



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**INDEX INTERNATIONAL GROUP 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 : INDEX INTERNATIONAL GROUP PUBLIC COMPANY LIMITED

Symbol : IND

Address : 1/814 Moo 17, Soi Amphon, Phaholyothin Rd., Khukot, Lamlukka

Province : Pathum Thani

Postcode : 12130

Business : The Company provides total engineering service solutions, including specialized consultation, feasibility & master plan studies, conceptual & detailed design, construction supervision & project management and design-build.

Registration Number : 0107563000096

Telephone : 0-2532-3623

Fax (if applicable) : 0-2532-3566

Website : [www.index.co.th](http://www.index.co.th)

Email : [admin@index.co.th](mailto:admin@index.co.th)

#### Total Shares Sold (shares)

Common Stock : 350,000,000

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2020	2021	2022
Total (Thousand baht)	576,809.28	473,736.51	611,370.89
Engineering Consultation Services (Thousand baht)	573,352.79	468,191.92	608,137.94
Other income (Thousand baht)	3,456.49	5,544.59	3,232.95

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Engineering Consultation Services (%)	99.40	98.83	99.47
Other income (%)	0.60	1.17	0.53

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	576,809.28	473,736.51	611,370.89
Domestic (Thousand baht)	576,809.28	473,736.51	611,370.89
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 Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

### Risk to Securities Holder (2.2.2)

#### Investment of Securities Holders

**Risk Management Measures:** No

#### 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)**



## **Investment in securities of foreign companies**

**Risk Management Measures:** No

### **Related Risk Topics**

- Investment risk

# 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 : <http://192.168.1.9/investor/disk/a2f46dafdd732ef397d72984b43c0e16.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 : <http://192.168.1.9/investor/disk/58590ae08abdaf8675410d15c23f9917.pdf>

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

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2020	2021	2022
Diesel (Litre)	19,676.00	15,836.00	23,645.25

###### • Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	164,333.00	159,196.71	226,498.00

## Water management

### • Water consumption

	2020	2021	2022
Water consumption (cubic meters)	1,316.00	1,225.00	1,213.00

## Waste management

### • Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	28,750.00	28,875.00	24,400.00
Hazardous waste (kg)	N/A	N/A	0.00
<b>Total (kg)</b>	<b>28,750.00</b>	<b>28,875.00</b>	<b>24,400.00</b>

## 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
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

### • 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://investor.index.co.th/disk/744bcb527ec6762f41095562c33c105d.pdf>

Company human right guideline : Employee Rights, Child Labor, 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	75	78
Number of female employees (persons)	69	64	64
<b>Total (persons)</b>	<b>144</b>	<b>139</b>	<b>142</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	N/A	N/A	54,684,626.00

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	7	6	6
Employee development and training expenses (baht)	472,469.00	50,862.50	997,386.03

##### • Health, safety and work environment

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

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	N/A	28.17

• **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://investor.index.co.th/th/corp\\_gvn/policy](https://investor.index.co.th/th/corp_gvn/policy)

#### 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	6	66.67
Number of female directors	3	33.33
Number of executive directors	5	55.56
Number of non-executive directors	4	44.44
Number of independent directors	4	44.44

#### 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. WUTTINUN LEELAYUDTH Gender: Male Age: 68 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: Re-elected as director	12 Sep 2017	Strategic Management, Corporate Management, Audit, Change Management, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Leadership, Economics, Risk Management, Data Analysis

2.	Mr. CHAINARONG NA LAMPHUN Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	6 Oct 1983	Strategic Management, Risk Management, Project Management, Engineering, Budgeting, Audit, Design, Data Analysis, Negotiation, Finance, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Corporate Management, Statistics, Procurement, Marketing, Change Management, Human Resource Management, IT Management
3.	Ms. NANNAPAT KONGROD Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Liberal Arts in General Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	2 Dec 2010	Corporate Management, Finance, Budgeting, Accounting, Audit, Data Management, Data Analysis, Negotiation, Banking
4.	Mrs. PORN LAPAS NA LAMPHUN Gender: Female Age: 40 years old Highest level of education: Doctoral degree Major: International Business Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	24 Feb 2015	Corporate Management, Human Resource Management, IT Management, Finance, Fund Management, Property Development, Property Fund & REITs, Data Management, Change Management, Audit, Data Analysis, Economics, Statistics
5.	Mr. VUTHICHA PHANCHET Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	24 Feb 2015	Engineering, Corporate Management, Risk Management, Strategic Management, IT Management, Project Management, Audit, Data Analysis, Transportation & Logistics, Governance/ Compliance, Information & Communication Technology

