechelor of Business Administration (First-class honors), Sripatum University
- Company Secretary Program (CSP) 74/2016
- Anti-Corruption: The Practical Guide (ACPG) 33/2016
- Effective Minutes Taking (EMT) 39/2017
- Fundamentals Practice for Corporate Secretaries 1/2016
- Advances for Corporate Secretaries 1/2016

Past experience of 5 years retroactively

Present - Company Secretary Office Manager, Company Secretary, Secretary to the Board of Director and Secretary to the Executive Committee/ Crown Seal Public Company Limited.

2016 - Apr.2018 - Company Secretary/ TBSP Public Company Limited.

****

Remarks 1. All above 16 Directors have not family relations.

2.* Ration of shareholding includes shares of spouse and minor children.

Management

1 Mr. Panthep Supachaiyakit
President

2 Mr. Opart Dhanvarjor
President

3 Mr. Yukihito Nozaki
Senior Vice President – Technical

4 Mr. Akihiko Kato
Vice President - Technical

5 Mr. Ruj Tantsetthi
Vice President - Plant

6 Mr. Peerasage Sopakanit
Vice President- Quality Assurance

7

Ms. Naruporn Arunpraphan

Vice President - Sale

8

Mr. Peerasage Sopakanit

Vice President- Finance and Accounting

1

Mr. Panthep Supachaiyakit

Age 67 years

Nationality Thai

Position President : Appointment as of 1 Oct. 2017

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- MBA. Marketing, GSB (Booth School), University of Chicago
- Director Accreditation Program (DAP 102/2013)
- Director Certification Program (DCP 230/2016)
- Board Nomination & Compensation Program (BNCP 7/2019)

Past experience of 5 years retroactively

2017 - 2021- President/ Crown Seal Public Company Limited.

Present - Independent Director, Member of the Audit Committee and Chairman of the Nomination and Remuneration Committee/ Quality Construction Products Public Company limited.

2012 - 2020 - Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee/ TBSP Public Company Limited.

1 Jan. 2015 - Senior Advisor SCG Paper

2

Mr. Opart Dhanvarjor

Age 64 years

Nationality Thai

Position President : Appointment as of 1 Jan. 2022

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Master in Business Administration (with Distinction), Sasin Graduate Institute of Business Administration
- Bachelor in Electrical Engineering, Chulalongkorn University
- Director Accreditation Program (2004)

Past experience of 5 years retroactively

Present - President/ Crown Seal Public Company Limited.

2021 - Present - Executive Committee, The Institute of Agro-Based Industries/ The Federation of Thai Industries

1 Sep. 2021 - 31 Dec. 2021 - Executive Vice President/ Crown Seal PLC.

2018 - Senior Advisor/ The Siam Cement Public Company Limited.

2011 - 2017 - Senior Executive Vice President/ Siam Kubota Corporation Company Limited.

3

Mr. Yukihito Nozaki

Age 60 years

Nationality Japanese

Position Senior Vice President – Technical : Appointment as of 19 Feb. 2021

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor of Production Mechanical Engineering, of Akita University, JAPAN

Past experience of 5 years retroactively

Present - Senior Vice President – Technical/ Crown Seal Public Company Limited.

- Operating Officer/ General Manager, Mold Technology Dept./ Nippon Closures Company Limited

2017 - General Manager, Mold Technology Dept./ Nippon Closures Company Limited

2016 - General Manager, Engineering Dept./ Nippon Closures Company Limited

2015 - General Manager, Quality Assurance Dept./ Nippon Closures Company Limited

4

Mr. Akihiko Kato

Age 56 years

Nationality Japanese

Position Vice President - Technical : Appointment as of 1 Jan. 2021

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Bachelor's Degree of Mechanical Engineering, Chubu University, Japan

Past experience of 5 years retroactively

2021 - Vice President - Technical / Crown Seal Public Company Limited.

- Manager of Production Promotion Dep./ Nippon Closures Company Limited.

2020 - Vice President - Plant/ Crown Seal Public Company Limited.

2018 – 2019 - Vice President - Technical / Crown Seal Public Company Limited.

Apr. - May 2017 - Manager of Corporate Planning Sec, Operational HQ/ Nippon Closures Company Limited.

Sep. 2014 - President/ Riguan Closure(Changshu) Company Limited. (RCC)

Apr. 2014 - Manager of Quality Control Dep. Of Okayama factory./ Nippon Closures Company Limited.

5

Mr. Ruj Tantsetthi

Age 57 years

Nationality Thai

Position Vice President - Plant : Appointment as of 1 Jan. 2021

Ratio of Shareholding (%)* 0.0019

Education/ Director Training Courses with IOD

- Master of Business Administration (Major Organization Management), Dhurakij Pundit University

Past experience of 5 years retroactively

Present - Vice President - Plant/ Crown Seal Public Company Limited.

2020 - Vice President - Technical/ Crown Seal Public Company Limited.

2012 - 2019 - Vice President - Plant/ Crown Seal Public Company Limited.

2005 - 2012 - Production 1 Manager/ Crown Seal Public Company Limited.

6

Mr. Preecha Suthivechakun

Age 55 years

Nationality Thai

Position Vice President-Quality Assurance : Appointment as of 1 Jul. 2018

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Master of Business Administration (Management), Kasetsart University

Past experience of 5 years retroactively

2018 - 2021 - Vice President-Quality Assurance/ Crown Seal Public Company Limited.

2016 - Jun. 2018 - Deputy Vice President-Quality Assurance/ Crown Seal Public Company Limited.

2014 - 2015 - Plastic Cap Production Manager/ Crown Seal Public Company Limited.

7

Ms. Naruporn Arunpraphan

Age 44 years

Nationality Thai

Position Vice President - Sale : Appointment as of 4 May. 2020

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Master of Business Administration Sasin Graduate Institute Of Business Administration

Past experience of 5 years retroactively

Present - Vice President - Sale/ Crown Seal Public Company Limited.

2007 - 2018 - Sale and Marketing Director/ Mit Mongkol Industry Company Limited.
Marketing Director/ MMK Intertrade Company Limited.

2006 - 2007 - Category Manager/ Central Retail Corporation Public Company Limited.

2004 - 2005 - Marketing Executive/ Factory talk Company Limited.

8

Mr. Peerasage Sopakanit

Age 41 years

Nationality Thai

Position Vice President – Finance and Accounting :

Appointment as of 1 Jan 2022

Ratio of Shareholding (%)* -None-

Education/ Director Training Courses with IOD

- Master of Accountancy Degree, Chulalongkorn University
- National Institute of Development Administration (NIDA)/ Executive Mini MBA (2019)
- Strategic CFO in Capital Market program#9/ the Stock Exchange of Thailand. (2019)

Past experience of 5 years retroactively

Present	- Vice President – Finance and Accounting/ Crown Seal Public Company Limited.
2018 - 2021	- Deputy Vice President – Finance and Accounting/ Crown Seal Public Company Limited.
2016 - Mar. 2018	- Senior Manager Financial and Accounting/ Mary Anne Dairy Product Company Limited.
2015 - 2016	- Financial and Accounting Manager/ Inter hides Public Company Limited.
2010 - 2015	- Accounting Manager and Board of Audit Committee Secretary/ Saha Thai Steel Pipe Public Company Limited.

****

Remarks 1. All above 8 Executives have not family relations

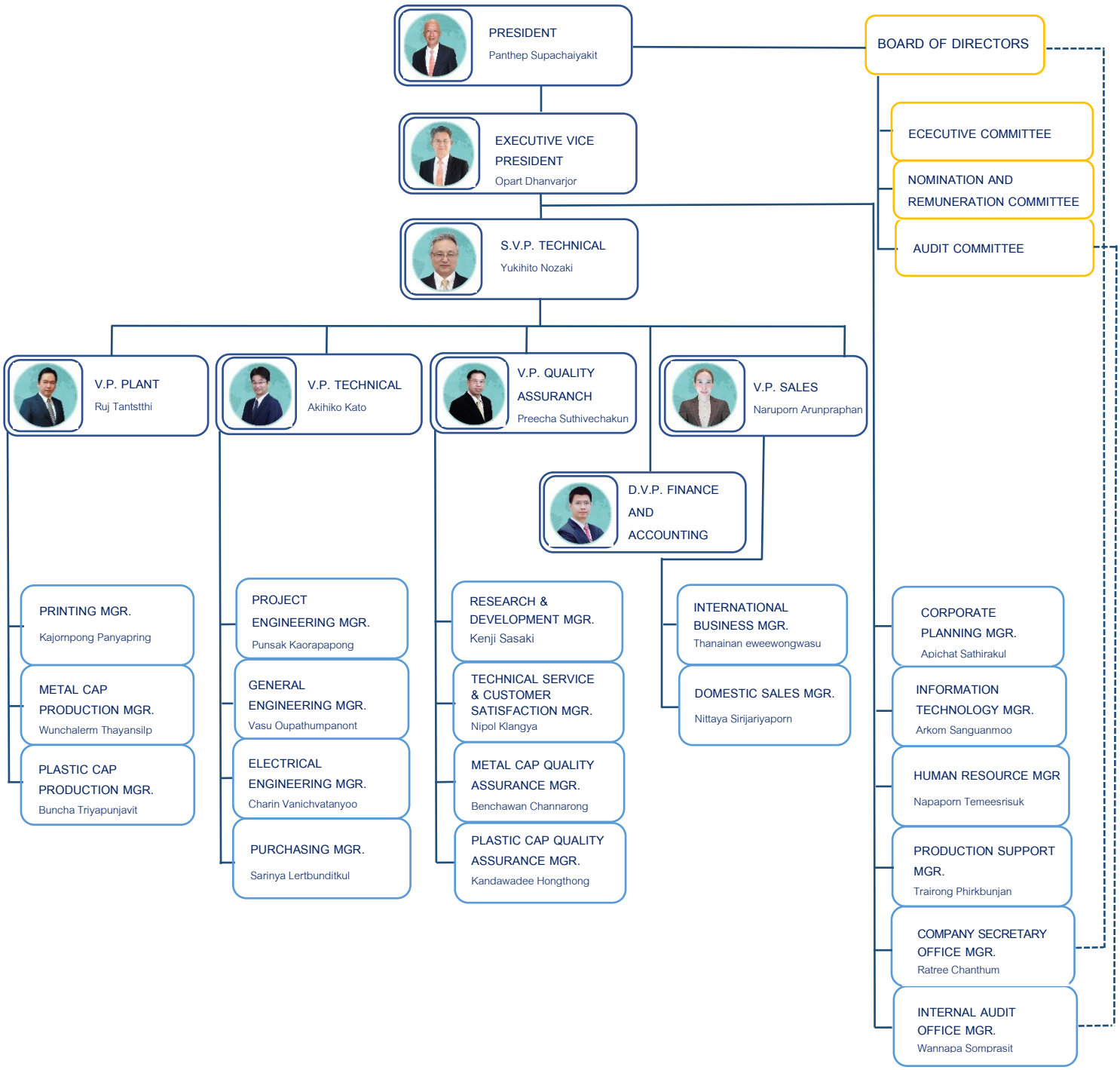
2.* Ration of shareholding includes shares of spouse and minor children.

Report on changes in securities holding by company directors and management members as of December 31, 2021

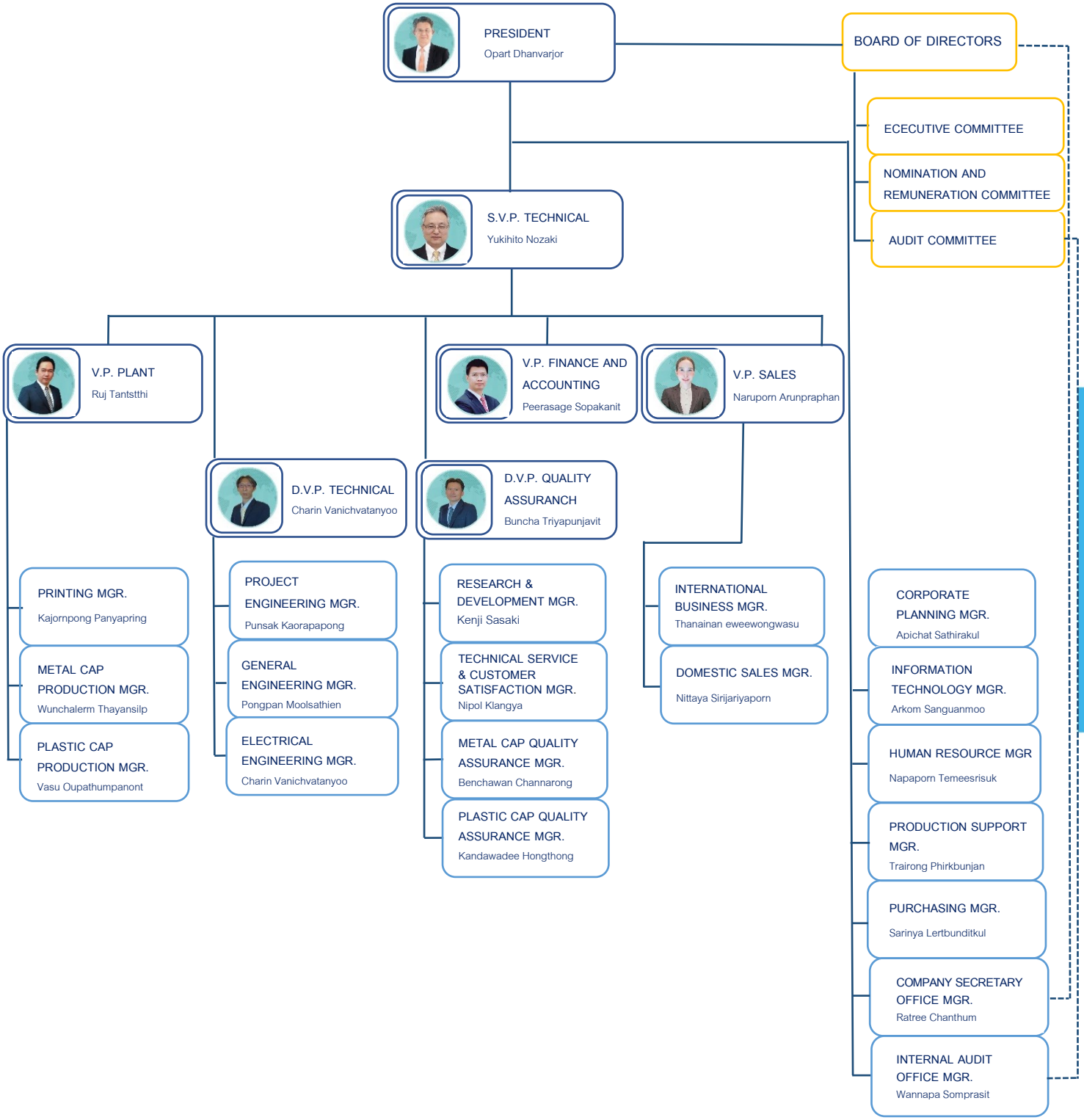
Name		No. of shares									Shareholding ratio in year 2021
		As of December 31, 2020			As of December 31, 2021			Increase (Decrease)			
		Direct	Indirect*	Total	Direct	Indirect*	Total	Direct	Indirect*	Total	
1. Mr. Dhep	Vongvanich	-	-	-	-	-	-	-	-	-	-
2. Mr. Pornwut	Sarasin	21,926	-	21,926	21,926	-	21,926	-	-	-	0.0415
3. Mr. Sirote	Sawasphanich	-	-	-	-	-	-	-	-	-	-
4. Mr. Satit	Chanjavanakul	-	-	-	-	-	-	-	-	-	-
5. Mr. Hisashi	Nakajima	-	-	-	-	-	-	-	-	-	-
6. Mr. Ichio	Otsuka	-	-	-	-	-	-	-	-	-	-
7. Mr. Pongpanu	Svetarundra	-	-	-	-	-	-	-	-	-	-
8. Prof.Dr. Suwimon	Keeratipibul	-	-	-	-	-	-	-	-	-	-
9. Mr. Dhitivute	Bulsook	6,320	-	6,320	6,320	-	6,320	-	-	-	0.0120
10. Mr. Hisatoshi	Itsubo	-	-	-	-	-	-	-	-	-	-
11. Mr. Yoshiyuki	Shikano	-	-	-	-	-	-	-	-	-	-
12. Mr. Yukihito	Nozaki	-	-	-	-	-	-	-	-	-	-
13. Mr. Rojrit	Debhakam	-	-	-	-	-	-	-	-	-	-
14. Mr. Opart	Dhanvarjor	-	-	-	-	-	-	-	-	-	-
15. Mr. Panthep	Supachaiyakit	-	-	-	-	-	-	-	-	-	-
16. Mr. Akihiko	Kato	-	-	-	-	-	-	-	-	-	-
17. Mr. Yoshiki	Miyatani	-	-	-	-	-	-	-	-	-	-
18. Mr. Hiroshi	Takahashi	-	-	-	-	-	-	-	-	-	-
19. Mr. Ruj	Tantsetthi	1,000	-	1,000	1,000	-	1,000	-	-	-	0.0019
20. Mr. Preecha	Suthivechakun	-	-	-	-	-	-	-	-	-	-
21. Ms. Naruporn	Arunpraphan	-	-	-	-	-	-	-	-	-	-
22. Mr. Peerasage	Sopakanit	-	-	-	-	-	-	-	-	-	-
23. Ms. Ratree	Chanthum	-	-	-	-	-	-	-	-	-	-
Total		29,246	-	29,246	29,246	-	29,246	-	-	-	0.0554

Remark : * Shareholding by spouse and minor children including any person holding share in the replacement of director, management or controlling person.

Organization Chart as of 31/12/2021



Organization Chart as of 1/1/2022



01

Business Operations and Performance

Part 1 Business Operations and Performance

1. Structure and Operation of the Company Group

1.1 Policy and Company's Overview

Crown Seal Public Company Limited is a manufacturer and distributor of Crown Caps, Pilfer-Proof Caps, Maxi Caps, Plastic Caps and Composite Cap used as bottling and container seals for products namely carbonated drinks, milk, beer, liquor, soda, drinking water and medical supplies including the hand-held capping machine and Maxi-Cap Sealing machine. Furthermore, the Company also earns the revenue from the printed sheets service.

Crown Seal Public Company Limited was established in 1968 by receiving technological supports from Nippon Closures Co., Ltd., a company in Toyo Seikan Group Holdings Co., Ltd. of Japan. With the high quality products and sufficient production capacity, the Company has distributed the products to leading customers both in country and overseas with the sales revenue of over 2,881 Million Baht per year at the present. Major shareholders are in the packaging industrial and beverage group: such as; Nippon Closures Co., Ltd., Toyo Seikan Co., Ltd., Boon Rawd Brewery Co., Ltd., ThaiNamthip Co., Ltd., Serm Suk Public Co., Ltd. and Green Spot Co., Ltd.

Throughout the operational period of being engaged in the business of caps and closures packaging, the Company has developed and built up long standing relations with the customers by firmly adhering to the productions of quality products and create satisfactions to the customers which, in this respect, leading technology from Toyo Seikan Group Holdings Co., Ltd., is used in the productions. In addition, the Company has still devoted its utmost effort and firmly determined at all out endeavor possible to step forward in becoming the leader in packaging in the future.

1.2 Nature of Business

Our Products

Crown Cap used to seal glass bottle and made of extruded tinplate coated with sealing materials inside to prevent leakage. When it is tightly sealed, the quality of the drink or product in the bottle will be well preserved. Therefore it is suitable for sealing bottles of soft drink, beer, soda, tea, soy milk and juice.

Pilfer-proof Cap used to seal glass bottle and made of extruded aluminum sheet in a cylinder form. There is a perforated line between the cap and the its rim while the layer under the cap surface is filled with anti-rust proof and lining compound to prevent leakage. It is suitable for the products filled with gas or sterilization with heat. The pilfer-proof cap is convenient for various products such as soft drink, healthy beverage, energy drink, sport drink, alcoholic, drug and soy milk.

Plastic Cap used to seal glass and plastic bottles. The external thread cap is provided perforated line between the cap and its rim. It is suitable for various products such as soft drink, green tea drink, juice, drinking water, soy milk, health beverage and others.

Maxi crown Cap used to seal glass bottle and made from extruded tinplate with internal thread and the layer under the surface of the cap is filled with leak resistance lining compound. It is convenient for non-refrigerated products such as alcoholic.

Maxi Cap used to seal glass bottle and made of extruded aluminum sheet and thread while the layer under the surface of the cap is filled with leak resistance lining compound. It is suitable to products filled with gas or sterilization with heat. It is suitable for refrigerated products with anti-rust cap such as drinking water, beer, alcoholic and juice.

Maxi-PG Cap used to seal glass bottle and made of extruded aluminum sheet and threaded while the layer under the surface of the cap is filled with leak resistance lining compound. It is suitable for the products filled with gas or having been through pasteurization process. The plastic pulling ring is convenient for the refrigerated products with anti-rust cap such as drinking water, beer, alcoholic, juice and healthy drink.

Composite Cap is made from plastic through the blow molding process and is coupled with metal sheet and attached with anti-leak lining compound. The ribbed cap is arranged to prevent slippery and perforated between the cap and its rim. It is suitable for the products like essence of chicken, bird's nest drink, concentrated juice and healthy drink.

Crimping machine is specially designed to tightly seal the cap with the glass bottle to prevent leakage of the product inside. The machine is lightweight and conveniently portable.

Maxi cap sealing machine is a semi-automatic pneumatic crimping machine with single head which could seal Maxi cap, Maxi crown cap and Maxi PG cap with glass bottle efficiently to keep the quality of the product long lasting.

Printing Service is provided for coating, printing on steel plate and aluminum sheets before forming shaped. The service is also cover to design, pattern from the high technology printing system.

Revenue structure of the Company for the past 3 years

Revenue Type	2021		2020		2019	
	Million Baht	%	Million Baht	%	Million Baht	%
Net Income						
1. Manufacture and Sales of caps	2,823.98	92.62	2,664.38	92.17	2,948.02	88.38
2. Printing Service and Sales of Printed Sheets	56.99	1.87	105.78	3.66	188.95	5.67
3. Others Income*	167.91	5.51	120.72	4.17	198.56	5.95
Total Revenues of consolidated financial statements	3,048.88	100.00	2,890.88	100.00	3,335.53	100.00

*Remark : * Indicating in accordance to consolidated financial statements which include other revenues such as income from sales of scrap metal, administration, and others.*

Marketing and competition

Marketing strategies of the Company in 2021 are as follows:-

1. Product quality

The Company has clear policy for conducting business under the international quality system certification by developing and maintaining the quality system in production of goods of the Company to meet with the requirements of the quality certification systems continuously, to ensure that customers will receive products that have quality to meet with the requirements, goods have safety and are suitable for use, including:

- Quality management system of ISO 9001: 2015
- Environmental management system of ISO 14001: 2015
- Food Safety System - FSSC 22000
- Occupational Health and Safety Management System ISO 45001:2018
- Good Manufacturing Practice (GMP)
- Hazard Analysis and Critical Control Point - HACCP

For the year 2021, the management system of Crown Seal Public Co., Ltd. was certified as Good Manufacturing Practice, or GMP. The Company system of food safety management was adjusted and changed from FSSC 22000 Version 5 to be FSSC 22000 Version 5.1.

Furthermore, the Company has the target to reduce complaints of customers. In the year 2021, the complaints of customers reduced 28% when comparing with the year 2020. The Company operated continuously on Small Group Activity having target that is consistent with the main action plan of the Company, that is to conserve energy, together with making 6S (5S + Safety) and Kaizen as the basis; so that employees realize and participate in development and improvement of work continuously, making confidence to customers to bring products of the Company to use, so that products which have quality of the customers continue to have good result to consumers further.

To increase effectiveness in doing business, this year the Company invests in the system of SPC& Measurement Performance in type of on-line in production process, both production section of metal caps and production section of plastic caps. The Company added process of quality record, MC Parameter Recorder in Printing Section. The Company made COA by QR Code to reduce paper using.

To add more effectiveness of energy management and to support clean energy, the Company installs solar rooftop, solar rooftop system is used to generate electricity directly from the Sun, not to cause pollutant to environment, or exhaust carbon footprint. Furthermore, it can alleviate the effect of climate change.

2. Price

The Company has policy on product price fairly and reasonably. The Company realizes to production cost factors which have change, especially main raw materials, in type of steel sheet, aluminum sheet and plastic pellets. If there is movement of price from manufacturers, the Company is ready to review selling price to customers appropriately. In the past year, the price of raw materials in type of steel sheet and aluminum sheet increased greatly because there was quantity of demand more than supply. As the Company could not pass all cost which increased to customers, the Company had to manage the cost with the most effectiveness, to reduce effect from

price of raw materials which increased and to be in line with market condition and competition. The important thing, it is to support and keep customers who are benefactors to the Company. Furthermore, the Company has evaluation and analysis system to manage and administer with the cost effectively, so that customers can compete in the market.

3. Service

The Company focuses and emphasizes importance to product presentation to customers since the step of presentation for selling and requesting for detailed usage, in order to present products to customers correctly and suitably for use and on time according to the time schedule. The Company has sales team and technical service team, to provide service before sales, during sales and after sales, by giving fast, accurate and consistent service, in order to provide maximum satisfaction to customers. The Company has sales team that meets customers constantly and technical service team that has knowledge and expertise in the Company products and has experience in checking the condition of packaging closure. In addition, the Company has team of resource persons with expertise, ready to train and to impart knowledge about the Company products to customers' personnel continuously, as well as to help solve problems for customers and also have additional services that help service and facilitate customers, in order to provide service to customers with total solution. The Company also has a Marketing Department to conduct a study on market trends, megatrends, consumer behaviors, and new product trends for offering to customers in order that those trends can be used as guidelines for the development of new products. It is considered yet another one of the services that we provide to our customers.

4. Product development

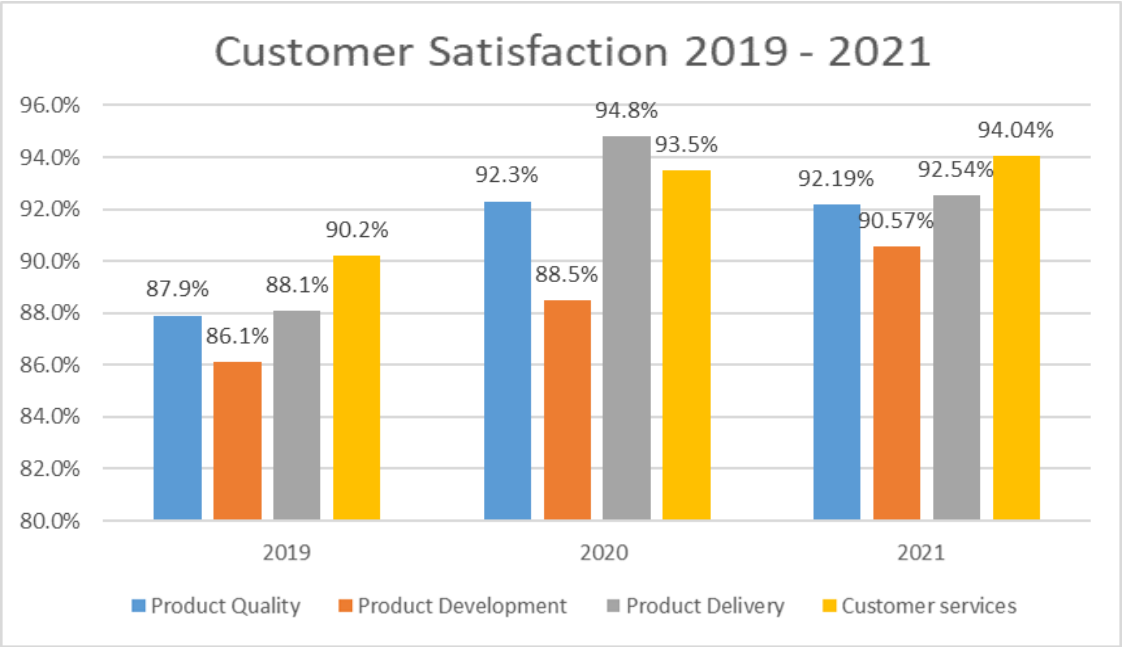
In the year 2021, the Company invested in machinery producing pilfer caps, having higher speed and improvement of machinery to increase effectiveness. In addition to investment in machinery, the Company developed and improved function of cap using, so that consumers could use caps easily and the Company manufactured new products, including plastic caps, size 38 mm, to respond to requirement of customers increasingly. The Company cooperated in business with Guala Closures Group who was one of global leading manufacturers of special sealing caps. The Company offered caps of alcoholic drink, wine caps and sports drink caps, having new technology and innovation to customers. The Company emphasized and promoted investment in doing research and development. The Company has research and development team and teams for developing new products who work jointly to study the market and research, experiment to develop new goods to meet the need of customers. The Company develops new products, realizing about consumers, customers and society and environment mainly. The Company is also supported regarding knowledge and technology from Nippon Closures Co., Ltd. and Toyo Seikan Co., Ltd. which are the parent companies of Crown Seal Public Co., Ltd.

In the year 2021, the Company studied about new packaging products and new markets additionally to be ready for developing new products and expanded into new markets, according to the growth strategy of the Company.

5. Customers' satisfactions

We initiated actions to conduct the customer satisfaction surveys to acquire information on the Company's current performance result and to get to understand the customers' needs in leading us to the implementation of the product development and services in compatibility with the customers' requirements in order to create their satisfactions with the Company's products and services. We started to conduct the customer satisfaction surveys

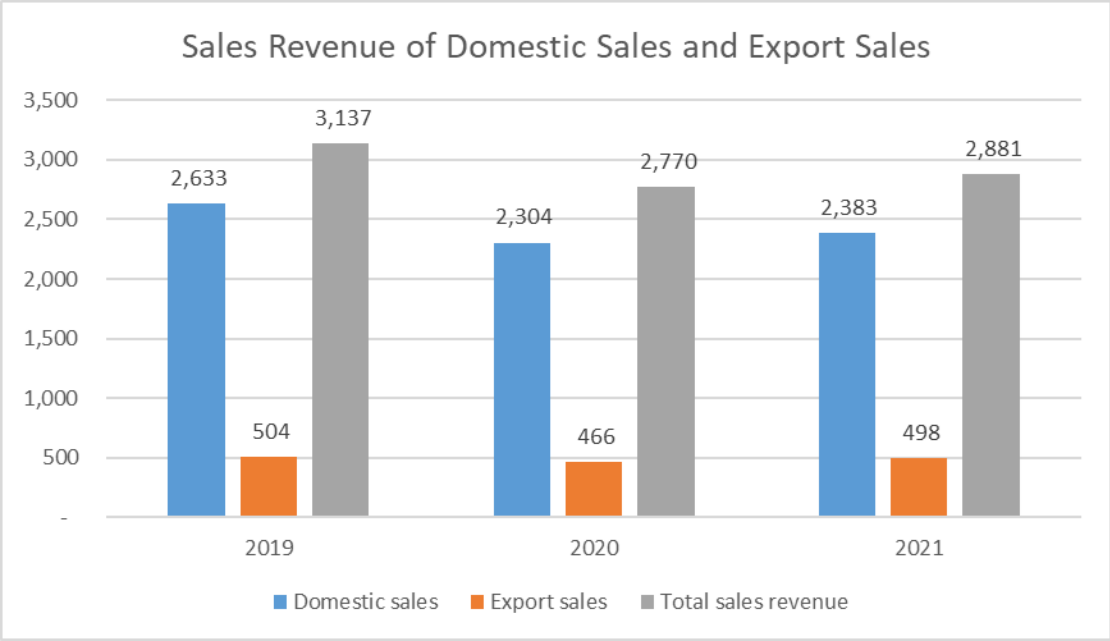
in 2019, by having the customers to make their satisfaction assessments in 4 main areas: namely; the product quality, the product development, goods delivery of goods and service. Deriving from the 2021 Overall, the Company received 92.72% customer satisfaction, customers were more satisfied with the product quality, the product development, goods delivery and services. We used the data derived from the customers' assessments to carry on the analysis to improve our works, product quality, product development and better services for customers.



