



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

NAWARAT PATANAKARN PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	5
Corporate Governance	
Corporate Governance Policy	9
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	10
Performance Report on Corporate Governance	20

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : NAWARAT PATANAKARN PUBLIC COMPANY LIMITED

Symbol : NWR

Address : BANGNA TOWER A, 2/3 MOO 14, BANGNA-TRAD ROAD, K.M. 6.5, TAMBOL
BANGKAEW, AMPHOE BANGPLEE

Province : Samut Prakarn

Postcode : 10540

Business : The Company provides all types of civil engineering
construction services and manufactures pre-stressed
concrete piles, other kinds of concrete products and processed
steel used in its construction businesses and for sale.

Registration Number : 0107538000096

Telephone : 0-2730-2100, 0-2751-9455-74

Fax (if applicable) : 0-2751-9487, 0-2751-9484-5

Website : www.nawarat.co.th

Email : ir@nawarat.co.th

Total Shares Sold (shares)

Common Stock : 2,585,481,515

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	9,928,949.00	11,209,209.00	13,239,877.00
Revenue from construction (Thousand baht)	7,728,591.00	9,888,736.00	11,970,715.00
Sales and service income (Thousand baht)	2,130,232.00	1,198,643.00	1,126,894.00
Other income (Thousand baht)	70,126.00	121,830.00	142,268.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenue from construction (%)	77.84	88.22	90.41
Sales and service income (%)	21.45	10.69	8.51
Other income (%)	0.71	1.09	1.07

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	9,928,949.00	11,209,209.00	13,239,877.00
Domestic (Thousand baht)	9,784,393.00	11,196,007.00	13,230,801.00
International (Thousand baht)	144,556.00	13,202.00	9,076.00
Myanmar (Thousand baht)	12,501.00	13,202.00	9,076.00
Cambodia (Thousand baht)	132,055.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	98.54	99.88	99.93

International (%)	1.46	0.12	0.07
Myanmar (%)	8.65	100.00	100.00
Cambodia (%)	91.35	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)

Operation Risk (Project management)
Risk Management Measures: Yes
Related Risk Topics
Operational Risk
<ul style="list-style-type: none">• Systems or internal control system

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.nawarat.co.th/wp-content/uploads/2023/03/%E0%B8%9B%E0%B8%A3%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A8_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99-%E0%B8%A5%E0%B8%A7.-10.11.63_final.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.nawarat.co.th/environmental-policy/>

Company environmental guideline : Electricity Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	459,901.01	474,842.63	543,233.12

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	N/A	5,955.00	3,181.50

Total (kg)	N/A	5,955.00	3,181.50
-------------------	-----	----------	----------

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.nawarat.co.th/business-code-of-conduct/>

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)	1,739	1,652	1,699
Number of female employees (persons)	792	802	778
Total (persons)	2,531	2,454	2,477

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	771,358,410.00	748,136,914.00	790,204,058.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	8	8	13
Employee development and training expenses (baht)	0.00	53,000.00	340,317.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	29	32	30

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	13.31	15.32	19.30

• **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.nawarat.co.th/good-corporate-governance/>

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	6	66.67
Number of non-executive directors	3	33.33
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. PRASERTPHAND PIPATANAKUL Gender: Male Age: 87 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	10 May 2016	Engineering, Construction Services, Audit, Commerce

2.	<p>Mr. POLPAT KARNASUTA</p> <p>Gender: Male</p> <p>Age: 62 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 (Executive)</p> <p>Director type: Original director</p>	20 Sep 1995	Commerce, Leadership, Strategic Management, Construction Services
3.	<p>Mr. APICHART DHARMASAROJA</p> <p>Gender: Male</p> <p>Age: 70 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>	27 Apr 2006	Audit, Risk Management, Engineering, Accounting, Construction Services
4.	<p>Mr. SOOK SUEYANYONGSIRI</p> <p>Gender: Male</p> <p>Age: 70 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 (Executive)</p> <p>Director type: Original director</p>	11 Aug 2009	Construction Materials, Construction Services, Energy & Utilities, Procurement, Project Management, Engineering
5.	<p>Mr. NATTAPHORN BHROMSUTHI</p> <p>Gender: Male</p> <p>Age: 63 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: Original director</p>	1 May 2016	Construction Services, Property Development, Engineering, Architecture, Audit

