



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

DEMCO 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 : DEMCO PUBLIC COMPANY LIMITED

Symbol : DEMCO

Address : 59 MOO 1 SUAN PRIK THAI, AMPHOE MUEANG

Province : Pathum Thani

Postcode : 12000

Business : The Company operates in 5 core businesses; 1) design, construction and contract all kinds of electrical engineering works such as transmission line, substation, renewable energy power plant 2) design, construction mechanic and electrical system 3) energy conservation business 4) telecommunications 5) fabrication and distribution of steel structure for transmission Line, and billboard signs.

Registration Number : 0107549000092

Telephone : 0-2959-5811

Fax (if applicable) : 0-2959-5816

Website : <http://www.demco.co.th>

Email : IR@demco.co.th

Total Shares Sold (shares)

Common Stock : 730,344,251

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	2,225,667.00	2,586,344.00	2,040,938.00
Revenues from sales and service (Thousand baht)	21,862.00	22,703.00	18,775.00
Revenues from construction service (Thousand baht)	2,053,280.00	2,330,763.00	1,859,247.00
Other income (Thousand baht)	150,525.00	232,878.00	162,916.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenues from sales and service (%)	0.98	0.88	0.92
Revenues from construction service (%)	92.25	90.12	91.10
Other income (%)	6.76	9.00	7.98

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	2,225,667.00	2,586,344.00	2,040,938.00
Domestic (Thousand baht)	2,225,667.00	2,586,344.00	2,040,938.00
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	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)

Strategic and business risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations
- Delays in the development of future projects
- Climate change and disasters

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods

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.demco.co.th/storage/cg/20221116-demco-sd-policy-th.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.demco.co.th/storage/downloads/corporate-policies/20230105-demco-safety-environment-policy.pdf>

Company environmental guideline : Electricity 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)	N/A	N/A	531.35
Gasoline (Litre)	N/A	N/A	568.72

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	509,168.00	489,272.00	457,496.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	6,162.00	5,435.00	4,940.00

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.demco.co.th/storage/downloads/corporate-policies/20220819-demco-cg-human-rights-policy-th.pdf>

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)	256	236	237
Number of female employees (persons)	143	143	151
Total (persons)	399	379	388

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	17,753,883.85	17,316,244.00	17,942,883.61

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	36	28	32
Employee development and training expenses (baht)	1,386,117.25	503,338.62	1,075,896.64

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	3	8	0

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	6.77	11.61	12.63

• **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.demco.co.th/storage/cg/20230105-demco-cg-policy-th.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, Director Development, Board Performance Evaluation

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	11	100.00
Number of male directors	10	90.91
Number of female directors	1	9.09
Number of executive directors	2	18.18
Number of non-executive directors	9	81.82
Number of independent directors	6	54.55

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. Mrs. PRAPHEE PUIPUNTHAVONG Gender: Female Age: 82 years old Highest level of education: Bachelor's degree Major: Fine and Applied Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	26 May 2006	Human Resource Management, Risk Management, Data Management

2.	<p>Mr. NARIS SRINUAL</p> <p>Gender: Male</p> <p>Age: 71 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	14 Nov 2014	<p>Law, Marketing, Human Resource Management, Data Management, Engineering, Risk Management</p>
3.	<p>Mr. PHONGSAK SIRICUPTA</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: NIDA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	26 May 2006	<p>Economics, Marketing, Data Analysis, Negotiation, Project Management, Engineering, Change Management, Risk Management, Sustainability, Strategic Management</p>
4.	<p>Mr. PAITON GUMCHAI</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	29 Apr 2013	<p>Accounting, Finance, Human Resource Management, Data Management, Corporate Management, Risk Management, Sustainability, Strategic Management</p>
5.	<p>Mr. SERMSAK CHARUMANUS</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	11 Jul 2013	<p>Accounting, Human Resource Management, Corporate Management, Risk Management, Governance/ Compliance, Sustainability</p>