Ratio of Domestic and Export Sales

1. Company's Sales

The Company's sales in 2021 accounted for the total amount to 2,881 million Baht divided into the domestic sales amounting to 2,383 million Baht or 82.71% and the international sales amounting to 498 million Baht or 17.29% of the Company's total sales.



Unit: Million Baht

Year	Domestic Sales	Export Sales	Total Sales
2019	2,633	504	3,137
(%)	83.92	16.08	100
2020	2,304	466	2,770
(%)	83.18	16.82	100
2021	2,383	498	2,881
(%)	82.71	17.29	100

Customers in the Country had sales in proportion of 82.71% of total sales of the Company. The sales quantity of the market in the country in the year 2021, increased from the year 2020 for 6%. The value of sales increased: 3%. The main cause was that the main raw material price increased and because the pandemic of COVID-19 Virus was more severe, causing the government to announce measure of Lock Down, so people worked from home the most of all and consumers spent less time outdoors. As the situation of COVID-19 pandemic has high level of uncertainty, purchasing power of consumers was pressed. Consumers were careful in spending money. As there was situation of COVID which was severe, it caused tourists not to return to tourist places. These factors affected sales of beverage group outdoors sold in restaurants, clubs, bars and tourist destinations. However, in the year 2021, beverage production and distribution operators adjusted and changed selling channels, increased proportion of on-line distribution, along with home delivery and launching new products. There was organizing of campaign for stimulating market and consumers started to adapt themselves to using of New Normal life, making the overview of Thai beverage market to adjust more, comparing with the year 2020, but it could not return to grow in the same level as the years 2018-2019 which were the years before pandemic of COVID-19.

Customers abroad had sales in proportion of 17.29% of total sales of the Company. The sales quantity of the market in foreign market in the year 2021, increased from the year 2020 for 1%. The value of sales increased : 7%. The main cause that the value of sales increased more than quantity, even though the value was affected from raw materials which were adjusted to increase, because sales of product mix were different from the year 2020. The situation of COVID-19 Virus pandemic in foreign market was the main factor affecting consumption of beverage and sales of beverage groups. Coup d'etat of Myanmar armed force in February was another factor affecting the sales of the Company, because Myanmar was one of important markets of the company. From the situation of COVID-19 Virus pandemic, it caused the project to launch new products to be postponed, even though the market condition was affected from the situation of COVID-19, the Company still searched for customers more in each country and the Company expanded to new markets. In the year 2021, the Company expanded market to Cambodia.

2. The Growth Rate

The total sales of the Company of the year 2021 grew more about 4% from last year. Even though in the year 2021, pandemic of COVID-19 Virus had outbreak more, the Company still emphasized development of new products and searching for new products to show to customers. The Company searched for new customers and

expanded products to new market continuously according to the strategy of growth of the Company for continuous and sustainable growth.

Sales and Sales Percentage of Major Customers

Details of the past 3 years of sales to top ten major customers and sales percentage when compared to total sales are given as follows:

Unit: Million Baht

Year	Total Sales	Sales to top ten customers	% of total sales
2019	3,137	2,245	71.6
2020	2,770	1,929	69.63
2021	2,881	1,973	68.48

Among the top ten customers, two were shareholders of the Company, namely:

1) Group of Boon Rawd Brewery Company Limited

2) Green Spot Company Limited

In the past three years, The Company did not sell to any customer in excess of 30% of its total sales.

4. The top 10 customers are:

1. Boon Rawd Brewery Company Limited
2. Thai Beverage Public Company Limited
3. Carabao Tawandang Company Limited
4. Green Spot Company Limited
5. Scotch Industrial (Thailand) Company Limited
6. Osotspa Public Company Limited
7. Global Connecting System
8. T.C. Pharmaceutical Industries Company Limited
9. Lao Brewery Company Limited
10. Siam Winery Company Limited

Industrial Overview and Competition

1. Domestic business trends

The overview of beverage market in the year 2021, was still affected from pandemic of COVID-19 Virus, consumers still had to live in way of social distancing, resulting in beverage consumption outside home to be reduced accordingly, but beverage market in the year 2021 increased more than the year 2020, especially alcoholic drink which was affected severely in the year 2020.

In the year 2021, beverage operators, both alcoholic drink and non-alcoholic beverages have adjusted and distributed products to E-commerce channels more. There is more promotion and development of new products to meet the consumer behavior in millennial group who is an important consumer basis making sales of caps in beverage group of soda, beer, alcoholic drink and drinking water for health to increase from the year 2020 a little bit. The sales of caps for beverage group sold in such places as restaurants, clubs, bars, or tourist destinations still decreased from the year 2020.

For the year 2022, Bank of Thailand expects that Thailand economy will grow for about 3.4%. This is the estimation which is adjusted and decreased, because of spreading of Omicron and the fact that the government cancels the quarantine-free tourism. Therefore, the Company estimates that spreading of Omicron variant will be risk factor for tendency of economy in the beginning of 2022. This depends on severity of pandemic of Omicron variant and measures to manage the pandemic.

2. Market size and growth rate

In the year 2021 for the domestic market, packing products of metal caps and plastic caps had more growth rate, comparing with the year 2020, caps of almost all beverage product group, for example, soda, beer, alcoholic drink, energy drink, sports drink and soy milk drink had more growth rate than the year 2020, except sales of bottle drink product caps which had sales to decrease from the year 2020, because these product groups are consumed outdoors, for example, drinking in restaurants. In the year 2021, the Company still maintained leadership of metal cap packaging product market, by using strategy of quality product image, variety of types of caps which can satisfy customers in every beverage industry group and good service. These things make the Company to maintain market share in main customers and expand and increase new customers continuously.

For foreign markets, products in group of metal caps had more growth rate, comparing to the year 2020, especially in beverage group of functional drink which still had growth continuously. The market which was affected was Myanmar market that was affected from COVID and coup d'etat, resulting in the sales of caps in Myanmar. As there was COVID situation in the country, the Company export was affected by COVID-19 situation. It caused customers to postpone development of new products and expansion of line, so it caused the new product development plan and increasing of sales to be affected. Plastic caps had decreasing of growth rate, comparing with the year 2020, because of price competition in the market which increased; this caused the Company to lose market share in some customers.

In addition, the Company focuses in production of quality products. The Company puts the customers first of all and provides integrated service on packaging products to customers. The Company focuses on product development and innovation which can help improve life quality of people and participates in solving problems of environment, as well as expanding business to new market according to the strategic plan for the growth of the Company. The Company focuses on development of personnel to increase potential and preparing the readiness for adapting oneself to keep up with change that is happened and get in line with the goal of the Company. The Company engages in business with responsibility to society and environment, in order to create development guidelines and sustainable growth.

3. Easiness and difficulty of persons entering to be new competitors

In the year 2021, there are more packaging product manufacturers from European countries, India and China offering for sales of packaging product to domestic beverage manufacturers, including countries of customers of the Company in ASEAN but they are not yet very successful, due to limitation in product delivery, keeping of stock products and after sales service. And due to the situation of the COVID-19 outbreak, customers are increasingly looking for packaging and raw materials in the country. However, the entry of new competitors is something that the Company focuses importance and follows closely.

Large operators with parent companies abroad still use the bidding method, by collecting the demand of the market in several countries to be basis for quotation and have definite sales contract period. The format of future trade will focus on finding of trade partners having potential, in order to build a strong supply chain based on good cooperation. Therefore, the Company that has good relationship with customers and can offer fair price and respond quickly to demand of customers, as well as providing comprehensive services to customers and develop products and services continuously will cause difficulty to new competitors who will enter into this industry.

The Company has obtained technical support from Nippon Closures Company Limited (which is an affiliated company of Toyo Seikan Group Holdings Limited, a leader in packaging product production in Japan) continuously. Experts are delivered to study and provide suggestions on improvement regularly, to strengthen the production team and quality assurance section, by delivering employees of the Company to study about work in Japan, in order to improve the work process and enhance knowledge and capability to meet with modern production technology and innovation in the future.

Right and Restrictive on Business practice

The Company entered into technical licenses agreement with Nippon Closures Co., Ltd., whereby the Company receives technical support services for the manufacture of Crown caps, Pilfer-proof caps, Maxi cap series, Plastic caps and Composite caps. Currently, compensation is payable at a percentage of net sales of Maxi cap series, Plastic caps and Composite caps only.

Production and Capacity and Quantity

Product	Year 2021		Year 2020		Year 2019	
	Total Quantity (Million pcs.)	Capacity Utilization Rate (%)	Total Quantity (Million pcs.)	Capacity Utilization Rate (%)	Total Quantity (Million pcs.)	Capacity Utilization Rate (%)
Caps	20,550	56	20,500	47	20,500	56

Raw materials and raw materials suppliers

The policy of the Company is to promote and support domestic industries so if the raw materials have the suitable quality, standard and cost not more than that of the imports, the Company will make a purchase domestically. The purchasing policy is to procure raw materials from more than one supplier to ensure quality of the products in accordance with the standard at the suitable price and timely delivery.

To select the raw material suppliers, the priority is given to quality of the raw materials employed in the production first with clear inspection criteria and consistent examination on the raw material suppliers of the Company to ensure that the raw materials employed would not affect the quality of the products. New raw material suppliers will be searched systematically each year through separation of raw material suppliers by type of raw materials, test of raw materials by the quality assurance division in accordance with the international assessment standards such as ISO, GMP, HACCP, OHSAS and FSSC 22000 to prevent shortage of raw materials for the production of the Company.

Product	Major Raw Materials	% to domestic procure
Metal caps	Thin plate / Aluminum plate	Thin plate 98/ Aluminum plate 80
Plastic caps	Polypropylene	100

The Company did not have any supplier held more than 30% of the total raw material purchase amount.

Production Process

Metal caps

- MATERIAL
  Thin Plate/ Aluminum plate
- SLITTING
- COATING
- LOGO PRINTING
- PRESS
- LINER
- PACKING

Plastic caps

- MATERIAL
  Thermoplastic
- PRESS
- LINER
- LOGO PRINTING
- PACKING

Printing Production

- MATERIAL
  Thin Plate/ Aluminum
- COATING
- PRINTING

Property used in Business

The Company has assets for the manufacture of products for sale, consisting of land, machinery and equipment, factories, buildings and structures. Including decorations and important office equipment as of December 31, 2021 as follows:

List	Proprietary	Book value (Million Baht)
1. Land	Owner	142.80
2. Buildings and Structures	Owner	135.10
3. Factory Machinery and Equipment	Owner	1,150.88
4. Furniture and office equipment	Owner	26.23
5. Vehicle	Owner	0.11
6. Assets under installation	Owner	95.77
Total		1,550.89

In addition, the Company has investment properties consisting of land for rent at Khlong 2, totaling 31 rai, accounting value of 240.10 Million Baht, vacant land, allocated land and buildings of 164 rai at Khlong 8, Lam Phak Kut Subdistrict, Thanyaburi District, Pathum Thani Province. All assets of the Company, there is no obligation to any bank or creditors, book value of 426.20 Million Baht.

1.3 Shareholders Structure of the Company Group

Company's Name	Type of Business	Type of Share	Registered Capital	% Share Holding
Bangkok Can Manufacturing Co., Ltd.	Easy open end, 2&3 pieces can	Common	1,800 Million Baht	1.60

1.4 Registered Capital and Paid - up Capital

Securities and Shareholders

1. The Company's Securities

- Registered Capital and Paid - up Capital

As of 31 December 2021, the Company accounted for the registered capital of 528,000,000 Baht which had been paid up in the amount of 528,000,000 Baht, divided into 52,000,742 ordinary shares and 799,258 preferred shares with par value of 10 Baht each.

The Company sold 800,000 preferred shares to the existing shareholders with a par value of Baht 10 each. The selling price was Baht 76 per share, according to the resolution of the 2007 Annual General Meeting of Shareholders held on April 23, 2007. Then they had converted into 12 ordinary shares in 2009 and 730 ordinary

shares in 2019. The preferred shares have the same rights and benefits as the ordinary shares. The preferential rights of the preferred shares are as follows:

1. Each preferred share is entitled to dividends at the same rate as each ordinary share is, plus Baht 1.50 for each preferred share. Dividends on the preferred shares are non-cumulative.
2. Each preferred share has one vote.
3. Each preferred share is convertible into an ordinary share at the ratio of 1:1. A holder may exercise the right to convert the preferred shares to ordinary shared on the last business day of each month. If that day in a non-business day, the exercise must be postponed to the next business day.

- Shareholders' Agreement between major shareholders with possible impact on the issuance and offering of securities or on the management of the Company, co-signed by the Company

- None -

2. Shareholders

Details of top ten shareholders as listed in the share registered as of December 31, 2021 are as follows:

Name of Shareholders **	Nationality	Share Amount				Type of business
		Ordinary share	Preferred share	Total	% to Total	
1. Nippon Closures Co., Ltd.[1]	Japanese	19,071,292	772,046	19,843,338	37.582	Packaging
2. Toyo Seikan Co., Ltd.[2]	Japanese	5,280,000	-	5,280,000	10.000	Packaging
3. Boon Rawd Brewery Co., Ltd.[3]	Thai	3,934,488	-	3,934,488	7.452	Beverages
4. ThaiNamthip Co., Ltd.[4]	Thai	3,768,316	-	3,768,316	7.137	Beverages
5. Thai NVDR Co., Ltd.	Thai	1,553,500	46	1,553,546	2.942	Promote investment
6. Sermsuk Plc.[5]	Thai	1,057,742	-	1,057,742	2.003	Beverages
7. Green Spot Co., Ltd.[6]	Thai	1,000,000	11,230	1,011,230	1.915	Beverages
8. The Thailand Securities Depository Co., Ltd.	Thai	884,800	-	884,800	1.676	Promote investment
9. Bangkok Insurance Plc.[7]	Thai	882,828	-	882,828	1.672	Insurance
10. C.S. Capital Co., Ltd.[8]	Thai	735,000	-	735,000	1.392	Investment in another company

Remarks :

1. The major shareholder of Nippon Closures Co., Ltd. is Toyo Seikan Group Holdings Co., Ltd. (100%)
2. The major shareholder of Toyo Seikan Co., Ltd. is Toyo Seikan Group Holdings Co., Ltd. (100%)
3. The major shareholders of Boon Rawd Brewery Co., Ltd. are Mr. Naiyanop Bhirombhakdi (18.78%), Mr. Piya Bhirombhakdi (13.15%) and Mr.Santi Bhirombhakdi (12.27%)

4. The major shareholders of ThaiNamthip Co., Ltd. are Coco-Cola Export Corporation Co., Ltd. (40.8%) and Jootee Tin Dredging Co., Ltd. (10.2%)
5. The major shareholders of Sermsuk Plc. are So Water Co., Ltd. (64.67%) and SS National Logistics Co., Ltd. (21.14%)
6. The major shareholder of Green Spot Co., Ltd. is Wattana Sophonpanich Co., Ltd. (56.52%)
7. The major shareholder of Bangkok Insurance Plc. is Bangkok Bank Plc. (9.97%)
8. The major shareholder of C.S.Capital Co.,Ltd. is Smart Investment Holdings Co., Ltd. (48.96%) and Watana Chote Co.,Ltd. (31.17%)

** Excluding shareholders in Thai NVDR Co., Ltd. a subsidiary of the Stock Exchange of Thailand with the objective of promoting investor investment, particularly international investors, in order to invest in common stock of listed companies without being restricted by foreign shareholding limit which does not have the right to vote at meetings of listed companies.

1.5 Other securities

- None –

1.6 Dividend Payout Policy

The dividend policy of the Company is to pay not more than 70 percent of annual net profit after deducting all types of reserves as required by law and the Company. Each preferred share is entitled to dividend at the same rate as each ordinary share is, plus Baht 1.50 for each preferred share. However, the dividend payment will be subject to net profit, cash flow and the Company investment responsibility including the legal obligation and other necessities. The past dividend payments of the Company are as follows:

	Operation results				
	2017	2018	2019	2020	2021*
Net Profit (Million Baht)	240.47	330.19	348.98	258.43	**193.70**
Dividend payment rate					
Dividend for ordinary share (Baht)	1.50	1.50	3.90	2.45	**1.80**
Dividend for preferred share (Baht)	3.00	3.00	5.40	3.95	**3.30**
• Interim Dividends					
- Common share (Baht/Share)	-	-	3.25	-	-
- Preferred share (Baht/Share)	-	-	4.75	-	-
• Final Dividends					
- Common share (Baht/Share)	1.50	1.50	0.65	2.45	**1.80**
- Preferred share (Baht/Share)	3.00	3.00	0.65	3.95	**3.30**
Percent of net profit (%)	33.44	24.35	59.35	50.52	49.68

Notes: * Dividend rate for operation results of 2021 will be considered approving by the shareholders at the 2022 Annual General Meeting of Shareholders.

2. Risk Management

Crown Seal Public Co., Ltd. emphasizes the integrated risk management which is in line with the strategy and target of the Company. It is the process of risk management which is supervised by Risk Management Committee, in order that employees specify the events that may happen which affect the strategy or target of the Company that must be managed for such risk, so that the risk will come to the level of risk which is acceptable. This will ensure that the Company can achieve the specified objectives and so that the management of the Company is carried out effectively and it is the preparation to support the risk events that may happen in the future, and to comply with the standard of Enterprise Risk Management - Integrated Framework: COSO ERM 2017. In the year 2021, the Company improved the risk management as follows:

- the Risk Management Handbook for use as clearly practical guidelines and setting the appropriate risk assessment criteria for each level by taking into consideration the chance of occurrence and impact, both monetary and non-monetary;
- the organizational risk management model by adopting the Enterprise Risk Management - Integrated Framework (ERM 2017) to ensure that the Company has a systematic risk management plan and that the systematic risk management plan is in line with the strategic plan;
- the organization of training course on risk management according to the ERM 2017 for the Executives to use as a conceptual framework for organizational risk management in 2021.

In addition, all Management Section personnel have been assigned to be the Risk Owner having the responsibility for risk management after the risk assessment. The Management Section is responsible for mapping out the Mitigation Plan to manage and reduce each type of risk to an acceptable level and then submit it to the Subcommittee of the Risk Management Committee by line of work for consideration and approval on the Plan and supporting measures both on a short and medium term in order to manage risks of implicit significance.

The Risk Management Committee performs duty in monitoring the implementation of the risk management plan on a monthly basis including assessing the level of risk remaining after the management for submission to the Audit Committee for consideration and opinions before reporting to the Board of Directors for consideration and acknowledgement on a quarterly basis regularly.

Risk factors

In the business operating of the Company, there may be uncertain events occurring, affecting in negative aspect towards achieving of the Company' goals. Uncertain events may have chance to occur from both internal and external factor. The Risks Management Committee consist of executives and assistant directors or higher, to be the Risk Management Committee. The President is the Committee Chairman and Corporate Planning Manager is a committee member and secretary currently perform the duty of supervision and support the risk management, including determining meetings in order to consider the reports of the operation to reduce risks of several departments and following up the status and progress of risk management in year 2021 monthly, including holding meetings of the Risk Management Committee at least one per quarter to summarize the risks of the Company,

including trends or events that may occur and cause obstruction to business operations that effect the Company to submit the report to the Audit Committee one time per quarter with the Internal Audit Office will join in the meeting as reviewer for assessing the efficiency of risk management. In year 2021, the Company has communicated with chiefs of staff and employees to know about risk management of the Company, through the meeting of the chiefs of the department and staff periodically, in order to reduce risk in the same direction. The risks and measures of their management in detail were as follows.

1. Safety, Health and Environmental Risk

In the year 2021, the event of pandemic of COVID-19 Virus was the risk affecting severely to health and hygiene and life style of people all around the world. Several businesses suspended or wound up, because businesses could not solve problems of this risk. Several business had to change form of operation, to be in line with New Normal Way which was changed, so that businesses could be carried out. This risk regarding health and hygiene affected the Company, so that the Company had to adapt and there was prompt measure, so that business would not be suspended and there would not be severe effect on employees and stakeholders. Employees of the Company were taken carefully in preventive and protection measures and communication about data on pandemic of COVID-19 Virus made employees to know about data inside the Company and necessary data outside the Company. The risk reduction from pandemic of COVID-19 Virus that the Company carried out included the followings:

1. The appointment of a Working Group in monitoring surveillance, prevention and control over communicable diseases or epidemics having the duties to be responsible for mapping out a support plan and an action plan for surveillance, prevention and control over the communicable diseases that would spread into the Company, implementing practical guidelines for employees and third parties who would come to contact or work in the Company to comply with, communicating with and educating employees on proper performances, allocating resources for the executions in compliance with the work plan and necessary measures, sufficiently and promptly, coordinating with government sector agencies and relevant external agencies to exchange information and plans in preparation to cope with the epidemics.

2. Measure to protect and take care of employees included establishment of spots for measuring temperature before entering into the Company. The Company arranged alcohol at public spots and increased the cleaning and asked for cooperation from employees to put on facial mask 100% in areas of the Company. The Company reduced density of meetings, by using on-line meeting system. The Company prohibited travelling to risk area and travelling abroad; stopping delivering employees to train outside of the Company; determining employees to work from home; recording activities for reviewing in case of risk events related to employees. In case employees suffered from infection, the Company specified that such employees should be treated from hospital or hospitel. If physician evaluated that such employee did not have severe symptom and the Company specified for employees to observe symptom for 14 days, if suffering and being near to affected persons. Regarding vaccination, in the year 2021, the Company had 98% of employees vaccinated to prevent COVID-19, completing the doses and the Company had campaign and communication, so that employees to be vaccinated for booster dose continuously.

3. Public Relations Communications: The Company set up a communication channel with all employees through line application which they could receive various information that would be communicated, in a timely manner. The Company launched a campaign on “Keep Your Guard Up” continuously through various media that the Company had: such as; line official, internal TV monitors, public relations boards, various sub-meetings, every time. In addition, a hypothetically rehearsal scenario was conducted in case that a Company’s employee was found to be infected by corona virus. Various steps of the relevant actions were also rehearsed to ensure that they could materially be performed as prescribed including the post-rehearsal assessment, as well.
4. Practical Procedures on Outsiders: The Company clearly defined the practical procedures on outsiders to enter the Company premises as to how it should handle, i. e. screening people being at risk to prohibit them from entering into the Company’s area; making inquiries on their travels including coordinating with and providing co-operations to both local and central government agencies in various actions requested by the government to prevent the COVID-19 pandemic.
5. On the aspect of treatments provided to stakeholders: such as; customers and suppliers, the Company established a close communication with one another on the changing needs; the customers’ requirements were followed and vice-versa the suppliers were asked to closely comply with the Company’s requirements.

On the product production safety, the Company has used machineries and equipments in the production process, loading and unloading raw materials and products all the time. Therefore, working safety is important to both the employees and the Company. A job-related accident may lead to physical loss of employees and Company property. In order to prevent and reduce the risk of such loss, the Company had, in 2021, maintained a system on conducting the Job Safety Analysis, Near Miss Reporting and Monthly Site Survey every month by the Management to carry on the surveys the surrounding areas of the Company that could pose a risk to working safety in order to determine measures to prevent hazards that may potentially occur including launching campaign to instill consciousness in the employees about the safety by organizing Safety Day activity to educate them on working safety as well as making regular inspections on machineries, tools, equipments and environmental conditions in the working areas. The Company also launched campaigns on wearing safety helmets for employees driving motorcycles. In 2021, the number of accidents and the number of days off work due to accidents has decreased continuously. The company remains committed to the practice and campaigns for employees to be aware of safety and the Zero Accident project continue as for fire prevention, the company has a plan to prevent fire. as well as arrange fire prevention drills and fire evacuation every year and during the 4th quarter, the company introduced additional measures "Stop-Call-Wait" does not leave a problem. when an abnormality occurs to make employees aware of safety at work and to prevent errors from correcting abnormalities.

Where on the matter of the environment, the Company has properly implemented and monitored controls over the various values in accordance with the Regulations of the Department of Industrial Works and Pollution Control Department and the disposals properly in accordance with the method and requirements set out under the

Environment Law to prevent the communities and environment from being affected any which is an important goal of the Company.

2. Business Environmental Risk.

Economic condition of the country in the year 2021, economic growth rate of the country expanded at 1.2%. Export of the country expanded more than the year 2020 and income from tourism reduced from the year 2020. However, impact of tourism industry of Thailand depended on the period of COVID-19 pandemic situation and the fact that the government could control the pandemic or not and it also resulted that tourist operators and labor in tourism are affected a lot. Other than the decreasing of income, it also made the trading of other relevant businesses to stagnate. The public sector had to launch several measures to stimulate economy, for example, project to increase purchasing power to cardholders of government welfare cards, half-half project, project of travel together right, measures to relax sitting and having food in restaurants, Test and Go Project, or Project of Phuket Sandbox. However, when it was found that there was pandemic of COVID-19 Virus with new variant in Thailand, causing Thailand to have measures to announce curfew, to enforce the use of preventive measures in each area, as well as closing the entertainment places and emphasizing people to adapt themselves to new normal way of life, or vaccination, social distancing and self-cautiousness in the highest care of oneself or universal practice under the principle of University Prevention. People are careful in spending money more, because of the result of limited purchasing power and household debt which is still in high level. Rate of consuming of beverage which decreases, causes sales of the Company products not to meet the goal and export of the Company products not to meet the goal, because the impact comes from pandemic of COVID-19 Virus in the country of customers as well. Presently, business competition is more violent, both from competitors in the country and competitors from foreign countries. Beverage manufacturers who sell beverage in many countries still use bid tendering method of raw materials from parent companies and deliver raw materials to manufacturing factories in several locations which there is using of high quantity of raw materials. Therefore, price competition increases.

3. Financial Risk:

In 2021, the depreciation of Baht affects the Company. both in terms of importing raw materials, machineries and equipments from abroad and the Company's revenues from exporting products to foreign countries. The Company's expenditures and revenues were in foreign currencies where the risk reduction on which could be done through the matching of the expenditures in the same currency as the revenues and entering into foreign exchange forward contracts including monitoring close tap on the exchange rate which eventually allowed the Company to be able to effectively mitigate the risk of the exchange rate fluctuations, thus, resulting in the Company to generate a profit from the exchange rates in the overall picture in 2021 total 6.95 MB.

On the aspect of the credit risk, the conditions on the debt repayment to the Company by the customers or counterparties were not met as agreed upon. We conducted the analysis on the aging of the debtors for credit management and completed a report on the outstanding credit every month including accelerating and running the follow-ups immediately upon a potential opportunity for the debt payment was found possibly not to be in

accordance with the conditions. The product conditions were adjusted for some customers whose business operations had been affected consequently as a result of the COVID-19 during the period of pandemic. Deriving from such actions, the Company could reduce the credit risk in 2021.

Whereon the risk of various budget spending that did not meet the deadline, since 2019 when the developed reporting system to better control and monitor the budget use had begun to be applied, the budget spending in 2021 was made somewhat closer to the prescribed schedule than in 2020.

4. Operational Risks

The risks arose from the factory operation process including from the internal systems operations. In year 2021 the risks included:

Product quality control

Production of products of the Company, the Company has quality control in very step. The Company will inspect materials from the step of receiving of raw material, production process, goods packing and goods delivering. However, there is finding that the Company has risk from complaints on quality from customers. In year 2021, the Company prepares measures to reduce risk, by preparing acceptable quality level provisions between the Company and each customer, installation of equipment and improvement of cap quality inspection system by using high quality camera, in the production line for more precision. The Company arranges training of using to employees in production line, training of imparting knowledge in production of products and concept to improve the quality through the SGA (Small Group Activity). In addition, in in testing of products of the Company with the production line of customers, there is determining of testing size mutually to be more clear, so that summarized result from testing will confirm this, in the same way as when goods of the Company are brought to use in actual production process. The Statistical Process Control (SPC) system for recording production quality data from the production line automatically into the database instead of manual recording had been adopted for use, thus, allowing the production quality data being able to be analyzed in a timely manner. In this connection, the Company has begun to install the system in the plastic cap production line and will expand to complete all such production lines. As a result of such action, the number of quality complaints from customers in 2021 had decreased from last year, yet, our goal as set was not met. We therefore still need to continuously work on the plans that have not yet been completed and commit to encouraging the Quality Management System Unit to strive to carry on actions to attain fruitful expectations as planned in order to better resolve quality complaints with the ultimate goal not to have complaints about the product quality from customers.

Production plan control

In order to reduce risk in production plan, so that production plan is in line with the delivery schedule. The Company started to use “Production to Plan” which could help the production plan to have effectiveness from the year 2019, resulting in good result in controlling expense, for managing of raw materials to be in the appropriate level for production and arranging overtime work plan. The production department could prepare supporting parts in advance. Such system helped production and overtime work to have clear work plan; effectiveness could be

measured better, even though some part of work result did not comply with the specified plan, it helped to reduce risk in controlling of production plan.

Stock control

The Company's production included to both the sufficient products stock for immediate customers supply and the supplies in order. However, the Company's stock was found it was for over 1 year eventually a risk of oversupply as well as being out of date in case of the probable product brands change in year 2021. To prevent as well as abate the risk of loss, the Company's measure each section would have its officer responsible to take care the Company's stock to be at appropriate level particularly the over 1 year stock imposed. The stock levels, long time stock clearance and sale and disposal of the stocks clear to be unsellable and follow ups to prevent over 1 year stock were reported. With the said measures risks abatement was achieved but a continual stock control was still required. Moreover, in order to prevent the occurrence of the insufficiency of the warehouse space from the inventory storage estimation, we have rented a warehouse space outside the Company for sparing in keeping the inventory stocks storage which greatly help reduce the risk of a non-storage area insufficiency for the inventory.

