



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TTW 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 : TTW PUBLIC COMPANY LIMITED

Symbol : TTW

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

Province : Nakorn Phathom

Postcode : 73210

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

Registration Number : 0107549000114

Telephone : 020199490

Fax (if applicable) : 024206064

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

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

Total Shares Sold (shares)

Common Stock : 3,990,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	6,192,946.00	5,817,754.00	5,701,204.00
Sale of treated water (Thousand baht)	6,059,417.00	5,682,400.00	5,574,937.00
Service income (Thousand baht)	120,237.00	123,673.00	116,561.00
Other income (Thousand baht)	13,292.00	11,681.00	9,706.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Sale of treated water (%)	97.84	97.67	97.79
Service income (%)	1.94	2.13	2.04
Other income (%)	0.21	0.20	0.17

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	6,192,946.00	5,817,754.00	5,701,204.00
Domestic (Thousand baht)	6,192,946.00	5,817,754.00	5,701,204.00
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)

Business Operations Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Reliance on large customers or few customers

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Climate change and disasters

Compliance Risk

- Change in laws and regulations

Financial Risk

- Other

Systematic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

New Potential Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Risk to Securities Holder (2.2.2)

Investment Risks of Securities Holders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.ttwplc.com/storage/about/policy/sustainable-development-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.ttwplc.com/storage/about/policy/sustainable-development-policy-th.pdf>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	N/A	N/A	0.00
Diesel (Litre)	N/A	N/A	72,694.14
Gasoline (Litre)	N/A	N/A	59,596.10
Fuel oil (liters)	N/A	N/A	0.00
Crude oil (barrels)	N/A	N/A	0.00

Natural gas (Standard cubic feet)	N/A	N/A	0.00
LPG (Kilogram)	N/A	N/A	0.00
Steam (tonnes)	N/A	N/A	0.00
Coal (tonnes)	N/A	N/A	0.00

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	182,900,000.00	163,660,000.00	140,020,000.00

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	28,586.00	39,395.00	52,491.00
Hazardous waste (kg)	N/A	1,580.00	4,583.00
Total (kg)	28,586.00	40,975.00	57,074.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	86,274.84	91,385.28	81,788.46
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	419.00
Scope 2 (Tons of carbon dioxide equivalents)	91,431.00	81,813.00	69,019.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	13,626.00
Total (Tons of carbon dioxide equivalents)	91,431.00	81,813.00	83,064.00

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

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

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.ttwplc.com/storage/about/policy/policy-human.pdf>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	270	270	265
Number of female employees (persons)	58	58	58
Total (persons)	328	328	323

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	149,940,000.00	151,960,000.00	165,530,000.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	10	10	19
Employee development and training expenses (baht)	194,956.00	281,000.00	931,014.00

• 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 (%)	2.13	0.91	5.26

• **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.ttwplc.com/th/cg/downloads>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	4	33.33

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THANONG BIDAYA Gender: Male Age: 75 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	17 Dec 2008	Economics, Banking, Energy & Utilities, Strategic Management, Leadership, Change Management, Corporate Management

2.	Mr. PLEW TRIVISVAVET Gender: Male Age: 77 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Original director	22 May 2008	Construction Materials, Construction Services, Property Development, Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management, Governance/ Compliance
3.	Mr. SOMBAT KITJALAKSANA Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	22 May 2008	Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Project Management, Corporate Management, Change Management, Leadership, Governance/ Compliance
4.	Mr. SOMNUK CHAIDEJSURIYA 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: Original director	22 May 2008	Finance & Securities, Energy & Utilities, Transportation & Logistics, Law, Accounting, Corporate Social Responsibility, Sustainability, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
5.	Mr. PHAIRUCH MEKARPORN Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 May 2008	Industrial Materials & Machinery, Energy & Utilities, Sustainability, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

6.	Mr. SUVICH PUNGCHAREON Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	22 May 2008	Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Engineering, Corporate Management, Leadership, Strategic Management, Governance/ Compliance
7.	Mrs. PAYAO MARITTANAPORN Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	17 Feb 2015	Economics, Energy & Utilities, Transportation & Logistics, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
8.	Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	25 Feb 2016	Construction Materials, Construction Services, Property Development, Energy & Utilities, Transportation & Logistics, Negotiation, Project Management, Corporate Management, Engineering, Leadership, Strategic Management, Risk Management
9.	Mr. HIDEO MATSUMOTO Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	21 Dec 2017	Energy & Utilities, Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance

