

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SAMART CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022

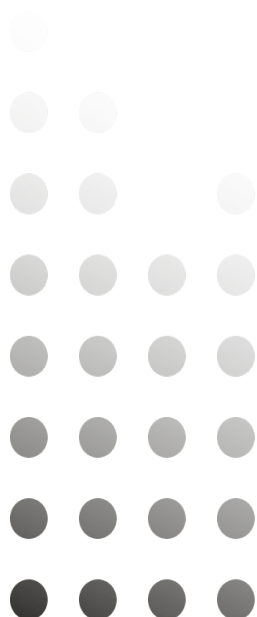


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SMART CORPORATION PUBLIC COMPANY LIMITED

Symbol : SMART

Address : SOFTWARE PARK BLDG.,FL.35, 99/1 MOO 4, CHANGE WATTANA RD.,
AMPHOE PAK KRET

Province : Nonthaburi

Postcode : 11120

Business : The business of Samart's Group is divided into 4 groups which are
ICT Solution and Service, Digital, Utilities and
Transportations and Technology Related Services.

Registration Number : 0107536000188

Telephone : 0-2502-6000

Fax (if applicable) : 0-2502-6186

Website : www.samartcorp.com

Email : companysecretary@samartcorp.com

Total Shares Sold (shares)

Common Stock : 1,006,504,143

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	9,105,751.40	6,954,545.75	9,020,497.00
ICT Solution and Service (Thousand baht)	5,371,067.23	4,366,191.54	4,484,990.76
Digital (Thousand baht)	598,129.82	371,286.73	605,905.25
Call Center (Thousand baht)	642,811.01	0.00	0.00
Utilities and Transportations (Thousand baht)	2,112,951.52	1,967,695.03	2,525,471.23
Technology Related Services (Thousand baht)	380,791.82	249,372.45	1,404,129.76

	2020	2021	2022
Total (%)	100.00	100.00	100.00
ICT Solution and Service (%)	58.99	62.78	49.72
Digital (%)	6.57	5.34	6.72
Call Center (%)	7.06	0.00	0.00
Utilities and Transportations (%)	23.20	28.29	28.00
Technology Related Services (%)	4.18	3.59	15.57

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	9,105,751.40	6,954,545.75	9,020,497.00
Domestic (Thousand baht)	8,249,314.66	6,414,058.30	7,703,885.46
International (Thousand baht)	856,436.74	540,487.45	1,316,611.54
Cambodia (Thousand baht)	745,371.96	467,089.49	1,232,703.10

Myanmar (Thousand baht)	111,064.78	73,397.96	83,908.44
United States of America (Thousand baht)	0.00	0.00	0.00
China (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	90.59	92.23	85.40
International (%)	9.41	7.77	14.60
Cambodia (%)	87.03	86.42	93.63
Myanmar (%)	12.97	13.58	6.37
United States of America (%)	0.00	0.00	0.00
China (%)	0.00	0.00	0.00

*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)

Operational Risks in ICT Solution and Service Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risks in Digital Businesses

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 partners / distributors or few partners / distributors

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Product obsolescence

Operational Risks in Utilities and Transportations Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Information security and cyber-attack
- Delays in the development of future projects

Operational Risks in Technology Related Services Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk to Securities Holder (2.2.2)

Investment Risk of Securities Holder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

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

Financial Risks

Risk Management Measures: Yes

Related Risk Topics

- Other

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.samartcorp.com/upload_files/CG/SD%20Policy_T_30-03-2565%20web.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://www.samartcorp.com/upload_files/CG/society%20Policy_T.pdf

Company environmental guideline : Electricity Management, Fuel Management, Water Management

Results with Respect to the Environmental Aspect (3.3.2)

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	148.97	130.87	140.89

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	4,430.96	1,793.76	1,876.85

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	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 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A

• 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 : Yes

URL of human rights policy : https://www.samartcorp.com/upload_files/CG/HumanRight_Th.pdf

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	75	110	153
Number of female employees (persons)	52	46	54
Total (persons)	127	156	207

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	7	7	7
Employee development and training expenses (baht)	656,657.16	40,621.06	86,114.81