6.	<p>Mr. SANGUAN TUNGDAJAHIRUN</p> <p>Gender: Male</p> <p>Age: 81 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>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	26 May 2006	<p>Human Resource Management, Project Management, Corporate Management, Engineering, Risk Management</p>
7.	<p>Mr. ORAND PUIPUNTHAVONG</p> <p>Gender: Male</p> <p>Age: 45 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	26 Apr 2017	<p>Economics, Marketing, Accounting, Finance, Human Resource Management, Corporate Management, Strategic Management, Risk Management</p>
8.	<p>Mr. PRIN BHOLNIVAS</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Apr 2018	<p>Accounting, Corporate Management, Risk Management, Human Resource Management, Sustainability</p>
9.	<p>Mr. PUNN KASEMSUP</p> <p>Gender: Male</p> <p>Age: 54 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Apr 2018	<p>Law, Human Resource Management, Corporate Management, Risk Management, Strategic Management</p>

10.	Mr. PRAMOTE INSWARNG Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Jan 2019	Human Resource Management, Corporate Management, Risk Management, Engineering, Sustainability
11.	Mr. CHAIWAT LERTVANARIN Gender: Male Age: 63 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: Original director	12 May 2021	Marketing, Corporate Management, Risk Management, IT Management, Sustainability, Strategic Management

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. Mr. NARIS SRINUAL [1] Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	13 May 2015	Law, Marketing, Human Resource Management, Data Management, Engineering, Risk Management
2. Mr. PRIN BHOLNIVAS [1] Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	27 Apr 2018	Accounting, Corporate Management, Risk Management, Human Resource Management, Sustainability
3. Mr. PUNN KASEMSUP [1] Gender: Male Age: 54 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	27 Apr 2018	Law, Human Resource Management, Corporate Management, Risk Management, Strategic Management

4.	Mr. SERMSAK CHARUMANUS [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	15 May 2019	Accounting, Human Resource Management, Corporate Management, Risk Management, Governance/ Compliance, Sustainability
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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. PHONGSAK SIRICUPTA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: NIDA Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	12 May 2006
2. Mr. PAITON GUMCHAI Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	29 Apr 2013
3. Mr. Raksa Saranakomkul Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 May 2018

4.	<p>Mr. Chatchai Pushpan</p> <p>Gender: Male</p> <p>Age: 58 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>	14 May 2018
5.	<p>Mr. Narin Eaknipitsari</p> <p>Gender: Male</p> <p>Age: 56 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>	14 May 2018
6.	<p>Ms. Ratchaneevipa Puipunthavong</p> <p>Gender: Female</p> <p>Age: 50 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>	23 Jul 2019
7.	<p>Ms. Sawitree Phuengrasamee</p> <p>Gender: Female</p> <p>Age: 47 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>	23 Jul 2020
8.	<p>Mr. Suchart Kokhunakorn</p> <p>Gender: Male</p> <p>Age: 57 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 May 2021

9.	Mr. Manaphat Asakit Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Aug 2022
10.	Mr. Prasitchai Veerayuttwilai Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Ph.D. (Information Technology) Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Aug 2022

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

General information	Position	Tenure	Replacement Director
1. Ms. Sawittree Phuengrasamee Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 23 Jul 2020 Date directorship ended: 28 Aug 2022	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Consideration Committee	Mr. PUNN KASEMSUP Mr. NARIS SRINUAL Mr. SERMSAK CHARUMANUS Mr. PRAMOTE INSWARNG Mr. SANGUAN TUNGDAJAHIRUN Mr. ORAND PUIPUNTHAVONG	Chairman Member Member Member Member Member

