



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SUSCO PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SUSCO PUBLIC COMPANY LIMITED

Symbol : SUSCO

Address : 139 Ratburana Road, Bangpakok, Ratburana,

Province : Bangkok

Postcode : 10140

Business : The Company and its subsidiary companies have aimed to retail business via petrol stations and to a variety of industrial sectors for direct users such as, aviation, construction, transportation, and service sectors, and for other oil traders to be sold to the consumers in turn.

Registration Number : 0107536000064

Telephone : 0-2428-0029

Fax (if applicable) : 0-2427-6270, 0-2427-6460

Website : www.susco.co.th

Email : corporatesecretary@susco.co.th

Total Shares Sold (shares)

Common Stock : 1,050,000,056

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	16,784.30	20,184.77	33,771.60
Revenues from sale, net (Thousand baht)	16,482.94	19,865.84	33,470.02
Revenues from natural gas station management service (Thousand baht)	62.03	35.98	42.08
Rental income (Thousand baht)	101.93	107.23	120.14
Franchise income (Thousand baht)	25.93	24.06	23.95
Dividend income (Thousand baht)	13.04	2.08	3.72
Other income (Thousand baht)	98.43	149.58	111.69

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenues from sale, net (%)	98.20	98.42	99.11
Revenues from natural gas station management service (%)	0.37	0.18	0.12
Rental income (%)	0.61	0.53	0.36
Franchise income (%)	0.15	0.12	0.07
Dividend income (%)	0.08	0.01	0.01
Other income (%)	0.59	0.74	0.33

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	16,784.30	20,184.77	33,771.60
Domestic (Thousand baht)	12,301.34	13,308.79	23,182.28

International (Thousand baht)	4,482.96	6,875.98	10,589.32
Cambodia (Thousand baht)	4,172.58	6,134.19	8,853.36
Myanmar (Thousand baht)	163.88	617.22	1,180.92
Laos (Thousand baht)	118.13	95.35	346.62
China (Thousand baht)	28.37	29.22	208.42

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	73.29	65.93	68.64
International (%)	26.71	34.07	31.36
Cambodia (%)	93.08	89.21	83.61
Myanmar (%)	3.66	8.98	11.15
Laos (%)	2.64	1.39	3.27
China (%)	0.63	0.42	1.97

*Excluding the profit margins in the associated companies

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
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)

Oil Prices Fluctuation Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations

Safety Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Financial Risks

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risks from the Energy Innovation Transformation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

Cyber Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Risks from the Pandemic

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

Risk to Securities Holder (2.2.2)

Risks of Uncertain Returns on Investment for Shareholder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk from Dividend Affordability Below Investors Expectation

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.susco.co.th/Sustainable_Policy.asp

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.susco.co.th/Sustainable_Policy.asp

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

• Fuel consumption

	2020	2021	2022
Diesel (Litre)	198,704.20	197,780.16	218,746.53
Gasoline (Litre)	11,104.80	6,609.42	8,018.19

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	550,193.00	502,808.00	497,781.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	10,816.00	7,429.00	7,609.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	76,121.00	76,121.00	76,121.00
Total (kg)	76,121.00	76,121.00	76,121.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	1,500.00	2,000.00	1,800.00
Scope 1 (Tons of carbon dioxide equivalents)	648.00	958.00	660.00
Scope 2 (Tons of carbon dioxide equivalents)	276.00	252.00	249.00
Scope 3 (Tons of carbon dioxide equivalents)	250.00	601.00	611.00
Total (Tons of carbon dioxide equivalents)	1,174.00	1,811.00	1,520.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : BUREAU VERITAS (THAILAND) CO., LTD.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.susco.co.th/ethics.asp>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	766	755	862
Number of female employees (persons)	1,240	1,288	1,425
Total (persons)	2,006	2,043	2,287

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	N/A	394,477,816.88	463,267,619.33

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	8	8	8
Employee development and training expenses (baht)	N/A	93,009.51	210,511.07

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	0	0

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	65.69	77.31

• **Significant labor dispute**

	2020	2021	2022
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : https://www.susco.co.th/corporate_governance.asp

