



# **Annual Registration Statement / Annual Report**

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

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

**FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED**

**Fiscal Year End 31 December 2023**



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
<b>Corporate Governance</b>	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	24

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED

Symbol : FE

Address : 465/1-467 SI AYUTTHAYA ROAD, THUNGPHYATHAI, RATCHATHEWI

Province : Bangkok

Postcode : 10400

Business : The Company conducts 3 businesses as follows: 1) One stop marketing communication consultant service, 2) Production advertising-related services such as films and radio spots, creating layouts and producing print ads, direct mails, brochures, digital media etc. 3) Advertising agent/broker which deals with media owners such as television, radio, newspaper, cinema, digital media and magazine for media placements

Registration Number : 0107537001528

Telephone : 0-2354-3333

Fax (if applicable) : 0-2644-9550-2

Website : [www.fareastfamineddb.com](http://www.fareastfamineddb.com)

Email : [fefl@fareastfamineddb.com](mailto:fefl@fareastfamineddb.com)

#### Total Shares Sold (shares)

Common Stock : 7,870,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	684,241.00	816,203.00	1,066,893.00
FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED (Thousand baht)	343,840.00	397,550.00	557,908.00
SPRINGBOARD PLUS COMPANY LIMITED (Thousand baht)	10,416.00	14,445.00	12,652.00
INTEGRATED COMMUNICATION COMPANY LIMITED (Thousand baht)	75,743.00	113,141.00	163,810.00
MEDIA INTELLIGENCE COMPANY LIMITED (Thousand baht)	254,242.00	291,067.00	332,523.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
FAR EAST FAME LINE DDB PUBLIC COMPANY LIMITED (%)	50.25	48.71	52.29
SPRINGBOARD PLUS COMPANY LIMITED (%)	1.52	1.77	1.19
INTEGRATED COMMUNICATION COMPANY LIMITED (%)	11.07	13.86	15.35
MEDIA INTELLIGENCE COMPANY LIMITED (%)	37.16	35.66	31.17

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	684,241.00	816,203.00	1,066,893.00
Domestic (Thousand baht)	684,241.00	816,203.00	1,066,893.00
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

#### Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

#### Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	0.00	0.00	0.00

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

# Risk Management

# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

### Strategic Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

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

### Operational Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Corruption

## **Compliance Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Compliance Risk

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

## **Financial Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

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

### **Investment risks of securities holders**

**Risk Management Measures:** Yes

### **Related Risk Topics**

- Return from investment of securities holder

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

## **Risks from investing in securities of foreign companies**

**Risk Management Measures:** No

### **Related Risk Topics**

- Foreign Investment Risk

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [https://old.fareastfamineddb.com/assets/uploads/annual\\_report/pdf\\_th/20240325195755\\_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf](https://old.fareastfamineddb.com/assets/uploads/annual_report/pdf_th/20240325195755_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf)

## Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [https://old.fareastfamineddb.com/assets/uploads/annual\\_report/pdf\\_th/20240325195755\\_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf](https://old.fareastfamineddb.com/assets/uploads/annual_report/pdf_th/20240325195755_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

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

#### Energy management

- Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	278,054.00	263,622.00	352,887.00

#### Water management

- Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	915.00	1,356.00	1,733.00

## Waste management

### • Waste from operations

	2021	2022	2023
Total waste generated (Kilograms)	0.00	0.00	0.00

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

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

Third-party verification : No

## Social Aspect (3.4)

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

Human Rights Policy and Practice : Yes

URL of human rights policy : [https://old.fareastfamineddb.com/assets/uploads/annual\\_report/pdf\\_th/20240325195755\\_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf](https://old.fareastfamineddb.com/assets/uploads/annual_report/pdf_th/20240325195755_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf)

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

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	52	57	62
Number of female employees (Persons)	96	98	98
<b>Total number of employees (Persons)</b>	<b>148</b>	<b>155</b>	<b>160</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	7.89	20.80	32.40

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

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	0	0	N/A

• Significant labor dispute

	2021	2022	2023
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy	: Yes
Company website on corporate governance policy	: <a href="https://old.fareastfamineddb.com/assets/uploads/annual_report/pdf_th/20240325195755_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf">https://old.fareastfamineddb.com/assets/uploads/annual_report/pdf_th/20240325195755_E3197703-0557-4D28-B153-EAD659C9FEAF.pdf</a>

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

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

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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct	: Yes
-----------------	-------

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

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

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

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

### Board of Directors (7.2)

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

	Number of persons	Percentage (%)
Total number of directors	14	100.00
Number of male directors	6	42.86
Number of female directors	8	57.14
Number of executive directors	6	42.86
Number of non-executive directors	8	57.14
Number of independent directors	5	35.71