Customers' satisfactions

Survey on the customer's satisfactions to the Company's products quality, delivery and services had been conducted yearly by the Company with questionnaire. In year 2021, the customers' satisfaction percent was found better than the year 2020 with the Company's products quality, delivery and services satisfactions met the targets. However, the products development satisfaction failed. The complaints on the product quality have still been in persistence. Nevertheless, the Company has plans to continuously improve quality control in order to reduce the product quality complaints and increase the customers' satisfactions.

5. Risks from compliance with rules, regulations and requirements

The Company has assessed the risk of compliance with rule, regulations and requirement which the Company has business code of conduct as the principle of the operation. The Company has clear regulations to know what conduct should not be performed. The company respects the right to traders and customers of the Company, helping to reduce the risk in this matter. The Company provided the commercial ethics education and training to employees together with enforced the respective measures for the employees' compliance with ethics.

6. Risks from severe events

The Company has assessed risks from natural disaster, such as flood situation. The Company has plans to support such events. In year 2021, the Company did not have risk from natural disaster events.

7. Reputation and intellectual property risks

The Company focuses the importance of the Company and customer information safety as well. The Company has a system to prevent leakage of important information to outside, including the prevention of access to the Company information system from outside, including the provision of backup of important information storage. The Company can proceed continuously if the mail data source is damaged. The Company's Information policy was

imposed for the information use control together with all the hard copy records were banned to ensure no information leakages. In year 2021, the Company was with virtually no reputation and intellectual property risks, had conducted the personal information protection act and was determined to comply with laws.

8. Risk from production cost

The main raw materials of the Company uses for production are steel sheets, aluminum sheets and plastic pellets of which the price has changed due to global price fluctuation in accordance with the market demand at the time. Such factor is not controllable by the Company. The price of raw materials has increased significantly in the second half of 2021. While adjusting the selling price of the cap is not much in the same proportion, the Company has closely monitored movement of the price of raw materials in oversea and domestic market, including coordinated with the suppliers for the productions and deliveries in time. The Company also shall conduct the products sale quantity estimation in advance more precisely to purchase the raw materials in time, shall manage stocks to be at appropriate levels to avoid delivery delays and shall develop good relationships with all partners. For more, the Company had established the practice guideline to the second and third suppliers determination and development plan for the main raw materials supply together with shall search for the substitution raw materials at lower prices for the raw materials risk abatement.

9. Risk derived from Human Rights and Good Corporate Governance.

We have been well aware of the respect to human rights which is one of the important principles under the good corporate governance and extremely important to the Company's business operations. We place a great deal of importance on human rights and good treatments to both our employees and business partners by taking into account the human rights and equality, non-discrimination against any person. In 2021, we made a preparation to carry out various actions on personal information on the part belonging to the shareholders, employees and individuals related to the Company according to the Personal Data Protection Act, B. E. 2562 (2019), which will take effect for use with the private sector on 1 June 2022. Furthermore, the employees' personal liberties are protected from being violated by way of using or disclosing such to unrelated person which is the Company's Code of Ethics. In terms of the good corporate governance, we have followed the practical guidelines of the Stock Exchange of Thailand with transparent actions that can be checked and verified, thus, ensuring that the Company has no such risk.

3. Sustainability Management Process

3.1 Sustainable Management Policy

The Board of Directors complies with the principles of engaging in business according to ethical framework and the good corporate governance policy of the Company, having focus on fair treatment, honesty, transparency and realizing about stakeholders in every party, to achieve the goal of being an organization which operates business with social responsibility and develops the company to sustainability. The Company has operated work in accordance with sustainability report covering the areas of economy, society and environment under the Principles of Good Corporate Governance as follows;

- **Engaging in business with fairness**

The Company treats towards business partners in fair and honest trade competition framework, by complying with the contract and commercial conditions, including giving equality and justice to all business partners. The Company respects the intellectual property of other people.

Fair competition: The Company has equal and fair treatment, according to the trade terms and conditions with customers and sellers strictly, as well as has fair trade competition, realizing trade ethics. The Company will not distort the information, will not deceive or use any other methods which are incorrect.

Respect of property right: The Company encourages employees to follow property right and respect intellectual property, patents and copyright strictly.

Promote social responsibility in partners: The Company promotes and cooperates in the operation of social responsibility of customers, sellers, as well as inspects action of contractors in compliance with the labor laws for contractors who are business partners of the Company.

The Company has never been prosecuted for violating the law and any regulations throughout the past operating period.

- **Anti-corruption**

The Board of Directors realizes the importance and focus on the business operation of the Company to act correctly, straightforwardly. The Company must not call for or receive property and any benefits from persons related with business and the Company will not support bribery strictly.

On 3 March 2016, the Company participated in the announcement of intent to be alliance of the Thai Private Sector in anti-corruption (Collective Action Coalition: CAC) in the first. On 10 November 2017, the Company received a certificate of membership in the Private Sector Collective Action Coalition of Anti-orruption (CAC) from the Thai Private Sector Collective Action Coalition of Anti-corruption, certifying that the Company passed through the self-assessment process that there were policies and guidelines including measures to prevent corruption within the organization completely in accordance with the criteria determined by CAC by Mr. Panthep Suphachaikit, the President, as the representative of the Company to receive the task in Thailand's 8th National Conference on Collective Action Against Corruption on 21 November 2017 with a membership age of 3 years.

According to the Company is due to become a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) on 10th November 2020. The Company has reviewed and filled out the Self-Evaluation Tool for countering bribery to certificate renewal from the Thai Private Sector Collective Action Coalition Against Corruption. The Thai Private Sector Collective Action Coalition Against Corruption Committee meeting held on 30th September 2020 had resolution approved to provide the certificate renewal of the Company as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). This certification is valid for 3 years from the date of approval. From September 30, 2020 and expire of certification for 3 years on September 30, 2023.

Mr. Panthep Supachaiyakit, President and Mr. Opart Dhanvarjor, Executive Vice President represent the Company including sending video clips and a still image coupled with a certified certificate to be used in the awarding ceremony that held on December 22, 2021 in the event "Thailand's 11th National Conference on Collective Action Against Corruption" unite the power of transparent business Concern against corruption.

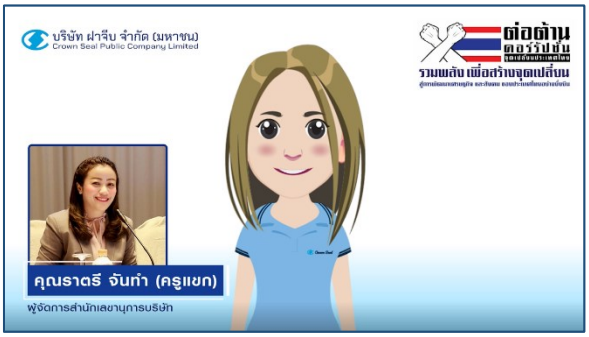
The Company appointed the CAC Project Committee, the Sub-Committee on Procedure Screening and Anti-Corruption Measures and the Sub-committee to formulate the procedures and measures of anti-corruption and determine the anti-corruption policy; the detail can be downloaded at www.crownseal.co.th in the page of Investor Relations; topic: Good corporate governance; by allowing every working unit to express opinions including determining the guidelines and measures of anti-corruption to be used as guidelines in practice within the Company.

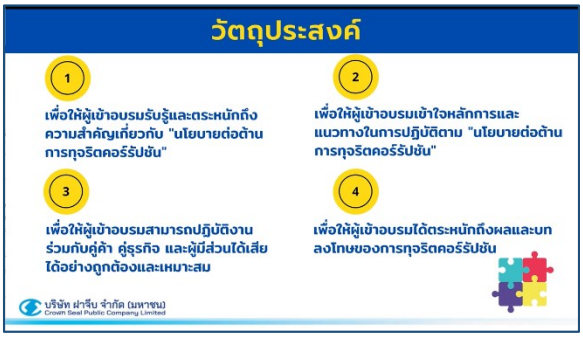
The Company determined to have channels to file complaints or report clues of illegal actions, actions against ethics, anti-corruption policy, behavior that may indicate fraud or corruption of individuals in the organization, including employees, executives and stakeholders, through the system for receiving complaints and whistleblower

in addition to written notification via e-mail, letter or opinion box to listen to comments. If there is finding of violating of the rules, or regulations prescribed by law, committee of offence against good governance, corruption, or action against ethics and the Company policy of anti-corruption.

For this, the Company would like to create confidence to employees and stakeholders who report or provide information, or provide clues that will not cause the complainant or informant to have trouble or damage, the Company therefore determines mechanism for protection and relief of trouble or damage to those who report or provide information about unfair action. The Company focuses importance of keeping information and complaints as confidential information, to create confidence for the complainant and determine clear operation procedures when the Company receives complaints, from the step of collection of facts by making as confidential information, setting of the Fact Investigation Working Group, setting up of Investigation Committee, considering and approval of sanctions, including reporting about result of complaints.

Throughout the year 2021, the Company has communicated, disseminated, educated and made understanding with all employees throughout the organization. There are trainings online to clarify the Anti-corruption continuously, so that employees understand and act correctly and in the same way. The Company can regularly review the appropriateness of the systems and measures to be consistent with changes in business, rules, regulations and provisions of law consistently. Employees who commit corruption or commit offenses against anti-corruption policy, including unethical practices, will be considered to receive disciplinary action, according to the regulations determined by the Company and punished according to the law if the action is unlawful.





In addition, the Internal Audit Office will evaluate, follow good governance, compliance with ethics and anti-corruption policy and report to the Audit Committee.

- Respect for human right

The Company respects human rights and individuals, by recognizing the right of being human beings and equality, not discriminating against any person. In addition, personal freedom shall be protected from being harassed by use or disclosure to unrelated persons. The Company determines that for all employees to be informed about the company continuously and constantly, the Company regularly holds meetings for employees to meet executives at least 2 times a year. In addition to the fact that employees know operational results, executives also know comments and needs of employees to improve and develop the Company for better result.

In 2021, the Company did not receive complaints regarding incorrect or unfair practices.

- Fair treatment of labor

The Company focuses importance of employees of the Company at all levels, without discrimination of race, religion and sex. All employees will be treated equally and fairly. The Company complies with laws, rules and regulations strictly. There is arrangement of safe and hygienic workplace. There are continuous training plans and personnel development along with business development, as well as providing appropriate compensation to employees. The Company realizes that the success of the organization depends on the potential of the personnel as the important thing. In any organization, if there are human resources that are highly capable, moral and ethical, such organization can create a competitive advantage and lead the organization to success according to the required goals sustainably.

In addition, the Company has an understanding of the rights and freedoms of employees in grouping and establishing as labor unions, having objectives to help taking care about the conditions of employment, welfare for work and benefits by providing opportunities for trade unions which are the representative of the employees filing a claim to request the Company to consider changing benefit arrangements and working environment as both parties have mutual agreement.

- Responsibility to consumers

The Company is committed to create satisfaction for customers by improving quality of products and services, to meet the needs of customers continuously, as well as produce products that are safe and responsible for customers and consumers.

The Company realizes the importance and considers health and safety of consumers, therefore the Company used the Safety of Food Packaging System (FSSC 22000) to be used in the production process since 2014 and has been continuously practiced. In the year 2021, the results of the inspecting of such standard system of the Company is consistent with the provisions, showing the overall social responsibility, not only employees, but also to consumers in general.

3.2 The impact on Stakeholders in the value chain of the Business

The Company recognizes with due care to the rights of stakeholders as well as other concerned parties including shareholders, customers, trading partners, competitors, creditors, employees and therefore communities and environment where the Company operates and the society at large. The Company shall set a clear policy on fair treatment for each and every stakeholder. The rights of stakeholders that are established by laws or through mutual agreements are to be respected.

Shareholders : The Company is committed to present itself as a high professional representative to maximize benefit and satisfaction for our shareholders. Conducting business efficiently with transparency is able to create trust and confidence amongst its shareholders by considering the Company's long term growth and appropriate levels of sustained returns.

Customers : The Company is committed to maximize satisfaction to our customers with right to-order, high quality products at reasonable price and on-time delivery service. The Company shall be a proactive agent who is willing to give consultation, solve problems and complaint, keep strictly our customer's confidential and business contract.

Trading Partners : The Company shall treat our trading partners equally and honestly in accordance with the frame of rules and regulations as well as trade law. The commitment to disclose all necessary information, be transparency and fair, in all aspects of business transactions including purchasing procedure.

Competitors : The Company has commitment to play fair game of business competition in accordance with the frame of rules and regulations as well as trade law. The Company encourages fair and free-trading policies, not monopoly. The Company will not use the illegal information and defame competitors.

Creditors : The Company has commitment to follow the financial contracts we have with our creditors.

Employees : The Company realizes the importance of the Company's employees. All employees shall be treated equally and fairly without discrimination on race, religious or gender, in accordance with Labor Law, rules and regulations, receive appropriated compensation as well as the safety work place and sanitary. In addition, Human Resources Development plan has been invested for them continuously along with the Company's business development.

Community & Environment : The Company realizes the importance of natural resources and environment, thus the policies on environmental control management, has been strictly conducted to ensure reasonable usage of all resources and comply with relevant laws, rules and regulations. Pollution prevention is also the important issue which the Company concerned in every step of works, in order to prevent the effect on all staff and communities. Also, in order to support the mentioned policy, the Company has preceded the Corporate Social Responsibility activity, CSR DAY, to promote the employee of the organization about CSR.

Contract Channels for Stakeholders : The Company has also provided channels which employees and external stakeholders can contact, offer opinions, lodge complaints, and report violation cases, e- mail, letter or opinion box and the Whistleblower system on the Company' s website www.crownseal.co.th.

3.3 Sustainability Management in Environmental Dimensions

The Company is well aware that environmental protection is an important work for common interest. Therefore, the Company will try to put environmental policy together with the Company policy in every aspect and has commitment to create a safe, hygienic and always active workplace Employees and related persons have duty to follow the guidelines in several matters as specified.

Operation in the year 2021

To show responsibility for the production process of the Company which may affect the environment and surrounding communities as follows:

1) Control quality of wastewater to comply with the law; the Company has wastewater treatment system. Before the Company releases wastewater to outside, in order not to affect the community. There are regular water quality checks every 2 months by private operational laboratories that are certified by the Department of Industrial Works.
2) All types of waste of the Company are divided and delivered, disposed or treated by the Company That has been approved by the Department of Industrial Works. The operations are authorized by the Department of Industrial Works. There is regular control and inspecting the practice in compliance with authorization by both internal and external agencies.

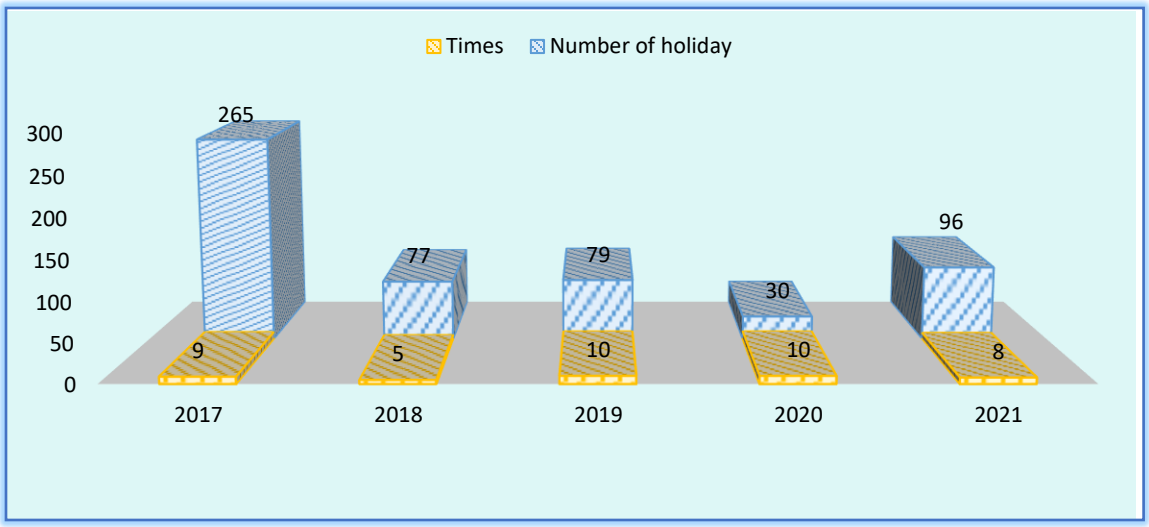
3) Arrange noise reduction equipment for employees to wear sound protection equipment while working and preventing and reducing of effect of noise original source by producing a cover to reduce noise from the machine to outside.
4) Measure noise, light, heat, dust, chemicals and vapors in the work area and storage location according to the notice of the Ministry of Labor and the Ministry of Industry, Re: work safety regarding the environment, helping employees to be in a safe and pollution-free working environment while at the same time providing an annual health check-up program, to confirm the appropriateness of measures of taking care and prevent the effect of work.
5) Provide for the neighboring communities. To measure and monitor feedback from the community on a monthly basis
6) Participate in arranging activities to promote environmental protection with government agencies and Rangsit City Municipality every year.

Checking for contaminants emitted from furnace chimney:

Deriving from the checks on quantity of contaminants in the air emitted from the chimney (outputs): such as; dust, nitrogen oxides in the form of nitrogen dioxide, carbon monoxide gas and volatile organic compounds by a private laboratory certified by the Department of Industrial Works, it was found that the quantity of said dust and gases still had the effect value under the standard according to the Ministry of Industry Announcement and as specified by the government agency.

Accident statistics 2017 - 2021

The statistics of accidents from the graph in the past 5 years can be seen that the trend is improving. Reduced number of accidents but the number of vacations for medical stays has increased. If analyzed, it is found that Accidents will result in injury and recovery. Not up to dismemberment / disability of employees



3.4 Sustainability Management in the Social Dimension

Community and social development

The Company will engage in business with responsibility and aware of the potential impact on the community and society as a whole. As well as providing support for public activities that help strengthen communities and society, the Company regularly participates in activities with the community surrounding the Company.

Operation in the year 2021

1. Crown Seal Public Company limited under “You Share You Give” project donated money and stuffs to “Rangsit babies’ home”

On Friday 5th March 2021, Crown Seal Public Company Limited led by Mr. Panthep Supachaiyakit, President together with Ms. Naruporn Arunpraphan, Vice President - Sales, Mrs. Nittaya Sirijariyaporn, Domestic Sales Manager, Mr. Thanainan Raweewongwasu, International Business Manager and Sales and Marketing team donated money from “You Share You Give” project and money from management and employees total 30,000 baht and stuffs 23,916 baht to “Rangsit babies’ home” under “You Share You Give” project that have objective for motivating customer to reply Customer Satisfaction 2020.

2. Mr. Chaiwat Chunkosum : Governor of Pathum Thani Province visit Crown Seal PLC.

On Monday 8th March 2021, Mr. Chaiwat Chunkosum : Governor of Pathum Thani Province together with Ms. Rungnapa Thongmueang: Social security Pathum Thani Province, Public relations of the province and Chairman of the Federation of Thai Industries, Pathum Thani Province went into the survey area to publicize and listen to the problem about "Mor 33 Rua Rak kan" project at Crown Seal Public Company Limited from 13.00 - 15.00 hours in the implementation of "Mor 33 Rua Rak kan" project has been opened for registration to receive money from the government for the first round of insured group section 33 on February 21st - March 7th 2021.

3. The Crown Seal President performed the official opening ceremony of Walkway bridge for public benefit on the occasion of the 50th anniversary of Crown Seal Public Company Limited

On Monday 3rd May 2021, Crown Seal Public Company Limited led by Mr. Panthep Supachaiyakit, President together with Mr. Yukihito Nozaki, Senior Vice President - Techical together with a company management performed the official opening ceremony of walkway bridge on gutter in front of Bangkok Can Manufacturing Co., Ltd (Rangsit Plant) for public benefit on the occasion of the 50th anniversary of Crown Seal Public Company Limited with an honor from Mr.Yoshiyuki Shikano (President of Bangkok Can Manufacturing Co., Ltd.) and Mr. Sakchai Manojitngam (Vice President) to join in the opening ceremony.

4. Crown Seal Public Company Limited donated money to help Thammasat University Hospital

On Wednesday, August 18th, 2021, a representative of Crown Seal Public Company Limited have donated 200,000 Baht to Associate Professor. Dr. Pharuhat Tor-Udom, Director of Thammasat University Hospital. In this regard, Crown Seal Public Company Limited and the employees have joined together to donate money to help Thammasat University Hospital to support the purchasing of medical equipment to expand the beds for severe COVID-19 patients. We are united with the community to help fight the COVID-19 pandemic.

Research and development from socially responsible activities

The Company is determined to develop to be a leading packaging product manufacturer in Southeast Asia, producing products that are safe, high quality and variety. Products can meet all the needs of customers, emphasizing invention, development of products of the company always, to comply with need of market, using less raw materials or energy, so that using of resources is cost-effective, having suitable cost and the products can be competitive continuously, and taking care of environment, so that there is no pollution in every production process and every operation.

The Company received an award in the presentation of SGA work at the 22nd Thailand Quality Conference & The 22nd Symposium TQM-Best Practices in Thailand

The representative of Crown Seal Public Company Limited has been selected by the committee and received an award in the category of TQM Progressive Learners in 2021 titled "Increase operation rate and reduce waste in production" organized by Foundation for TQM Promotion in Thailand on 3-5 November 2021 via Cisco Webex Meetings online system with over 200 participants/ Company.

The Company disclosed the information in the website of Crown Seal Public Co., Ltd. In www.crownseal.co.th, in page of environment and society, in the topic: Social Responsibility.

Report on the Board of Directors' Responsibility for the Company's Financial Statement

The Board of Directors is responsible for the Company's financial statements which have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2543. The Board considered the accounting policies pursued to be appropriate, and they have been applied consistently with adequate disclosure of important information in the notes to the financial statements. EY Officer Limited, the Company's external auditor, has audited the financial statements and expressed an unqualified opinion in the auditor's report.

The Board establishes and maintains the risk management and internal control system to obtain reasonable assurance that accounting records are accurate, completely and enough to maintain the Company's assets and be aware of weak point in order to prevent fraud or significant operational irregularities. The Board has appointed the Audit Committee consisting of 3 independent directors to provide appropriate and effective oversight of the financial statements, internal control system and internal audit. The opinion of the Audit Committee has already been disclosed in its report in the Company's One Report (56-1).

The Board is of opinion that the Company's internal control system and internal audit that was sufficient to obtain reasonable assurance in the Company's financial statements as of December 31, 2021, which present fairly, in all material respects, in accordance with Thai Financial Reporting Standards.

(Mr.Dhep Vongvanich)
Chairman

(Mr.Panthep Supachaiyakit)
Director and President

4. Management Discussion and Analysis (MD&A)

4.1 Analysis of Financial Position, Performance and Significant Changes

The Explanation and Analysis of operating results for the year 2021 compared to 2020

Operating result for one year ended on December 31, 2021

In the year 2021, the Company has net profit for the amount 194 million Baht or equivalent to the earnings per share of 3.72 Baht. The net profit ratio was 6.3% and the return on equity was 5.2%. The Company has comprehensive income for the amount 194 million Baht.

The Company has the total revenues of 3,049 million Baht of which came from sales and service income for the amount 2,881 million Baht or equivalent to 94.50%. The other incomes were from sales of scrap metal, administrative income, rental income, and interest income the total amount of 168 million Baht or equivalent to 5.50% of total revenues.

For the cost of sales and services, the Company has total cost of sales and services for the amount 2,525 million Baht or equivalent to 87.6% of sales. The Company has gross profit for the amount 356 million Baht or equivalent to 12.4% of sales.

The Company has the expenses of selling and administrative for the amount 297 million Baht or equivalent to 9.7% of total revenues which consist of the selling expenses for the amount of 71 million Baht or equivalent to 2.3% of total revenues and the administrative expenses for the amount of 226 million Baht or equivalent to 7.4% of total revenues.

The Company has the corporate income tax for the amount 39 million Baht which consist of current income tax for the amount 37 million Baht and deferred tax expenses for the amount 2 million Baht.

The details of significant changes are as follow:

The Company has total revenues increased from the previous year for the amount 158 million Baht or equivalent to 5.5%. It came from the increase of sales and service income for the amount 111 million Baht or equivalent to 4.0%. and increase of other income for the amount 47 million Baht or equivalent to 38.8% due to the increased of sale of scraps from the less production amount.

Unit: Million Baht

Descriptions	Year 2021		Year 2020		Different	
	Amount	%	Amount	%	Amount	%
Revenues						
Sales	2,824	92.6	2,664	92.1	160	6.0
Service income	57	1.9	106	3.7	(49)	(46.2)
Total sales and service income	2,881	94.5	2,770	95.8	111	4.0
Other income	168	5.5	121	4.2	47	38.8
Total revenues	3,049	100.0	2,891	100	158	5.5

- Cost of Sales and Gross Profit

In 2021 cost of sales and services were 2,525 million Baht or equivalent to 87.6% of sales. And the gross profit was 356 million Baht or equivalent to 12.4% of sales reduced from last year 16.9%, which have decreased from the year 2019 for the amount 112 million Baht or equivalent to 23.9%. Due to the main raw material prices have increased accordingly market prices.

Unit : Million Baht

Descriptions	Year 2021		Year 2020		Different	
	Amount	%	Amount	%	Amount	%
Sales and Service income	2,881	100.0	2,770	100	111	4.01
Cost of sales and Service	2,525	87.6	2,302	83.1	223	9.69
Gross profit	356	12.4	468	16.9	(112)	(23.9)

- Selling & Administrative Expenses

In 2021, the Company has the expenses from selling and administrative for the amount 297 million Baht or equivalent to 9.7% of total revenues which increased from last year 4.9% and increased both in selling and administrative expenses. The selling expenses have amount 71 million Baht or equivalent to 2.3% of total revenue and the administrative expenses have 226 million Baht or equivalent to 7.4% of total revenue.

The Company has increased the administrative expenses for the amount 7 million Baht or equivalent to 3.2%. The main reasons were increase from personnel expenses for the amount 7.8 million Baht or equivalent to 6.29%.

Unit : Million Baht

Descriptions	Year 2021		Year 2020		Different	
	Amount	% of total revenues	Amount	% of total revenues	Amount	%
Selling & administrative expenses						
Selling expenses	71	2.3	64	2.2	7	10.9
Administrative expenses	226	7.4	219	7.6	7	3.2
Total expenses	297	9.7	283	9.8	14	4.9

- Corporate Income Tax

The Company have corporate income tax expenses amount 37 million Baht and decreased from the last to 17 million Baht or equivalent to 31.5%. Due to the earning before tax decreased of 85 million Baht or equivalent to 25.4% meanwhile the Company has benefited from the corporate income tax exemption for 4 million Baht from

the investment of machinery and equipment under Royal Decree #604 and #642 regarding the corporate income tax exemption. Moreover, The Company has benefited from promotional privileges from the Board of Investment for the manufacture of pilfer proof caps

Unit : Million Baht

Descriptions	Year 2021	Year 2020	Different	
			Amount	%
Income Tax				
Current income tax	37	54	(17)	(31.5)
Deferred tax expenses	2	3	(1)	(33.3)
Total	39	57	(18)	(31.6)

- Capital Expenditures

In the year 2021, the Company had the capital expenditures of 244 million Baht. The main portion of the investment was the machinery for new product and efficiency improvement that aligned with to the demand of markets.

Financial Status

- Assets

The total assets of the Company at the year-end of 2021 were 4,512 million Baht, which has decreased from 2020 for the amount 2 million Baht or equivalent to 0.1% which consist of current assets, long-term investment, investment properties, property plants & equipment and other non-current assets in the ratio of 49.7%, 0.2%, 14.8%, 34.4% and 0.9% respectively that shown in detail below:

Unit : Million Baht

Descriptions	31 December 2021		31 December 2020		Different	
	Amount	%	Amount	%	Amount	%
Current assets	2,243	49.7	2,286	50.6	(43)	(1.9)
Non-Current assets :						
Long-term investment	10	0.2	10	0.2	-	-
Investment properties	666	14.8	666	14.8	-	-
Property Plants and Equipments	1,551	34.4	1,493	33.1	58	3.9
Other non-current assets	42	0.9	59	1.3	(17)	(28.8)
Total Assets	4,512	100	4,514	100	(2)	0.1

Total current asset was 2,243 million Baht has increased from 2020 for the amount 43 million Baht or equivalent to 1.9%. which consisted of are as below.

- Cash and cash equivalent amounted 134 million Baht, which decreased of 94 million Baht or equivalent to 41.2%. Due to profit from performance have decreased when compared with the last year which mainly it's come from the main raw material prices have increased accordingly market prices.
- Trade and other receivable amounted 548 million Baht, average collection period was 64 days and account receivable turnover was 5.65 times. Trade and other receivable have increased for the amount 62 million Baht or equivalent to 12.8%. That was increasing of sales and service income compared to previous year.
- Inventory were 592 million Baht, holding period was 29 days and inventory turnover was 12.6 times. Inventory increased 84 million Baht or equivalent to 16.5%. It was due to aligned with manage the inventory in order to align with the recover from the COVID-19 pandemic.

Property, plant and equipments were 1,551 million Baht, return on fixed asset was 26.6%, which has increased net depreciation from 2020 for 58 million Baht or equivalent to 3.9%. The main reason was the Company had increased the investment in new machinery for both capacity expansion and new product for the amount 255 million Baht. The calculation of the depreciation of total assets was 194 million Baht and written off the asset for the amount of 4 million Baht.

- Liabilities

The total liabilities of the Company at the year-end of 2021 were 755 million Baht, which has increased from year 2020 for the amount of 67 million Baht or equivalent to 8.2%. It consisted of current liabilities, deferred tax liabilities, and non-current liabilities, for the ratio of 58.4%, 9.9% and 31.7% respectively that categorized in detail as below.

Unit : Million Baht

Descriptions	31 December 2021		31 December 2020		Different	
	Amount	%	Amount	%	Amount	%
Current Liabilities	441	58.4	514	62.5	(73)	(14.2)
Deferred Tax Liabilities	75	9.9	73	8.9	2	2.7
Non-Current Liabilities	239	31.7	235	28.6	4	1.7
Total Liabilities	755	100.0	822	100	(67)	(8.2)

Current liabilities amounted of 441 million Baht, which decreased for the amount 73 million Baht or equivalent to 14.2%. It consisted of.

- Trade and other payable were 403 million Baht, payment period was 62 days and Payable turnover was 5.84 times. Trade and other payable had been decreased from previous year for the amount of 58 million Baht or equivalent to 12.6%. Due to the Company has improve the new methodology payment to business partner from Cheque to Electronic Payment.

- **Shareholders' Equity**

As of December 31, 2021, the shareholders' equity was 3,757 million Baht, which increased from the previous year of 65 million Baht or equivalent to 1.8%. The Company retained earnings as of December 31, 2021 was 2,728 million Baht, which increased from previous year for the amount 65 million Baht or equivalent to 2.4%. In 2021, the Company had paid the dividends for 2020 for the amount 128 million Baht. Other components of shareholders' equity had the was 61 million Baht.