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	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	3	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. MONGKOL SIMAROJ Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	1 Jan 1993	Corporate Management, Sustainability, Leadership, Automotive, Energy & Utilities, Marketing, Finance, Accounting

2.	<p>Mr. PIMUK SIMAROJ</p> <p>Gender: Male</p> <p>Age: 52 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 (Non-executive)</p> <p>Director type: Original director</p>	1 Jan 2019	<p>Strategic Management, Change Management, Risk Management, Corporate Management, Brand Management, Project Management, Marketing, Data Analysis, Finance, Negotiation, Sustainability, Corporate Social Responsibility, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Leadership, Energy & Utilities, Automotive, Economics, Data Management, Human Resource Management, Engineering</p>
3.	<p>Mr. NOPPADOL ATTAVAVUTTICHAJ</p> <p>Gender: Male</p> <p>Age: 80 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: High School Certificate</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	1 Mar 2000	<p>Strategic Management, Corporate Management, Marketing, Finance, Negotiation, Transportation & Logistics, Accounting, Petrochemicals & Chemicals, Energy & Utilities, Automotive</p>

4.	<p>Mr. MARVEE SIMAROJ</p> <p>Gender: Male</p> <p>Age: 48 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 (Executive)</p> <p>Director type: Original director</p>	1 Oct 2001	<p>Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Budgeting, Audit, Marketing, Data Analysis, Finance, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Leadership, Automotive, Engineering, Statistics, Economics, Digital Marketing, Brand Management, Energy & Utilities, Commerce, Information & Communication Technology, Banking, Finance & Securities</p>
5.	<p>Mr. CHAIRIT SIMAROJ</p> <p>Gender: Male</p> <p>Age: 57 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 (Executive)</p> <p>Director type: Re-elected as director</p>	24 Apr 2002	<p>Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Data Analysis, Finance, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Leadership, Commerce, Automotive, Engineering, Statistics, Economics</p>

6.	<p>Mrs. PHUANGPHET TAWEECHAIWAT</p> <p>Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	29 Oct 2004	<p>Law, Strategic Management, Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities</p>
7.	<p>Mr. PRAKIT PRADIPASEN</p> <p>Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	24 Dec 2004	<p>Strategic Management, Risk Management, Audit, Finance, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Banking, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Energy & Utilities, Automotive, Economics</p>
8.	<p>Mr. SITHIPHAN SRIPHEN</p> <p>Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	24 Apr 2008	<p>Risk Management, Audit, Finance, Internal Control, Economics</p>

9.	Mr. PHONGSATHON CHATNARAT	Director (Executive)	1 Jan 2014	Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Data Analysis, Finance, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Procurement, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Petrochemicals & Chemicals, Energy & Utilities, Automotive, Finance & Securities, Information & Communication Technology, Economics
	Gender: Male			
	Age: 51 years old			
	Highest level of education:	Director type: Original		
	Master's degree	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.	Khunying SERMSRI BUNNAG	Director (Non-executive, Independent director)	Date position was assumed: 16 Jul 1999 Date directorship ended: 28 Apr 2022	No replacement director
	Gender: Female			
	Age: 88 years old			
	Highest level of education:			
	Bachelor's degree			
	Major: Education			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
2.	Mr. NARONG CHULAJATA	Director (Non-executive)	Date position was assumed: 1 Jun 2017 Date directorship ended: 28 Apr 2022	No replacement director
	Gender: Male			
	Age: 84 years old			
	Highest level of education:			
	Master's degree			
	Major: Public Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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 : 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. Mrs. PHUANGPHET TAWEECHAIWAT [1] Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 Jan 2016	Law, Strategic Management, Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities
2. Mr. PRAKIT PRADIPASEN [1] Gender: Male Age: 80 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 May 2007	Strategic Management, Risk Management, Audit, Finance, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Banking, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Energy & Utilities, Automotive, Economics
3. Mr. SITHIPHAN SRIPHEN [1] Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 May 2018	Risk Management, Audit, Finance, Internal Control, Economics

[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. CHAIRIT SIMAROJ Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jun 2022
2. Mr. PHONGSATHON CHATNARAT Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2014
3. Mr. MARVEE SIMAROJ Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Oct 2001