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BOONCHAI CHOKWATANA Gender: Male Age: 76 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	15 May 2006	Commerce, Media & Publishing, Food & Beverage, Marketing, Corporate Management, Strategic Management

2.	<p>Mr. WASIN TEYATEETI</p> <p>Gender: Male</p> <p>Age: 75 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	1 Jun 2003	Strategic Management, Corporate Management, Project Management, Media & Publishing
3.	<p>Mrs. MALEE LEELASIRIWONG</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	26 Apr 2000	Law, Human Resource Management, Risk Management, Project Management, Budgeting, Audit, Sustainability
4.	<p>Mr. KHACHORNSAKDI VANARATSEATH</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Aug 2002	Audit, Governance/ Compliance, Accounting, Internal Control
5.	<p>Mr. VICHIT TANTIANUNANONT</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	6 Aug 2002	Risk Management, Marketing, Governance/ Compliance, Internal Control

6.	<p>Mrs. CHAILADA TANTIVEJAKUL</p> <p>Gender: Female</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: International Commerce and Policy</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	1 Nov 2005	<p>Fund Management, Budgeting, Data Analysis, Finance, Accounting, Media &amp; Publishing</p>
7.	<p>Mrs. CHATTONG TIPPAYAKALIN</p> <p>Gender: Female</p> <p>Age: 71 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	11 Aug 2011	<p>Finance, Banking, Audit, Accounting, Governance/ Compliance</p>
8.	<p>Mr. WICHAR LDALLITSAKOOL</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Fine and Applied Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	20 Mar 2013	<p>Strategic Management, Corporate Management, Project Management, Budgeting, Media &amp; Publishing, Sustainability, Corporate Social Responsibility</p>
9.	<p>Mr. CHAILADOL CHOKWATANA</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Graphic Design</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	26 Apr 2013	<p>Brand Management, Marketing, Digital Marketing, Design, Media &amp; Publishing</p>

10.	Ms. WARAPORN KULSAWATPAKDEE Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	25 Apr 2014	Brand Management, Marketing, Digital Marketing, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
11.	Mrs. KADEKAEW ITTIKUL Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Marketing and Media Communications Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	1 Aug 2018	Corporate Management, Project Management, Negotiation, Sustainability, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
12.	Mrs. PREEYACHIT CHAROENWONGSE Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	10 Aug 2018	Health Care Services, Corporate Social Responsibility, Governance/ Compliance
13.	Mrs. KITAPORN CHAITHAVORNSATHIEN Gender: Female Age: 48 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	26 Jan 2022	Fashion, Economics, Professional Services, Commerce, Marketing, Digital Marketing, Brand Management

14.	Ms. RINTR VIVORAKIJ	Director	27 Apr 2023	Business Administration, Accounting, Finance
	Gender: Female	(Non-executive, Independent director)		
	Age: 54 years old			
	Highest level of education:			
	Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. AMORN ASVANUNT Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 6 Aug 2002 Date directorship ended: 27 Apr 2023	No replacement director

#### Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KHACHORNSAKDI VANARATSEATH [1] Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	6 Aug 2002	Audit, Governance/ Compliance, Accounting, Internal Control
2. Mr. VICHIT TANTIANUNANONT [1] Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	6 Aug 2002	Risk Management, Marketing, Governance/ Compliance, Internal Control
3. Mrs. CHATTONG TIPPAYAKALIN [1] Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	11 Aug 2011	Finance, Banking, Audit, Accounting, Governance/ Compliance

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

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

General information	Position	Tenure	Replacement Director
1. Mr. AMORN ASVANUNT [1] Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 6 Aug 2002 Date directorship ended: 27 Apr 2023	No replacement director

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

#### Executive Committee

##### List of executive committee members

General information	Position	Date position was assumed
1. Mr. WICHAR LDALLITSAKOOL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	26 Jan 2018
2. Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age: 47 years old Highest level of education: Master's degree Major: International Commerce and Policy Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	26 Jan 2018

3.	<p>Ms. WARAPORN KULSAWATPAKDEE</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice-chairman of the executive committee</p>	26 Jan 2018
4.	<p>Mrs. MALEE LEELASIRIWONG</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	26 Jan 2018
5.	<p>Mrs. KADEKAEW ITTIKUL</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing and Media Communications</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	26 Jan 2018
6.	<p>Dr. Chalinee Hirano</p> <p>Gender: Female</p> <p>Age: 53 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Asia Studies (Political Communication)</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	26 Jan 2018
7.	<p>Mrs. Phunpit Chaneiang</p> <p>Gender: Female</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Journalism &amp; Mass Communication</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	26 Jan 2018