- **Liquidity and Source of funds & Used of funds**

Liquidity in 2021, the Company have cash and cash equivalent 134 million Baht, which decreased from the year 2020 amount 94 million Baht. Due to profit from performance have decreased when compared with the last year which mainly it's come from the main raw material prices have increased accordingly market prices.

As of 31st December 2021, the Company current ratio was 5.08 times which decreased from the previous year of 4.45 times. The debt-to-equity ratio was 0.20 times a bit lower than the previous year of 0.22 times.

- Source of funds & used of funds for 2021 consisted of

1. Cash flows from operating activities was 191 million Baht, which came from operating income before changes in operating assets and liabilities of 505 million Baht. The change of operating assets increased for the amount of 187 million Baht, mainly from account receivable. The change of operating liabilities has decreased for the amount of 73 million Baht, mainly from trade and other payable. In 2021, the Company paid the corporate income tax 54 million Baht.
2. Cash used in investing activities was 140 million Baht. It was mainly from the investment of new machinery 242 million Baht and the decreased of current investment in fixed deposit 97 million Baht. Mainly, the Company had allocated cash for current investments in short-term deposits at financial institutions with low risk and special interest rate, which is higher than the market rate and received interest income for the amount of 6 million Baht.

3. Cash flows used for financial activities was 144 million Baht, mainly from the annual dividend payment to common shares and preferred shares of 128 million Baht and payments for lease liabilities the amount of 16 million Baht.

4.2 Factors or Events that could affect the Financial Condition or Operations Significantly

The Company operates business with consideration for profit growth along with Environmental, Social and Governance (ESG) development. In 2021, there are no impact on environmental, social and governance that affect the Company's operations and investment decisions significantly.

4.3 Financial Highlights and Financial Ratios

Financial Highlights

	Separate Financial Statements		
	2021	2020	2019
Operating Results (Million Baht)			
Total Revenue	3,049	2,891	3,336
EBITDA	446	508	592
Net Profit	194	258	349
Financial Status (Million Baht)			
Total Assets	4,512	4,514	4,367
Total liabilities	755	822	726
Total Shareholders' Equity	3,757	3,692	3,641
Financial Ratios (%)			
Net Profit Margin	6.36	8.91	10.41
Return On Assets	4.30	5.82	8.19
Return On Equity	5.16	7.05	9.95
Basic Earnings Per Share (Baht)	3.72	4.97	6.71
Diluted Earnings Per Share (Baht)	3.67	4.89	6.61
Book Value Per Share (Baht)	71.16	69.93	68.96

Financial Ratios

LIQUIDITY RATIO		2021	2020	2019	
Current Ratio	=	5.08	4.45	5.04	Time
Quick Ratio	=	3.72	3.46	3.72	Time
Cash Ratio	=	0.40	1.29	0.91	Time
Account Receivable Turnover	=	5.65	5.70	6.59	Time
Average Collection Period	=	64	63	55	Days
Inventory Turnover	=	12.55	11.85	15.23	Time
Holding Period	=	29	30	24	Days
Payable Turnover	=	5.84	5.37	5.84	Time
Collection Period	=	62	67	62	Days
Cash Cycle	=	31	26	17	Days
PROFITABILITY RATIO					
Gross Profit Margin	=	12.37	16.90	15.89	%
Operating Cash Index	=	81.90	194.36	105.32	%
Net Profit Margin	=	6.36	8.94	10.41	%
Return On Equity	=	5.16	7.05	9.95	%
EFFICIENCY RATIO					
Return On Assets	=	4.30	5.82	8.19	%
Net Fixed Asset Turnover	=	26.55	30.43	36.19	%
Total Asset Turnover Ratio	=	0.68	0.65	0.79	Time
FINANCIAL POLICY RATIO					
Debt to Equity Ratio	=	0.20	0.22	0.20	Time
Interest Coverage Ratio	=	-	-	-	Time
Cash Basis	=	0.45	1.59	0.91	Time
Dividend Payout	=	49.68	58.36	24.35	%

5. General Information and Other Important Information

Name	Crown Seal Public Company Limited (CSC)
Type of Business	Manufacturing and Sale of Crown Caps, Pilfer-Proof Caps, Maxi Series Plastic Caps and Composite Caps
Registration No.	0107537000416 (Bor Mor Jor 288)
Authorized Capital	528,000,000 Baht
Paid-up Capital	528,000,000 Baht
Par Value	10 Baht
By dividing into	Ordinary share 52,000,742 Shares
	Preferred share 799,258 Shares
Address	5 Soi Rangsit-Nakornnayok 46, Prachatipat, Tanyaburi, Pathumthani 12130
Telephone	(662) 533-0450-9
Fax	(662) 974-1118
Website	www.crownseal.co.th
Company Secretary	Ms. Ratree Chanthum Tel: (662) 533-0450-9 # 638 E-mail: ratree@crownseal.co.th
Company Registrar	Thailand Securities Depository (Thailand) Company Limited. 93 Rachadapisek Rd., Dindaeng, Dindaeng, Bangkok 10400 Tel : (662) 009-9000 Fax : (662) 009-9991
Independent Auditor	Mr. Chayapol Suppasedtanon and/or Ms. Orawan Techawatanasirikul and/or Ms. Sumana Punpongsanon EY Office Limited (Previous Ernst & Young Office Limited) 33rd Floor, Lake Rajada Office Complex 193/ 136- 137 Rajadapisek Rd. , Klongtoey, Bangkok 10110 Tel : (662) 264-0777 Fax : (662) 264-0789-90
Legal Consultant	KNSAT Legal & Tax Co., Ltd. 444, Olympia Thai Tower, 4th Floor, Ratchadapisek Rd. , Samsennok, Huay Kwang, Bangkok 10310 Tel : (662) 541-4214-6 Fax : (662) 541-4200
Legal Disputes	In 2021, the Company has no legal disputes.
Secondary market	-None-
Contact financial	-None-

02

Good Corporate Governance

Past 2 Good Corporate Governance

6. Corporate Governance Policy

6.1 Policy and Good Corporate Governance

The Board of Directors is committed to operate the business in accordance with the principles of good corporate governance and guidelines of the Stock Exchange of Thailand. The Board of Directors believes that corporate governance is an important factor that will bring not only success to its business, in terms of effectiveness, disclosure and transparency, but also maximum benefit to its shareholders and fairness to all stakeholders operations, and to nurture a sustainable growth to the firm. The Board of Directors has established the corporate governance policy being the guideline of business operation for directors, executives and employees of the Company. It has been disclosed on the Company's website www.crowseal.co.th, at Investor Relation section.

In 2012, The Corporate Governance of Listed Companies Survey Committee has developed the criteria of the survey to comply with ASEAN CG Scorecard and best practice of international standards. Thus, the Company is committed to the revised principles of good corporate governance by The Stock Exchange of Thailand, to attain the highest international standards of good corporate governance.

In 2017, the Office of the Securities and Exchange Commission (SEC) issued the Corporate Governance Code (CG Code) as the practice of the Board of Directors for applying to their business for good performance and profits in long-term that will be reliable for shareholders and surrounding people as well as for building sustainable value for business. The major content of this code is based on the Principles on Corporate Governance for the listed Companies 2012 of the Stock Exchange of Thailand (SET) but its order of presentations is adjusted to meet with the context of the director's duties. The Board of Directors had already reviewed and considered to apply this CG Code based on the business context of the Company to be consistent with the Principle on 2017 Corporate Governance of SEC. The practicing guidelines according to the Corporate Governance principle as follow:

1. Rights of Shareholders

The Board of Directors recognizes shareholder's rights by encouraging them to exercise their rights and avoid violating those rights.; basic rights of shareholders, right to obtain relevant and adequate information on the Company in a timely manner and on a regular basis, right to participate and vote in the shareholder meetings on any transactions that affect the Company. The Board of Directors shall operate not only in accordance with the principles of corporate governance for listed companies of the Stock Exchange of Thailand, but also realize to other rights of shareholders, which are more than specified in laws, listed in the Company's website www.crownseal.co.th in the Investor Relations section.

1.1 Basic Rights of Shareholder

The Board of Directors recognizes the basic rights of shareholders. We believe that our best effort to exercise all policies and practices of the rights of shareholders mentioned herein are strictly complied with fairness to all

stakeholders, and also relevant rules, regulations, shall ensure our shareholders to rely on and be confident to invest with the Company.

The Company shall encourage and facilitates all shareholders to exercise their rights as follows:

- Rights to buy or sell shares
- Rights to receive adequate information in a timely manner and in an appropriate form for making decisions
- Rights to receive share certificates and rights to transfer shares
- Rights to participate and vote in the shareholders meetings, and make decisions on any changes in importance policy of the Company or any issues that needed to be approved by shareholdings' meetings such as amendments to the articles of association or memorandum of association of the Company, capital increases or decreases, and the approval of extraordinary transactions, etc.
- Rights to elect or remove members of the Board, appoint the external auditor
- Rights to express their opinions and ask questions related to the Company's operation.
- Rights to vote by proxy
- In case the Company's operation result has profits and carries no accumulated loss, the shareholders have rights to share in profits of the Company.

1.2 Shareholders Meeting

In 2021, the Board of Directors has not only operated in accordance with the basic rights of shareholders, but also supported the additional acts for shareholders as follows:

- **Schedule for shareholders' meeting**

The Board of Directors has a duty to call an Annual general meeting once a year within 4 months from the end of fiscal year of the Company and it may call an Extraordinary meeting to discuss any other important matters, which affects on the benefit of the shareholders. In 2021, the Company had called the Annual General Meeting on April 23, 2021 at 10.30 hours at Ballroom, The Park Hyatt Bangkok, 88 Wireless Road, Lumphini Sub Distric, Pathum Wan District, Bangkok 10330.

In this regard, the selection for the meeting place apart considered on basis of convenience transportation. The Company is also aware of health and safety of shareholders is important. Under the epidemic situation of the COVID-19 virus, the Company has arranged the meeting room is suitable size, social distancing and able to accommodate the meeting attendees sufficiently to comply with policy and measures to prevent the spread of the COVID-19 virus strictly.

- **The Invitation notice to the meeting**

The Board of Directors recognizes the rights of shareholders to receive adequate information in a timely basis and in a form appropriate for making decisions. The invitation notice to the meeting which contains adequate

information, such as, agenda which will be clearly defined whether which agenda is for the information or for the consideration purpose. The supporting documents for each agenda will include the opinions of the Board to facilitate the decision making as well. In 2021, an invitation of the meeting was sent at least 14 days prior to the meeting. The invitation notice and supporting documents were posted on the Company's website, announced via the Stock Exchange of Thailand's website to inform the shareholders in advance for 30 days before the meeting, and also announced in the daily newspapers consecutively for 3 days, not less than 3 days prior to the meetings. The Company's telephone number was also provided for any enquiry may need.

- Proxy to attend and vote in shareholders meeting

When shareholders could not attend a meeting in person, the Company shall encourage the exercising of attending and voting rights by shareholders, at least by appointing their proxy or the Company's Independent Directors to vote on their behalf. The details of 5 Independent Directors of the Company are entirely attached to the Notice of Annual General Meeting for their considerations. The shareholders can direct their vote guideline by fill in the proxy "form KOR" which has been sent to the shareholders as an attached document with the invitation notice, or the shareholders can download it from the Company's website.

- Preparation for shareholders meeting and Registration

The Company provides one hour registration prior to convening the meeting, a computerized registration and vote forms shall be facilitated properly, as well as the revenue stamp shall also be free serviced

- Attending shareholders meeting by the Board of Directors

The Board of Directors recognizes the importance of the shareholder meetings, all directors shall attend every shareholder meeting. The shareholders shall be given an opportunity to make comments and inquires by the Chairman. The minutes of shareholder meetings shall be prepared where all enquiry and important comments shall be recorded. In 2021, 10 directors from the total of 14 directors, all executives, legal representatives and external auditors attended the annual general meeting of shareholders in order to receive shareholders' opinion and answer their questions.

1.3 An Extraordinary Meeting

Apart from the Annual General Meeting, the Board of Directors may convene an interim meeting called "an extraordinary meeting" to discuss any other matter proposed for approval by the shareholders In addition, shareholders may request in writing to the Board of Directors to call for an extraordinary meeting by specifying the matters to be considered. The Board of Directors shall call the extraordinary meeting as requested by shareholders within 1 month after receiving the notice of shareholders.

2. Equitable Treatment of Shareholders

The Company recognizes the equitable treatment of shareholders in order to encourage the confidence of shareholders to invest in the Company.

The Company has encouraged equitable treatment of shareholders as follows:

2.1 The right of the votes in the meeting, given by the Company depends on the number of Company's shares - one share one vote.

2.2 The Company's website has been used for facilitating shareholders to reach the Company's information thoroughly, adequately and timely. The minor shareholders shall also have an opportunity to propose an agenda for shareholders meeting and nominate any person to be elected as the Director of the Board in advance, the criteria and process of which has been publicized on the Company's website. Telephone service with Company Secretary Officer shall also be provided for shareholders or interested person to call for more information.

2.3 The matters discussed at the shareholder meetings shall be in the sequence as given in the invitation notice, any matter which is not noticed prior to shareholders, shall not be discussed in the meeting.

2.4 The shareholders have the right to give all of the votes they have to an individual, or a group for an election of the Company's Directors. The votes of each shareholder could not allocate more or less to nominees. The score voted shall be put in order from the highest score down to the latest ones, the individuals who get higher score shall be appointed as directors as per the number of Director(s) to be elected in that time.

2.5 The Company encourages voting by use of a polling card for each matter in the agenda. A polling card especially used when shareholders wish to vote 'No', or do not wish to make their votes. This practice also brings more transparency and be inspected for inspection.

2.6 The Company has a preventive measure of unfair using insider information by related persons. The Directors and executives include their spouse and minor children who have the change in the Company's shares owner they have to immediately inform to the Company Secretary Officer before the information shall be reported further to The Office of the Securities and Exchange Commission within 3 working days from the date of transaction, sell-purchase or transfer. In addition, the Directors and Executives or insider department, who are closed to the Company's internal data, are supposed not to make advantage for themselves or their relatives and not to disclose any information to outsider or unrelated persons before the important information is publicized.

3. Disclosure and Transparency

The Board of Directors ensures that all important information relevant to the Company, both financial and non-financial: corporate governance policy and environmental policy are normally publicized via The Stock Exchange of Thailand and Company's website, One Report (form 56-1). Furthermore, The Company has designated various media and activities, the shareholders, analyst and investors can asked for the Company's visit or having a meeting with Executives/ Senior Executive Officers timely, to disseminate corporate information to outsiders such as

shareholders and investors. In addition, shareholders are able to reach to information needed through calling to shareholder-administrated unit concerned in order to help them understand the Company and its business.

The Company recognizes that all information, is disclosed accurately, completely, transparently on a timely basis that are trustworthy and adequately for shareholders to make decision, so the Company has appointed the Company Secretary Office Manager, Company Secretary Office, to be responsible for and perform 'Investor relations function' with care to communicate with outsiders such as shareholders, investors, analysts.

The Company's news and information has been communicated via the following channels:

- The Stock Exchange of Thailand's website is www.set.or.th
- Office of the Securities and Exchange Commission's website is www.sec.or.th
- The Crown Seal Plc.'s website is www.crownseal.co.th
- Company and Executives Visit Activity.
- Contact directly via e-mail and telephone.

The shareholders and persons who need more information can contact directly to:

The Contact Person	:	Company Secretary Office Manager
Address	:	Crown Seal Public Company Limited 5 Soi Rangsit-Nakornnayok 46, Tumbol Prachatipat Umphur Tanyaburi, Pathumthani, 12130
Tel.	:	+66(0) 2533-0450 ext. 638
Fax.	:	+66(0) 2974-1118
E-mail	:	ratree@crownseal.co.th

Inside Information Control

The Company shall determinate for executives and staff especially staff who are data users, not to disclose or publicize internal information or data for the sake of one's own benefit, buy or sell shares, transfer data for buying or selling shares. Internal data control has to be strictly managed to maximize disclosure and transparency, including fairness of corporate.

Internal Control

The Board of Directors shall ensure an effective and sufficient internal control system that covers every aspect of its operation; financial operations, corporate performance. The Internal Audit Office is established to ensure that all operation units of the Company are in compliance with operating procedures, in addition, Internal Audit also assess the effectiveness and adequateness of the internal control system, since its works independently, it can provide adequate control, transparent and can be the balanced mechanisms against improper acts that could give negative impact to the shareholders investments in the Company and its assets. The Internal Audit directly report to the Audit Committee.

4. Responsibilities of The Board of Directors

Sub-Committees

1. The Structure of The Board of Directors

1.1 The Board of Directors

The Board of Directors consists of at last 7 director and not more than 15 Directors with excellent qualification and experience relevant to the Company's business. The qualifications of the Board of Directors must comply with the Act of Public Company Limited, the Regulation of the Security Exchange Commission and Stock Exchange of Thailand. The Board of Directors of the Company consists of at least 5 Independent Directors as of December 31, 2021, the Board of Directors of the Company consists of 14 Directors:

(1) 3 Executive Directors

(2) 11 Non-Executive Directors

The Chairman of The Board of Directors is not the President.

The name list of The Board of Directors and its responsibilities are referred in Management Structure section.

1.2 Sub - Committees

The sub - committees consists of

1.2.1 Audit Committee

The Audit Committee shall consist of 3 Independent Committee members with at least one member who is knowledgeable in finance and accounting, an Internal Audit Office manager being a secretary. The qualifications of the Audit Committee shall reflect The Capital Market Supervisory Board's requirement on qualifications of independence announcement. As of December 31, 2021, the Audit Committee consists of 3 Independent Directors who possess high professional and ethical standards with experience and expertise in internal audit. They are able to be responsible for monitoring and assessing the adequacy of the internal control, then expressing their opinions with regard to the benefits of the Company to the Board of Directors. The names of the Audit Committee and its responsibility are listed and referred in the issue of Governance Structure and Important information about the Committee, Executives and other Employees.

1.2.2 The Nomination and Remuneration Committee

The Nomination and Remuneration Committee comprises four of the Company's directors, all of whom are non-executive director. In addition, three members of the Committee are independent members, one of whom is the Chairman of the Nomination and Remuneration Committee, Human Resource Manager being a secretary. The Nomination and Remuneration Committee in charge of the nomination of persons qualified to become directors and top executives. The committee is also responsible for considering the remuneration of the Board of Directors and the Sub-Committees to be further proposed to the Board's approval. The Nomination and Remuneration Committee will arrange a meeting at least 2 times a year. The names of the Nomination and

Remuneration Committee and its responsibility are listed and referred in the issue of Governance Structure and Important information about the Committee, Executives and other Employees.

1.2.3 The Executive Committee

The Executive Committee must be appointed by the Board of Directors. The Executive Committee Comprises five of the Company's directors and executives, Company Secretary being a secretary. The Executive Committee performs duties as assigned by the Board of Directors to be effectiveness and maximum benefits to the Company. The names of the Executive Committee and its responsibility are listed and referred in the issue of Governance Structure and Important information about the Committee, Executives and other Employees.

1.2.4 Risk Management Committee

The Risk Management Committee is a sub-committee of the Management comprised of Deputy Vice-President Level up as a member and the President served as the Chairman and the Corporate Planning Manager as a member and secretary. The roles and responsibilities of the Risk Management Committee are listed and referred in the issue of Governance Structure and Important information about the Committee, Executives and other Employees.

2. Meeting of the Board of Directors

The meeting of the Board of Directors must be held at least 6 times a year and be scheduled through the year in advance to ensure that all directors shall manage their time to attend the meetings. In case of needed, a meeting shall be convened. The agenda and attached documents for Board Meetings must be prepared and determined clearly whether for information or consideration, and shall be submitted to the Board of Directors not less than 7 days before the meetings to ensure smooth meeting procedure with clear decisions and resolutions. In addition, related Executives should attend the board meeting to present information and express opinions which benefit to the meeting.

All directors shall be allocated appropriate time for free discussion and to express their opinions, with regard to the benefit and fairness of the Company's shareholders and related persons. In case there are any benefits or significances related in such agenda for interested directors or executives, they shall not participate in such agenda unless the meeting goes on to next agenda. The Secretary of the Board of Directors shall take the minutes and must prepare a draft meeting report within 14 days after a meeting, then presents to the Board of Directors for consideration before submitting to the Board of Directors in the next Board Meeting for its approval and acknowledgement. The Chairman of the Board or the Chairman of a meeting and the Secretary of the Board of Directors must sign for acknowledgement on the minute, then keep filing for further review and inspection when needed.

In 2021, The Board Meetings was convened 4 times. The meeting-attendance report of the Board of Directors is shown in the issue of Governance Structure and Important information about the Committee, Executives and other Employees.

Directors and Top Management Nomination and Appointment

(1) Independent directors

As required by the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), the Company has defined the Board of Directors' independence as follows:

1. Holding shares not more than 1 percent of the total shares with voting rights of the Company, major shareholder, or controlling person including related persons.
2. Not being or having previously been a director who takes part in the management, an employee, a staff or an advisor of the Company unless the termination of being in such position had occurred at least 2 years before an appointment.
3. Not being a person related by blood or registration under laws such as parents, spouse sibling and child of its executives, its major shareholder, its controlling persons, or such other person who will be nominated to take up the position of executives or controlling persons of the Company or its subsidiary.
4. Not holding business relationship with the Company, major shareholders, or persons holding controlling power of the Company, which may hinder the exertion of his/her independent discretion, and not being or having ever been a shareowner with significant implication, or person holding controlling power of the person holding business relationship with the Company, major shareholder, or person holding controlling power of the Company unless having vacated from said tenure for not less than two years before appointment which value $\leq$ 50 MB / $\leq$ 3% of the Net Tangible Asset (NTA) up to the greater number.
5. Not being or having previously been an auditor of the Company or the major shareholders, or the controlling persons and not being a shareowner with significant implication, or the controlling persons, or a managing partner of the audit office which being the auditor of the Company unless the termination of being in such position had occurred at least 2 years before an appointment.
6. Not being or having previously been any professional service provider including legal advisor and financial advisor who receives more than Baht 2 million annually from the Company, major shareholders, or controlling person and also being a shareowner with significant implication, or the controlling persons, or a managing partner of such professional service provider unless the termination of being in such position had occurred at least 2 years before an appointment.
7. Not being a director appointed as a representative of the Company's directors, a major shareholder or a shareholder who is related to the Company's major shareholders.
8. Not undertaking a business with similar nature or significant competition with the Company, or not being a major partner of a partnership, or a director who take part in management, an employee, a staff, an advisor with regular payroll, or owning shares more than 1 percent of all shares with voting right of other companies with similar business or significant competition with the Company.

9. Not having any other characteristics that prevent the exertion of independent opinion and not having prohibited characteristics as required by the Securities and Exchange Commission's regulations.

(2) Directors and Top Management Nomination

The Selection of Directors

A part of the Board of Directors consists of representatives from major shareholders; Nippon Closures Company Limited and Toyo Seikan Company Limited who nominate Japanese directors to be appointed at the Annual General Meeting of Shareholders which passed the resolution of the Nomination and Remuneration Committee and the Board of Directors. Another part includes the qualified persons nominated by the group of beverage industry who have regular business with the Company and qualified persons in other fields. All of the Directors are qualified, knowledgeable, and experienced in various fields which have been useful to the Company.

In the nomination and appointment of the Directors, each person must qualify the Public Company Act, the Securities Exchange Commission and the Stock Exchange of Thailand including the Company's policies and the principles of the Good Corporate Governance.

1. Having the knowledge, abilities and experience to be beneficial on the Company's businesses
2. Having a honesty, an ethic and responsibilities, decision making on principle and reasonably
3. Having leadership, vision and independence in making decision.
4. Able to devote sufficient time to monitor the Company's operation
5. Having the correct qualifications and having no forbidden characteristics according to the law, Limited Public Company Act, Securities and Exchange Act, and the Principle of Good Corporate Governance of the Company such as;
   (1) be sui juries;
   (2) Not a bankrupt, incapable or incompetent person
   (3) Not having been imprisoned by the judgment of a court which is final for an offence related to property committed with dishonest intent;
   (4) Have never been dismissed or removed from government service or a government organization or a government agency in punishment for dishonesty in performing their duties
   (5) There shall be no restrictions to prevent a person to become a director regarding the rules and regulations of The Stock Exchange of Thailand.

In event of a vacancy of the Director other than the retirement by rotation, the Board of Directors will select a qualified person with no forbidden characteristics as per stated in the announcement of the Securities Exchange Commission, the Stock Exchange of Thailand, and the legal specification of the Public Company to fill the position of the Directors for the next Board of Directors' meeting. The Director appointed to fill a vacant position will only serve the remaining term of that vacant position.

The Minor Shareholders' Right in the Appointment of Directors

In order to provide the opportunity to the minor shareholders to propose the Shareholders meeting agendas and nominate a person to be the Director in advance. Therefore, the Company had announced the criteria and process of which through via the Company's website and informed to The Stock Exchange of Thailand to ensure that the shareholders have been informed. However, the Company gives an opportunity to the shareholders in inquiry and suggestion prior to the date of the meeting by calling or sending questions to the Company Secretary Officer at all time.

In 2021, the Company had provided the opportunity to shareholders for proposing the shareholders meeting agendas and nominated persons to be elected as the Company's directors during October 1, 2021 to December 30, 2021 but no any proposal.

Appointment, Removal, or termination of Directorial positions is summarized as follows:

1. In nomination of Directors to replace Directors who complete their terms, the Board of Directors is responsible to, recruit a qualified candidate who possesses no prohibited characteristics as stated in the Announcement of the Securities and Exchange Commission concerning, the Stock Exchange of Thailand, as well as the Law of Public Company, and propose to the Shareholders' Meeting. The Company gives right and opportunity to all shareholders to nominate and appoint any person to be a director at the meeting via through the Company's website, this right has not been exercised.
2. The Shareholders' Meeting elects Directors by way of a majority vote, according to the following rules:
   (1) Each shareholder has one vote for each share held
   (2) Each shareholder has a total number of votes equivalent to the total number of shares held, wherein one share carries one vote
   (3) Each shareholder is required to exercise all his votes in voting for one or several persons as Directors
   (4) Candidates receiving the most votes in successively descending order will be appointed as Directors according to, but not exceeding, the number of Directors to be appointed on that particular occasion
   (5) In the event that two candidates secure an equal number of votes for the final position of Director, the Chairman of the Meeting will cast the deciding vote
3. Directors may also leave their posts due to fatality; resign prior to the completion of term (Effective as of the date the Company has received the Director's resignation letters); the Court or the Shareholders' Meeting passes a resolution to remove a Director according to Section 76 of the Public Company Act B.E. 2535; or a Director lacks the qualifications as specified in the Section 68 of the Public Company Act B.E. 2535.
4. In case the Director was vacated other than vacating their office by rotation, the remaining Directors will select a qualified candidate who does not possess any prohibited characteristics as a replacement at the following Board of Directors' Meeting with a vote of not less than three quarters of the remaining Directors except the said Directorial position has a period of less than 2 months to completion of term. The replaced Director may serve only the period of time remaining to completion of such term.

The Development of Directors and Management

The Company promotes and facilitates training and the continuing education for related persons with the Corporate Governance system such as, Directors, Management and Corporate Secretary, This enables continuous improvement to work performance. In addition, in case there is the new director(s), the Company will arrange the orientation and plant visit to educate them on the Company business regarding the Company's operation overview, the development of business and organization, the good corporate governance policy and code of conduct.

Furthermore, the related laws and regulations including the other useful information are prepared as the manual handbook for the new director to well perform the duty.

In addition, so as to ensure that the capabilities and experience of the Board of Directors can be contributed maximum benefit for the Company, there is no limitation to the number of times a Director may be re-elected, nor any limitations in terms of a retirement age.

Director's Attendance at Training Session Conducted by the Thai Institute of Directors Association (IOD)

Training Courses / Directors of the Company	Director Accreditation Program (DAP)	Director Certification Program (DCP)	Role of the Chairman Program (RCP)	Financial Statements for Directors (FSD)	Board Nomination & Compensation Program (BNCP)	Corporate Governance for Capital Market Intermediaries (CGI)
1. Mr. Dhep Vongvanich	-	-	-	-	-	-
2. Mr. Pornwut Sarasin	DAP 45	-	-	-	-	-
3. Mr. Sirote Sawasphanich	-	DCP 9/2002	-	-	-	-
4. Mr. Satit Chanjavankul	DAP 39/2005	DCP 83/2007	-	-	BNCP 7/2019	CGI 7/2015
5. Mr. Hisashi Nakajima	-	-	-		-	-
6. Mr. Ichio Otsuka	-	-	-		-	-
7. Mr. Pongpanu Svetarundra	-	-	RCP 21/2009	FSD 2/2008	-	-
8. Prof.Dr.Suwimon Keeratipibul	DAP 97/2012	-	-	-	-	-
9. Mr. Rojrit Debhakam	DCP 60/2005	-	-	-	-	-
10. Mr. Dhitivute Bulsook	-	DCP 78/2006	-	-	-	-
11. Mr. Yoshiyuki Shikano	-	-	-	-	-	-
12. Mr. Yukihito Nozaki	-	-	-	-	-	-
13. Mr. Hisatoshi Itsubo	-	-	-	-	-	-
14. Mr. Akihiko Kato	-	-	-	-	-	-
15. Mr. Panthep Supachaiyakit	DAP 102/2013	DCP 230/2016	-	-	BNCP 7/2019	-

Governance of associated companies

At present, the Company has not subsidiaries or affiliates.

Internal information Control

The Board of Directors has a preventive measure of unfair using inside information by related persons. The Directors, management and also employees who are closed to the Company's internal data, are supposed not to make advantage for themselves or their relatives and not to disclose any information to outsider or unrelated persons before the important information is publicized.

Moreover, the Directors and management include their spouses and minor children who have changed in the Company's shares owner have to inform the Securities and Exchange Commission within three working days from the date of buying, purchasing, transferring and receiving the Company's shares and inform the Company soonest. In the case whereby there's any transaction with the Company during the year, the Directors and management have to inform to the Company whether such transaction may lead to conflict of interests or not. These measures are to ensure the transparency and fairness of the Company. Additionally, the Directors and management also realize the seriousness of penalty for insider trading.

Shareholding by the directors and the management

The Company annually disclosed shareholding and changes in the Company shares of the Directors and the management both directly and indirectly in the One Report (56-1). Details are under the heading "Personal information of the Company directors and management members" on report on changes in securities holding by the Company directors and management members at December 31, 2021.

The policy to report possible conflict of interests by the directors

The Board of Directors set up the policy requiring the Company directors and management, which abide by the notification of the Capital Market Supervisory Board no. TorJor.2/2552 in order to provide the information for the Company to follow the connected transaction regulations which have possible conflict of interests and lead to the Company's benefit transfers, and benefit for overseeing the Directors and management to do fiduciary duty. The Directors and management have to proceed as follows:

1. Directors, management, and related persons shall fill with the Company a report on interest according to the form set by the Company's Board of Directors and submit to the Company Secretary.