• 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
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Percentage of employees who voluntarily resigned (%)	12.60	10.90	11.11
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• 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.samartcorp.com/upload_files/CG/CG%20policy_TH_10-11-2022%20rev.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	10	100.00
Number of male directors	9	90.00
Number of female directors	1	10.00
Number of executive directors	4	40.00
Number of non-executive directors	6	60.00
Number of independent directors	4	40.00

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. SERI SUKSATHAPORN Gender: Male Age: 85 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	12 Feb 1999	Finance, Budgeting, Corporate Management, Risk Management, Leadership, Human Resource Management, Data Management, Data Analysis, Internal Control, Governance/ Compliance

2.	Mr. VICHAI SRIKWAN Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	12 May 2021	Corporate Management, Budgeting, Project Management, Strategic Management, Risk Management, Change Management, Information & Communication Technology, Negotiation, Leadership, IT Management, Tourism & Leisure, Human Resource Management, Data Analysis, Governance/ Compliance, Law, Audit, Sustainability, Corporate Social Responsibility
3.	Mrs. SIRIPEN VILAILUCK Gender: Female Age: 82 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	25 Feb 1993	Corporate Management, Corporate Social Responsibility
4.	Mr. CHAROENRATH VILAILUCK Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	25 Feb 1993	Corporate Management, Engineering, Strategic Management, Negotiation, Leadership, Automotive, Finance & Securities
5.	Mr. WATCHAI VILAILUCK Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	25 Feb 1993	Finance, Accounting, Information & Communication Technology, Corporate Management, Strategic Management, Leadership, Finance & Securities

6.	Mr. SIRICHAIRASAMEECHAN Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	20 Feb 1996	Finance, Accounting, Corporate Management, Budgeting, Human Resource Management
7.	Mr. PRINYA WAIWATANA Gender: Male Age: 75 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	27 Apr 2010	Accounting, Budgeting, Change Management, Governance/ Compliance, Audit
8.	Mr. THANANAN VILAILUCK Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	20 Apr 2016	Engineering, Information & Communication Technology, Negotiation, IT Management, Brand Management, Marketing, Tourism & Leisure, Procurement, Electronic Components, Food & Beverage
9.	Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	13 Nov 2018	Corporate Management, Engineering, Project Management, Information & Communication Technology, IT Management

10.	Dr. PAIROJ BOONKONGCHUEN M.D. Gender: Male Age: 60 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: Newly appointed director to replace ex-director	12 Aug 2022	Corporate Management, Strategic Management, Risk Management, Change Management, Health Care Services, Finance
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List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Dr. TONGCHAT HONGLADAROMP Gender: Male Age: 84 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 24 Apr 2008 Date directorship ended: 12 Aug 2022	Dr. PAIROJ BOONKONGCHUEN M.D. Date position was assumed: 12 Aug 2022

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. VICHAI SRIKWAN [1] Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	12 May 2021	Corporate Management, Budgeting, Project Management, Strategic Management, Risk Management, Change Management, Information & Communication Technology, Negotiation, Leadership, IT Management, Tourism & Leisure, Human Resource Management, Data Analysis, Governance/ Compliance, Law, Audit, Sustainability, Corporate Social Responsibility
2.	Mr. SERI SUKSATHAPORN [1] Gender: Male Age: 85 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	27 Sep 1999	Finance, Budgeting, Corporate Management, Risk Management, Leadership, Human Resource Management, Data Management, Data Analysis, Internal Control, Governance/ Compliance

3.	Dr. PAIROJ BOONKONGCHUEN M.D. [1] Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	12 Aug 2022	Corporate Management, Strategic Management, Risk Management, Change Management, Health Care Services, Finance
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[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. Dr. TONGCHAT HONGLADAROMP [1] Gender: Male Age: 84 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 25 Apr 2008 Date directorship ended: 12 Aug 2022	Dr. PAIROJ BOONKONGCHUEN M.D. Date position was assumed: 12 Aug 2022

[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. CHAROENRATH VILAILUCK Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	25 Feb 1993

2.	Mr. WATCHAI VILAILUCK Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Feb 1993
3.	Mr. JONG DILOKSOMBAT Gender: Male Age: 63 years old Highest level of education: Master's degree Major: System Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2012
4.	Mr. THANANAN VILAILUCK Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	28 Feb 2007
5.	Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2015
6.	Mrs. PHONGSRI SALUCKPETCH Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2018