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management and Anti-Corruption Committee	Mr. VICHIT TANTIANUNANONT	Chairman
	Mr. WICHAR LDALLITSAKOOL	Member
	Mrs. CHAILADA TANTIVEJAKUL	Member
	Mrs. MALEE LEELASIRIWONG	Member
	Ms. WARAPORN KULSAWATPAKDEE	Member
	Mrs. KADEKAEW ITTIKUL	Member
Nomination and Remuneration Committee	Mr. BOONCHAI CHOKWATANA	Chairman
	Mr. WICHAR LDALLITSAKOOL	Member
	Mrs. CHAILADA TANTIVEJAKUL	Member

### Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Anti-Corruption Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Risk Management and Anti-Corruption Committee
Sub-committees responsible for corporate sustainability development	: Risk Management and Anti-Corruption Committee

## Executives (7.4)

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

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WICHAR LDALLITSAKOOL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts	PRESIDENT	14 Nov 2017	Strategic Management, Corporate Management, Project Management, Budgeting, Media & Publishing, Sustainability, Corporate Social Responsibility
2. Mrs. KADEKAEW ITTIKUL Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Marketing and Media Communications	MANAGING DIRECTOR	26 Jan 2018	Corporate Management, Project Management, Negotiation, Sustainability, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
3. Mrs. CHAILADA TANTIVEJAKUL [1] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: International Commerce and Policy	Chief Financial Officer	14 Nov 2017	Fund Management, Budgeting, Data Analysis, Finance, Accounting, Media & Publishing
4. Ms. WARAPORN KULSAWATPAKDEE Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration	Executive Committee Vice Chairman	26 Jan 2018	Brand Management, Marketing, Digital Marketing, Corporate Social Responsibility, Media & Publishing, Information & Communication Technology
5. Mrs. MALEE LEELASIRIWONG Gender: Female Age: 69 years old Highest level of education: Bachelor's degree Major: Law	Executive Committee	26 Jan 2018	Law, Human Resource Management, Risk Management, Project Management, Budgeting, Audit, Sustainability

6.	Mrs. Phunpit Chaneiang Gender: Female Age: 61 years old Highest level of education: Bachelor's degree Major: Journalism & Mass Communication	Executive Committee	26 Jan 2018	Media & Publishing, Information & Communication Technology, Marketing, Brand Management, Digital Marketing, Strategic Management
7.	Dr. Chalinee Hirano Gender: Female Age: 53 years old Highest level of education: Doctoral degree Major: Asia Studies (Political Communication)	Executive Committee	26 Jan 2018	Media & Publishing, Information & Communication Technology, Sustainability, IT Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Strategic Management
8.	Mrs. Janya Chanakulthorn [2] Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Business Administration	Senior Accounting Manager	24 Sep 2020	Business Administration, Accounting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : Yes

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	37,634,331.00	34,169,186.00	34,964,271.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons)	: 62
Number of female employees (persons)	: 98
<b>Total number of employees (persons)</b>	<b>: 160</b>

#### Employee Remuneration

Total employee remuneration	: 0.00
-----------------------------	--------

#### Provident fund

Total number of employees (persons)	: 160
Number of employees contributing to the PVD (persons)	: 126
Percentage of employees who are members (%)	: 78.75

# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

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

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

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. MALEE LEELASIRIWONG Gender: Female Age: 69 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 26 Apr 2000	Law, Human Resource Management, Risk Management, Project Management, Budgeting, Audit, Sustainability
2. Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age: 47 years old Highest level of education: Master's degree Major: International Commerce and Policy Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 1 Nov 2005	Fund Management, Budgeting, Data Analysis, Finance, Accounting, Media & Publishing
3. Mrs. CHATTONG TIPPAYAKALIN Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 11 Aug 2011	Finance, Banking, Audit, Accounting, Governance/ Compliance

4.	Mr. WICHAR LDALLITSAKOOL	Director (Executive)	Date position was assumed: 20 Mar 2013	Strategic Management, Corporate Management, Project Management, Budgeting, Media & Publishing, Sustainability, Corporate Social Responsibility
	Gender: Male			
	Age: 69 years old			
	Highest level of education:	Director type: Re-elected as director		
	Bachelor's degree			
	Major: Fine and Applied Arts			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Date position was assumed	Experience and expertise
1. Ms. RINTR VIVORAKIJ	Director	Date position was assumed:	Business Administration,
Gender: Female	(Non-executive,		Accounting, Finance
Age: 54 years old	Independent director)	27 Apr 2023	
Highest level of education:			
Master's degree	Director type: Newly		
Major: Business Administration	appointed director to		
Thai nationality: Yes	replace ex-director		
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BOONCHAI CHOKWATANA	Chairman of the board	Participating
Mr. WASIN TEYATEETI	Vice Chairman	Participating
Mrs. MALEE LEELASIRIWONG	Director	Participating
Mr. KHACHORNSAKDI VANARATSEATH	Director	Participating
Mr. VICHIT TANTIANUNANONT	Director	Participating
Mrs. CHAILADA TANTIVEJAKUL	Director	Participating
Mrs. CHATTONG TIPPAYAKALIN	Director	Participating
Mr. WICHAR LDALLITSAKOOL	Director	Participating
Mr. CHAILADOL CHOKWATANA	Director	Participating