2. The new appointed directors and management shall report on his interest and submit to the Company Secretary within 30 days after an appointment.

3. Directors and management shall fill with the Company a report on his interest and related persons' interest at the end December every year sending to the Company Secretary until the Company's directors and management resignation.

During 2021, the Company director and management members strictly followed the said policy, by not taking part in such meeting agenda having possible conflict of interests. Moreover, the Company facilitated information

disclosure pertaining to any conflict of interests by the Company director or management members, via the letter informing the meeting's resolution to the news system of The Stock Exchange of Thailand.

6.2 Code of Conduce

The Board of Directors adheres to the Principle of Virtues in carrying out its business operations and is responsible for all stakeholders by placing the emphasis on fair, honest, transparent executions in accordance with the principle of good corporate governance in order to lead the Company to being a good corporate governance organization recognized by shareholders, customers and stakeholders.

The Company has prepared the "**Crown Seal Public Company Limited Code of Conduct**" Manual as practical guidelines in the duty performances of all employees with the Company's Directors behaving themselves to exemplify as a good model, in soliciting employees to intensely commit themselves to adopting it for the executions of their duty performances in order to develop and maintain the Code of Conduct of Crown Seal Public Company Limited to perpetually remain all along with the Company and continue to be the working culture of all employees. The main topics of the Code of Conduct are as follows:

1. A person who has a duty to abide by the Code of Conduct
2. Recommendations on the Code of Conduct
3. Reporting violations or failing to comply with the Code of Conduct
4. Process of action when receiving complaints
5. Protection measures and mitigate the damage to the reporter, complainant, or those who cooperate in reporting violations or non-compliance with the Code of Conduct
6. Actions that are unethical
7. Monitoring controls to ensure the compliance

6.3 Significant Change and Development

The Board of Directors has an intention of firm commitment in carrying out the business operations under the Principle of Good Corporate Governance in accordance with the guidelines of the Stock Exchange of Thailand which has been foreseen to be an important factor in enhancing the organization to have an efficient, transparent and verifiable management system, that will eventually help to build confidence in and assurance for shareholders, investors, stakeholders and all related parties as well as increasing the competitiveness of the Company which will consequently lead it to sustainable business growth.

In 2021, the Company appointed a working group on "The Project for Developing Prototype Company Towards Sustainability in Collaboration with the Stock Exchange of Thailand" to support the potential development of listed companies to grow in line with the sustainable development guidelines and improve the Company's business operations for maximum efficiency which was consistent with the strategy and business plan of the Company.

According to the Company participated in the project of developing a model Company towards sustainability in 2020, the SET announced the results on October 4, 2021. The Company was selected to be in the “List of Sustainable Stocks or Thailand Sustainability Investment (THSI)” for the year 2021 in the industrial product category.

In 2022, the Company continues to participate in such projects in order to continue to be an organization for sustainability.

7. Governance Structure and Important information about Sub-committees, Executives, Employees and other

7.1 Corporate Governance Structure

1. The Board of Directors comprises independent directors, non-executive directors and executive directors and Sub committees as follows:
   1.1 The Audit Committee
   1.2 The Nomination and Remuneration Committee
   1.3 The Executive Committee
   1.4 The Risk Management Committee

2. The Management

Separation of the Roles of the Board of Directors and the Management

The Company defines clear roles and responsibilities regarding the Board of Directors and the management. The Board shall be responsible for establishing the policies and overseeing the management's implementation of those policies. The management , on other hands, shall be responsible for implementing the policies formulated by the Board, and ensuring that these are carried out as planned. Therefore, the Chairman and President of the Company shall not be the same person, and each must be nominated and elected by the Board in order ensure their appropriateness.

The Chairman shall not be a member of the management and shall not participate in the management of the Company's business; nor shall the Chairman be authorized to sign binding agreements on behalf of the Company. This is to clearly define separate role between supervision of the Company's overall policy, and management of the business.

The Company's Management is assigned and authorized to perform many operation under the Company's policies defined for taking responsibilities on overall performance, controlling expenses and budget under the scope approved by the Board of Directors in the Annual Policy, complying with HR Policy, solving problems or conflicts affecting to the Company, and maintaining efficient communication with related person.

7.2 Information on the Board of Directors

- **The Structure of the Board of Directors**

The Board of Directors stated in the Company's Articles of Association consists of at least 7 directors and not more than 15 directors. Not less than half of the total number of directors must have residence in the Kingdom. The Directors must hold qualifications in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and not have any characteristics prohibited by the SEC and Public Company Act.

As of December 31, 2021, the Board of Directors comprised of 15 members and Ms. Ratree Chanthum, the Company Secretary Manager, was the secretary to the Board of Director, detail as follows:

1.	Mr. Hirofumi	Miki	Honorary Chairman
2.	Mr. Dhep	Vongvanich	Independent Director, Chairman of the Board of Directors and Chairman of the Executive Committee
3.	Mr. Pornwut	Sarasin	Vice-Chairman
4.	Mr. Sirote	Sawasphanich	Independent Director and Chairman of the Audit Committee
5.	Mr. Satit	Chanjavanakul	Independent Director, Chairman of the Nomination and Remuneration Committee and Member of the Audit Committee
6.	Mr. Hisashi	Nakajima	Director
7.	Mr. Ichio	Otsuka	Director
8.	Mr. Pongpanu	Svetarundra	Independent Director, Member of the Audit Committee and Member of the Nomination and Remuneration Committee
9.	Prof.Dr.Suwimon	Keeratipibul	Independent Director, Member of the Executive Committee and Member of the Nomination and Remuneration Committee
10.	Mr. Rojrit	Debhakam	Director
11.	Mr. Dhitivute	Bulsook	Director
12.	Mr. Yoshiyuki	Shikano	Director
13.	Mr. Yukihito	Nozaki	Director and Member of the Executive Committee
14.	Mr. Hisatoshi	Itsubo	Director and Member of the Nomination and Remuneration Committee
15.	Mr. Akihiko	Kato	Director and Member of the Executive Committee
16.	Mr. Panthep	Supachaiyakit	Director, Member of the Executive Committee and President

Directors with Signatory Rights on behalf of the Company

Directors with signatory rights on behalf of the Company are Mr. Pornwut Sarasin, Mr. Yukihito Nozaki, Mr. Hisashi Nakajima, Mr. Akihiko Kato and Mr. Panthep Supachaiyakit. The any two of these five authorized directors must sign jointly with the Company's seal affixed.

Scope of Authority and Duties of the Board of Directors

1. Supervises and manages company operations in accordance with the Company objectives, Articles of Association, and the resolutions of Shareholders' Meeting.
2. Establishes or considers and approves vision, missions, strategies, goals and business policies of the Company. The Board is also responsible for monitoring implementation by management in accordance with the approved policies, plans and budgets with efficiency and effectiveness.

3. May appoint other persons to operate the Company's business under the supervision of the Board. The Board may also appoint such persons with the authority and timeframe as deemed appropriate by the Board. The Board of Directors reserves the right to cancel, revoke, change or amend such authority.
4. Considers and approves the responsibilities of any Committee and any significant changes made to its operations as deemed appropriate for the benefit of the Company.
5. Thoroughly considers any conflict of interests. The consideration of the transactions with conflict of interest are conducted for the best interest of the Company and shareholders. The person who has interest in the transaction are not be able to participate in decision making process and/or approval of any transactions.
6. Establishes or approves a written corporate governance policy for the Company.
7. Establishes the policy and to supervise the system to efficiently support the anti-corruption work.
8. Ensures that the Company has effective internal control and internal audit systems.
9. Considers remuneration for the Board within the limit approved by shareholders.

The Sub-Committees

Directors			The Audit Committee	The Nomination and Remuneration Committee	The Executive Committee
1.*	Mr. Dhep	Vongvanich	-	-	Chairman
2.	Mr. Pornwut	Sarasin	-	-	-
3.	Mr. Sirote	Sawasphanich	Chairman	-	-
4.	Mr. Satit	Chanjavanakul	Member	Chairman	-
5.	Mr. Pongpanu	Svetarundra	Member	Member	-
6.	Prof.Dr. Suwimon	Keeratipibul	-	Member	Member
7.	Mr. Dhitivute	Bulsook	-	-	-
8.	Mr. Rojrit	Debhakam	-	-	-
9.	Mr. Hisashi	Nakajima	-	-	-
10.	Mr. Ichio	Otsuka	-	-	-
11.	Mr. Yoshiyuki	Shikano	-	-	-
12.	Mr. Hisatoshi	Itsubo	-	Member	-
13.	Mr. Yukihito	Nozaki	-	-	Member
14.	Mr. Akihiko	Kato	-	-	Member
15.**	Mr. Panthep	Supachaiyakit	-	-	Member

Remarks: ** Chairman of the Board of Directors* *** President* ◯ *Independent Directors*

The Attendance of Director for the year 2021

(1 January 2021 - 31 December 2021)

Name - Surname		The Board of Directors (15 members) Total 4 times/ year***	The Audit Committee (3 members) Total 4 times/ year**	The Nomination and Remuneration Committee (4 members) Total 4 times/year	The Executive Committee (5 members) Total 11 times/ year	The 2021 Annual General Meeting of shareholders (14 members) Total 1 time/ year
1. Mr. Dhep	Vongvanich	4/4	-	-	11/11	1/1
2. Mr. Pornwut	Sarasin	4/4	-	-	-	1/1
3. Mr. Sirote	Sawashanich	4/4	4/4	-	-	1/1
4. Mr. Satit	Chanjavankul	4/4	4/4	4/4	-	1/1
5. Mr. Hisashi	Nakajima	3/4	-	-	-	0/1
6. Mr. Ichio	Otsuka	3/4	-	-	-	0/1
7. Mr. Pongpanu	Svetarundra	4/4	4/4	4/4	-	1/1
8. Prof.Dr. Suwimon	Keeratipibul	4/4	-	4/4	11/11	1/1
9. Mr. Rojrit	Debhakam*	3/3	-	-	-	-
10. Mr. Dhitivute	Bulsook	3/4	-	-	-	0/1
11. Mr. Yoshiki	Miyatani*	1/1	-	-	-	-
12. Mr. Yoshiyuki	Shikano*	3/3	-	-	-	1/1
13. Mr. Hisatoshi	Itsubo	4/4	-	4/4	-	0/1
14. Mr. Akihiko	Kato	4/4	-	-	11/11	1/1
15. Mr. Hiroshi	Takahashi*	1/1	-	-	2/2	-
16. Mr. Yukihito	Nozaki*	3/3	-	-	9/9	1/1
17. Mr. Panthep	Supachaiyakit	4/4	-	-	11/11	1/1

Remark: * 1. The 2021 Annual General Meeting of Shareholders, April 23, 2021, resolved to appoint Mr. Rojrit Debhakam to be the new director, which will make total number of directors increased from 14 persons to 15 persons.

2. The Board of Directors Meeting No.1/2021, held on February 18, 2021 resolved to elect Mr. Yukihito Nozaki to be a director and member of the Executive Committee in replacement of Mr. Hiroshi Takahashi and elect Mr. Yoshiyuki Shikano to be a director in replacement of Mr. Yoshiki Miyatani who had resigned.

** The Audit Committee has their term for three years, started from November 6, 2020-2023.

*** The Board meeting attendance/ the total meetings was presented either in amount of times each member attended the meetings in 2021 or since the members have been in the position of the Board during the year as the case maybe comparing to the total of meetings that was held in 2021.

The current number and position of the Company's Directors reflects the suitability and equity of each shareholder groups' investment stake. The majority of the Directors are not executives, in order to preserve a balance of power and encourage management credibility.

Directors Representing from Major Shareholders Listed as Follows:

Nippon Closures Company Limited

1. Mr. Hisashi Nakajima
2. Mr. Yukihito Nozaki
3. Mr. Hisatoshi Itsubo
4. Mr. Akihiko Kato

Toyo Seikan Company Limited

1. Mr. Ichio Otsuka
2. Mr. Yoshiyuki Shikano

7.3 Information about the sub-committees

7.3.1 The Audit Committee

As of December 31, 2021, the Company's Audit Committee comprised of 3 independent directors, namely, Mr. Sirote Sawasphanich, Mr. Satit Chanjavanakul, Mr. Pongpanu Svetarundra and the Internal Audit Office Manager as the secretary. In 2021, a total of 4 Audit Committee's meetings were convened.

Scope of Authority and Duties of the Audit Committee

The Board of Directors has approved and scoped the authority and duties of the Audit Committee as follows:

1. To review the Company's financial reporting process to ensure that it is accurate and disclosed sufficiently in accordance with Thai Account Standard of financial reporting.
2. To review the compliance of Company's Internal Control System and the appropriateness and the effectiveness of the Company's Internal Audit. Also, review "The Assessment Form of the Adequacy of the Internal Control System" to ensure that the Company has sufficient internal control system and propose to the Board of Directors for consideration.
3. To determine the internal audit unit's independence, as well as to approve the appointment, transfer, dismissal, develop and performance appraisal of internal audit manager thgether with the President.
4. To consider the Internal Audit Charter that it is covering objective, duties and responsibilities of the internal audit office before propose to the Board of Directors for approval.
5. To approve the audit plan and review the audit performance in accordance with international standard, including the consideration of budget and manpower is in the internal audit office
6. To review the Company's compliance with the law on securities and exchange, the Exchange's regulations and the laws relating to the Company's businesses.
7. To review the Company's code of conduct and the effective process for monitoring compliance with and enforcement of this code.

8. To review the Company's Anti-corruption procedures to ensure the effective compliance with the guidelines of governance bodies. The efforts start from promoting and raising awareness, assessing the risk and internal controls incorporating the proactive preventive system.
9. To review the Company's whistle-blowing process and arrangements by which employees and any other stakeholders may, in confidence, raise concerns about possible impropriated transactions in financial statement or other matters to ensure that the investigation is independent and appropriate monitoring.
10. To consider, select and nominate an independent person to be the Company's auditor, and to propose the remuneration of Company's auditor to the Board of Directors, to attend a non-management meeting with an auditor at least once a year in order to get auditor's opinion in other matter.
11. To review the Connected Transactions, or the transactions that may lead to conflicts of interests, to ensure that they are in compliance with the laws and the Exchange's regulations, and are reasonable, accurate, complete, transparent and for the highest benefit of the Company
12. To review the risk management policy, compliance and the mitigation plan for the Company's significant risk and oversight risk management to ensure it is appropriate and effective.
13. To prepare a report of Audit Committee's Corporate Governance, and to report in the Company's annual report.
14. To report the performance of the Audit Committee proposed to the Board of Directors of the Company on a quarterly basis.
15. To review and evaluate the Sufficiency Evaluation of the Audit Committee charter and propose to the Board of Directors for changing approval.
16. To perform any other duties in accordance to laws or assigned by the Board of Directors of the Company with approval from the Audit Committee thereto.

The report of Suspicious Circumstance and Significance

Apart from the mentioned Authority and Duties, the Audit Committee also reports the suspicious circumstance which has significance as follows:

1. Inspect the matter informed by the Company's auditor in case of the auditor found the suspicious circumstance that director, management or any person responsible for the Company's operation commits an offence under the rules of Securities and Exchange (No.4) B.E.2551 and report the result of preliminary inspection to Securities and Exchange Commission Office and the auditor within thirty days after received by the auditor.
2. During undertaking the duties, if the Audit Committee find the suspicious act or transaction which has significant effect on the Company's financial position and operation result, the Audit Committee shall report to the Company's Board of Directors to remedy the matter under the period of time accepted by the Audit Committee as follows:

1. A conflict of interest transaction.
2. A corruption or an important unusual matter or a fault in the internal audit system.
3. An infringement of laws and regulations of Securities and Exchange Commission concerning, the Stock Exchange of Thailand and the Public Company Act.

In case that the Board of Directors or the management fails to remedy aforesaid matters, any audit committee member shall report to the Securities and Exchange Commission Thailand or the Stock Exchange of Thailand.

The responsibility of the Audit Committee

The Audit Committee is responsible to the Board of Directors in carrying duties and responsibilities assigned by the Board of Directors while the whole Board of Directors is responsible to all of activities participating outsiders.

7.3.2 The Nomination and Remuneration Committee

As of December 31, 2021, the Company's Nomination and Remuneration Committee comprised of 4 members, namely, Mr. Satit Chanjavanakul, Mr. Pongpanu Svetarundra, Prof.Dr. Suwimon Keeratipibul, Mr. Hisatoshi Itsubo and the Human Resource Manager as the secretary. In 2021, a total of 4 Nomination and Remuneration Committee's meetings were convened.

Scope of Authority and Duties of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has approved and scoped the authority and duties of the Nomination and Remuneration Committee as follows:

1. To formulate policies for submission to the Board of Directors as follows.
   1.1 Policy, criteria and method for nomination of the directors and president.
   1.2 Policy, criteria and method for payment of remunerations and other benefits to the Board of Directors, sub-committee and president.
2. To select and nominate the persons with suitable qualifications to the Board of Directors
   2.1 Directors
   2.2 Sub-Committee members of various sub-committees assigned with authority, duty and responsibility directly from the Board of Directors of the Company.
   2.3 President
3. To supervise the Board of Directors of the Company to ensure that its size and components are suitable to the organization, including adjustment in response to the changing environment
4. To consider and propose the remuneration and benefits of Directors and President to align with the assigned duties and responsibilities.
5. To set the performance evaluation guidelines of President and evaluate the performance to be propose adjusting the compensation and annual bonus to the Board of Directors.
6. To follow up the succession planning of the President and propose to the Board of Directors to consider at least once a year.
7. Report on the performance of the NRC to the Board of Directors of the at least once a year.
8. To perform any acts designated by the Board of Directors.

To work in the scope of authority, the Nomination and Remuneration Committee has the power to call for the management, section head or the staff of the Company concerned to provide opinion, attend the meeting, or send the required documents. In addition to the performance of duties under the authority of this Regulation the Nomination and Remuneration Committee may seek advice from independent external consultants or other professionals if deemed necessary and appropriate. The Company will be responsible for all expenses.

7.3.3 The Executive Committee

As of December 31, 2021, the Company's Executive Committee comprised of 5 members, namely, Mr. Dhep Vongvanich, Prof.Dr. Suwimon Keeratipibul, Mr. Yukihito Nozaki, Mr. Akihiko Kato, Mr. Panthep Supachaiyakit and the Company Secretary as the secretary. In 2021, a total of 11 Executive Committee's meetings were convened.

Scope of Authority and Duties of the Executive Committee

The Executive Committee has approved and scoped the authority and duties of the Executive Committee as follows:

1. Screening.
   - 1.1 Policy, direction, strategies, management structure and business operation.
   - 1.2 Business plan and annual budget.
   - 1.3 Investment
2. Approval authority.
   - 2.1 The recruitment / selection of a new executive in the Vice President level according to the rules designed by the Nomination and Remuneration Committee.
   - 2.2 To set the performance evaluation guidelines of executive level down from the President (Vice President) and evaluate the performance to adjusting the compensation and annual bonus.
   - 2.3 Investment project in the capital not exceed 30 MB/project totaling not exceed 90 MB/ year.
   - 2.4 Increase budget for the project (before execution) approved by the BOD more than 5 MB but not exceed 30 MB or 10% of previous budget whichever is higher.
   - 2.5 Increase budget for the project (on progress) when spending over approved budget not exceed 10 MB or 20% of previous budget was approved.
   - 2.6 New minor asset (urgent) is not included in budget not exceed 5 MB/time totaling not exceed 20 MB/year.
3. Follow and supervisory the operations.
   - 3.1 Strategy, plan and project including in annual business plan which have to approved by the Board of Directors.
   - 3.2 Financial performance of the Company.
4. Report to the Board of Directors.
   - 4.1 The investment project and Vice President level appointed by the Executive Committee.
5. To perform any acts designated by the Board of Directors.

Regarding the scopes of authority, the Executive Committee is authorized to call for and order management, heads of offices, or employees concerned to present opinions, attend meetings or submit necessary documents. In addition to the performance of duties under the authority of this Regulation the Executive Committee may seek

advice from independent external consultants or other professionals if deemed necessary and appropriate. The Company will be responsible for all expenses.

7.3.4 Risk Management Committee

The Company has established the Risk Management Committee comprised of Deputy Vice-president Level up as a member and the President served as the Chairman and the Corporate Planning Manager as a member and secretary, in order to ensure that the Company has managed efficiently and shall achieves the objectives as well as to prepare for the incident which may occur in the future and affect to the Company's operation.

Scope of Duties of the Risk Management Committee

1. To determine and review the risk management policy, objectives, and framework of risk management operation, covering important risk, to propose to the Board of Directors.
2. To supervise and support the organization risk management operation to be in line with the strategies and business target, as well as circumstance which has been changed.
3. To determine the meetings for screening the reports of operation, according to the risk management measures, following of risk status and progress of risk management.
4. To give recommendation in the operation of improvement, revision, following and evaluation of the sufficiency of risk management measures and efficiency in risk management.
5. To consider the reports of organization risk management result and opinion regarding risk that may occur, as well as guidelines to determine Mitigation Plan/Action Plan and development of risk management system to have continuous efficiency.
6. To report about organization risk management result, to summarize risk status to propose to the Board of Directors, for acknowledgement at least one time per quarter. In case there is important event, affecting the organization significantly, report to the Board of Directors for acknowledgement quickly.

7.4 Information about Management

The Management of the Company as of December 31, 2021 comprises of 8 members presented as follows:

NAME - SURNAME		POSITION
1. Mr. Panthep	Supachaiyakit	President
2. Mr. Opart	Dhanvarjor	Executive Vice President
3. Mr. Yukihito	Nozaki	Senior Vice President - Technical
4. Mr. Akihiko	Kato	Vice President - Technical
5. Mr. Ruj	Tantsetthi	Vice President – Pant
6. Mr. Preecha	Suthivechakun	Vice President - Quality Assurance
7. Ms. Naruporn	Arunpraphan	Vice President - Sale
8. Mr. Peerasage	Sopakanit	Deputy Vice President - Finance and Accounting

The Duties of the Management

1. Manages the operations according to the vision, mission, strategies, policies, plans and goals approved by the Board of Directors, the Articles of Association of the Company, and resolutions passed by the Board of Directors' Meeting and Shareholders' Meeting.
2. Manages the operations according to the Corporate Governance Policy approved by the Board of Directors.
3. Prepares annual plan and budget for approval form the Board of Directors and strictly controls the operations and budget expenditure according to the approved plans and report progresses and operating results of the Company to the Board of Directors' Meeting regularly.

The Board of Directors and the management has no illegal records in the past 10 years before submitting Form 56-1 One Report concerning information disclosure.

The Company Secretary and The Secretary to the Board of Directors

The Company has established the Company Secretary Office comprising of qualified staff with appropriate experience to give information, legal suggestions and related regulations to the Board of Directors to perform its duty, and also coordinate all departments to conform with the resolution passed by the Board in order to comply with Good Corporate Governance principle. The Board of Directors Meeting No.2/2018 as of April 25, 2018 passed the resolution to appoint Ms. Ratree Chanthum, the Company Secretary Office Manager as the Company Secretary, Secretary to the Board of Directors and Secretary to Executive Committee on effective since May 1st, 2018 onwards.

The Duties of the Company Secretary and the Secretary to the Board of the Directors are as follows:

1. To coordinate the schedule for the Board of Directors' meeting all year round and the date for Annual General Meeting of shareholders as well as inform the Board of Director in advance.
2. To prepare the Meeting agenda, documents and deliver to the Board of Directors together with the meeting notice.
3. To prepare the Shareholders' meeting, agenda, documents and to deliver to the shareholders together with the meeting notice. In addition, manage the meeting smoothly and to comply with laws.
4. To attend the meeting and prepare minutes of the Board of Directors' and the shareholders' meeting, taking important matter, questions and useful suggestions during the meeting.
5. To follow up the operation to conform with the resolutions of the Board of Directors' and the Shareholders' meeting and report to the Board of Director periodically.
6. To give information or suggestions to the Board of Directors and the management to perform their duties in compliance with the laws and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand including the best practice of the Listed Company concerning the good governance.
7. To prepare Form 56-1 concerning the information disclosure and the annual report with the correct and complete information complying with the regulations of the Securities and Exchange Commission and the

Stock Exchange of Thailand as well as to deliver to all related organizations and shareholders (The annual report only).

8. To prepare the Directors' profile and registration which have been corrected and updated.
9. To submit a copy of the report concerning the interest related the Board of Directors, the Executives, and other related persons to the Chairman and the Chairman of the Audit Committee within 7 days since the report has been received.
10. To keep the documents as follow in complete, systematic, and simple- to-examine manner
    - Meeting notices and minutes of the Board of Directors' meeting and the Shareholders' meeting including all meeting documents
    - Annual report
    - Director registration
    - Report of Information concerning the interest related to the Board of Directors, the Executives, and other related person.
11. To give the Company's information to shareholders, investors, and analysts. To coordinate or set up the meeting for all related parties periodically.
12. To perform any other acts as specified in the notification of the Capital Market Supervisory Board.

Directors and Management Remuneration

Monetary Remuneration

In 2021, the Annual General Meeting of Shareholders held on April 23, 2021 has approved the remuneration of the total 15 directors in amount of Baht 5,810,000 for the retainer fee and meeting attendance fee of the Board of Directors, meeting attendance fee the Audit Committee, meeting attendance fee the Nomination and Remuneration Committee and retainer fee of the Executive Committee described as follows:

Item	Position	Retainer fee (Baht/ Person)	Attendance fee (Baht/ Person/ Time)
The Board of Directors	Chairman	45,000	35,000
	Director	30,000	25,000
The Audit Committee	Chairman	-	30,000
	Director	-	25,000
The Nomination and Remuneration Committee	Chairman	-	30,000
	Director	-	25,000
The Executive Committee	Chairman	30,000	-
	Director	25,000	-

Remark : - The meeting allowance for Directors will be paid to Thai's Director who are not the Company's executives.
- The monthly remuneration for Directors will be paid to Thai's Directors.

Remuneration of the Board of Directors and Sub-Committees for the year 2021 per person

For the fiscal year ended December 31, 2021, the annual remuneration paid to the Board of Directors as of follows. Retainer fee of the Board of Directors of 3,330,000 Baht, Attendance fee of the Board of Directors of 790,000 Baht, Retainer fee of the Executive Committee of 660,000 Baht along with the sub-committees' remuneration of 640,000 Baht, making the total remuneration of 5,420,000 Baht.

Unit: Baht

Directors			The Board of Directors		The Audit Committee	The Nomination and Remuneration Committee	The Executive Committee	Total per person
			Retainer Fee*	Attendance fee*	Attendance fee	Attendance fee	Retainer fee *	Total
1.	Mr. Dhep	Vongvanich	540,000	140,000	-	-	360,000	1,040,000
2.	Mr. Pornwut	Sarasin	360,000	100,000	-	-	-	460,000
3.	Mr. Sirote	Sawasphanich	360,000	100,000	120,000	-	-	580,000
4.	Mr. Hisashi	Nakajima	Not received	Not received	-	-	-	-
5.	Mr. Ichio	Otsuka	Not received	Not received	-	-	-	-
6.	Mr. Satit	Chanjavankul	360,000	100,000	100,000	120,000	-	680,000
7.	Mr. Pongpanu	Svetarundra	360,000	100,000	100,000	100,000	-	660,000
8.	Prof.Dr.Suwimon	Keeratipibul	360,000	100,000	-	100,000	300,000	860,000
9.	Mr. Rojrit	Debhakam	270,000	75,000	-	-	-	345,000
10.	Mr. Dhitivute	Bulsook	360,000	75,000	-	-	-	435,000
11.	Mr. Yoshiyuki	Shikano	Not received	Not received	-	-	-	-
12.	Mr. Yukihito	Nozaki	-	-	-	-	-	-
13.	Mr. Hisatoshi	Itsubo	Not received	Not received	-	Not received	-	-
14.	Mr. Akihiko	Kato	-	-	-	-	-	-
15.	Mr. Panthep	Supachaiyakit	360,000	-	-	-	-	360,000

*Remark: * The Directors who also reserve the Company's management are not allowed to receive the attendance fee of the Board and retainer fee of the Executive Committee.*

The Management's Remuneration

In 2021, the Management's remuneration which included 4 executives relatively under the President and any persons equally assigned to the same rank of those executives, for a total of 9 executives amounted of Baht 33,236,523.99 the details as follows:

Remuneration	Year 2021		Year 2020		Year 2019	
	Number of Executives (Person)	Amount (Baht)	Number of Executives (Person)	Amount (Baht)	Number of Executives (Person)	Amount (Baht)
Salary, Annual Bonus, and Retirement Compensation	9	32,412,831.99	7	24,820,475.14	6	21,941,472
Provident Fund	4	823,693	4	727,028	3	593,088
Total		33,236,523.99		25,547,503.14		22,534,560

However, the Company considered the executives as permanent employees and are obliged to be responsible in their own function and line.

Other Remuneration

- None -

Remuneration Policy

The Nomination and Remuneration Committee is responsible for determining the remuneration of the Board of Directors and the Sub-committees to be further proposed to the Board's consider. By considering the responsibilities and the operating results of the Company as well as comparable to those of listed companies in The Stock Exchange of Thailand which have the similar size of business and being in the same industrial sector. The Company had joined the Compensation of Listed Company Survey with the Institute of Thai Directors every 2 years so as that the directors can use the information for determining directors' remuneration appropriately which will be proposed for approval by an Annual Shareholders Meeting every year. Also consider the duties and responsibilities of the directors concerned and the Company's performance.

The executives' remunerations shall be considered and approved with regard of the policies set by the Board of Directors. The levels of executives' remunerations shall be comparable to those of companies in the same industry taking into consideration of the duties and responsibilities, individual performance, the Company's performance, with fairness, to motivate the high professional and standard ones to work with us longer.

7.5 Information about Employees

Employees

As of 31 December 2021, the Company had 940 employees.

In 2021, the Company paid the compensation to employees totaling 478,466,930.64 Baht in the form of salary, bonus, attendance reward, overtime, and other welfares. The Company had contributed to the Provident Fund for the year 2021 in the amount of 22,833,066.91 Baht.

Provident Fund of the Company

The Company had founded the provident fund comply with ministerial regulations no.162 B.E.2526 aim to promote employee's long term savings. This fund will help the employee to gather their own savings for use when retire or resign from the Company, subsequently the Company had registered the fund to be under Provident Fund Act. B.E.2530. For the employee's cumulative gathering which will deduct from employee's salary, employee has a right to choose from ratio percentage to salary depends on year of service. In addition, employee can choose themselves the proper investment plan while the Company shall contribute to the fund by these details: -

Year of service	Contribution ratio (percentage to salary)
Less than 7 years	5
7 years to less than 10 years	7.5
10 years over	10

In case that the employee registers to the fund before 1 January 2003, the Company shall contribute when complete 7 and 10 years of services.