7.	Ms. KANOKWAN CHANSWANGPUVANA Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Public Relation Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2018
8.	Ms. CHOTIKA KAMLOONWESARUCH Gender: Female Age: 55 years old Highest level of education: Doctoral degree Major: Innovative Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2018

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. SERI SUKSATHAPORN	Chairman
	Mr. SIRICHAIRASAMEECHAN	Member
	Mr. PRINYA WAIWATANA	Member
Nominating and Compensation Committee	Mr. VICHAI SRIKWAN	Chairman
	Mr. SERI SUKSATHAPORN	Member
	Dr. PAIROJ BOONKONGCHUEN M.D.	Member
Risk Management Committee	Mr. CHAROENRATH VILAILUCK	Chairman
	Mr. WATCHAI VILAILUCK	Member
	Mr. THANANAN VILAILUCK	Member
	Mr. TEERACHAI PHONGPANANGAM	Member
Sustainable Development Committee	Mr. WATCHAI VILAILUCK	Chairman
	Mr. JONG DILOKSOMBAT	Member
	Mr. THANANAN VILAILUCK	Member
	Mr. TEERACHAI PHONGPANANGAM	Member
	Mrs. PHONGSRI SALUCKPETCH	Member
	Ms. KANOKWAN CHANSWANGPUVANA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nominating and Compensation Committee
Sub-committees responsible for remuneration	: Nominating and Compensation Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAROENRATH VILAILUCK Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Chairman / CEO	25 Feb 1993	Corporate Management, Engineering, Strategic Management, Negotiation, Leadership, Automotive, Finance & Securities
2. Mr. WATCHAI VILAILUCK Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Accounting	Executive Vice Chairman-Corporate Strategy & New Business Development	1 Mar 2021	Finance, Accounting, Information & Communication Technology, Corporate Management, Strategic Management, Leadership, Finance & Securities
3. Mr. THANANAN VILAILUCK Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering	Executive Vice Chairman - Corporate Management	1 Mar 2021	Engineering, Information & Communication Technology, Negotiation, IT Management, Brand Management, Marketing, Tourism & Leisure, Procurement, Electronic Components, Food & Beverage
4. Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering	President of Utilities and Transportations LOB	1 Mar 2021	Corporate Management, Engineering, Project Management, Information & Communication Technology, IT Management
5. Ms. Namthip Burapapongsanon [1][2] Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Vice President - Accounting	1 Mar 2008	Accounting

6.	Mr. Pachara Kittiyawat [1] Gender: Male Age: 36 years old Highest level of education: Master's degree Major: Accounting	Assistant Vice President - Finance	1 Sep 2022	Accounting, Finance
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[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)	20,555,000.00	20,308,000.00	22,605,125.00

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) : 153

Number of female employees (persons) : 54

Total (persons) : 207

Provident fund

Total number of employees (persons) : 207

Number of employees contributing to the PVD (persons) : 146

Percentage of employees who are members (%) : 70.53

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. Namthip Burapapongsanon	Namthip.b@samartcorp.com	0-2502-6388

- Company secretary

General information	Email	Telephone
1. Mrs. Jirawan Rujisonthi	Jirawan.r@samartcorp.com	0-2502-6042

- Head of internal audit

General information	Email	Telephone
1. Mr. Suthep Siriwatcharawong	Suthep.s@samartcorp.com	0-2502-6191

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Jirawan Rujisonthi	Companysecretary@samartcorp.com	0-2502-6042

• Head of investor relations

General information	Email	Telephone
1. Mr. Wongsakorn Varabuntoonvit	wongsakorn.v@samartcorp.com	0-2502-6188

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Siriwan Suratepin Email: Siriwan.Suratepin@th.ey.com Telephone: - 2. Mrs. Sarinda Hirunprasurtwutti Email: Sarinda.Hirunprasurtwutti@th.ey.com Telephone: - 3. Mr. Piya Chaipruckmalakarn Email: Piya.Chaipruckmalakarn@th.ey.com Telephone: -	20,236,145.47	Details: professional fee to EY Office Limited for the review of compliance conditions stipulated in the Universal Service Obligation (USO) for submitted to Office of The National Broadcasting and Telecommunications Commission (NBTC) Total service fee (baht): 80,000.00