Ms. WARAPORN KULSAWATPAKDEE	Director	Participating
Mrs. KADEKAEW ITTIKUL	Director	Participating
Mrs. PREEYACHIT CHAROENWONGSE	Director	Participating
Mrs. KITAPORN CHAITHAVORNSATHIEN	Director	Participating
Ms. RINTR VIVORAKIJ	Director	Participating
Mr. AMORN ASVANUNT	Director	Participating

### Directors' performance assessment

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

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

#### Meeting attendance of the board of directors

Number of board meetings (times) : 9

Date of AGM meeting : 27 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. BOONCHAI CHOKWATANA (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2.	Mr. WASIN TEYATEETI (Vice Chairman)	-	9/9	Participating	Did not hold the meeting
3.	Mrs. MALEE LEELASIRIWONG (Director)	-	9/9	Participating	Did not hold the meeting
4.	Mr. KHACHORNSAKDI VANARATSEATH (Director)	-	9/9	Participating	Did not hold the meeting

5.	Mr. VICHIT TANTIANUNANONT (Director)	-	8/9	Participating	Did not hold the meeting
6.	Mrs. CHAILADA TANTIVEJAKUL (Director)	-	8/9	Participating	Did not hold the meeting
7.	Mrs. CHATTONG TIPPAYAKALIN (Director)	-	9/9	Participating	Did not hold the meeting
8.	Mr. WICHAR LDALLITSAKOOL (Director)	-	7/9	Participating	Did not hold the meeting
9.	Mr. CHAILADOL CHOKWATANA (Director)	-	8/9	Participating	Did not hold the meeting
10.	Ms. WARAPORN KULSAWATPAKDEE (Director)	-	9/9	Non-participating	Did not hold the meeting
11.	Mrs. KADEKAEW ITTIKUL (Director)	-	8/9	Participating	Did not hold the meeting
12.	Mrs. PREEYACHIT CHAROENWONGSE (Director)	-	9/9	Participating	Did not hold the meeting
13.	Mrs. KITYAPORN CHAITHAVORNSATHIEN (Director)	-	7/9	Participating	Did not hold the meeting
14.	Ms. RINTR VIVORAKIJ (Director)	-	5/6	Non-participating	Did not hold the meeting
15.	Mr. AMORN ASVANUNT (Director)	27 Apr 2023	3/3	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. BOONCHAI CHOKWATANA (Chairman of the board)	-	87,000.00	310,000.00	No
2.	Mr. WASIN TEYATEETI (Vice Chairman)	-	87,000.00	220,000.00	No
3.	Mrs. MALEE LEELASIRIWONG (Director)	-	87,000.00	280,000.00	No
4.	Mr. KHACHORNSAKDI VANARATSEATH (Director)	-	87,000.00	220,000.00	No
5.	Mr. VICHIT TANTIANUNANONT (Director)	-	77,000.00	220,000.00	No

6.	Mrs. CHAILADA TANTIVEJAKUL (Director)	-	78,000.00	280,000.00	No
7.	Mrs. CHATTONG TIPPAYAKALIN (Director)	-	87,000.00	220,000.00	No
8.	Mr. WICHAR LDALLITSAKOOL (Director)	-	67,000.00	310,000.00	No
9.	Mr. CHAILADOL CHOKWATANA (Director)	-	77,000.00	220,000.00	No
10.	Ms. WARAPORN KULSAWATPAKDEE (Director)	-	87,000.00	280,000.00	No
11.	Mrs. KADEKAEW ITTIKUL (Director)	-	78,000.00	280,000.00	No
12.	Mrs. PREEYACHIT CHAROENWONGSE (Director)	-	87,000.00	220,000.00	No
13.	Mrs. KITAPORN CHAITHAVORNSATHIEN (Director)	-	67,000.00	220,000.00	No
14.	Ms. RINTR VIVORAKIJ (Director)	-	50,000.00	220,000.00	No
15.	Mr. AMORN ASVANUNT (Director)	27 Apr 2023	27,000.00	0.00	No

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. KHACHORNSAKDI VANARATSEATH (Chairman of the audit committee)	-	4/4
2.	Mr. VICHIT TANTIANUNANONT (Audit committee)	-	4/4
3.	Mrs. CHATTONG TIPPAYAKALIN (Audit committee)	-	4/4
4.	Mr. AMORN ASVANUNT (Audit committee)	27 Apr 2023	1/1