As of December 31, 2021, the Company's Provident Fund has a total contribution equal to 473,324,575.75 Baht which comprised of:

1. Crown Seal Public Company Limited registered fund, having 445 members included management, totaling 251,815,304.69 Baht.
2. The registered K-Master Pooled fund, Crown Seal Public Company Limited only, having 145 members included management, totaling 42,006,073.76 Baht.
3. The registered K-Master Pooled fund - share mixed not over 25%, Crown Seal Public Company Limited only, having 301 members included management, totaling 179,503,197.30 Baht.

Employee Dispute in the Past 3 Years

- None -

Personnel Development Policy

Human resources are deemed to be the key factors in carrying on the Company's operations. The Company realizes that human resources development is the worthiest and most sustainable investment compared with other

categories of the investments. This is because of the reason that the organizational success relies on the personnel potentials as the significant matter. Any organization having human resources of high caliber of competency, righteousness and ethics would certainly be able to create the advantage on the competitiveness and lead the organization to success in accordance with the required and sustainable goal. The Company has by far set a wish and given importance on human resources development in order to make the Company's personnel both good and smart men and women at all times.

The Company has a policy on the development of all levels of employees in order to enable them to gain knowledge and skills in systematic and continuous performances by implementing the Annual Training Seminars Plan and send employees participated specialized training/seminars outside the Company and/or there are small of employees and unable to In-house training. As well as providing self – learning (online) consisting of consisting of the basic training such as skills on the executions of a specific work and general knowledge necessary for use in performing duties: In the year 2021 the Company provided 118 training courses, total employees participated in the training of 2,955 persons using the budget of 1,093,397 Baht categorized into

- In-house Training 71 courses, 1,499 employees participated.
- Public Training 36 courses, 123 employees participated.
- Self – Learning 11 courses, 1,333 employees participated.

The course outlines for the training conducted in 2021 are

1. Managerial Skills, Supervisory Skill and Human Resources Management Total 15 courses, 378 employees participated, such as Personal Data Protection in 2562 (PDPA), Personal Data Protection Laws and Practices, Functional Competency Preparation and Implementation, Personal Data Protection Act B.E. 2562 for Human Resources Management, Training Road Map, Compensation and Welfare Management System Design, Skill Development Promotion Act, BE 2545, Techniques for preparing Training Road Map for learning and work efficiently according to the Company's policy, Strategy Implementation and Action Plan Development, Budgeting Techniques, Basic Risk Management, Supervisor and Human Resource Management, Action Plan Development for Manager, Upgrading maintenance skills in the digital age, Personnel management and amendment of contracts, (HR Covid+Contracts+Court Cases) AGILE INTERNAL AUDIT, which enable the employees to get learning and effectively perform abide by the Company's policy.

2. Essential Knowledge and Skills Total 25 courses, 250 employees participated, such as Company product knowledge and quality control, Correct communication to understand the interlocutor For the supervisor, Presenting Professionally with Power Point, Functional Competency Workshop, Radiation Protection level 1, Microsoft Excel Innovative, IA: Recalibration for the COVID Environment Secret of Secrets to Enhance Interview Skill 3Es, Corruption issues that need to be known, Setting up information systems for decision making, Business English, MS Office and Application Progarm, System of servo motor etc. These courses provided the proper understanding of the Company products, good communication skill and teamwork, the Company regulation to employees which enable them to perform correctly and abide by the Company's policy.

3. Technical Knowledge and Professional Knowledge Total 29 courses, 198 employees participated, such as Purchasing Appraisal Techniques, Measure the performance of vendors and purchasing staff, Opening the door to the medical device industry, Flexible Packaging for Food Industry Accounting & Finance Interpretation 8 parts of Interpretation Business English, Practices related to raw materials and essential materials for BOI promoted enterprises, Use progarm Visual Inspection Device (VID) Pneumatic System Transmission System Hydraulic System Bolt & Nut Connection Electrical System Lubrication System Program PLC Knowledge, Preventive Maintenance, Contract of employment, Preparing hire of work contract, PLC Operation System Lograrmable Logic Controller Commissioning MDB3, Plastic cap with usage Material for Coating & Material for Ink, Statistical Process Control, Capping Knowledge for Metal Cap Basic Knowledge for PVC and PVC Liner, Aluminum knowledge, Beverage production system and lid specification etc. These courses provided technical knowledge and international standardization tools and equipment usage which the employees can apply for working effectively.

4. Productivity Improvement & Quality Management System Total 11 courses, 186 employees participated, such as Using the Vision System Monitoring System (VID) program, Knowledge of defects, Hold and CCF, Knowledge of anti-fake screw caps (PP Cap), Interpretation of GHPs and HACCP Standards, Modification to FSSC 22000 V.5.1 Standard, quality control and techniques of coating, printing and oven work etc. which showed that the Company gives precedence to the clean and tidy working environment for ease of operation, and provided systematic working improvement and effectiveness knowledge which can enhance employees' knowledge for their self-potential improvement.

5. Energy Environment and Safety in Workplace Total 27 courses, 610 employees participated, such as The management of hazardous and non-hazardous waste in accordance with the law, The role of the Committee on Safety (KorPorAor.), Supervisor level safety officer, Executive Security Officer (Japanese), Driving a forklift safely, Occupational Safety, Health and Work Environment for General Employees and New Employees, Review of safety at work on cranes, Primary firefighting, Driving a forklift safely for assigned employees, Crane operator, signal operator, material holder, overhead/ stationary crane operator, use of odor measuring instruments, Energy Conservation, Creating a safety culture at work, Command control ets. which showed that the Company gives precedence mainly to the employees' health and safety.

6. E-learning (Intranet), Online learning: ConicleX Platform, Virtual Forum, Platform, Webinar, Zoom, Facebook Group Close 11 course, there are 1,333 employees Developing personnel to have the knowledge, capability and skills necessary to perform in the New Normal era that comes with the New to Challenge, which affects the business, the organization and the employees. Adaptation in various fields so that the organization can be adapted to the new environment Including taking into account learning the past Looking ahead with an open mindset Open to new experiences and open mind to learn and apply Agile concepts into practice in the organization to be ready on the capabilities and skills of the employees Ready to drive the organization such as Leadership Managerial Skill, How to give advice to get people's hearts and get results (Constructive Feedback) How to lead a

team to achieve both results and people's hearts (Leading Team to Achieve More) Self Development Mental Alignment for Relationship Increase potential 10 times (10X Productive) Effective Communication Skill Business Function Overcoming the Change with People & Organization Practices THAILAND LEARNING & DEVELOPMENT FORUM 2021 Thailand HR Day 2021 : The Great Reset, Rebuild and Restart,13-17 December 2021 PDPA: Personal Data Protection ACT etc.

In addition, the Company also sends some employees to attend the oversea training programs all of short term and long term at Nippon Closures Company Limited, Japan. To arrange the exchange of experiences and study trips with successful organizations at industrial international academic conference. In order to be informed of the movement and information which is beneficial to the management of the Company in the future.

In addition, the Company has established channel for direct communications with the employees by holding the Management-Meets-Employees meeting, at least, 2 times a year in order to give the employees the explanations on the operation results including the ways on the Company's management as well as the opportunity in exchanging ideas and opinions between the Management and employees in order to lead to the improvements, developments and creations of good relations between the Management and all employees within the Organization.

In 2021, the Company organized the trainings to give explanations on the Company's Code of Conduct continuously in order to enable the employees to have correct understanding on and properly observe such Code of Conduct and Anti-Corruption in the same direction, in this respect, which emphasis was placed on the observations in compliance with the Company's Code of Ethics in 11 points including the channel in lodging complaints and actions in responding to the complaints when received in the case where a performance in violation of the Code of Conduct of the Company has been discovered.

7.6 Other Important Information

Auditor Remuneration

1.) Audit fee

Audit fee payable to Office of auditor shown as details below:

- Fiscal year 2019	equal to	1,050,000 Baht
- Fiscal year 2020	equal to	1,200,000 Baht
- Fiscal year 2021	equal to	1,200,000 Baht

2.) Non audit fee

Service fee for observe and certify the destruction of registered products which under quality standard payable to Office of auditor shown as details below:

- Fiscal year 2019	equal to	80,000 Baht
- Fiscal year 2020	equal to	100,000 Baht
- Fiscal year 2021	equal to	80,000 Baht

8. Corporate Governance Report

8.1 Summary of the Board's Performance in the Past Year

Performance Assessment on the Board of Directors

The Board of Directors has arranged the performance assessment on the Board of Directors once a year to allow each director to jointly make an assessment on overall performance of the Board of Directors and make a self-assessment on individual performance to review the performance, problems and difficulties during the year for more efficiency.

In 2021, the Secretary of the Board of Directors sent the overall and individual performance assessment on the Board of Directors forms to every director and each director is independent to complete such assessment forms. When the assessment forms are completed, they will be returned to the secretary of the Board for collection and conclusion and preparation of report to the Board of Directors for acknowledgement in the meeting of the Board of Directors.

- **Performance assessment on the Board of Directors as a whole**

Performance assessment on the Board of Directors as a whole is made on the criterion divided into 6 following aspects:

1. Structure and Qualification of the Board of Directors
2. Roles, duties and responsibilities of the Board of Directors
3. Meeting of the Board of Directors
4. Duties performed by the Board of Directors
5. Relationship with the management
6. Self-improvement of the Directors and development of the executives

Overall performance assessment results 90%

- **Performance assessment on individual Director**

Performance assessment on individual Director is made on the criterion divided into 4 following aspects:

1. Roles, duties and responsibilities undertaken as the Director
2. Duties performed as the Director
3. Relationship with the management
4. Self-improvement as the Director

Overall performance assessment results 86%

- **Performance Evaluation of the President**

The Board of Directors and the Nomination and Remuneration Committee assess the performance of the President based on the Company's operating results, implementation of the Board's policies, and the overall socio-economic circumstances. The Nomination and Remuneration Committee will then consider the appropriate

remuneration in short term and long term for the President and propose such amount to the Board of Directors for approval, taking into account the following information regarding the current and previous years by the criterion divided into 2 following aspects: Section I : Status of Achievements

Section II : Performance Measures divided into 10 following aspects:

1. Leadership
2. Strategic planning
3. Actions in accordance with the strategy
4. Financial planning and performance
5. Relationship with the Board of Directors
6. Relationship with third party
7. Personnel management and relationship
8. Succession plan
9. Product and service understanding
10. Personal qualification

8.2 Report on the Performance of the Audit Committee for the past year

According to Crown Seal Public Company Limited Regulation on the Audit Committee Charter B. E. 2562 (2019), Re: "The Assessment", it tends to give confidence to stakeholders in the duty performances of the Audit Committee in accordance with the responsibility framework, fully and efficiently, as well as to provide an opportunity for reviewing and exchanging opinions among the Audit Committee members in order to lead to the improvements of the environmental conditions to facilitate their duty performances and seek ways on the developments and the improvements.

In 2021, the Audit Committee made their duty performance assessments personally which can be summarized as follows:

Part 1. Appropriateness of the structure and composition of the Audit Committee have characteristics that support the performance of the Audit Committee and the general environment is conducive to the Audit Committee's duties. Assessment result, 100%.

Part 2. Performing duties in accordance with the scope of responsibilities, including reviewing financial reports, internal control and risk management, including considering compliance with securities and stock exchange laws, selection, nomination, appointment and remuneration of the Company's auditors and connected transactions. Assessment results, 100%.

8.3 Summary of the Performance of the Sub-Committees

Apart from the performance assessment on the Board of Directors as a whole and as individual. The Board of Directors also arranged the performance assessment on the Audit Committee including the performance evaluation of the President. The Board of Directors will arrange the performance assessment on the Nomination and Remuneration Committee which is the sub-committee to further completely.

9. Internal Control and Related Party Transactions

Internal control

The Board of Directors has put its emphasis on the internal control system continuously and has assigned the Audit Committee consisting of independent director to review whether the Company has the suitable and effective internal control system while the internal audit office which is independent from the management is required to directly report to the Audit Committee, to assess the sufficiency of the internal control system of

- The Company to ensure that the Company has the accuracy and credible information system and financial report.
- Compliance with rules, regulations, policies, procedures and laws related to the business operation.
- Safeguarding of the Company's assets.
- The operation of the Company is undertaken efficiently with resources utilized economically.
- Conducted in accordance with the plan aligning with the objectives and targets of the Company.

The Internal Audit Office is assigned to evaluate sufficiency of the internal control system of the Company in accordance with the Assessment For of the Office of the Securities Exchange Commission (SEC) within the internal control framework of COSO 2013 (The Committee of Sponsoring Organizations of the Treadway Commission) consisting of 5 major components and 17 minor principles and to submit the report to the Audit Committee for approval.

All Audit Committee and independent committee and the chief executive officers had attended the meeting of the Board of Directors No. 1/2022 on 28 February 2022 and the Board of Directors examined every topic of the assessment with inquiries for additional information from the executives and the Audit Committee and approved that the internal control system of the Company is appropriate, sufficient and effective as follows.

1) Control Environment

- The Company specify the term of the visions, mission, strategy, and plans. In order to reach the success of Company's goal.
- The Company clearly set up the organization chart according to the proper responsibility. This include job description, scope of works and qualification in each position.

- The Board of Directors adopt the policy in accordance with the principles of Good Corporate Governance and corporate ethic. And Anti-Corruption policy.
- Policy and Practical Procedures on Recruiting were expressly clear; Personnel Development Policy was reviewed regularly every year.
- Reviewing the criteria and methods for evaluating performance for the supervisory level and communication to practice.
- Making Individual Development Plan (IDP) in line with the Key Succession plan.
- The Company has a process for receiving complaints to find facts and report the results. Appointing a fact-finding committee and a disciplinary committee to consider, investigate and punish in accordance with the Company's regulations

2) Risk Management

- The Company established the risk management committee by having the President as the Chairman and the management as the committee, which have clearly role in operation.
- Having the manual in risk management to clearly set the guidance on practice and the criterion for risk assessment in each level are established properly through the consideration of the opportunity to incur (Likelihood) and the impact of the loss in both financial and no financial.
- Reviewing Enterprise Risk Management by adopting the Integrated Framework (ERM2017) for use in building up confidence that the Company had a systematic risk management plan in line with the strategic plan.
- Organizing training to enhance knowledge and skills in identifying risks, assessing and responding to risk with implicit significance.
- Causing to have a risk monitoring process regularly and efficient risk status reporting.
- The Company has assessment fraud risk and corruption combined with an annual risk assessment.

3) Control Activities

- The Company has guidelines policy for operation in all departments. There are the action plan, key performance indicators, and the annual budget to ensure the effectiveness of operation in reaching the goals.
- The Company is given written procedure and authority manual of each management levels and regularly review them to be in line with the changing situation. These include authorization, approval verification, reconciliation and segregation of duties which assure that the operation is transparent, appropriate and adequacy internal control.
- Having a policy for controlling information and disseminating it in the Company's intranet system and made an information system controlling policy document for employees to sign for acknowledgments and compliance in practical executions.

- In case if a connected transaction with the Company's related person whom may lead to conflict of interests. That connected transaction must comply with law and related regulation through the Company's policies and procedures as same as any outside parties' transaction.
- The Company has software to monitor the security of the information and checks for external hacking attempts.

4) Information and Communication

- The Company set up various channels for communications both internal and external. All concerning parties can access to accurate, updated and adequate information for their operation and decision-making.
- The Board of Director's meetings and the management meetings are regularly meet in order to deploy the policy, working guidelines and share necessary information to involved officers.
- The Company has introduced SAP system to record data and analyze the operating result. Also prepare for a financial report which facilitates more accurate work for the officers. To support the faster and more efficient decision-making for the management.
- The Company held all-level employee meetings twice a year to get information on the operating results and Supervisor-level meetings every 2 months to listen to the Company's work plans and policies. In addition, news was disseminated via Intranet system and application line.
- Complaint and whistleblowing system on the company's website or scan QR Code or send an E-mail to companysecretary@crownseal.co.th or send via post to the Company secretary according to company address

The Board of Directors resolved to approve the review of the Anti-Corruption policy, the Company secretary office has plan to review the Anti-Corruption Measures Manual to be in line with the policy within the first quarter of 2022.

5) Monitoring Activities

- The Management team meets monthly in order to monitor the performance of employees in all levels by their key performance indicator. To ensure the operation is following the plan and reaching the goal, by regularly reporting to the Board of Directors. When the results appear differently from the goal, the committee will have some questions, suggestions and assign the management to resolve the problem. Then report for the up- coming meeting.
- Established the internal audit office to support the Audit Committee performing duty on supervision of the internal control
- Defining objectives, powers, duties and responsibilities of the Internal Audit Office in the Internal Audit Charter which was approved by the Audit Committee Chairman and the President in order to enable the duty performances on the audits to be carried on in accordance with the standard of the internationally professional practice.

- The Internal Audit Office defined clear internal audit policy and steps of audit work implementations and reported the progress on the material improvements of the defects to the Executives and the Audit Committee regularly on a quarterly basis.
- Establishing the Internal Audit Office to provide supports the Audit Committee in supervising the internal control system.
- The Company Secretary Office required to report any incidents or suspected serious corruption to the Board of Directors immediately without having to wait for the Board of Directors' meeting.

Internal audit

The Audit Committee oversights the performance of the Internal Audit Office in independent integrity and expertise according to the international Standard for the Professional Practice of Internal Audit, having the internal audit charter determining task, operational scope, power, duties and responsibilities, as well as guidelines for audit operation clearly. In order that the Internal Audit Office has performed independence checking and balancing, the Office has reported about auditing performance directly to the Audit Committee and reported regarding management to the President. The Office has duty to consulting service, audit, evaluation of the efficiency of internal control system and risk management, as well as recommendation improvement, coordinating with other business functions to improve efficiencies of the work system and achieve the objectives targets.

In making annual auditing plan and personnel for the year 2021, has set audit activities to be consistent and support the annual strategy set by the Company. the Company considers risk based approach including frequency of audits. The approach emphasized the importance of internal control, important risk management, performance under the relevant laws and regulations, in order to use the information for consideration and to give recommendation. The Audit Committee considers and approves the annual audit plan and follows the audit result and work operation result of Internal Audit Office on quarter basis.

The Company developed professionalism and business intelligence of auditors in line with International Standard for the Professional Practice Framework, by supporting continuous development and training of knowledge continuously inside and outside relating with skills and necessary auditing method in work operation auditing, financial audit, audit regarding complying with law, auditing about information system, so that there will be knowledge and ability, expertise in internal auditing profession and increase other necessary skills to the Company to work in the duty effectively.

The Audit Committee of the Company has considered and approved for appointment of Miss Wannapa Somprasith to be the Manager of Internal Audit Office since 2007 as well as increase experience, skill, professional expertise in internal auditing by the way give consultancy, exchange of opinion, participating in training appropriately and sufficiently for effective work and duty. The detail of education qualifications, professional qualifications, relevant training and work experience.

Related Party Transactions

1. As of 31 December 2021, the Company's transactions with related companies are as follows:

Item	Parties Involved	Relationship of Contract	Term	Value (MB)		Basis of Consideration Value Determination
				2021	2020	
1. Normal business transaction						
1.1 Sales of Crown Caps, Pilfer -Proof Caps, Maxi-Series and Plastic Caps	Group of Boon Rawd Brewery Co., Ltd.[1]	Shareholder and the same partial group of directors	-	902.02	881.60	Monthly payment / with reference to market price which are the same rate as others
	ThaiNamthip Ltd.[2]	Shareholder and the same partial group of directors				
	Serm Suk Plc.[3]	Shareholder and the same partial group of directors				
	Green Sport Co., Ltd.[4]	Shareholder				
	Toyo Seikan (Thailand) Co., Ltd.[5]	The same major shareholder				
	Nippon Closures Co., Ltd. (NCC)[6]	Major shareholder and the same partial group of directors				
1.2 Sales of equipments and spare parts	Group of Boon Rawd Brewery Co., Ltd.	Shareholder and the same partial group of directors	-	1.07	2.19	Monthly payment / with reference to market price which are the same rate as others
	Serm Suk Plc.	Shareholder and the same partial group of directors				
2. Supporting normal business transaction						
2.1 Printing and related - Printing and coating metal sheet services - Printing artworks - Printing of sample printed sheet	Bangkok Can Manufacturing Co., Ltd.[7]	The same major shareholder and partial group of directors	-	55.45	102.52	Monthly payment / with reference to market price which are the same rate as others
	Next Can Innovation Co., Ltd.[8]	The same major shareholder				
2.2 License agreement	Nippon Closures Co., Ltd. (NCC)	Major shareholder and the same partial group of directors	5 yeras	10.53	12.01	Half - yearly payment / royalty fee is set as a percentage rate of sales volume of caps. And rate charged by NCC is not higher than others.

Item	Parties Involved	Relationship of Contract	Term	Value (MB)		Basis of Consideration Value Determination
				2021	2020	
2.3 Purchase of spare part, and raw materials	Nippon Closures Co., Ltd. (NCC)	Major shareholder and the same partial group of directors	-	29.32	19.02	Monthly payment / with reference to market price which are the same rate as others.
	Kanagata (Thailand) Co., Ltd.[9]	The same major shareholder				
3. Property rental or lease which no more than 3 years transaction						
3.1 Land lease (3,626 Sqm.) (The Excise office and Car park)	Bangkok Can Manufacturing Co., Ltd.	The same major shareholder and partial group of directors	1 year (1 Sep.20 - 31 Aug.21)	0.41	0.41	Yearly payment and lease rate is set by Fair Value appraised by independent appraiser.
4. Asset and service transaction						
4.1 Administrative Service for Computer Software and Hardware, SAP and Personnel systems	Bangkok Can Manufacturing Co., Ltd.	The same major shareholder and partial group of directors	1 year (1 Jan.21-31 Dec.21)	3.19	3.89	Monthly payment / service fee is set by proportion of workload plus margin 5%
	Toyo Seikan (Thailand) Co., Ltd.	The same major shareholder	1 ปี (1 Jan.21-31 Dec.21)	4.79	4.56	Monthly payment / service fee is set by proportion of workload plus margin 5%
	Toyo Filling International Co., Ltd.[10]	The same major shareholder	1 ปี (1 Jan.21-31 Dec.21)	1.32	1.28	Monthly payment / service fee is set by proportion of workload plus margin 5%
	Next Can Innovation Co., Ltd.	The same major shareholder	1 ปี (1 Jan.21-31 Dec.21)	1.44	1.47	Monthly payment / service fee is set by proportion of workload plus margin 5%

Item	Parties Involved	Relationship of Contract	Term	Value (MB)		Basis of Consideration Value Determination
				2021	2020	
4.2 IT infrastructure Services	Bangkok Can Manufacturing Co., Ltd.	The same major shareholder and partial group of directors	1 year (1 Jan.21 - 31 Dec.21)	1.70	2.76	Paying on due date / with reference to market price as service provider charged.
	Next Can Innovation Co., Ltd.	The same major shareholder	1 year (1 Jan.21 - 31 Dec.21)	0.66	1.69	Paying on due date / with reference to market price as service provider charged.
	Toyo Seikan (Thailand) Co., Ltd.	The same major shareholder	1 year (1 Jan.21 - 31 Dec.21)	1.80	5.28	Paying on due date / with reference to market price as service provider charged.
	Toyo Filling International Co., Ltd.	The same major shareholder	1 year (1 Jan.21 - 31 Dec.21)	0.45	1.18	Paying on due date / with reference to market price as service provider charged
4.3 Server Rental	Bangkok Can Manufacturing Co., Ltd.	The same major shareholder and partial group of directors	4 years (15 May 20 - 15 May 24)	0.30	0.30	Yearly payment / rental service fee is set by proportion of number of users plus margin 5%
	Toyo Seikan (Thailand) Co., Ltd.	The same major shareholder	4 years (15 May 20 - 15 May 24)	0.35	0.35	Yearly payment / rental service fee is set by proportion of number of users plus margin 5%
	Toyo Filling International Co., Ltd.	The same major shareholder	4 years (15 May 20 - 15 May 24)	0.10	0.10	Yearly payment / rental service fee is set by proportion of number of users plus margin 5%
	Next Can Innovation Co., Ltd.	The same major shareholder	4 years (15 May 20 - 15 May 24)	0.11	0.11	Yearly payment / rental service fee is set by proportion of number of users plus margin 5%
4.4 Land lease 20-1-87 rai (Office and 2-piece can plant)	Bangkok Can Manufacturing Co., Ltd.	The same major shareholder and partial group of directors	30 years (2 Jul. 01 - 1 Jul. 31)	0.50	0.50	Onetime payment totally THB 15 million on contract date. Price of land is equal to base price that company bought from BCM. Rental rate is 1.5% per year of land price at present value and discount by 8%.

Item	Parties Involved	Relationship of Contract	Term	Value (MB)		Basis of Consideration Value Determination
				2021	2020	
4.5 Land lease 8-3-80 rai (Building no. 3,4 scrap baler and loading area)	Bangkok Can Manufacturing Co., Ltd.	The same major shareholder and partial group of directors	30 years (2 Jul. 01 - 1 Jul. 31)	0.49	0.49	Onetime payment totally THB 14.78 million on contract date/ Fair Value of land is appraised by independent appraiser. Rental rate is 1.5 % per year of land price at present value and discount by 8%

Note : 1. Group of Boon Rawd Brewery Co., Ltd; Manufacturer and distributor of beverages.

2. ThaiNamthip Co., Ltd.; Manufacturer and distributor of beverages.

3. Serm Suk Plc.; Manufacturer and distributor of beverages.

4. Green Sport Co., Ltd.; Manufacturer and distributor of beverages.

5. Toyo Seikan (Thailand) Co., Ltd. ; Manufacturer and distributor of plastic bottles.

6. Nippon Closures Co., Ltd. ; Manufacturer and distributor of packaging.

7. Bangkok Can Manufacturing Co., Ltd.; Manufacturer and distributor of Easy Open end, 2-Piece Cans, 3-Piece Cans.

8. Next Can Innovation Co., Ltd ; Manufacture and distributor 2-Piece Cans

9. Kanagata (Thailand) Co., Ltd.; Manufacturer of Injection Moldings and Plastic Moldings.

10. Toyo Filling International Co., Ltd; Containing and distributor of aerosol cans for body and hair products.

2. Necessities and Reasons for Entering into the Transactions

In 2021, the Company had transactions with related persons which can be categorized to 4 types (as disclosed in article 1) as follows:

1. A normal business transaction
2. A supporting normal business transaction
3. A property rent or lease with no more than 3 years transaction
4. An asset or service transaction

The entering into above transactions, the Company had considered its reasons and necessities, conditions and the fair price to gain the highest benefit for the Company. In case that ordinary business and supporting ordinary business transactions, the Company proceeded with normal commercial terms of the ordinary and usual course of business which is the same criteria as an external person. For the property rent and lease transactions with no more than 3 years and the transaction related to the assets or services, the Company determined the rent and service fee according to the fair value from the independent appraiser and using sharing cost basis according to the proportion of workload plus the profit comparing with the market price.

The agreement in any transactions/contracts with any other persons who have conflicts of interest with the Company, the necessities and reasons will be considered including all criteria and fair value to prevent the conflicts of interest and gain the highest benefit for the Company.

03

Financial Statements

Independent Auditor's Report

To the Shareholders of Crown Seal Public Company Limited

Opinion

I have audited the accompanying financial statements of Crown Seal Public Company Limited ("the Company"), which comprise the statement of financial position as at 31 December 2021, and the related income statement, the statement of comprehensive income, changes in shareholders' equity, and cash flows for the year then ended, and notes to the financial statements.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Crown Seal Public Company Limited as at 31 December 2021, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Company in accordance with the *Code of Ethics for Professional Accountants* as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matter

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond for such matter is described below.

Revenue recognition

As revenue from sales is the significant figure in the income statement and are the key performance indicator to which users of the financial statements pay attention. Export sales have term of delivery which should be considered when record. In addition, the economic has directly resulted in more intense competition in the industry. There are therefore risks with respect to the amount and timing of revenue recognition.