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. PRINYA WAIWATANA Gender: Male Age: 75 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: 27 Apr 2010	Accounting, Budgeting, Change Management, Governance/ Compliance, Audit
2. Mr. THANANAN VILAILUCK Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 20 Apr 2016	Engineering, Information & Communication Technology, Negotiation, IT Management, Brand Management, Marketing, Tourism & Leisure, Procurement, Electronic Components, Food & Beverage

• 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.	Dr. PAIROJ BOONKONGCHUEN M.D. Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 12 Aug 2022	Corporate Management, Strategic Management, Risk Management, Change Management, Health Care Services, Finance
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Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SERI SUKSATHAPORN	Chairman of the board	Participating
Mr. VICHAI SRIKWAN	Vice Chairman	Participating
Mrs. SIRIPEN VILAILUCK	Director	Participating
Mr. CHAROENRATH VILAILUCK	Director	Participating
Mr. WATCHAI VILAILUCK	Director	Participating
Mr. SIRICHAIRASAMEECHAN	Director	Participating
Mr. PRINYA WAIWATANA	Director	Participating
Mr. THANANAN VILAILUCK	Director	Participating
Mr. TEERACHAI PHONGPANANGAM	Director	Participating
Dr. PAIROJ BOONKONGCHUEN M.D.	Director	Participating
Dr. TONGCHAT HONGLADAROMP	Chairman of the board	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 22 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SERI SUKSATHAPORN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. VICHAI SRIKWAN (Vice Chairman)	-	5/5	Participating	Did not hold the meeting
3.	Mrs. SIRIPEN VILAILUCK (Director)	-	3/5	Participating	Did not hold the meeting
4.	Mr. CHAROENRATH VILAILUCK (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mr. WATCHAI VILAILUCK (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. SIRICHAIRASAMEECHAN (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mr. PRINYA WAIWATANA (Director)	-	5/5	Participating	Did not hold the meeting
8.	Mr. THANANAN VILAILUCK (Director)	-	5/5	Participating	Did not hold the meeting
9.	Mr. TEERACHAI PHONGPANANGAM (Director)	-	5/5	Participating	Did not hold the meeting
10.	Dr. PAIROJ BOONKONGCHUEN M.D. (Director)	-	1/1	Non-participating	Did not hold the meeting
11.	Dr. TONGCHAT HONGLADAROMP (Chairman of the board)	12 Aug 2022	2/4	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. SERI SUKSATHAPORN (Chairman of the board)	-	280,000.00	50,000.00	N/A
2.	Mr. VICHAI SRIKWAN (Vice Chairman)	-	265,000.00	32,055.00	N/A
3.	Mrs. SIRIPEN VILAILUCK (Director)	-	45,000.00	50,000.00	N/A
4.	Mr. CHAROENRATH VILAILUCK (Director)	-	75,000.00	50,000.00	N/A
5.	Mr. WATCHAI VILAILUCK (Director)	-	75,000.00	50,000.00	N/A
6.	Mr. SIRICHAIRASAMEECHAN (Director)	-	105,000.00	50,000.00	N/A
7.	Mr. PRINYA WAIWATANA (Director)	-	105,000.00	50,000.00	N/A
8.	Mr. THANANAN VILAILUCK (Director)	-	75,000.00	50,000.00	N/A
9.	Mr. TEERACHAI PHONGPANANGAM (Director)	-	75,000.00	50,000.00	N/A
10.	Dr. PAIROJ BOONKONGCHUEN M.D. (Director)	-	45,000.00	0.00	N/A
11.	Dr. TONGCHAT HONGLADAROMP (Chairman of the board)	12 Aug 2022	95,000.00	80,000.00	N/A

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. VICHAI SRIKWAN (Chairman of the audit committee)	-	4/4
2.	Mr. SERI SUKSATHAPORN (Audit committee)	-	4/4
3.	Dr. PAIROJ BOONKONGCHUEN M.D. (Audit committee)	-	1/1
4.	Dr. TONGCHAT HONGLADAROMP (Audit committee)	12 Aug 2022	1/3