Corporate Risk Management Committee	Mr. PRAMOTE INSWARNG	Chairman
	Mr. NARIS SRINUAL	Member
	Mr. SANGUAN TUNGDAJAHIRUN	Member
	Mr. ORAND PUIPUNTHAVONG	Member
	Mr. CHAIWAT LERTVANARIN	Member
	Mr. PHONGSAK SIRICUPTA	Member
	Mr. PAITON GUMCHAI	Member
Corporate Governance and Sustainability Committee	Mr. SERMSAK CHARUMANUS	Chairman
	Mr. PRIN BHOLNIVAS	Member
	Mr. CHAIWAT LERTVANARIN	Member
	Mr. PHONGSAK SIRICUPTA	Member
	Mr. PAITON GUMCHAI	Member
Audit Committee	Mr. NARIS SRINUAL	Chairman
	Mr. PRIN BHOLNIVAS	Member
	Mr. SERMSAK CHARUMANUS	Member
	Mr. PUNN KASEMSUP	Member
Investment Committee	Mr. PRIN BHOLNIVAS	Chairman
	Mr. NARIS SRINUAL	Member
	Mr. PUNN KASEMSUP	Member
	Mr. CHAIWAT LERTVANARIN	Member
	Mr. ORAND PUIPUNTHAVONG	Member
	Mr. PHONGSAK SIRICUPTA	Member
	Mr. PAITON GUMCHAI	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Consideration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Consideration Committee
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. PHONGSAK SIRICUPTA Gender: Male Age: 64 years old Highest level of education: Master's degree Major: NIDA	CHIEF EXECUTIVE OFFICER	11 Apr 2011	Economics, Marketing, Data Analysis, Negotiation, Project Management, Engineering, Change Management, Risk Management, Sustainability, Strategic Management
2. Mr. PAITON GUMCHAI Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Finance	MANAGING DIRECTOR	1 Jul 2020	Accounting, Finance, Human Resource Management, Data Management, Corporate Management, Risk Management, Sustainability, Strategic Management
3. Mr. Raksa Saranakomkul Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering	Deputy Managing Director (Engineering 1 Division Group)	14 May 2018	Engineering
4. Mr. Chatchai Pushpan Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering	Deputy Managing Director (Business Support)	14 May 2018	Design, Engineering
5. Mr. Narin Eaknipitsari Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Deputy Managing Director (Engineering 2 Division Group)	11 May 2018	Engineering

6.	Ms. Ratchaneevipa Puipunthavong Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director (Business Development)	23 Jul 2019	Strategic Management, Risk Management
7.	Ms. WONRUEDEE SUVAPAN Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director (Audit Office)	1 Jul 2020	Audit, Internal Control, Governance/ Compliance

[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)	25,378,000.00	28,136,952.42	28,649,503.67

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 237

Number of female employees (persons) : 151

Total (persons) : 388

Employee Remuneration

Total employee remuneration : 17,942,883.61

Provident fund

Total number of employees (persons) : 388

Number of employees contributing to the PVD (persons) : 240

Percentage of employees who are members (%) : 61.86

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. Inchanan bunkong	Inchanan_bun@demco.co.th	063-525-7314

- Company secretary

General information	Email	Telephone
1. Ms. ORAWAN SIRIWONG	Orawan@demco.co.th	0617199898

- Head of internal audit

General information	Email	Telephone
1. Ms. WONRUEDEE SUVAPAN	wonruedee@demco.co.th	0819338342

- Head of compliance unit

General information	Email	Telephone
1. Ms. WONRUEDEE SUVAPAN	wonruedee@demco.co.th	0819338342

• Head of investor relations

General information	Email	Telephone
1. Ms. RATCHANEEVIPA PUIPUNTHAVONG	ratchaneevipa@demco.co.th	+66 (0)-2 9595811-5 ต่อ 2701