I have examined the revenue recognition of the Company by:

- Assessing the Company's IT system and its internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.
- On a sampling basis, examining supporting documents for sales transactions occurring during the year and near the end of the accounting period to verify whether revenue recognition was consistent with the conditions, and whether it was in compliance with the Company's policy.
- Reviewing of credit notes that the Company issued after the period-end.
- Performing analytical procedures on disaggregated data to detect possible irregularities in sales transactions throughout the period.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fairly presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Chayapol Suppasedtanon
Certified Public Accountant (Thailand) No. 3972

EY Office Limited
Bangkok: 28 February 2022

Crown Seal Public Company Limited

Statement of financial position

As at 31 December 2021

(Unit: Baht)

	Note	2021	2020
Assets			
Current assets			
Cash and cash equivalents	*7*	134,443,542	228,215,749
Trade and other receivables	*6, 8*	548,093,456	486,161,645
Inventories	*9*	591,834,100	507,850,112
Derivative assets	*32.1*	590,657	802,973
Other current financial assets	*10*	956,877,573	1,053,998,118
Other current assets		10,842,483	8,968,883
Total current assets		2,242,681,811	2,285,997,480
Non-current assets			
Other non-current financial assets	*11*	10,398,738	10,407,738
Investment properties	*12*	666,300,000	666,300,000
Property, plant and equipment	*13*	1,550,888,321	1,493,392,835
Right-of-use assets	*14*	24,229,947	19,868,093
Intangible assets	*15*	5,641,468	6,941,461
Other non-current assets		12,186,545	31,192,315
Total non-current assets		2,269,645,019	2,228,102,442
Total assets		4,512,326,830	4,514,099,922

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Statement of financial position (continued)

As at 31 December 2021

(Unit: Baht)

	Note	2021	2020
Liabilities and shareholders' equity			
Current liabilities			
Trade and other payables	*6, 17*	403,166,583	461,068,153
Rental received in advance to be recognised within one year	*6*	992,608	992,608
Current portion of lease liabilities	*14*	13,769,732	10,323,250
Corporate income tax payable		10,403,051	27,344,320
Derivative liabilities	*32.1*	78,666	411,248
Other current liabilities		12,786,343	13,630,289
Total current liabilities		441,196,983	513,769,868
Non-current liabilities			
Rental received in advance - net of current portion	*6*	8,437,168	9,429,776
Lease liabilities, net of current portion	*14*	10,647,240	9,646,824
Deferred tax liabilities	*24*	74,653,162	72,738,838
Provision for long-term employee benefits	*18*	220,119,091	216,546,080
Total non-current liabilities		313,856,661	308,361,518
Total liabilities		755,053,644	822,131,386

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Statement of financial position (continued)

As at 31 December 2021

(Unit: Baht)

	Note	2021	2020
Shareholders' equity			
Share capital			
Registered			
799,258 non-cumulative preferred shares of Baht 10 each	*19*	7,992,580	7,992,580
52,000,742 ordinary shares of Baht 10 each		520,007,420	520,007,420
		528,000,000	528,000,000
Issued and paid-up			
799,258 non-cumulative preferred shares of Baht 10 each		7,992,580	7,992,580
52,000,742 ordinary shares of Baht 10 each		520,007,420	520,007,420
Additional paid-in capital			
Premium on preferred shares		49,164,799	49,164,799
Premium on ordinary shares		337,643,244	337,643,244
Retained earnings			
Appropriated - statutory reserve	*20*	52,800,000	52,800,000
Unappropriated		2,728,390,880	2,663,086,230
Other components of shareholders' equity		61,274,263	61,274,263
Total shareholders' equity		3,757,273,186	3,691,968,536
Total liabilities and shareholders' equity		4,512,326,830	4,514,099,922

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Income statement

For the year ended 31 December 2021

(Unit: Baht)

	Note	2021	2020
Revenues			
Sales	*6*	2,823,984,363	2,664,378,078
Service income	*6*	56,996,045	105,776,637
Interest income		6,438,255	9,646,013
Other income	*22*	167,906,427	120,729,127
Total revenues		3,055,325,090	2,900,529,855
Expenses			
Cost of sales		2,477,619,138	2,221,523,771
Cost of service		47,039,327	80,546,988
Selling and distribution expenses		70,843,448	63,929,509
Administrative expenses		226,284,585	218,574,893
Total expenses		2,821,786,498	2,584,575,161
Profit from operating activities		233,538,592	315,954,694
Finance cost		(416,759)	(306,314)
Loss arising from fair value on investment in equity instruments		(9,000)	-
Profit before income tax expense		233,112,833	315,648,380
Income tax expense	*24*	(39,414,607)	(57,213,870)
Profit for the year		193,698,226	258,434,510
Earnings per share	*25*		
Basic earnings per share			
Profit for the year		3.72	4.97
Diluted earnings per share			
Profit for the year		3.67	4.89

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Statement of comprehensive income

For the year ended 31 December 2021

(Unit: Baht)

	Note	2021	2020
Profit for the year		193,698,226	258,434,510
Other comprehensive income:			
Other comprehensive income to be reclassified			
to profit or loss in subsequent periods		-	-
Other comprehensive income not to be reclassified			
to profit or loss in subsequent periods			
Actuarial loss - net of income tax	*24*	-	(4,055,272)
Other comprehensive income not to be reclassified			
to profit or loss in subsequent periods		-	(4,055,272)
Other comprehensive income for the year		-	(4,055,272)
Total comprehensive income for the year		193,698,226	254,379,238

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Statement of changes in shareholders' equity

For the year ended 31 December 2021

(Unit: Baht)

	Note	Issued and paid-up share capital		Premium on shares		Retained earnings		Other components of shareholders' equity	Total shareholders' equity
		Preferred shares	Ordinary shares	Preferred shares	Ordinary shares	Appropriated-statutory reserve	Unappropriated	Other comprehensive income: Surplus on revaluation of assets	
Balance as at 1 January 2020		7,992,580	520,007,420	49,164,799	337,643,244	52,800,000	2,612,376,719	61,274,263	3,641,259,025
Profit for the year		-	-	-	-	-	258,434,510	-	258,434,510
Other comprehensive income for the year		-	-	-	-	-	(4,055,272)	-	(4,055,272)
Total comprehensive income for the year		-	-	-	-	-	254,379,238	-	254,379,238
Dividends paid	*29*	-	-	-	-	-	(203,669,727)	-	(203,669,727)
Balance as at 31 December 2020		7,992,580	520,007,420	49,164,799	337,643,244	52,800,000	2,663,086,230	61,274,263	3,691,968,536
Balance as at 1 January 2021		7,992,580	520,007,420	49,164,799	337,643,244	52,800,000	2,663,086,230	61,274,263	3,691,968,536
Profit for the year		-	-	-	-	-	193,698,226	-	193,698,226
Other comprehensive income for the year		-	-	-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	-	-	193,698,226	-	193,698,226
Dividends paid	*29*	-	-	-	-	-	(128,393,576)	-	(128,393,576)
Balance as at 31 December 2021		7,992,580	520,007,420	49,164,799	337,643,244	52,800,000	2,728,390,880	61,274,263	3,757,273,186

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Statement of cash flows

For the year ended 31 December 2021

(Unit: Baht)

	2021	2020
Cash flows from operating activities		
Profit before tax	233,112,833	315,648,380
Adjustments to reconcile profit before tax to		
net cash provided by (paid from) operating activities:		
Loss on expected credit losses	370,440	-
Loss on diminution in value of inventories		
and write off of inventories and spare parts	39,508,883	29,305,834
Depreciation and amortisation	212,137,906	192,658,536
Loss on write off of equipment	1,129,220	7,628,928
Loss on sales of equipment	2,598,214	2,536,598
Long-term employee benefits expense	22,684,571	16,167,361
Increase in fair value of derivatives	(32,006)	(391,725)
Decrease (increase) in fair value of investment in equity instruments	9,000	(111,000)
Interest expense of lease liabilities	416,759	306,314
Interest income	(6,438,255)	(9,646,013)
Unrealised loss (gain) on exchange	(88,098)	1,572,916
Profit from operating activities before changes in		
operating assets and liabilities	505,409,467	555,676,129
Decrease (increase) in operating assets		
Trade and other receivables	(61,685,741)	16,513,130
Inventories	(123,492,871)	34,041,050
Other current assets	(1,865,362)	(678,019)
Other non-current assets	309,048	80,158
Increase (decrease) in operating liabilities		
Trade and other payables	(52,371,555)	72,705,950
Other current liabilities	(845,193)	(2,328,463)
Rental received in advance	(992,608)	(992,608)
Cash paid for long-term employee benefits	(19,111,560)	(8,733,977)
Cash flows from operating activities	245,353,625	666,283,350
Cash paid for corporate income tax	(54,441,551)	(52,794,712)
Net cash flows from operating activities	190,912,074	613,488,638

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited

Statement of cash flows (continued)

For the year ended 31 December 2021

(Unit: Baht)

	2021	2020
Cash flows from investing activities		
Decrease (increase) in other current financial assets	97,120,545	(72,004,408)
Acquisitions of equipment	(262,959,513)	(222,843,605)
Cash receipt from sales of equipment	1,912,345	2,705,984
Increase in intangible assets	(1,142,525)	(5,533,351)
Decrease (increase) in advance for purchases of equipment	18,643,936	(27,377,415)
Interest income	6,013,048	10,551,291
Net cash flows used in investing activities	(140,412,164)	(314,501,504)
Cash flows from financing activities		
Payments for lease liabilities	(15,858,519)	(12,212,355)
Dividends paid	(128,393,577)	(203,669,727)
Net cash flows used in financing activities	(144,252,096)	(215,882,082)
Net increase (decrease) in cash and cash equivalents	(93,752,186)	83,105,052
Effect of exchange rate on cash and cash equivalents	(20,021)	(65,449)
Cash and cash equivalents at beginning of year	228,215,749	145,176,146
Cash and cash equivalents at end of year (Note 7)	134,443,542	228,215,749

Supplemental cash flows information

Non-cash transactions: -

Payables for purchases of machinery	5,708,449	16,595,071
Increase in right-of-use assets	19,888,659	18,411,437

The accompanying notes are an integral part of the financial statements.

Crown Seal Public Company Limited
Notes to financial statements
For the year ended 31 December 2021

1. General information

Crown Seal Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. Its major shareholder is Nippon Closures Co., Ltd., which was incorporated in Japan and in a group of Toyo Seikan Group Holdings, Ltd.. The Company is principally engaged in the manufacture and sale of caps for bottles and the hire of printing sheets for can. The registered office of the Company is at 5 Soi Rangsit - Nakhon Nayok 46, Tambon Prachatipat, Amphur Thanyaburi, Pathum Thani.

2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

3. New financial reporting standards

a) Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

b) Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2022

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and, for some standards, providing temporary reliefs or temporary exemptions for users.

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

4. Significant accounting policies

4.1 Revenue and expense recognition

Sales of goods are recognised when the significant risks and rewards of ownership of the goods have passed to the buyers. Sales are the invoiced value, excluding value added tax of goods supplied after deducting discounts and allowances.

Service revenue is recognised when services have been rendered taking into account the stage of completion.

Rental income is recognised as income using the straight-line basis over the term of the lease agreement.

Interest income is recognised on an accrual basis based on the effective interest rate.

Dividends are recognised when the right to receive the dividends is established.

Finance cost is interest expense from financial liabilities at amortised cost calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the weighted average method) and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials, chemicals, spare parts and factory supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

4.4 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value. Any gains or losses arising from changes in the value of investment properties are recognised in the income statement when incurred.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in the income statement in the period when the asset is derecognised.

4.5 Property, plant and equipment/Depreciation

Land is stated at the revalued amount. Plant and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Land are initially recorded at cost on the acquisition date, and subsequently revalued by an independent professional appraiser to their fair values. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from fair value at the end of reporting period.

Differences arising from the revaluation are dealt with in the financial statements as follows:

- When an asset's carrying amount is increased as a result of a revaluation of the Company's assets, the increase is credited directly to the other comprehensive income and the cumulative increase is recognised in equity under the heading of "Revaluation surplus on assets". However, a revaluation increase is recognised as income to the extent that it reverses a revaluation decrease in respect of the same asset previously recognised as an expense.
- When an asset's carrying amount is decreased as a result of a revaluation of the Company's assets, the decrease is recognised in the income statement. However, the revaluation decrease is charged to the other comprehensive income to the extent that it does not exceed an amount already held in the "Revaluation surplus on assets" in respect of the same assets.

Depreciation of plant and equipment is calculated by reference to their costs, on the straight-line basis over the following estimated useful lives.

Buildings and building improvements	3 - 20	years
Machinery and equipment	3 - 15	years
Furniture, fixtures, office equipment and motor vehicles	3 - 5	years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in the income statement when the asset is derecognised.

4.6 Intangible assets and amortisation

Intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to the income statement.

A summary of the intangible assets with finite useful lives is as follows.

	Useful lives
Computer software	3 and 5 years

4.7 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, and key management personnel, and directors and officers with authority in the planning and direction of the Company's operations.

4.8 Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

4.8.1 The Company as a lessee

The Company applied a single recognition and measurement approach for all leases. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Buildings	1 - 2	years
Motor vehicles	1 - 5	years
Equipment	3 - 4	years

If ownership of the leased asset is transferred to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Company discounted the present value of the lease payments by the interest rate implicit in the lease or the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

4.8.2 The Company as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.9 Foreign currencies

The financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.10 Impairment of assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss. However, in cases where land was previously revalued and the revaluation was taken to equity, a part of such impairment is recognised in equity up to the amount of the previous revaluation.

4.11 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits (Defined contribution plans)

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred. In addition, the Company has contributions for provident fund made before the Provident Fund Act B.E. 2530 was effective. The Company manages this fund itself and will pay it to the employees upon their terminations.

Post-employment benefits (Defined benefit plans) and other long-term employee benefits

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treats these severance payment obligations as a defined benefit plan. In addition, the Company provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plans is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits (Defined benefit plans) are recognised immediately in other comprehensive income and for other long-term benefits are recognised immediately in the income statement.

4.12 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.13 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.14 Financial instruments

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), or fair value through profit or loss (“FVTPL”). The classification of financial assets at initial recognition is driven by the Company’s business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate (“EIR”) method and are subject to impairment. Gains and losses are recognised in the income statement when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Company can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in the income statement.

These financial assets include derivatives and equity investments which the Company has not irrevocably elected to classify at FVOCI.

Dividends on listed equity investments are recognised as other income in the income statement.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the income statement.

Impairment of financial assets

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.15 Derivatives

The Company uses derivatives, such as forward currency contracts to hedge its foreign currency risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

4.16 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgments and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgments and estimates are as follows.

Allowance for expected credit losses of trade receivables

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Company's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Allowance for diminution in value of inventories

Allowances for diminution in the value of inventories accounts are intended to adjust the value of inventories for probable losses. The management uses judgment to estimate losses, based on an analysis of inventory aging, taking into account the current situation with respect to sales of inventory items, on a specific basis.

Investment properties

The Company presents investment properties at the fair value estimated by an independent appraiser, and recognises changes in the fair value in the income statement. The independent appraiser values the investment properties using the sales comparison approach and the depreciated replacement cost approach. The key assumptions used in estimating the fair value are described in the related note.

Property, plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

The Company measures land at revalued amount. Such amount is determined by the independent valuer using sales comparison approach, and such valuation involves certain assumptions and estimates as described in the related note.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and records impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

Leases- The Company as a lessee

Determining the lease term with extension and termination options

In determining the lease term, the management is required to exercise judgement in assessing whether the Company is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Company to exercise either the extension or termination option.

Estimating the incremental borrowing rate

The Company cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease - The Company as lessor

Lease classification

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgement as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Post-employment benefits under defined benefit plans and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

6. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Thousand Baht)

	2021	2020	Pricing policy
Transactions with related companies			
Sales of caps	902,016	881,602	Cost plus margin
Service income from printing sheets	55,449	102,519	Cost plus margin
Rental income	2,252	2,239	Contract price
Sales of equipment, spare parts and raw materials	1,065	2,188	Price charged to other customers in the normal course of business
Sale of machine used for generating the electricity	719	1,919	At cost
Administrative income	15,513	22,297	Contract price
Purchases of raw materials, finished goods and spare parts	20,132	15,462	Cost plus margin
Purchases of equipments and machinery	9,190	3,561	Cost plus margin
Royalty fee expense	10,530	12,007	A percentage of net sales of each product
Claim payment for damaged goods	4,697	2,399	At cost
Dividends paid	86,668	137,266	As declared

Directors and management's benefits

During the years ended 31 December 2021 and 2020, the Company had employee benefit expenses payable to its directors and management as below.

(Unit: Thousand Baht)

	2021	2020
Short-term employee benefits	34,208	30,105
Post-employment benefits	624	335
Total	34,832	30,440

As at 31 December 2021 and 2020, the balances of the accounts between the Company and those related parties are as follows.

(Unit: Thousand Baht)

	2021	2020
Trade accounts receivable - related parties (Note 8)	139,956	114,621
Other receivables - related parties (Note 8)	2,170	3,245
Trade accounts payable - related parties (Note 17)	659	838
Other payables - related parties (Note 17)	13,203	9,927
Rental received in advance - related parties		
Rental received in advance to be recognised within one year	993	993
Rental received in advance - net of current portion	8,437	9,430

Additional information concerning the transactions with the related parties is as follows.

a) The relationships between the Company and related parties are summarised below.

Companies	Type of business	Relationship
Boonrawd Brewery Group	Manufacture and sale of beverages	Shareholder and common directors
Green Spot Co., Ltd.	Manufacture and sale of beverages	Shareholder
Thai Namthip Co., Ltd.	Manufacture and sale of beverages	Shareholder and common directors
Serm Suk Public Co., Ltd.	Manufacture and sale of beverages	Shareholder and common directors
Toyo Seikan Group Holdings, Ltd.	Manufacture and sale of packaging	Shareholder and common management
Nippon Closures Co., Ltd.	Manufacture and sale of packaging	Shareholder and common management
Bangkok Can Manufacturing Co., Ltd.	Manufacture and sale of 2 & 3 - piece cans	Common shareholders and directors
Toyo Seikan (Thailand) Co., Ltd.	Manufacture and sale of plastic packaging	Common shareholders and directors
Next Can Innovation Co., Ltd.	Manufacture and sale of 2-piece cans	Common shareholders and directors
Toyo Filling International Co., Ltd.	Containing service and sale of aerosol can	Common shareholders
Kanagata (Thailand) Co., Ltd.	Plastic injection mould and blow mould manufacturing	Common shareholders

b) The transactions with trade accounts receivable - related parties are conducted in the normal course of business of the Company and in accordance with its established objectives, which are the manufacture and distribution of products to customers who are shareholders of the Company and are in competition with each other, and the provision of printing services.

c) Other receivables - related parties comprise the outstanding balances from rental, sales of equipment and spare parts, administrative assistance and the provision of IT infrastructure services to related companies.

d) Other payables - related parties comprise the outstanding balances from purchases of raw materials, spare parts and machinery, accrued royalty fee and accrued claims payments for damaged goods.

e) The stipulated conditions of the provision of printing services to Bangkok Can Manufacturing Co., Ltd. are that payment is to be made on a monthly basis and the period of service is indefinite.

f) Rental received in advance represents rental received under the agreement to rent out certain plots of land to Bangkok Can Manufacturing Co., Ltd. for a period of 30 years, ending 1 July 2031.

Moreover, the Company has rent out additional land and building to Bangkok Can Manufacturing Co., Ltd. The rental for this land, determined based on the appraisal value, and for the building, calculated on the basis of depreciated cost, is payable in annual amounts. Compensation for the years ended in August 2021 and 2020 totaled Baht 0.4 million each. As at 31 December 2021, the compensation for extending period of rental is in decision process.

g) The Company entered into agreements to provide the rentals of server and storage machine to the related companies in the group of Toyo Seikan Group Holdings Ltd. Agreements cover for a period of 4 years, ending in May 2024, with compensation totalling Baht 4 million and payable on a yearly basis.

h) The Company entered into agreements to install and provide administrative services for computer software and hardware and personnel systems to related companies in the group of Toyo Seikan Group Holdings Ltd. Compensation under these agreements for the years 2021 and 2020 totaled Baht 11 million, payable on a monthly basis.

The Company extended the agreements to provide the above services for a period of one year, ending in December 2022, with compensation of Baht 11 million.

i) The Company entered into sales of assets and service of generating the electricity with Bangkok Can Manufacturing Co., Ltd. The compensation payment is fix rate per month and the period of services is not specified. Compensation for service of generating the electricity for the years 2021 and 2020 were Baht 2 million and Baht 2 million, respectively.

j) The Company entered into technical license agreement with Nippon Closures Co., Ltd., whereby the Company receives technical support services for the manufacture of caps. The agreements run for 2 years and 5 years ended in December 2021 and 2022, respectively. Compensation is payable at a percentage of net sales of products stipulated in the agreement, on a semi-annual basis.

7. Cash and cash equivalents

(Unit: Thousand Baht)

	2021	2020
Cash	238	180
Bank deposits	134,206	228,036
Total	134,444	228,216

As at 31 December 2021, bank deposits in savings accounts and fixed deposits carried interests between 0.04% and 0.20% per annum (2020: between 0.01% and 0.20% per annum).

8. Trade and other receivables

(Unit: Thousand Baht)

	2021	2020
Trade accounts receivable - related parties		
Aged on the basis of due dates		
Not yet due	120,566	95,272
Past due		
Up to 3 months	19,390	19,349
Total trade accounts receivable - related parties	139,956	114,621

(Unit: Thousand Baht)

	2021	2020
Trade accounts receivable - unrelated parties		
Aged on the basis of due dates		
Not yet due	262,558	227,745
Past due		
Up to 3 months	113,594	119,031
3 - 6 months	25,151	17,810
Over 12 months	370	11
Total trade accounts receivable - unrelated parties	401,673	364,597
Less: Allowance for expected credit losses	(370)	-
Trade accounts receivable - unrelated parties, net	401,303	364,597
Other receivables - related parties		
Accrued income	2,170	3,245
Total other receivables - related parties	2,170	3,245
Other receivables - unrelated parties		
Advances	1,317	1,420
Compensation received from suppliers	-	975
Receivable from scrap sales	1,869	256
Others	1,478	1,048
Total other receivables - unrelated parties	4,664	3,699
Total trade and other receivables	548,093	486,162

9. Inventories

(Unit: Thousand Baht)

	2021			2020		
	Cost	Reduce cost to net realisable value	Inventories-net	Cost	Reduce cost to net realisable value	Inventories-net
Finished goods	204,065	(19,758)	184,307	198,202	(18,942)	179,260
Work in process	175,542	(4,004)	171,538	146,834	(59)	146,775
Raw materials	179,294	(625)	178,669	149,937	(2,325)	147,612
Spare parts	23,034	(969)	22,065	23,120	(162)	22,958
Goods in transit	35,255	-	35,255	11,245	-	11,245
Total	617,190	(25,356)	591,834	529,338	(21,488)	507,850

During the current year, the Company reduced cost of inventories by Baht 39.51 million (2020: Baht 29.31 million), to reflect the net realisable value. This was included in cost of sales. In addition, the Company reversed the write-down of cost of inventories by Baht 35.64 million (2020: Baht 34.89 million) resulting from inventories destructions.

10. Other current financial assets

(Unit: Thousand Baht)

	2021	2020
Debt instruments at amortised cost		
Bank deposits with maturity over 3 months	956,878	1,053,998
Total	956,878	1,053,998

As at 31 December 2021, short-term deposits with financial institutions carried interest between 0.10% to 0.60% per annum (2020: 0.15% to 0.75% per annum).

11. Other non-current financial assets

As at 31 December 2021 and 2020, other non-current financial assets were summarised as follow:

(Unit: Thousand Baht)

	2021	2020
Equity instruments designated at FVOCI		
Non-listed equity instruments		
- Bangkok Can Manufacturing Co., Ltd.	9,494	9,494
- Others	530	530
Total equity instruments designated at FVOCI	10,024	10,024
Equity instruments designated at FVTPL		
Listed equity instruments	375	384
Total equity instruments designated at FVTPL	375	384
Total other non-current financial assets	10,399	10,408

12. Investment properties

(Unit: Thousand Baht)

	2021			
	Land for rent	Allocated land and construction thereon	Vacant land	Total
Book value at beginning of year	240,100	160,100	266,100	666,300
Book value at end of year	240,100	160,100	266,100	666,300
Rental income for the year	1,403	-	-	1,403
Expense				99

(Unit: Thousand Baht)

	2020			
	Land for rent	Allocated land and construction thereon	Vacant land	Total
Book value at beginning of year	240,100	160,100	266,100	666,300
Book value at end of year	240,100	160,100	266,100	666,300
Rental income for the year	1,403	-	-	1,403
Expense				99

In 2018, the Company hired an independent appraiser to appraise the fair value of investment properties. The appraiser determined the value of land using market price comparison approach, while the depreciated replacement cost approach was used to value construction in development projects. In 2021 and 2020, the fair value of investment properties was unchanged from that of 2018.

13. Property, plant and equipment

(Unit: Thousand Baht)

	Revaluation basis	Cost basis					
	Land	Buildings and building improvements	Machinery and equipment	Furniture, fixtures, office equipment and motor vehicles	Motor venicles	Asset under installation	Total
Cost / Revalued amount							
1 January 2020	142,800	455,568	2,935,246	104,272	7,950	185,757	3,831,593
Additions	-	-	10,367	3,515	-	200,914	214,796
Disposals	-	(4,984)	(134,095)	(7,116)	(13)	(2,385)	(148,593)
Transfers in (out)	-	11,891	264,999	12,249	-	(289,139)	-
31 December 2020	142,800	462,475	3,076,517	112,920	7,937	95,147	3,897,796
Additions	-	-	15,138	2,498	-	239,615	257,251
Disposals	-	(3,332)	(199,904)	(10,909)	(172)	(1,376)	(215,693)
Transfers in (out)	-	31,340	196,774	9,507	-	(237,621)	-
31 December 2021	142,800	490,483	3,088,525	114,016	7,765	95,765	3,939,354
Accumulated depreciation							
1 January 2020	-	336,205	1,930,558	87,238	7,796	-	2,361,797
Depreciation for the year	-	12,805	157,322	8,160	42	-	178,329
Depreciation on disposals	-	(3,852)	(124,928)	(6,929)	(13)	-	(135,722)
31 December 2020	-	345,158	1,962,952	88,469	7,825	-	2,404,404
Depreciation for the year	-	13,221	170,978	9,916	-	-	194,115
Depreciation on disposals	-	(2,996)	(196,283)	(10,602)	(172)	-	(210,053)
31 December 2021	-	355,383	1,937,647	87,783	7,653	-	2,388,466
Net book value							
31 December 2020	142,800	117,317	1,113,565	24,451	112	95,147	1,493,392
31 December 2021	142,800	135,100	1,150,878	26,233	112	95,765	1,550,888
Depreciation for the year							
2020 (Baht 174 million included in manufacturing cost, and the balance in administrative expenses)							178,329
2021 (Baht 189 million included in manufacturing cost, and the balance in administrative expenses)							194,115

The Company had its land revalued in 2018 by an independent appraiser using sales comparison approach to determine the fair value.
The historical cost of land was Baht 63.3 million.

As at 31 December 2021, certain items of buildings and equipment were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to Baht 1,592 million (2020: Baht 1,660 million).

The Company shares the ownership of some building and machinery with Bangkok Can Manufacturing Co., Ltd. and records the building and machinery in proportion to its ownership. The carrying amount of its portion as at 31 December 2021 was Baht 42 million (2020: Baht 45 million).

14. Leases

14.1 The Company as a lessee

The Company has lease contracts for various items of plant, motor vehicles and equipment used in its operations. Leases generally have lease terms between 1 - 5 years.

b) Right-of-use assets

Movements of right-of-use assets for the year ended 31 December 2021 and 2020 were summarised below:

(Unit: Thousand Baht)

	Buildings	Motor vehicles	Equipment	Total
1 January 2020	3,921	7,001	2,562	13,484
Additions	12,560	3,532	2,300	18,392
Depreciation for the year	(7,174)	(3,383)	(1,451)	(12,008)
31 December 2020	9,307	7,150	3,411	19,868
Additions	1,921	6,962	11,006	19,889
Depreciation for the year	(6,810)	(4,152)	(4,565)	(15,527)
31 December 2021	4,418	9,960	9,852	24,230

c) Lease liabilities

(Unit: Thousand Baht)

	2021	2020
Lease payments	24,909	20,465
Less: Deferred interest expenses	(492)	(495)
Lease liabilities	24,417	19,970
Less: Portion due within one year	(13,770)	(10,323)
Lease liabilities - net of current portion	10,647	9,647

Movements of the lease liability account during the year ended 31 December 2021 and 2020 are summarised below:

(Unit: Thousand Baht)

	2021	2020
Balance at beginning of year	19,970	13,870
Additions	19,889	18,006
Accretion of interest	417	306
Repayments	(15,859)	(12,212)
Balance at end of year	24,417	19,970

A maturity analysis of lease payments is disclosed in Note 32.2 under the liquidity risk.

d) Expenses relating to leases that are recognised in the income statement

(Unit: Thousand Baht)

	For the year ended 31 December	
	2021	2020
Depreciation expense of right-of-use assets	15,527	12,008
Interest expense on lease liabilities	417	306

e) Others

The Company had total cash outflows for leases for the year ended 31 December 2021 of Baht 16 million (2020: Baht 12 million), including the cash outflow related to short-term lease and leases of low-value assets.

14.2 The Company as a lessor

The Company has entered into operating leases for its investment properties portfolio (land for rent in Note 12) of the lease terms are 30 years.

The Company has future minimum rentals receivable under non-cancellable operating leases as at 31 December 2021 and 2020 as follows:

(Unit: Thousand Baht)

	2021	2020
Within 1 year	993	993
Over 1 and up to 5 years	3,970	3,972
Over 5 years	4,467	5,458
Total	9,430	10,423

15. Intangible assets

(Unit: Thousand Baht)

	2021	2020
Computer software		
Cost - at beginning of year	59,827	54,810
Acquisition	1,143	5,533
Write-off	(1,271)	(516)
Cost - at end of year	59,699	59,827
Accumulated amortisation - at beginning of year	52,886	51,134
Amortisation for the year	2,443	2,268
Amortisation for write-off	(1,271)	(516)
Accumulated amortisation - at end of year	54,058	52,886
Intangible assets – net	5,641	6,941

16. Bank overdrafts and short-term loans from financial institutions

Credit facilities in term of bank overdrafts and short-term loan of the Company as at 31 December 2021 totaled Baht 1,045 million (2020: Baht 1,705 million), which have not been drawn down. Such loan facilities are unsecured.

17. Trade and other payables

(Unit: Thousand Baht)

	2021	2020
Trade accounts payables - related parties	659	838
Trade accounts payables - unrelated parties	323,790	378,418
Other payables - related parties	13,203	9,927
Other payables - unrelated parties	29,394	36,984
Accrued expenses	36,121	34,901
Total trade and other payables	403,167	461,068

18. Provision for long-term employee benefits

(Unit: Thousand Baht)

	2021	2020
Post-employment benefits (Defined contribution plans)	35,802	38,275
Post-employment benefits (Defined benefit plans)	151,098	153,028
Other long-term employee benefits	33,219	25,243
Total	220,119	216, 546

Provision for post-employment benefits (Defined benefit plans), which represents compensation payables to employees after they are retired from the Company, was as follows.

(Unit: Thousand Baht)

	2021	2020
Provision for long-term employee benefits at beginning of year	153,028	144,018
Included in the income statement:		
Current service cost	7,978	6,605
Interest cost	2,345	3,299
Included in other comprehensive income:		
Actuarial (gain) loss arising from		
Demographic assumptions changes	-	381
Financial assumptions changes	-	9,105
Experience adjustments	-	(4,417)
Benefits paid during the year	(12,253)	(5,963)
Provision for long-term employee benefits at end of year	151,098	153,028

The Company expects to pay Baht 6.5 million of post-employment benefits (Defined benefit plans) during the next year (2020: Baht 0.2 million).

As at 31 December 2021, the weighted average duration of the liabilities for post-employment benefits (Defined benefit plans) is 8 years (2020: 8 years).

Significant actuarial assumptions are summarised below.

	2021	2020
	(% per annum)	(% per annum)
Discount rate	1.50	1.50
Salary increase rate	4.50	4.50
Employee turnover rate	7.00	7.00

The result of sensitivity analysis for significant assumptions that affect the present value of the post-employment benefits (Defined benefit plans) are summarised below:

	31 December 2021			
	Increase	Effect to obligation	Decrease	Effect to obligation
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
Discount rate	0.5	(7,014)	0.5	7,511
Salary increase rate	1.0	16,478	1.0	(14,620)

	31 December 2020			
	Increase	Effect to obligation	Decrease	Effect to obligation
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
Discount rate	0.5	(6,587)	0.5	7,055
Salary increase rate	1.0	15,476	1.0	(13,731)

19. Preferred shares

The preferred shares of the Company are registered shares granting dividend entitlements at the rate of the ordinary shares plus Baht 1.50 per share. Dividends on the preferred shares are non-cumulative. Each preferred share has the same voting rights as the ordinary shares and is convertible to ordinary shares in a ratio of 1:1 on the last day of every month.

As at 31 December 2021 and 2020, 799,258 preferred shares remained unexercised.

20. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5% of its net income after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution.

21. Revaluation surplus on assets

This represents surplus arising from revaluation of land. The revaluation surplus can neither be offset against deficit nor used for dividend payment.

22. Other income

(Unit: Thousand Baht)

	2021	2020
Income from sales of scrap metal and spareparts	119,942	75,380
Administrative income	15,513	22,297
Rental income	2,252	2,239
Net gain on exchange	6,950	681
Indemnity	3,829	6,235
Gain from equity instrument measured at FVTPL	-	111
Others	19,420	13,786
Total	167,906	120,729

23. Expenses by nature

Significant expenses by nature are as follows.