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

General information	Position	Tenure	Replacement Director
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1.	Mr. PIMUK SIMAROJ	Chairman of the executive committee	Date position was assumed:	Mr. CHAIRIT SIMAROJ
	Gender: Male		1 Nov 2011	Date position was assumed:
	Age: 52 years old			1 Jun 2022
	Highest level of education:		Date directorship ended:	
	Master's degree		31 May 2022	
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainability Committee	Mr. PRAKIT PRADIPASEN	Chairman
	Mrs. PHUANGPHET TAWEECHAIWAT	Member
	Mr. SITHIPHAN SRIPHEN	Member
	Mr. PHONGSATHON CHATNARAT	Member
	Mr. MARVEE SIMAROJ	Member
Remuneration and Nomination Subcommittee	Mr. PRAKIT PRADIPASEN	Chairman
	Mrs. PHUANGPHET TAWEECHAIWAT	Member
	Mr. SITHIPHAN SRIPHEN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Sustainability Committee
Sub-committees responsible for nomination	: Remuneration and Nomination Subcommittee
Sub-committees responsible for remuneration	: Remuneration and Nomination Subcommittee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability 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. CHAIRIT SIMAROJ Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE BOARD OF EXECUTIVE DIRECTORS	25 Apr 2002	Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Data Analysis, Finance, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Leadership, Commerce, Automotive, Engineering, Statistics, Economics

2.	Mr. MARVEE SIMAROJ Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director of Operations	1 Oct 2001	Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Project Management, Budgeting, Audit, Marketing, Data Analysis, Finance, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Leadership, Automotive, Engineering, Statistics, Economics, Digital Marketing, Brand Management, Energy & Utilities, Commerce, Information & Communication Technology, Banking, Finance & Securities
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3.	Mr. PHONGSATHON CHATNARAT Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director of Business Development	1 Jan 2014	Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Data Analysis, Finance, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Procurement, Electronic Components, Internal Control, Governance/ Compliance, Accounting, Leadership, Petrochemicals & Chemicals, Energy & Utilities, Automotive, Finance & Securities, Information & Communication Technology, Economics
4.	Mr. Amarin Simaroj [1] Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance	Deputy Managing Director of Administration	1 Nov 2015	Economics, Banking, Finance & Securities, Automotive, Energy & Utilities, Accounting, Finance, Human Resource Management, Data Analysis, Engineering, Project Management, Negotiation, Leadership, Risk Management, Petrochemicals & Chemicals, Commerce, Transportation & Logistics, Marketing, Statistics, Digital Marketing, Budgeting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	60,531,629.10	57,766,775.00	46,186,100.00

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) : 862

Number of female employees (persons) : 1,425

Total (persons) : 2,287

Employee Remuneration

Total employee remuneration : 463,267,619.33

Provident fund

Total number of employees (persons) : 2,287

Number of employees contributing to the PVD (persons) : 624

Percentage of employees who are members (%) : 27.28

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Petchmalee Vattananiyom	petchmalee@susco.co.th	02-4280029

- Company secretary

General information	Email	Telephone
1. Ms. Veerin Simaroj	veerin@susco.co.th	02-4280029

- Head of internal audit

General information	Email	Telephone
1. Ms. Wikanda Wannasiri	wikanda@susco.co.th	024280029

- Head of investor relations

General information	Email	Telephone
1. Mr. Marvee Simaroj	marvee@susco.co.th	024280029

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DHARMNITI AUDITING COMPANY LIMITED	<p>1. Mr. Thanawut Piboonsawat Email: thanwut.p@daa.co.th Telephone: 025960500 ต่อ 809</p> <p>2. Ms. Potjanarat Siripipat Email: potjanarat.s@daa.co.th Telephone: 025960500 ต่อ 806</p> <p>3. Ms. Roongnapha Saengchan Email: roongnapha.s@daa.co.th Telephone: 025960500 ต่อ 808</p> <p>4. Ms. Techinee Pornpenpob Email: techinee.p@daa.co.th Telephone: 025960500 ต่อ 827</p>	3,107,000.00	<p>Details: Transportation, telephone, expenses, etc. Total service fee (baht): 107,424.00</p>