6.	Ms. PAKATIP LOPANDHSRI Gender: Female Age: 66 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	1 Jan 2017	Commerce, Accounting, Finance, Audit, Internal Control, Finance & Securities
7.	Mr. MONGKOL PEERASANTIKUL Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	26 Apr 2018	Construction Materials, Construction Services, Property Development, Energy & Utilities, Engineering, Leadership, Risk Management, Strategic Management, Governance/ Compliance
8.	Mr. APATHORN KARNASUTA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Apr 2021	Construction Materials, Construction Services, Marketing, Procurement, Transportation & Logistics
9.	Mr. PASAN SWASDIBURI 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: Original director	28 Apr 2021	Finance & Securities, Property Development, Commerce, Accounting, Engineering, Risk Management, Strategic Management

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. APICHART DHARMASAROJA [1] Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 Aug 2018	Audit, Risk Management, Engineering, Accounting, Construction Services
2. Mr. PRASERTPHAND PIPATANAKUL Gender: Male Age: 87 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	14 Jul 2016	Engineering, Construction Services, Audit, Commerce

3.	Mr. NATTAPHORN BHROMSUTHI	Audit committee	1 Aug 2018	Construction Services, Property Development, Engineering, Architecture, Audit
	Gender: Male	(Non-executive, Independent director)		
	Age: 63 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Engineering	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[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. POLPAT KARNASUTA	Chairman of the executive committee	14 Jul 2016
	Gender: Male		
	Age: 62 years old		
	Highest level of education: Bachelor's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. MONGKOL PEERASANTIKUL	Vice-chairman of the executive committee	15 May 2018
	Gender: Male		
	Age: 68 years old		
	Highest level of education: Bachelor's degree		
	Major: Engineering		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Ms. PAKATIP LOPANDHSRI	Member of the executive committee	1 Jan 2017
	Gender: Female		
	Age: 66 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	<p>Mr. PASAN SWASDIBURI</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>Member of the executive committee</p>	25 Jun 2003
5.	<p>Mr. APATHORN KARNASUTA</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	25 Jun 2003
6.	<p>Mr. Somchai Woonprasert</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	2 May 2017
7.	<p>Mr. Nivate Ienghong</p> <p>Gender: Male</p> <p>Age: 88 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	15 Aug 2017
8.	<p>Mr. Nicolino Pasquini</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	1 Jan 2013

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Social and Environmental Responsibility Committee	Mr. PASAN SWASDIBURI	Member
	Mr. NATTAPHORN BHROMSUTHI	Member
	Mr. Nicolino Pasquini	Member
	Mr. Somchai Woonprasert	Member
	Mr. APICHART DHARMASAROJA	Chairman
	Mr. SOOK SUEYANYONGSIRI	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Social and Environmental Responsibility Committee
Sub-committees responsible for nomination	: Corporate Social and Environmental Responsibility Committee
Sub-committees responsible for remuneration	: Corporate Social and Environmental Responsibility Committee
Sub-committees responsible for corporate governance	: Corporate Social and Environmental Responsibility Committee
Sub-committees responsible for corporate sustainability development	: None

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. POLPAT KARNASUTA Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER	14 Jul 2016	Commerce, Leadership, Strategic Management, Construction Services
2. Mr. MONGKOL PEERASANTIKUL Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Engineering	PRESIDENT	15 May 2018	Construction Materials, Construction Services, Property Development, Energy & Utilities, Engineering, Leadership, Risk Management, Strategic Management, Governance/ Compliance
3. Mr. APATHORN KARNASUTA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: marketing	Senior Vice President of Procurement & Transportation Department	25 Jun 2003	Construction Materials, Construction Services, Marketing, Procurement, Transportation & Logistics
4. Mr. PASAN SWASDIBURI Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President of New Business & Strategic Planning Department	25 Jun 2003	Finance & Securities, Property Development, Commerce, Accounting, Engineering, Risk Management, Strategic Management
5. Mr. Nicolino Pasquini Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Executive Vice President of Corporate Integral Management Dep.	1 Jan 2013	Construction Services, Engineering, Design