(Unit: Thousand Baht)

	2021	2020
Raw materials and consumables used	1,684,712	1,428,783
Salary, wages and other employee benefits	526,452	528,623
Depreciation and amortization	208,537	192,659
Repair and maintenance expenses	109,741	107,263
Loss on diminution in value of inventories	39,509	29,306
Freight-out expense	41,060	34,488
Royalty fee	10,530	12,007
Changes in inventories of finished goods and work in process	34,571	(25,239)

24. Income tax expense / Deferred tax liabilities

Income tax expense for the years ended 31 December 2021 and 2020 was made up as follows:

(Unit: Thousand Baht)

	2021	2020
Current income tax:		
Current income tax charge	37,512	54,420
Adjustment in respect of income tax of previous year	(11)	134
Deferred tax:		
Relating to origination and reversal of temporary differences	1,914	2,660
Income tax expense reported in the income statement	39,415	57,214

Tax reconciliation between accounting profit and income tax expense was shown below.

(Unit: Thousand Baht)

	2021	2020
Accounting profit before tax	233,113	315,648
Applicable tax rate	20%	20%
Accounting profit before tax multiplied by applicable tax rate	46,623	63,130
Adjustment in respect of income tax of previous year	(11)	134
Effects of:		
Promotional privileges (Note 27)	(4,052)	(1,250)
Non-deductible expenses	10,580	8,050
Additional expense deductions allowed	(15,639)	(15,510)
Others	1,914	2,660
Total	(7,197)	(6,050)
Income tax expense reported in the income statement	39,415	57,214

Income tax recognised in other comprehensive income for the years was as follow:

	2021	2020
Acturial loss	-	5,069
Less: Tax expense	-	(1,014)
Net of income tax	-	4,055

The components of deferred tax assets and deferred tax liabilities were as follows:

(Unit: Thousand Baht)

	2021	2020
Allowance for diminution in value of inventories	5,071	4,298
Provision for long-term employee benefits	36,863	35,654
Rental received in advance	1,687	1,886
Others	3,526	3,192
Total deferred tax assets	47,147	45,030
Depreciation and amortization	(42,125)	(38,146)
Unrealised fair value from gain on investment properties	(64,152)	(64,152)
Revaluation surplus on land	(15,319)	(15,319)
Others	(204)	(152)
Total deferred tax liabilities	(121,800)	(117,769)
Deferred tax liabilities – net	(74,653)	(72,739)

25. Earnings per share

Basic earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

Diluted earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year plus the weighted average number of ordinary shares which would need to be issued to convert all dilutive potential ordinary shares into ordinary shares. The calculation assumes that the conversion took place either at the beginning of the year or on the date the potential ordinary shares were issued.

The following table sets forth the computation of basic and diluted earnings per share.

	For the year ended 31 December					
	Profit for the year		Weighted average number of ordinary shares		Earnings per share	
	2021	2020	2021	2020	2021	2020
	(Thousand Baht)	(Thousand Baht)	(Thousand shares)	(Thousand shares)	(Baht)	(Baht)
Basic earnings per share						
Profit for the year	193,698	258,434	52,001	52,001	3.72	4.97
Effect of dilutive potential ordinary shares						
Convertible preferred shares	-	-	799	799		
Diluted earnings per share						
Profit of ordinary shareholders assuming the conversion to ordinary shares	193,698	258,434	52,800	52,800	3.67	4.89

26. Segment information

Operating segment information is reported in a manner consistent with the internal reporting the chief operating decision maker has received and regularly reviewed to make decisions about resources to be allocated to the segment and assess its performance. The chief operating decision maker has been identified as the Company's authorised director.

For management purposes, the Company are organised into business units based on its products and services and have two reportable segments as follows:

1. manufacture and sale of caps
2. hire of printing sheets for can

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and on a basis consistent with that used to measure operating profit or loss in the financial statements. However, the Company' financing activities which give rise to finance costs and finance income, administrative activities, and income tax are managed on a group basis. Therefore these income and expenses are not allocated to operating segments.

The following table presented revenue and profit information regarding the Company's operating segments for the years ended 31 December 2021 and 2020.

(Unit: Thousand Baht)

	Manufacture and sale of caps		Hire of printing sheets for can		Total	
	2021	2020	2021	2020	2021	2020
Sales and service income	2,823,984	2,664,378	56,996	105,777	2,880,980	2,770,155
Operating results						
Segment profit	397,336	456,691	8,085	22,844	405,421	479,535
Unallocated income and expenses						
Financial income					6,438	9,646
Other income					47,964	45,348
Administrating expenses					(226,284)	(218,575)
Finance cost					(417)	(306)
Loss arising from fair value on investment					(9)	-
Profit before income tax expense					233,113	315,648
Income tax expense					(39,415)	(57,214)
Profit for the year					193,698	258,434

The Company operated in Thailand, with sales derived from both local and foreign markets. No segment assets have been presented since the major items of them have been common used by the operating segments.

For the year 2021, the Company has revenue from three major customers in amount of Baht 1,162 million (2020: Baht 1,121 million), arising from sales of caps segment.

27. Promotional privileges

The Company has received promotional privileges from the Board of Investment for the manufacture of pilfer caps, pursuant to the investment promotion certificate No. 62-0723-1-05-1-0, issued on 4 July 2019. Subject to certain imposed conditions, the privileges include an exemption from corporate income tax on income derived from the promoted operations, at 50% of investment in improving efficiency and automation or robot systems, excluding land and working capital, amounting not exceed Baht 80.86 million, for a period of 3 years from the date the promoted operations begin generating revenues.

The Company's operating revenues for the years 2021 and 2020 were below shown divided according to promoted and non-promoted operations.

(Unit: Thousand Baht)

	2021			2020		
	Promoted operations	Non-promoted operations	Total	Promoted operations	Non-promoted operations	Total
Sales and service income						
Domestic	366,865	2,016,066	2,382,931	138,483	2,165,695	2,304,178
Export	30,246	467,803	498,049	18,559	447,418	465,977
Total	397,111	2,483,869	2,880,980	157,042	2,613,113	2,770,155

28. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Employees contribute to the fund monthly at the rate of 5% of their salaries, and the Company contributes at rates of 5%-10% of the employees' salaries. For employees who joined the fund before 1 January 2003, the Company has to pay extra contributions when their length of service reaches 7 years and 10 years. The fund, which is managed by Kasikorn Asset Management Company Limited, will be paid to the employees upon termination in accordance with the fund rules. The contribution for the year 2021 amounted to Baht 22.4 million (2020: Baht 21.8 million).

29. Dividends paid

	Approved by	Total dividends (Thousand Baht)	Dividend per preferred share (Baht)	Dividend per ordinary share (Baht)
Final dividends for 2019	Board of Director Meeting No. 2/2563 on 10 April 2020	172,800	4.75	3.25
	Annual General Meeting of shareholders on 11 June 2020	34,320	0.65	0.65
Total dividends for 2020		207,120	5.40	3.90
Final dividends for 2020	Annual General Meeting of shareholders on 23 April 2021	130,559	3.95	2.45
Total dividends for 2021		130,559	3.95	2.45

The actual dividend paid for the year 2021 amounted to Baht 128.39 million (2020: Baht 203.67 million) since the remaining dividend related to the securities holders that did not comply with the regulations of the securities depository.

30. Commitments and contingent liabilities

As at 31 December 2021 and 2020, the Company has the following outstanding commitments and contingent liabilities.

a) The Company has commitments, which mature within one year, to local and overseas suppliers under purchase orders for capital expenditures, as follows:

(Unit: Million)

Currencies	2021	2020
Baht	57.23	13.93
Japanese yen	0.07	-
Euro	0.13	1.93

b) The Company has bank guarantees of Baht 10.4 million (2020: Baht 10.4 million) issued by a bank on behalf of the Company. Letters of guarantees are to guarantee electricity usage of Baht 10.3 million (2020: Baht 10.2 million) and the purchase-sell agreements with a state agency of Baht 0.1 million (2020: Baht 0.2 million).

31. Fair value hierarchy

The Company had the assets and liabilities that were measured at fair value using different levels of inputs as follows:

(Unit: Million Baht)

	31 December 2021			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVTPL -				
Equity instruments	1	-	-	1
Financial assets measured at FVOCI -				
Equity instruments	-	-	10	10
Derivatives - Foreign currency forward contracts	-	1	-	1
Investment properties	-	653	13	666
Land	-	143	-	143

(Unit: Million Baht)

	31 December 2020			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at FVTPL -				
Equity instruments	1	-	-	1
Financial assets measured at FVOCI -				
Equity instruments	-	-	10	10
Derivatives - Foreign currency forward contracts	-	1	-	1
Investment properties	-	653	13	666
Land	-	143	-	143

32. Financial instruments

32.1 Derivatives

(Unit: Thousand Baht)

	2021	2020
Derivative not designated as hedging instruments		
Foreign exchange forward contracts		
Derivative assets	591	803
Derivative liabilities	79	411

The Company uses foreign exchange forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally not over one year.

32.2 Financial risk management objectives and policies

The Company's financial instruments principally comprise cash and cash equivalents, trade and other receivables and investments. The financial risks associated with these financial instruments and how they are managed is described below.

a) Credit risk

The Company is exposed to credit risk primarily with respect to trade receivables and deposits with banks. Except for derivatives, the maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position. The Company's maximum exposure relating to derivatives is noted in the liquidity risk topic.

Trade receivables

The Company manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored. In addition, the Company does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and not subject to enforcement activity.

Bank deposits

The Company manages the credit risk from balances with banks by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Company's management on an annual basis. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

b) Market risk

The Company has price risk related to core materials. The Company closely monitors changes in price of raw materials to support purchasing plan.

c) Foreign currency risk

The Company's exposure to the foreign currency risk relates primarily to its trading transactions that are denominated in foreign currencies. The Company seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within one year.

The balances of financial assets and liabilities denominated in foreign currencies are summarised below.

Currency	31 December 2021		
	Financial assets	Financial liabilities	Average exchange rate
	(Million)	(Million)	(Baht per 1 foreign currency unit)
US dollar	4.19	1.65	33.40
Japanese yen	-	27.70	0.30
Euro	-	0.07	38.40

Currency	31 December 2020		
	Financial assets	Financial liabilities	Average exchange rate
	(Million)	(Million)	(Baht per 1 foreign currency unit)
US dollar	3.69	1.86	30.42 and 30.79
Japanese yen	-	8.53	0.30
Euro	-	0.19	36.95

Foreign currency sensitivity

The following tables demonstrate the sensitivity of the Company's profit before tax to a reasonably possible change in US dollar exchange rates, with all other variables held constant. The impact on the Company's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2021 and 2020. The Company's exposure to foreign currency changes for all other currencies is not material.

Currency	Increase	Effect on profit before tax	Decrease	Effect on profit before tax
	(%)	(Thousand Baht)	(%)	(Thousand Baht)
As at 31 December 2021				
US dollar	5.0	1,411	5.0	(1,411)
As at 31 December 2020				
US dollar	5.0	1,415	5.0	(1,415)

d) Interest rate risk

Interest rate risk relates primarily to its cash at banks. Most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

Interest rate sensitivity

The Company does not expect to be affected a significant change in interest rates in current circumstances.

e) Liquidity risk

The Company has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Company can access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Company's non-derivative financial liabilities and derivative financial instruments as at 31 December 2021 and 2020 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	31 December 2021			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Trade and other payables	-	367	-	367
Lease liabilities	-	14,041	10,868	24,909
Total non-derivatives	-	14,408	10,868	25,276
Derivatives				
Derivative liabilities: gross settled				
Cash inflows	-	10,044	-	10,044
Cash outflows	-	(10,123)	-	(10,123)
Total derivatives	-	(79)	-	(79)

	31 December 2020			
	On demand	Less than 1 year	1 to 5 years	Total
Non-derivatives				
Trade and other payables	-	426	-	426
Lease liabilities	-	10,650	9,814	20,464
Total non-derivatives	-	11,076	9,814	20,890
Derivatives				
Derivative liabilities: gross settled				
Cash inflows	-	37,721	-	37,721
Cash outflows	-	(38,332)	-	(38,332)
Total derivatives	-	(411)	-	(411)

32.3 Fair values of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Company estimating the fair value of financial instruments are as follows:

j) For financial assets and liabilities which have short-term maturities, including bank deposits, accounts receivable and accounts payable, the carrying amounts in the statement of financial position approximate their fair value.

k) The fair value of equity securities is generally derived from quoted market prices, or based on generally accepted pricing models when no market price is available.

l) The fair value of derivatives has been determined using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies and interest rate yield curves. The Company considers counterparty credit risk when determining the fair value of derivatives

During the current year, there were no transfers within the fair value hierarchy.

32.4 Reconciliation of recurring fair value measurements, of financial assets and liabilities, categorised within Level 3 of the fair value hierarchy.

(Unit: Thousand Baht)

	Equity instruments	Investment properties	Total
Balance as of 1 January 2020	10,024	12,900	22,924
Balance as of 31 December 2020	10,024	12,900	22,924
Balance as of 31 December 2021	10,024	12,900	22,924

Fair value of equity instruments are presented at their book value.

33. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2021, the Company's debt-to-equity ratio was 0.2:1 (2020: 0.2:1).

34. Event after the reporting period

On 28 February 2021, a meeting of the Company's Board of Directors passed a resolution to propose the payment of dividend of Baht 1.80 per share for ordinary shareholders and Baht 3.30 per share for preferred shareholders, or a total of Baht 96.24 million, from the Company's 2021 operating result. This will be proposed to the 2022 Annual General Meeting of the Company's shareholders for approval.

35. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 28 February 2022.

Attachments

Attachments

Attachment 1 Details of Directors, Executive, Authorized Person and Company Secretary

Disclosed on pages 4-15 of the book series 56-1 One Report.

Attachment 2 Details of the Subsidiary's Directors

The Company has no subsidiaries.

Attachment 3 Details of the Internal Audit Officer Manager and supervisors Company Performance

To enable Crown Seal Public Company Limited to carry on its operations under the Principle of Good Corporate Governance and in line with the Requirements of the Stock Exchange of Thailand on Guidelines for Good Practices of the Audit Committee that the duties and responsibilities of the Audit Committee shall clearly be defined in writing and adjusted as appropriate on a regular basis with the Internal Audit Office Manager serving as the Secretary of the Audit Committee;

The Audit Committee of Crown Seal Public Company Limited has appointed Ms. Wannapa Somprasit as the Internal Audit Manager since 2007. Her educational and professional qualifications and training courses are as follows:

Education : Master of Business Administration (Planning and Control), Kasetsart University
Bachelor of Accountancy, Kasetsart University

Professional qualifications : Certified Public Accountant (Thailand) (CPA. No.8036)

Training Courses :
- Strategy Implement and Action Plan Development
- Anti Corruption: Working Paper for Better Corruption Prevention
- Monitoring the internal audit function (MIA 4/2008)
- Monitoring the system of internal control and risk management (MIR 4/2008)
- Audit committee program (ACP 24/2008)
- Fraud prevention in organization.
- COSO 2013 the internal control framework.
- Anti Corruption: the practical guide (ACPG 30/2016)
- Cyber Security

Overall duties and responsibilities;

1. Mapping out working policies and procedures for internal audit activities including providing relevant supervisions to be in accordance with the standard of professional practice in internal auditing.
2. Making an Annual Audit Plan by focusing on monitoring the effectiveness of duty performances, the assessments of the internal control system and the risk management of the Company's business operations for submission to the Audit Committee for consideration and approval.

3. Performing duty on internal control audits and assessments according to the Audit Plan approved by the Company's Audit Committee by preparing an implicitly significant audit report and recommendations including monitoring follow-ups on the result of the corrective actions as mutually consented.
4. Making follow-ups on the result of the assessments, risk analysis and the execution in accordance with the risk management plan in activities important to the Company's business operations.
5. Making follow-ups on the result of the assessment on the actions in compliance with the anti-corruption measures in high-risk activities including the follow-ups to ensure that there has been an implementation on the risk assessment, analysis and a setting up of a suitable support plan.
6. Performing other tasks related to the Internal Audit as assigned by the Management and the Audit Committee which, in this respect, the independence and impartiality of the Internal Auditor in carrying out such tasks must not be prejudiced.

Nevertheless, the Company has made the Internal Audit Office structure an independent agency by reporting the responsibility in relation to the duty performances on the audits directly to the Audit Committee and reporting matters in relation to work management to achieve the Company's objectives and strategies, directly to the President.

Attachment 4 Property used in business and details of the property appraisal report

Disclosed on Part 1 Business Operations and Performance under the heading "Property used in business" on 56-1 One Report.

Details about the property appraisal list

- No significant changes

Attachment 5 Policy and Guidelines on Corporate Governance and Business Ethics in detail

Disclosed on 56-1 One Report Part 2 of Article 6 of the Corporate Governance Policy Corporate Governance Policies and Practices bullets governance.

Code of Conduct

Code of Conduct for Crown Seal Public Company Limited

1. A person who has a duty to abide by the Code of Conduct
2. Recommendations on the Code of Conduct
3. Reporting violations or failing to comply with the Code of Conduct
4. Process of action when receiving complaints
5. Protection measures and mitigate the damage to the reporter, complainant, or those who cooperate in reporting violations or non-compliance with the Code of Conduct
6. Actions that are unethical
7. Monitoring controls to ensure the compliance with the Code of Conduct

Code of Practice

1. Respect for human right
2. Environmental, Health and Safety
3. Sustainable relationships with customers, consumers, partners, governments, communities and society
4. Maintenance and use of the Company's information
5. Conflict of interest
6. Responsibility to the Company and the Company's assets
7. Accepting or giving any other property or benefit
8. Competition
9. Overseas Business operations
10. Anti-Money Laundering
11. Anti-Corruption

The Company has published such information in detail to the public through the Company's website. www.crownseal.co.th under the heading of "Investor Relations"

Attachment 6 Audit Committee Report

Report of the Audit Committee for the year 2021

Dear Shareholders

The Audit Committee of Crown Seal Public Company Limited consists of 3 independent Directors who are qualified and experienced in economics, business administration and finance suitably in accordance with the Rules of the Office of the Securities and Exchange Commission with Mr.Sirote Sawasphanich, as the Committee Chairman, Mr. Satit Chanjavanakul and Mr. Pongpanu Svetarundra as the Committee Members being re-elected for another term for a period of 3 years and Ms. Wannapa Somprasit, Internal Audit Manager performing duty as the Committee Secretary.

In 2021, the Audit Committee independently performed their duties as assigned by the Board of Directors which were specified in the Audit Committee Charter by using their knowledge, skills, experiences as well as exchanging opinions, providing advices and suggestions being beneficial to the Company's Management in accordance with the Principle of Good Corporate Governance by meeting with the Auditor, Senior Management and Internal Auditor in total number of 4 times, all Audit Committee members attended the meeting every time and reporting their performances to the Board of Directors on a quarterly basis regularly which can be summarized as follows:

1. Reviewing the quarterly and annual financial report of 2021 including key audit matters in the Auditor's Report together with listening to the explanations. The Audit Committee held a specific meeting with the auditor without the participation of the management 1 time to discuss audit plan, risk and internal control independence in auditing and expressing opinions. In 2021, receiving reported to be independent in operation and good cooperation from management.

   The Audit Committee with regard to their comments whether the Company's financial report was correct and complete as it should have materially been, reliable; prepared in accordance with the financial reporting standard including adequate on the disclosure of information being beneficial to users of financial statements provided, however, that the Auditor had expressed her opinion unconditionally in the audited financial statements.

2. Reviewing the effectiveness of the Company's internal control system by making the consideration based on the Performance Report of the Internal Audit Office and the Report on the Sufficiency Assessment of the Company's Internal Control System which were assessed by the Management and the Internal Audit Office in accordance with the Assessment Form of the Securities and Exchange Commission based on the COSO, which did not find any defects that affect the Company significantly as well as the management has improved, revised according to the recommendation of the Audit Committee, internal auditor and auditors continuously.

Internal Control Framework. The Audit Committee was of the opinion that the Company had deployed an adequate and appropriate internal control system and that its administration was carried out in accordance with the Principle of Good Corporate Governance.

3. Reviewing report on the risk management result that was implicitly significant to the business operations including the formulation of measures to manage the risks of the Company, including reviewing the effectiveness of such risk management, which the Audit Committee was of the opinion that they were reasonably appropriate, and requested the Management Faction to continuously monitor follow-ups on the operational result according to the Risk Management Plan in order to assess and adjust the Plan to be efficient which would eventually help reduce the risk to be in the acceptable level.

4. Reviewing compliance with the Law on Securities and Exchange, Requirements of the Stock Exchange of Thailand and other related Laws and reviewing the process of receiving complaints and whistleblowing and give suggestions on how to improve the process to increase efficiency in accordance with the principles of good corporate governance. The Committee was of the opinion that the Company has appropriately supervised and inspected the operations of various departments properly to perform complied with the related Laws, Regulations and Requirements continuously.

5. Making consideration on the reasonableness of entering into the connected transactions or the transactions that may have conflicts of interest which, in this connection, the Management done correctly for the best interest of the Company and in compatibility with the Requirements of the Stock Exchange of Thailand by making the consideration on the reasons and necessities. The Audit Committee was of the opinion that such transactions were reasonable and impartial, to be the most beneficial to the Company's operations and that the information was completely and sufficiently disclosed.

6. Making consideration and proposal on the appointment of the Auditor for 2022 which, in this connection, the Audit Committee had considered the selection of the Auditor from the independence, performance result, experiences and reasonable audit fees in line with the Securities and Exchange Commission Notification with a resolution for further submitting onto the Board of Directors for consideration and resolving to propose for approval from the Annual General Meeting of Shareholders for the year 2022, to appoint Mr. Chayaphol Suppasedtanon, Certified Public Accountant Registration No. 3972 or Ms. Orawan Techawatanasirikul, Certified Public Accountant Registration No. 4807 or Ms. Sumana Punpongsanon, Certified Public Accountant Registration No. 5872 of EY Office Limited to be the Company's Auditor as well as consider and propose the auditor's remuneratiion for the year 2022.

7. Making consideration to approve the Internal Audit Plan for the year 2022, which was defined to be consistent with the nature of the Company's business operations by focusing on the effectiveness of the operational process, work system internal control, risk management and practical executions in compliance with the anti-corruption policy as well as giving recommendations for the improvement of the systems and working procedures to be more concise as well as to consider and review the independence and the sufficiency of various resources for the performance of the Internal Audit Office.

8. Consider reviewing the Audit Committee Charter appropriateฝ enough to perform the duties as assigned as well as self-assessment of the performance of the Audit Committee according to the assessment form of the Securities and Exchange Commission, the evaluation results are in excellent level. The Audit Committee has reported the operating results, propose to the Board of Directors on a quarterly basis by giving observations and comments to improve the governance process continually.
9. The Company had a policy to carry on business with transparency, adherence to honesty, properness, impartiality and ethics as the principle of the operations. In 2021, the Company has reviewed the Company's Code of Conduct and Anti-Corruption Policy. To be used in the supervision and adherence to the same standards correctly according to the Company Certified for renewal of members of the Thai Private Sector Collective Action Coalition Against Corruption.

On behalf of the Audit Committee

Sirote Swasdipanich

(Mr. Sirote Sawasphanich)

hairman of the Audit Committee

February 24, 2022

Significant Change

Crown Seal Public Company Limited was registered for incorporation as a juristic person under the category of a limited company on 26 April 1968 with the initial registered capital of 100,000,000 Baht divided into 10,000,000 ordinary shares with par value of 10 Baht each. The Company was established through a joint venture of a domestic beverage production companies with Berli Jucker Co., Ltd. and Toyo Seikan Kaisha Co., Ltd., where providing academic and technical assistances on the productions of Crown Caps, Pilfer-Proof Caps and Maxi Caps.

The Company was granted to be a listed company in the Stock Exchange of Thailand on 30 December 1977.

On 2 February 1994, the Company made a registration converting its status to a Public Company Limited in accordance with Public Company Limited Act, B.E. 2535, under the Registration No. Bor. Mor. Jor. 288 (PLC. 288). The Registration Number is currently changed to 0107537000416.

The Year 2013:

- Toyo Seikan Kaisha Co., Ltd., who is the Group's parent company, changed its structure and renamed it to Toyo Seikan Group Holdings Co., Ltd. and transferred all 5,280,000 shares of Crown Seal Public Company Limited or 10% of the total number of the shares to Toyo Seikan Co., Ltd., which is a subsidiary company that its total shares were held by Toyo Seikan Group Holdings Co., Ltd., since 1 April 2013.
- Japan Crown Cork Co., Ltd., the major shareholder of the Company in the totaling number of 19,843,338 shares or 37.58% of the total number of shares changed its name to Nippon Closures Co., Ltd., since 1 April 2013.
- The Company sold its 120,000 shares in Petpak Co., Ltd. at the price of 483.48 Baht per share to Toyo Seikan Group Holdings Co., Ltd., so that the Company's shares in Petpak Co., Ltd., remaining at 140,000 or 10.0% of the registered capital.

The Year 2014:

- The Company had jointed with Nippon Closures Co., Ltd., and Davlyn Steel Corporation (Hong Kong) Co.,Ltd. to establish a new company called "PT. Indonesia Caps and Closures" to manufacture and distribute caps and closures in the Republic of Indonesia. It registered capital were 5,750,000 US Dollar, the number of shareholding at 14,375 shares or 25.0% of the registered capital.

The Year 2015:

- There was no significant change.

The Year 2016:

- The Company has joined the declaration of intent in view of establishing Thailand's Private Sector Collective Action Coalition Against Corruption.
- The Company had written off the investment in Heritage Stoneware Co., Ltd. amounting 10 Million Baht which had been reserved the full allowance for loss on diminution in value since 1998. The Company had gone bankrupt and the Central Bankruptcy Court ordered closing the case in the year 2016.

The Year 2017:

- The Company sold its 140,000 shares in Petpak Co., Ltd., at the price of 303 Baht per share to Bangkok Glass Plc. The Company is not a shareholder in Petpak Co., Ltd.
- The Company had waived the rights to purchase 15,375 increased capital ordinary shares of PT. Indonesia Caps and Closures or 25% of the increased capital ordinary shares of 9,225 shares to Nippon Closures Co., Ltd. or 15% and to Davlon Steel Corporation (Hong Kong) Co., Ltd. of 6,150 shares or 10% of the number of CSC's waived capital-increasing shares, after capital increased of ICC the Company shareholding in ICC of 14,375 shares or 12.08% of the registered capital of ICC.
- Crown Seal Public Company Limited received a membership certificate of Thailand's Private Sector Collective Action Coalition against Corruption (CAC) from the CAC Council in "Thailand's 8th National Conference on Collective Action Against Corruption", held on November 21, 2017.

The Year 2018:

- There was no significant change.

The Year 2019:

- The Company sold its 14,375 shares in PT. Indonesia Caps and Closures (ICC) at the price of 1,837.36 Baht per share by CSC of 8,625 shares to Nippon Closures Co., Ltd. (NCC) or 7.25% and to Davlyn Steel Corporation (Hong Kong) Co., Ltd. (UCC) of 5,750 shares or 4.83% of the number of shares.

The Year 2020:

- The Company has reviewed and filled out the Self-Evaluation Tool for countering bribery to certificate renewal from the Thai Private Sector Collective Action Coalition Against Corruption. On 30th September 2020 had resolution approved to provide the certificate renewal of the Company as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). This certification is valid for 3 years from the date of approval. From September 30, 2020 and expire of certification for 3 years on September 30, 2023.

The Year 2021:

- The Company was selected to be in the "List of Sustainable Stocks or Thailand Sustainability Investment (THSI)" for the year 2021 in the industrial product category, the SET announced the results on October 4, 2021. In 2022, the Company continues to participate in such projects in order to continue to be an organization for sustainability.

Our Products

1. Crown Cap

Crown cap is a bottle closure made from pressed steel sheet (tin free steel, tin plated steel) lined with liner to prevent leakage. Once closed, crown cap preserves the original content quality with an excellent sealing performance. Crown cap is used for carbonated drinks, beer, soda, soy milk and fruit juices.

2. Pilfer - Proof (PP Cap)

PP cap is a screw cap developed to protect against pilferage. It is made by pressing aluminum sheet into cylindrical shape, perforated (between the body and flare) and lined. PP cap is rust-proof, easy to open, can be recapped if the content is not wholly consumed. PP cap is suitable for carbonated drinks, health drinks, energy drinks, electrolyte, spirit and medicine.

3. Maxi Crown

Maxi crown is a bottle closure made from pressed and scored coated tin free steel shell. The score is developed for easy opening by simply pulling the attached ring. This closure gives a perfect anti - pilferage feature. Maxi crown is suitable for non-refrigerated products.

4. Maxi Cap

Maxi cap is a bottle closure made from coated aluminum sheet pressed into one piece, scored and lined. Apart from the same general characteristic as Maxi crown, Maxi cap is made of aluminum, rust-proof and more suitable for products kept in high humidity. Maxi cap is used for drinking water, beer, spirit and fruit juices.

5. Maxi - P

Maxi - P is a bottle closure made from pressed and scored coated aluminum shell. The general characteristic is as same as Maxi Crown except the pulling ring is made of plastic. Maxi-P is used for drinking water, beer, spirit and fruit juices.

6. Plastic Cap

Plastic cap is a screw cap made from plastic resin which is melted and molded into shape. The inside is designed either with or without liner material to prevent leakage. The cap has knurls around the side for easy opening, it can recap after used. Now plastic cap is used in many products upon customer's requirement such as carbonated drinks, non - carbonated drinks, products which using high temperature filling process and products which using aseptic filling process.

7. Composite Cap

Composite cap is made from plastic resin which is melted and injected into shape. On the top of cap is combined with tin free steel sheet that pressed into shape and having liner to prevent leakage. The cap has knurls around the side for easy opening. A tamper evidence band is provided for anti - pilferage purpose.

8. Hand - Crowner

Hand - Crowner is specially designed to crimp crown caps tightly, It is efficient in protecting the product inside. The hand crowner is easy to use and hand - carry.

9. Maxi Crimping Machine

A single - head, pneumatic Maxi crimping machine can be used to crimp all Maxi series. It is designed with high technology to achieve utmost sealing performance.

For sales please contact: Tel.(662) 533-0450-9
Domestic sales ext.550 or Export sales ext.557, Fax.(662) 974-111

ฝาจีบ (Crown Cap)

ฝาเกลียวกันปลอม (Pilfer-Proof Cap)

ฝาวงแหวนแม็กซี่แค๊ป (Maxi Cap)

ฝาวงแหวนแม็กซี่พี (Maxi-P)

ฝาวงแหวนแม็กซี่คราวน์ (Maxi Crown)

ฝาคอมโพสิต (Composite Cap)

ฝาพลาสติก (Plastic Cap)

เครื่องผนึกฝาจุกจีบแบบคันโยก
(Hand-Crowner)

เครื่องผนึกฝาแม็กซี่
(Maxi Crimping Machine)

บริษัท ฝาจีบ จำกัด (มหาชน)
Crown Seal Public Company Limited

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