6.	<p>Mr. CHOTCHAI CHAROENNGAM</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	12 Sep 2017	<p>Engineering, Information &amp; Communication Technology, Risk Management, Data Management, Change Management, Audit, Transportation &amp; Logistics, Internal Control, Sustainability, Data Analysis, Statistics, Energy &amp; Utilities</p>
7.	<p>Mr. PRASERT TAPANEYANGKUL</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	12 Sep 2017	<p>Engineering, Audit, Law, Strategic Management, Change Management, Risk Management, Internal Control, Governance/ Compliance, Energy &amp; Utilities, Data Analysis, Negotiation, Sustainability</p>
8.	<p>Mrs. NIPA MARKPRADIT</p> <p>Gender: Female</p> <p>Age: 58 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	12 Sep 2017	<p>Law, Accounting, Corporate Management, Audit, Internal Control, Finance, Data Management, Data Analysis, Corporate Social Responsibility, Economics</p>
9.	<p>Mr. RATHAWIT NA LAMPUN</p> <p>Gender: Male</p> <p>Age: 35 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</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	13 May 2022	<p>Marketing, Corporate Social Responsibility, IT Management, Leadership, Governance/ Compliance, Corporate Management, Data Analysis</p>

#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. SUCHART KADJINAKUL	Director	Date position was	Mr. RATHAWIT NA LAMPHUN
	Gender: Male	(Executive)	assumed:	Date position was assumed:
	Age: 72 years old		15 Mar 2007	13 May 2022
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Engineering		2 May 2022	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

#### 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. PRASERT TAPANEYANGKUL [1] Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	12 Sep 2017	Engineering, Audit, Law, Strategic Management, Change Management, Risk Management, Internal Control, Governance/ Compliance, Energy & Utilities, Data Analysis, Negotiation, Sustainability
2. Mr. CHOTCHAI CHAROENNGAM Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	12 Sep 2017	Engineering, Information & Communication Technology, Risk Management, Data Management, Change Management, Audit, Transportation & Logistics, Internal Control, Sustainability, Data Analysis, Statistics, Energy & Utilities
3. Mrs. NIPA MARKPRADIT [1] Gender: Female Age: 58 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: Re-elected as director	12 Sep 2017	Law, Accounting, Corporate Management, Audit, Internal Control, Finance, Data Management, Data Analysis, Corporate Social Responsibility, Economics

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

## Executive Committee

### List of executive committee members

General information	Position	Date position was assumed
1. Mr. CHAINARONG NA LAMPHUN Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	6 Oct 1983
2. Mrs. PORNLAPAS NA LAMPHUN Gender: Female Age: 40 years old Highest level of education: Doctoral degree Major: International Business Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Feb 2015
3. Mr. VUTHICHA PHANCHET 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	24 Feb 2015
4. Ms. NANNAPAT KONGROD Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Liberal Arts in General Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 Dec 2010

5.	Mr. RATHAWIT NA LAMPHUN Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2012
6.	Mr. Surin Sony Gender: Male Age: 41 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Feb 2022
7.	Mrs. Warangkana Na Lamphun Gender: Female Age: 36 years old Highest level of education: Bachelor's degree Major: Faculty of Commerce and Accountancy Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Feb 2022
8.	Mr. Sathaporn Naphapayarksiri Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Jul 2022

