



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TTW PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TTW PUBLIC COMPANY LIMITED

Symbol : TTW

Address : 30/130 Moo 12, Buddha Monthon 5 Road, Rai Khing, Sam Pran

Province : Nakorn Phathom

Postcode : 73210

Business : Utilities business in the production and distribution of tap water

Registration Number : 0107549000114

Telephone : 020199490

Fax (if applicable) : 024206064

Website : <http://www.ttwplc.com>

Email : cg@ttwplc.com, ir@ttwplc.com

Total Shares Sold (shares)

Common Stock : 3,990,000,000

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)	5,817,754.00	5,701,204.00	5,848,333.00
Sale of treated water (Thousand baht)	5,682,400.00	5,574,937.00	5,525,950.00
Management income from production of water treatment (Thousand baht)	0.00	0.00	183,076.00
Service income (Thousand baht)	123,673.00	116,561.00	117,556.00
Other (Thousand baht)	11,681.00	9,706.00	21,751.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Sale of treated water (%)	97.67	97.79	94.49
Management income from production of water treatment (%)	0.00	0.00	3.13
Service income (%)	2.13	2.04	2.01
Other (%)	0.20	0.17	0.37

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	5,817,754.00	5,701,204.00	5,848,333.00
Domestic (Thousand baht)	5,817,754.00	5,701,204.00	5,848,333.00
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)	544,317.00	608,567.00	365,235.00

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)

Business Operations Risks
Risk Management Measures: Yes
Related Risk Topics
Strategic Risk
<ul style="list-style-type: none">• Government policy• Reliance on large customers or few customers• Climate change and disasters
Operational Risk
<ul style="list-style-type: none">• Shortage or fluctuation in pricing of raw materials or productive resources• Information security and cyber-attack• Climate change and disasters
Compliance Risk
<ul style="list-style-type: none">• Change in laws and regulations
Financial Risk
<ul style="list-style-type: none">• Other
Systematic Risk
Risk Management Measures: Yes
Related Risk Topics
Strategic Risk
<ul style="list-style-type: none">• Government policy

New Potential Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

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

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://www.ttwplc.com/th/sd/sustainable-management-and-policy/sustainable-development-policy>

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://www.ttwplc.com/storage/about/policy/policy-environment.pdf>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	N/A	0.00	N/A
Diesel (Litres)	N/A	72,694.14	70,706.34
Gasoline (Litres)	N/A	59,596.10	62,081.07
Fuel oil (Litres)	N/A	0.00	0.00
Crude oil (Barrels)	N/A	0.00	0.00
Natural gas (Standard cubic feet)	N/A	0.00	0.00
LPG (Kilograms)	N/A	0.00	0.00

Steam (Metric tonnes)	N/A	0.00	0.00
Coal (Metric tonnes)	N/A	0.00	0.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	313,434,476.00	291,903,768.00	291,806,758.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	39,395.00	52,491.00	45,140.00
Hazardous waste (Kilograms)	1,580.00	4,583.00	7,780.00
Total waste generated (Kilograms)	40,975.00	57,074.00	52,920.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	91,385.28	81,788.46	83,039.08
Scope 1 (Tons of carbon dioxide equivalents)	N/A	419.00	420.00
Scope 2 (Tons of carbon dioxide equivalents)	81,813.00	69,019.00	77,135.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	13,626.00	15,230.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	81,813.00	83,064.00	92,785.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : School of Energy and Environment, University of Phayao

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://www.ttwplc.com/storage/about/policy/policy-human.pdf>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	270	265	266
Number of female employees (Persons)	58	58	56
Total number of employees (Persons)	328	323	322

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	151,960,000.00	165,530,001.00	165,799,297.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	10.00	19.00	15.00
Employee development and training expenses (baht)	281,000.00	931,014.00	697,217.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	3.35	4.95	4.35

• **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 : <https://www.ttwplc.com/storage/cg/cg/files/cg-policy.pdf>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	9	75.00
Number of female directors	3	25.00
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	4	33.33

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THANONG BIDAYA Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	17 Dec 2008	Economics, Banking, Energy & Utilities, Strategic Management, Leadership, Change Management, Corporate Management, Business Administration, Property Development, Food & Beverage, Commerce

2.	<p>Mr. PLEW TRIVISVAVET</p> <p>Gender: Male</p> <p>Age: 78 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	22 May 2008	<p>Construction Materials, Construction Services, Property Development, Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Business Administration</p>
3.	<p>Mr. SOMBAT KITJALAKSANA</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	22 May 2008	<p>Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Project Management, Corporate Management, Change Management, Leadership, Governance/ Compliance, Business Administration</p>
4.	<p>Mr. PHAIRUCH MEKARPORN</p> <p>Gender: Male</p> <p>Age: 78 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</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>	22 May 2008	<p>Industrial Materials & Machinery, Energy & Utilities, Sustainability, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Business Administration</p>
5.	<p>Mr. SOMNUK CHAIDEJSURIYA</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</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>	22 May 2008	<p>Finance & Securities, Energy & Utilities, Transportation & Logistics, Law, Accounting, Corporate Social Responsibility, Sustainability, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>