10.	Ms. WALAINUT TRIVISVAVET Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	1 Mar 2018	Economics, Energy & Utilities, Construction Services, Transportation & Logistics, Finance, Marketing, Law, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance
11.	Mr. KAORU UMEHARA Gender: Male Age: 55 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	20 Aug 2020	Economics, Energy & Utilities, Law, Sustainability, Project Management, Leadership, Change Management, Strategic Management, Risk Management, Governance/ Compliance
12.	Mr. YUTTANA YIMGARUND Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	7 Dec 2021	Economics, Energy & Utilities, Law, Accounting, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Finance

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	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PHAIRUCH MEKARPORN [1] Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	12 Dec 2018	Industrial Materials & Machinery, Energy & Utilities, Sustainability, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
2. Mr. SOMNUK CHAIDEJSURIYA [1] Gender: Male Age: 71 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	23 Jun 2006	Finance & Securities, Energy & Utilities, Transportation & Logistics, Law, Accounting, Corporate Social Responsibility, Sustainability, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
3. Mr. YUTTANA YIMGARUND [1] Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	7 Dec 2021	Economics, Energy & Utilities, Law, Accounting, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Finance

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	25 Feb 2016
2. Mr. SOMBAT KITJALAKSANA Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 May 2008
3. Mr. SUVICH PUNGCHAREON Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	22 May 2008
4. Mr. HIDEO MATSUMOTO Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	22 Dec 2017

5.	Ms. WALAINUT TRIVISVAVET	Member of the executive committee	1 Mar 2018
	Gender: Female		
	Age: 52 years old		
	Highest level of education: Master's degree		
	Major: Management		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. YUTTANA YIMGARUND	Chairman
	Mr. SOMNUK CHAIDEJSURIYA	Member
	Mr. PHONGSARIT TANTISUVANITCHKUL	Member
	Mr. KAORU UMEHARA	Member
Risk Management and Corporate Governance Committee	Mr. SOMNUK CHAIDEJSURIYA	Chairman
	Mrs. PAYAO MARITTANAPORN	Member
	Mr. PHAIRUCH MEKARPORN	Member
	Mr. HIDEO MATSUMOTO	Member
	Ms. WALAINUT TRIVISVAVET	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Corporate Governance Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Risk Management and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Risk Management and Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Ms. WALAINUT TRIVISVAVET Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management	MANAGING DIRECTOR	1 Mar 2018	Economics, Energy & Utilities, Construction Services, Transportation & Logistics, Finance, Marketing, Law, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance
2. Mr. Phakpoom Thaweewittayarut Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director, Administration group	1 Nov 2021	Economics, Energy & Utilities, Transportation & Logistics, Law, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Leadership, Governance/ Compliance
3. Mr. Somkiat Pattamamongkolchai [1] Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Accounting	Deputy Managing Director, Finance group	8 Aug 2005	Economics, Energy & Utilities, Accounting, Finance, Fund Management, Statistics, Budgeting, Internal Control, Audit

4.	Ms. Sudarat Chiamchan Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Management	Assistant Managing Director, and Company Secretary	1 Aug 2011	Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance
5.	Mr. Pipat Katikul Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Acting Deputy Managing Director, Operations group/Operations Director	2 Jan 2017	Energy & Utilities, Industrial Materials & Machinery, Information & Communication Technology, Project Management, Engineering, Leadership

[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)	25,499,030.00	29,527,514.00	32,208,260.00

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) : 265

Number of female employees (persons) : 58

Total (persons) : 323

Employee Remuneration

Total employee remuneration : 165,530,000.00

Provident fund

Total number of employees (persons) : 323

Number of employees contributing to the PVD (persons) : 307

Percentage of employees who are members (%) : 96.54

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Prem Liemsakul	prem@ttwplc.com	020199490 Ext.1702

- Company secretary

General information	Email	Telephone
1. Ms. Sudarat Chiamchan	sudarat@ttwplc.com	020199490 Ext.1103

- Head of internal audit

General information	Email	Telephone
1. Mrs. Naruemon Udomkiat	naruemon@ttwplc.com	020199490 Ext.1707

- Head of compliance unit

General information	Email	Telephone
1. Mr. Natarat Intharat	natarat@ttwplc.com	020199490 Ext.1109