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

General information	Position	Tenure	Replacement Director
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1.	Mr. SUCHART KADJINAKUL	Member of the executive committee	Date position was assumed:	No replacement director
	Gender: Male		15 Jul 2016	
	Age: 72 years old		Date directorship ended:	
	Highest level of education:		2 May 2022	
	Master's degree			
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Audit Committee	Mr. PRASERT TAPANEYANGKUL	Chairman
	Mr. CHOTCHAI CHAROENNGAM	Member
	Mrs. NIPA MARKPRADIT	Member
Risk Management Committee	Mr. CHOTCHAI CHAROENNGAM	Chairman
	Mr. CHAINARONG NA LAMPHUN	Member
	Mr. SUCHART KADJINAKUL	Member
	Mr. VUTHICHA PHANCHET	Member
	Mr. Rapeepat Palawongse	Member
Nomination and Remuneration Committee	Mrs. NIPA MARKPRADIT	Chairman
	Mr. PRASERT TAPANEYANGKUL	Member
	Mr. CHAINARONG NA LAMPHUN	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management 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 : None

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. CHAINARONG NA LAMPHUN Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering	CHAIRMAN OF THE EXECUTIVE COMMITTEE	1 Aug 1983	Strategic Management, Risk Management, Project Management, Engineering, Budgeting, Audit, Design, Data Analysis, Negotiation, Finance, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Leadership, Construction Materials, Corporate Management, Statistics, Procurement, Marketing, Change Management, Human Resource Management, IT Management
2. Mrs. PORNLAPAS NA LAMPHUN Gender: Female Age: 40 years old Highest level of education: Doctoral degree Major: International Business	Deputy Chief Executive Officer : Management	15 Jun 2007	Corporate Management, Human Resource Management, IT Management, Finance, Fund Management, Property Development, Property Fund & REITs, Data Management, Change Management, Audit, Data Analysis, Economics, Statistics
3. Mr. VUTHICHA PHANCHET Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering	Deputy Chief Executive Officer : Operation	1 Jun 2022	Engineering, Corporate Management, Risk Management, Strategic Management, IT Management, Project Management, Audit, Data Analysis, Transportation & Logistics, Governance/ Compliance, Information & Communication Technology

4.	Ms. NANNAPAT KONGROD [1] Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Liberal Arts in General Management	Assistant Chief Executive Officer : Accounting & Financial	15 Oct 1997	Corporate Management, Finance, Budgeting, Accounting, Audit, Data Management, Data Analysis, Negotiation, Banking
5.	Mr. RATHAWIT NA LAMPHUN Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Business Administration	Assistant Chief Executive Officer Administrative	25 Feb 2022	Marketing, Corporate Social Responsibility, IT Management, Leadership, Governance/ Compliance, Corporate Management, Data Analysis
6.	Mr. Sathaporn Naphapayarksiri Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Engineering	Assistant Chief Executive Officer : Engineering	1 Jun 2022	Construction Services, Construction Materials, Project Management, Engineering, Leadership
7.	Mr. Surin Sony Gender: Male Age: 41 years old Highest level of education: Doctoral degree Major: Management	Assistant Chief Executive Officer : Business Development	25 Feb 2022	Economics, Banking, Finance & Securities, Property Fund & REITs, Property Development, Marketing, Finance, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Corporate Management, Leadership, Strategic Management
8.	Mrs. Warangkana Na Lamphun Gender: Female Age: 36 years old Highest level of education: Bachelor's degree Major: Faculty of Commerce and Accountancy	Assistant Chief Executive Officer : Office of Chief Executive Officer	25 Feb 2022	Economics, Commerce, Media & Publishing, Accounting, Finance, Data Management, Data Analysis, Brand Management, 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)	15,757,351.20	26,138,257.00	36,453,624.00

## 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) : 78

Number of female employees (persons) : 64

Total (persons) : 142

#### Employee Remuneration

Total employee remuneration : 54,684,626.00

#### Provident fund

Total number of employees (persons) : 142

Number of employees contributing to the PVD (persons) : 77

Percentage of employees who are members (%) : 54.23

## 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. Wiyada Ngamsom	wiyada@index.co.th	025323623 ต่อ 511

- Company secretary

General information	Email	Telephone
1. Mr. Rathawit Na Lamphun	rathawit@index.co.th	025323623 ต่อ 401

- Head of internal audit

General information	Email	Telephone
1. Ms. Piyamas Ruengsangrob	piyamas@honoraudit.com	026520898

- Head of investor relations

General information	Email	Telephone
1. Mr. Surin Sony	ir@index.co.th	025323623 ต่อ 404