6.	<p>Mr. SUVICH PUNGCHAREON</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	22 May 2008	<p>Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Engineering, Corporate Management, Leadership, Strategic Management, Governance/ Compliance, Business Administration</p>
7.	<p>Mrs. PAYAO MARITTANAPORN</p> <p>Gender: Female</p> <p>Age: 66 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)</p> <p>Director type: Original director</p>	17 Feb 2015	<p>Economics, Energy & Utilities, Transportation & Logistics, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Business Administration</p>
8.	<p>Mr. PHONGSARIT TANTISUVANITCHKUL</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	25 Feb 2016	<p>Construction Materials, Construction Services, Property Development, Energy & Utilities, Transportation & Logistics, Negotiation, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management</p>

9.	<p>Ms. WALAINUT TRIVISVAVET</p> <p>Gender: Female</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Mar 2018	<p>Economics, Energy & Utilities, Construction Services, Transportation & Logistics, Finance, Marketing, Law, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Business Administration</p>
10.	<p>Mr. YUTTANA YIMGARUND</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	7 Dec 2021	<p>Economics, Energy & Utilities, Law, Accounting, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Finance, Banking</p>
11.	<p>Mr. KENICHI ISHIDA</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	8 Jun 2023	<p>Business Administration, Economics, Energy & Utilities, Budgeting, Governance/ Compliance, Marketing, Human Resource Management, Sustainability, Project Management</p>

12.	Mr. Tadashi Ishizuka Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	7 Dec 2023	Business Administration, Economics, Petrochemicals & Chemicals, Energy & Utilities, Transportation & Logistics, Law, Marketing, Finance, Accounting, Corporate Social Responsibility, Sustainability, Negotiation, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Change Management, Budgeting, Governance/ Compliance
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List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. HIDEO MATSUMOTO Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 21 Dec 2017 Date directorship ended: 7 Jun 2023	Mr. KENICHI ISHIDA Date position was assumed: 8 Jun 2023
2. Mr. Kaoru Umehara Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 20 Aug 2020 Date directorship ended: 30 Nov 2023	Mr. Tadashi Ishizuka Date position was assumed: 7 Dec 2023

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PHAIRUCH MEKARPORN [1] Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	22 May 2008	Industrial Materials & Machinery, Energy & Utilities, Sustainability, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Business Administration
2. Mr. SOMNUK CHAIDEJSURIYA [1] Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	22 May 2008	Finance & Securities, Energy & Utilities, Transportation & Logistics, Law, Accounting, Corporate Social Responsibility, Sustainability, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

3.	Mr. YUTTANA YIMGARUND [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	7 Dec 2021	Economics, Energy & Utilities, Law, Accounting, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Finance, Banking
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[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. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	25 Feb 2016
2. Mr. SOMBAT KITJALAKSANA Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 May 2008
3. Mr. SUVICH PUNGCHAREON Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 May 2008

4.	Mr. KENICHI ISHIDA Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	22 Dec 2017
5.	Ms. WALAINUT TRIVISVAVET Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2018

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

General information	Position	Tenure	Replacement Director
1. Mr. HIDEO MATSUMOTO Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 21 Dec 2017 Date directorship ended: 7 Jun 2023	Mr. KENICHI ISHIDA Date position was assumed: 8 Jun 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management and Corporate Governance Committee	Mr. SOMNUK CHAIDEJSURIYA Mrs. PAYAO MARITTANAPORN Mr. PHAIRUCH MEKARPORN Mr. KENICHI ISHIDA Ms. WALAINUT TRIVISVAVET	Chairman Member Member Member Member

Nomination and Remuneration Committee	Mr. YUTTANA YIMGARUND	Chairman
	Mr. PHONGSARIT TANTISUVANITCHKUL	Member
	Mr. SOMNUK CHAIDEJSURIYA	Member
	Mr. Tadashi Ishizuka	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Corporate Governance 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 Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Risk Management and Corporate Governance 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. Ms. WALAINUT TRIVISVAVET Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management	MANAGING DIRECTOR	1 Mar 2018	Economics, Energy & Utilities, Construction Services, Transportation & Logistics, Finance, Marketing, Law, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Business Administration
2. Mr. Somkiat Pattamamongkolchai [1] Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Accounting	Deputy Managing Director, Finance Group	22 May 2008	Business Administration, Economics, Banking, Accounting, Finance, Budgeting, Audit, Internal Control, Energy & Utilities
3. Mr. Phakpoom Thaweewittayarut Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director, Administration Group	29 Oct 2021	Business Administration, Economics, Energy & Utilities, Transportation & Logistics, Accounting, Law, Sustainability, Human Resource Management, Corporate Management, Audit, Budgeting

4.	Mr. Pipat Katikul	Acting Deputy	1 Jan 2017	Business Administration,
	Gender: Male	Managing Director,		Economics, Industrial
	Age: 56 years old	Operations Group		Materials & Machinery, Energy
	Highest level of education: Master's degree			& Utilities, Budgeting, Risk
	Major: Business Administration			Management, Strategic
				Management, Leadership,
				Engineering