6.	Mr. Nivate Ienghong Gender: Male Age: 88 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President of Factory Department	15 Aug 2017	Engineering, Construction Materials, Construction Services, Steel
7.	Mr. Somchai Woonprasert Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President of Operation Department	2 May 2017	Risk Management, Strategic Management, Leadership, Engineering, Construction Services, Construction Materials
8.	Ms. PAKATIP LOPANDHSRI [1] Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President of Finance & Administration Department	1 Jan 2017	Commerce, Accounting, Finance, Audit, Internal Control, Finance & Securities

[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

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) : 1,699

Number of female employees (persons) : 778

Total (persons) : 2,477

Employee Remuneration

Total employee remuneration : 790,204,058.00

Provident fund

Total number of employees (persons) : 2,477

Number of employees contributing to the PVD (persons) : 892

Percentage of employees who are members (%) : 36.01

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. APICHART DHARMASAROJA Gender: Male Age: 70 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: 27 Apr 2006	Audit, Risk Management, Engineering, Accounting, Construction Services
2. Mr. MONGKOL PEERASANTIKUL Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 26 Apr 2018	Construction Materials, Construction Services, Property Development, Energy & Utilities, Engineering, Leadership, Risk Management, Strategic Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PRASERTPHAND PIPATANAKUL	Chairman of the board	Participating
Mr. POLPAT KARNASUTA	Director	N/A
Mr. APICHART DHARMASAROJA	Director	N/A

Mr. SOOK SUEYANYONGSIRI	Director	N/A
Mr. NATTAPHORN BHROMSUTHI	Director	N/A
Ms. PAKATIP LOPANDHSRI	Director	N/A
Mr. MONGKOL PEERASANTIKUL	Director	N/A
Mr. APATHORN KARNASUTA	Director	N/A
Mr. PASAN SWASDIBURI	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) : 13

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. PRASERTPHAND PIPATANAKUL (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2. Mr. POLPAT KARNASUTA (Director)	-	13/13	Participating	Did not hold the meeting
3. Mr. APICHART DHARMASAROJA (Director)	-	12/13	Non-participating	Did not hold the meeting
4. Mr. SOOK SUEYANYONGSIRI (Director)	-	13/13	Participating	Did not hold the meeting
5. Mr. NATTAPHORN BHROMSUTHI (Director)	-	10/13	Participating	Did not hold the meeting

6.	Ms. PAKATIP LOPANDHSRI (Director)	-	13/13	Participating	Did not hold the meeting
7.	Mr. MONGKOL PEERASANTIKUL (Director)	-	13/13	Participating	Did not hold the meeting
8.	Mr. APATHORN KARNASUTA (Director)	-	10/13	Participating	Did not hold the meeting
9.	Mr. PASAN SWASDIBURI (Director)	-	13/13	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. PRASERTPHAND PIPATANAKUL (Chairman of the board)	-	853,200.00	0.00	No
2.	Mr. POLPAT KARNASUTA (Director)	-	674,700.00	0.00	No
3.	Mr. APICHART DHARMASAROJA (Director)	-	503,500.00	0.00	No
4.	Mr. SOOK SUEYANYONGSIRI (Director)	-	408,000.00	0.00	No
5.	Mr. NATTAPHORN BHROMSUTHI (Director)	-	408,000.00	0.00	No
6.	Ms. PAKATIP LOPANDHSRI (Director)	-	408,000.00	0.00	No
7.	Mr. MONGKOL PEERASANTIKUL (Director)	-	408,000.00	0.00	No
8.	Mr. APATHORN KARNASUTA (Director)	-	408,000.00	0.00	No
9.	Mr. PASAN SWASDIBURI (Director)	-	408,000.00	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) : 12

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. APICHART DHARMASAROJA (Chairman of the audit committee)	-	11/12
2.	Mr. PRASERTPHAND PIPATANAKUL (Audit committee)	-	12/12
3.	Mr. NATTAPHORN BHROMSUTHI (Audit committee)	-	11/12