**Company's auditor**

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mr. Supachai Phanyawattano Email: Supachai. Phanyawattano@th.ey.com Telephone: 022649090</p> <p>2. Mr. Nattawut Santipet Email: Natthawut.Santipet@th. ey.com Telephone: 022649090</p> <p>3. Ms. Krongkaew Limkittikul Email: Krongkaew. Limkittikul@th.ey.com Telephone: 022649090</p>	1,900,000.00	-

# 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. WUTTINUN LEELAYUDTH Gender: Male Age: 68 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: Re-elected as director	Date position was assumed: 12 Sep 2017	Strategic Management, Corporate Management, Audit, Change Management, Negotiation, Sustainability, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Leadership, Economics, Risk Management, Data Analysis
2. Mr. CHOTCHAI CHAROENNGAM Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 12 Sep 2017	Engineering, Information & Communication Technology, Risk Management, Data Management, Change Management, Audit, Transportation & Logistics, Internal Control, Sustainability, Data Analysis, Statistics, Energy & Utilities
3. Mrs. NIPA MARKPRADIT Gender: Female Age: 58 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: 12 Sep 2017	Law, Accounting, Corporate Management, Audit, Internal Control, Finance, Data Management, Data Analysis, Corporate Social Responsibility, Economics



• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. RATHAWIT NA LAMPHUN Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 May 2022	Marketing, Corporate Social Responsibility, IT Management, Leadership, Governance/ Compliance, Corporate Management, Data Analysis

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. WUTTINUN LEELAYUDTH	Chairman of the board	Participating
Mr. CHAINARONG NA LAMPHUN	Director	Participating
Ms. NANNAPAT KONGROD	Director	Participating
Mrs. PORNLAPAS NA LAMPHUN	Director	Participating
Mr. VUTHICHA PHANCHET	Director	Participating
Mr. CHOTCHAI CHAROENNGAM	Director	Participating
Mr. PRASERT TAPANEYANGKUL	Director	Participating
Mrs. NIPA MARKPRADIT	Director	Participating
Mr. RATHAWIT NA LAMPHUN	Director	Participating
Mr. SUCHART KADJINAKUL	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) : 8

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. WUTTINUN LEELAYUDTH (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. CHAINARONG NA LAMPHUN (Director)	-	8/8	Participating	Did not hold the meeting
3.	Ms. NANNAPAT KONGROD (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mrs. PORN LAPAS NA LAMPHUN (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. VUTHICHA PHANCHET (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. CHOTCHAI CHAROENNGAM (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. PRASERT TAPANEEYANGKUL (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mrs. NIPA MARKPRADIT (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mr. RATHAWIT NA LAMPHUN (Director)	-	8/8	Participating	Did not hold the meeting
10.	Mr. SUCHART KADJINAKUL (Director)	2 May 2022	3/3	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. WUTTINUN LEELAYUDTH (Chairman of the board)	-	176,000.00	924,000.00	No
2.	Mr. CHAINARONG NA LAMPHUN (Director)	-	240,000.00	577,500.00	No
3.	Ms. NANNAPAT KONGROD (Director)	-	128,000.00	577,500.00	No
4.	Mrs. PORN LAPAS NA LAMPHUN (Director)	-	128,000.00	577,500.00	No
5.	Mr. VUTHICHA PHANCHET (Director)	-	192,000.00	577,500.00	No
6.	Mr. CHOTCHAI CHAROENNGAM (Director)	-	268,000.00	577,500.00	No
7.	Mr. PRASERT TAPANEYANGKUL (Director)	-	252,000.00	577,500.00	No
8.	Mrs. NIPA MARKPRADIT (Director)	-	249,000.00	577,500.00	No
9.	Mr. RATHAWIT NA LAMPHUN (Director)	-	80,000.00	302,500.00	No
10.	Mr. SUCHART KADJINAKUL (Director)	2 May 2022	112,000.00	275,000.00	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. PRASERT TAPANEYANGKUL (Chairman of the audit committee)	-	4/4
2.	Mr. CHOTCHAI CHAROENNGAM (Audit committee)	-	4/4
3.	Mrs. NIPA MARKPRADIT (Audit committee)	-	4/4