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. Suwat Maneekanoksakul Email: suwat.m@daa.co.th Telephone: 02-5550658 ext: 820</p> <p>2. Ms. Arisa Chomwisoot Email: arisa.c@daa.co.th Telephone: -</p> <p>3. Mr. Peradate.p@daa.co.th Phongsathiensak Email: Peradate.p@daa.co.th Telephone: 02-5550621 ext: 621</p>	1,415,000.00	<p>Details: Auditor's allowance and vehicle allowance</p> <p>Total service fee (baht): 167,263.00</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. NARIS SRINUAL Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 14 Nov 2014	Law, Marketing, Human Resource Management, Data Management, Engineering, Risk Management
2. Mr. PAITON GUMCHAI Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Apr 2013	Accounting, Finance, Human Resource Management, Data Management, Corporate Management, Risk Management, Sustainability, Strategic Management
3. Mr. SERMSAK CHARUMANUS Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 11 Jul 2013	Accounting, Human Resource Management, Corporate Management, Risk Management, Governance/ Compliance, Sustainability

4.	Mr. SANGUAN TUNGDAJAHIRUN	Director (Non-executive)	Date position was assumed: 26 May 2006	Human Resource Management, Project Management, Corporate Management, Engineering, Risk Management
	Gender: Male			
	Age: 81 years old			
	Highest level of education:	Director type: Re-elected as director		
	Bachelor's degree			
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PRAPHEE PUIPUNTHAVONG	Chairman of the board	Non-participating
Mr. NARIS SRINUAL	Director	Participating
Mr. PHONGSAK SIRICUPTA	Director	Participating
Mr. PAITON GUMCHAI	Director	Participating
Mr. SERMSAK CHARUMANUS	Director	Participating
Mr. SANGUAN TUNGDAJAHIRUN	Director	Participating
Mr. ORAND PUIPUNTHAVONG	Director	Participating
Mr. PRIN BHOLNIVAS	Director	Participating
Mr. PUNN KASEMSUP	Director	Participating
Mr. PRAMOTE INSWARNG	Director	Participating
Mr. CHAIWAT LERTVANARIN	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) : 7

Date of AGM meeting : 27 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. PRAPHEE PUIPUNTHAVONG (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. NARIS SRINUAL (Director)	-	7/7	Participating	Did not hold the meeting
3.	Mr. PHONGSAK SIRICUPTA (Director)	-	7/7	Participating	Did not hold the meeting
4.	Mr. PAITON GUMCHAI (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. SERMSAK CHARUMANUS (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. SANGUAN TUNGDAJAHIRUN (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. ORAND PUIPUNTHAVONG (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. PRIN BHOLNIVAS (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. PUNN KASEMSUP (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. PRAMOTE INSWARNG (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. CHAIWAT LERTVANARIN (Director)	-	7/7	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.	Mrs. PRAPHEE PUIPUNTHAVONG (Chairman of the board)	-	31,000.00	960,000.00	Yes
2.	Mr. NARIS SRINUAL (Director)	-	87,000.00	696,000.00	Yes
3.	Mr. PHONGSAK SIRICUPTA (Director)	-	31,000.00	360,000.00	Yes
4.	Mr. PAITON GUMCHAI (Director)	-	31,000.00	360,000.00	Yes
5.	Mr. SERMSAK CHARUMANUS (Director)	-	93,000.00	660,000.00	Yes
6.	Mr. SANGUAN TUNGDAJAHIRUN (Director)	-	63,000.00	600,000.00	Yes
7.	Mr. ORAND PUIPUNTHAVONG (Director)	-	69,000.00	600,000.00	Yes
8.	Mr. PRIN BHOLNIVAS (Director)	-	99,000.00	660,000.00	Yes
9.	Mr. PUNN KASEMSUP (Director)	-	87,000.00	660,000.00	Yes
10.	Mr. PRAMOTE INSWARNG (Director)	-	63,000.00	660,000.00	Yes
11.	Mr. CHAIWAT LERTVANARIN (Director)	-	84,000.00	600,000.00	Yes

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) : 7

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. NARIS SRINUAL (Chairman of the audit committee)	-	7/7
2.	Mr. PRIN BHOLNIVAS (Audit committee)	-	7/7
3.	Mr. PUNN KASEMSUP (Audit committee)	-	7/7
4.	Mr. SERMSAK CHARUMANUS (Audit committee)	-	7/7