• Head of investor relations

General information	Email	Telephone
1. Mr. Chanon Inpithuk	chanon@ttwplc.com	020199490 Ext.1110

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Manee Rattanabunnakit Email: Manee. Rattanabunnakit@th.ey.com Telephone: 022640777 ext. 77045 2. Mrs. Ponnard Paocharoen Email: Ponnard. Wattanawong@th.ey.com Telephone: 022640777 Ext.77044 3. Mrs. Kunlapee Piyawannasuth Email: Kunlapee. piyawannasuth@th.ey.com Telephone: 022640777 Ext.77072	1,420,000.00	-

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. SOMBAT KITJALAKSANA Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 22 May 2008	Energy & Utilities, Transportation & Logistics, Corporate Social Responsibility, Project Management, Corporate Management, Change Management, Leadership, Governance/ Compliance
2. Mrs. PAYAO MARITTANAPORN Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 17 Feb 2015	Economics, Energy & Utilities, Transportation & Logistics, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

3.	Ms. WALAINUT TRIVISVAVET Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 1 Mar 2018	Economics, Energy & Utilities, Construction Services, Transportation & Logistics, Finance, Marketing, Law, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance
4.	Mr. YUTTANA YIMGARUND Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 7 Dec 2021	Economics, Energy & Utilities, Law, Accounting, Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Strategic Management, Audit, Internal Control, Budgeting, Governance/ Compliance, Finance

Development of directors over the past year

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

Mr. HIDEO MATSUMOTO	Director	Non-participating
Ms. WALAINUT TRIVISVAVET	Director	Participating
Mr. KAORU UMEHARA	Director	Non-participating
Mr. YUTTANA YIMGARUND	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) : 6

Date of AGM meeting : 11 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. THANONG BIDAYA (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mr. PLEW TRIVISVAVET (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
3. Mr. SOMBAT KITJALAKSANA (Director)	-	5/6	Participating	Did not hold the meeting
4. Mr. SOMNUK CHAIDEJSURIYA (Director)	-	6/6	Participating	Did not hold the meeting
5. Mr. PHAIRUCH MEKARPORN (Director)	-	6/6	Participating	Did not hold the meeting
6. Mr. SUVICH PUNGCHAREON (Director)	-	6/6	Participating	Did not hold the meeting

7.	Mrs. PAYAO MARITTANAPORN (Director)	-	6/6	Participating	Did not hold the meeting
8.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. HIDEO MATSUMOTO (Director)	-	6/6	Participating	Did not hold the meeting
10.	Ms. WALAINUT TRIVISVAVET (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. KAORU UMEHARA (Director)	-	5/6	Participating	Did not hold the meeting
12.	Mr. YUTTANA YIMGARUND (Director)	-	6/6	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. THANONG BIDAYA (Chairman of the board)	-	970,000.00	1,600,000.00	No
2.	Mr. PLEW TRIVISVAVET (Vice Chairman)	-	785,000.00	1,400,000.00	No
3.	Mr. SOMBAT KITJALAKSANA (Director)	-	450,000.00	900,000.00	No
4.	Mr. SOMNUK CHAIDEJSURIYA (Director)	-	655,000.00	1,175,000.00	No
5.	Mr. PHAIRUCH MEKARPORN (Director)	-	645,000.00	1,050,000.00	No
6.	Mr. SUVICH PUNGCHAREON (Director)	-	467,000.00	900,000.00	No
7.	Mrs. PAYAO MARITTANAPORN (Director)	-	405,000.00	750,000.00	No
8.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	759,000.00	1,350,000.00	No
9.	Mr. HIDEO MATSUMOTO (Director)	-	537,000.00	1,050,000.00	No
10.	Ms. WALAINUT TRIVISVAVET (Director)	-	537,000.00	1,050,000.00	No
11.	Mr. KAORU UMEHARA (Director)	-	373,000.00	750,000.00	No
12.	Mr. YUTTANA YIMGARUND (Director)	-	575,000.00	70,205.00	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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PHAIRUCH MEKARPORN (Chairman of the audit committee)	-	4/4
2.	Mr. SOMNUK CHAIDEJSURIYA (Audit committee)	-	4/4
3.	Mr. YUTTANA YIMGARUND (Audit committee)	-	4/4