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	29,527,514.00	32,208,260.00	34,638,568.00

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) : 266

Number of female employees (persons) : 56

Total number of employees (persons) : 322

Employee Remuneration

Total employee remuneration : 165,799,297.00

Provident fund

Total number of employees (persons) : 322

Number of employees contributing to the PVD (persons) : 306

Percentage of employees who are members (%) : 95.03

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THANONG BIDAYA Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 17 Dec 2008	Economics, Banking, Energy & Utilities, Strategic Management, Leadership, Change Management, Corporate Management, Business Administration, Property Development, Food & Beverage, Commerce
2. Mr. PHAIRUCH MEKARPORN Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 22 May 2008	Industrial Materials & Machinery, Energy & Utilities, Sustainability, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Business Administration

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. KENICHI ISHIDA Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 8 Jun 2023	Business Administration, Economics, Energy & Utilities, Budgeting, Governance/ Compliance, Marketing, Human Resource Management, Sustainability, Project Management
2.	Mr. Tadashi Ishizuka Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 7 Dec 2023	Business Administration, Economics, Petrochemicals & Chemicals, Energy & Utilities, Transportation & Logistics, Law, Marketing, Finance, Accounting, Corporate Social Responsibility, Sustainability, Negotiation, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Change Management, Budgeting, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. THANONG BIDAYA	Chairman of the board	Non-participating
Mr. PLEW TRIVISVAVET	Vice Chairman	Non-participating
Mr. SOMBAT KITJALAKSANA	Director	Non-participating
Mr. PHAIRUCH MEKARPORN	Director	Participating
Mr. SOMNUK CHAIDEJSURIYA	Director	Participating
Mr. SUVICH PUNGCHAREON	Director	Non-participating
Mrs. PAYAO MARITTANAPORN	Director	Non-participating
Mr. PHONGSARIT TANTISUVANITCHKUL	Director	Non-participating

Ms. WALAINUT TRIVISVAVET	Director	Participating
Mr. YUTTANA YIMGARUND	Director	Non-participating
Mr. KENICHI ISHIDA	Director	Participating
Mr. Tadashi Ishizuka	Director	Non-participating
Mr. HIDEO MATSUMOTO	Director	Participating
Mr. Kaoru Umehara	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 11 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. THANONG BIDAYA (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2. Mr. PLEW TRIVISVAVET (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3. Mr. SOMBAT KITJALAKSANA (Director)	-	7/7	Participating	Did not hold the meeting
4. Mr. PHAIRUCH MEKARPORN (Director)	-	7/7	Participating	Did not hold the meeting

5.	Mr. SOMNUK CHAIDEJSURIYA (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. SUVICH PUNGCHAREON (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mrs. PAYAO MARITTANAPORN (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	7/7	Participating	Did not hold the meeting
9.	Ms. WALAINUT TRIVISVAVET (Director)	-	6/6	Participating	Did not hold the meeting
10.	Mr. YUTTANA YIMGARUND (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. KENICHI ISHIDA (Director)	-	5/5	Non-participating	Did not hold the meeting
12.	Mr. Tadashi Ishizuka (Director)	-	2/2	Non-participating	Did not hold the meeting
13.	Mr. HIDEO MATSUMOTO (Director)	7 Jun 2023	2/2	Participating	Did not hold the meeting
14.	Mr. Kaoru Umehara (Director)	30 Nov 2023	4/5	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. THANONG BIDAYA (Chairman of the board)	-	204,000.00	2,400,000.00	No
2.	Mr. PLEW TRIVISVAVET (Vice Chairman)	-	102,000.00	2,100,000.00	No
3.	Mr. SOMBAT KITJALAKSANA (Director)	-	125,000.00	1,250,000.00	No
4.	Mr. PHAIRUCH MEKARPORN (Director)	-	172,000.00	1,550,000.00	No
5.	Mr. SOMNUK CHAIDEJSURIYA (Director)	-	182,000.00	1,675,000.00	No
6.	Mr. SUVICH PUNGCHAREON (Director)	-	142,000.00	1,250,000.00	No

7.	Mrs. PAYAO MARITTANAPORN (Director)	-	122,000.00	1,050,000.00	No
8.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	197,000.00	1,950,000.00	No
9.	Ms. WALAINUT TRIVISVAVET (Director)	-	162,000.00	1,450,000.00	No
10.	Mr. YUTTANA YIMGARUND (Director)	-	157,000.00	1,475,000.00	No
11.	Mr. KENICHI ISHIDA (Director)	-	102,000.00	225,275.00	No
12.	Mr. Tadashi Ishizuka (Director)	-	17,000.00	20,381.00	No
13.	Mr. HIDEO MATSUMOTO (Director)	7 Jun 2023	55,000.00	1,224,725.00	No
14.	Mr. Kaoru Umehara (Director)	30 Nov 2023	78,000.00	1,024,728.00	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) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PHAIRUCH MEKARPORN (Chairman of the audit committee)	-	5/5
2.	Mr. SOMNUK CHAIDEJSURIYA (Audit committee)	-	5/5
3.	Mr. YUTTANA YIMGARUND (Audit committee)	-	5/5