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. CHAIRIT SIMAROJ Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Apr 2002	Law, Strategic Management, Data Management, Change Management, Risk Management, Human Resource Management, Corporate Management, IT Management, Brand Management, Project Management, Budgeting, Audit, Marketing, Digital Marketing, Data Analysis, Finance, Negotiation, Transportation & Logistics, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Accounting, Petrochemicals & Chemicals, Leadership, Commerce, Automotive, Engineering, Statistics, Economics
2. Mrs. PHUANGPHET TAWEECHAIWAT Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 29 Oct 2004	Law, Strategic Management, Change Management, Risk Management, Audit, Finance, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MONGKOL SIMAROJ	Chairman of the board	Non-participating
Mr. PIMUK SIMAROJ	Vice Chairman	Non-participating
Mr. NOPPADOL ATTAVAVUTTICHAJ	Director	Non-participating
Mr. MARVEE SIMAROJ	Director	Non-participating
Mr. CHAIRIT SIMAROJ	Director	Non-participating
Mrs. PHUANGPHET TAWEECHAIWAT	Director	Non-participating
Mr. PRAKIT PRADIPASEN	Director	Non-participating
Mr. SITHIPHAN SRIPHEN	Director	Non-participating
Mr. PHONGSATHON CHATNARAT	Director	Participating
Khunying SERMSRI BUNNAG	Director	Non-participating
Mr. NARONG CHULAJATA	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) : 14

Date of AGM meeting : 28 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. MONGKOL SIMAROJ (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2.	Mr. PIMUK SIMAROJ (Vice Chairman)	-	11/13	Participating	Did not hold the meeting
3.	Mr. NOPPADOL ATTAVAVUTTICHAJ (Director)	-	12/13	Participating	Did not hold the meeting
4.	Mr. MARVEE SIMAROJ (Director)	-	13/13	Participating	Did not hold the meeting
5.	Mr. CHAIRIT SIMAROJ (Director)	-	13/13	Participating	Did not hold the meeting
6.	Mrs. PHUANGPHET TAWEECHAIWAT (Director)	-	14/14	Participating	Did not hold the meeting
7.	Mr. PRAKIT PRADIPASEN (Director)	-	12/14	Participating	Did not hold the meeting
8.	Mr. SITHIPHAN SRIPHEN (Director)	-	14/14	Participating	Did not hold the meeting
9.	Mr. PHONGSATHON CHATNARAT (Director)	-	12/13	Participating	Did not hold the meeting
10.	Khunying SERMSRI BUNNAG (Director)	28 Apr 2022	4/4	Participating	Did not hold the meeting
11.	Mr. NARONG CHULAJATA (Director)	28 Apr 2022	4/4	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. MONGKOL SIMAROJ (Chairman of the board)	-	400,000.00	0.00	No
2.	Mr. PIMUK SIMAROJ (Vice Chairman)	-	280,000.00	0.00	No
3.	Mr. NOPPADOL ATTAVAVUTTICHAJ (Director)	-	280,000.00	0.00	No

4.	Mr. MARVEE SIMAROJ (Director)	-	280,000.00	0.00	No
5.	Mr. CHAIRIT SIMAROJ (Director)	-	280,000.00	0.00	No
6.	Mrs. PHUANGPHET TAWEECHAIWAT (Director)	-	460,000.00	0.00	No
7.	Mr. PRAKIT PRADIPASEN (Director)	-	400,000.00	0.00	No
8.	Mr. SITHIPHAN SRIPHEN (Director)	-	400,000.00	0.00	No
9.	Mr. PHONGSATHON CHATNARAT (Director)	-	280,000.00	0.00	No
10.	Khunying SERMSRI BUNNAG (Director)	28 Apr 2022	80,000.00	0.00	No
11.	Mr. NARONG CHULAJATA (Director)	28 Apr 2022	80,000.00	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) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. PHUANGPHET TAWEECHAIWAT (Chairman of the audit committee)	-	6/6
2.	Mr. PRAKIT PRADIPASEN (Audit committee)	-	6/6
3.	Mr. SITHIPHAN SRIPHEN (Audit committee)	-	6/6