



Annual Registration Statement / Annual Report
Form 56-1 One Report
(Structured Data Report)

SAMART CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023

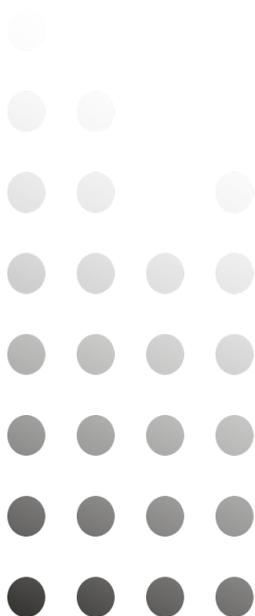


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SMART CORPORATION PUBLIC COMPANY LIMITED

Symbol : SMART

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

Province : Nonthaburi

Postcode : 11120

Business : The business of Samart's Group is divided into 3 groups which are
Digital ICT Solution, Digital Communications and Utilities
and Transportations.

Registration Number : 0107536000188

Telephone : 0-2502-6000

Website : www.samartcorp.com

Email : companysecretary@samartcorp.com

Total Shares Sold (shares)

Common Stock : 1,006,504,143

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	6,954,545.75	9,020,497.00	10,139,372.03
Digital ICT Solution (Thousand baht)	4,366,191.54	4,484,990.76	3,916,885.40
Digital Communications (Thousand baht)	371,286.73	605,905.25	1,854,979.75
Utilities and Transportations (Thousand baht)	2,217,067.48	3,929,600.99	4,367,506.88

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Digital ICT Solution (%)	62.78	49.72	38.63
Digital Communications (%)	5.34	6.72	18.30
Utilities and Transportations (%)	31.88	43.56	43.07

Remark : The Company has changed its business structure which combined the Technology Related Services line of business to be under the Utilities and Transportation line of business. The effective date is February 24, 2023 onwards.

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	6,954,545.75	9,020,497.00	10,139,372.03
Domestic (Thousand baht)	6,414,058.30	7,703,885.46	8,417,050.48
International (Thousand baht)	540,487.45	1,316,611.54	1,722,321.55
Cambodia (Thousand baht)	467,089.49	1,232,703.10	1,669,380.27
Myanmar (Thousand baht)	73,397.96	83,908.44	52,941.28

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	92.23	85.40	83.01
International (%)	7.77	14.60	16.99
Cambodia (%)	6.72	13.67	16.47
Myanmar (%)	1.05	0.93	0.52

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	174,901.45	397,551.72	157,690.38
Other income from operations (Thousand baht)	102,933.57	105,747.75	91,241.08
Other income not from operations (Thousand baht)	71,967.88	291,803.97	66,449.30

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)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Operational Risks in Digital ICT Solution

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risks in Digital Communications Business – Digital Trunked Radio System

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Delays in the development of future projects

Operational Risks in Digital Communications Business – Content Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies

Operational Risks in Utilities and Transportation Business – Air Traffic Business

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- System disruption risk

Operational Risks in Utilities and Transportation Business – Power Station and Transmission Line Construction Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Delays in the development of future projects

Compliance Risks

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

- Corporate Governance

Risks from Cyber Security Threats

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Foreign Exchange Rate Risks

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Interest Rates Risks

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risks from Expected credit losses

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Risks of human rights violation and unfair labor practices in supply chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

- Impact on human rights

Risks from impact of climate change

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Impact on the environment

Risk to Securities Holder (2.2.2)

Investment Risk of Securities Holder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : https://www.samartcorp.com/upload_files/CG/SD%20Policy_T_06-02-2567.pdf

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : https://www.samartcorp.com/upload_files/CG/society%20Policy_T.pdf

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Gasoline (Litres)	39,238.80	36,343.44	50,331.46

Remark : Within the year 2027, there was a 5% decrease from the year 2019 in the consumption in units per person of fuel within the organization.

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	129.08	138.96	183.49

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	1.79	1.88	1.83

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	N/A	25,800.00
Remark :	First year of data collection.		
Total waste generated (Kilograms)	N/A	N/A	25,800.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	1,100.00
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	112.61
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	962.15
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	1,074.76

• 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 and Practice : Yes

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

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	110	153	167
Number of female employees (Persons)	46	54	51
Total number of employees (Persons)	156	207	218

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	N/A	N/A	115,745,676.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	7.00	7.00	6.00
Employee development and training expenses (baht)	40,621.06	86,114.81	380,268.90

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	10.90	11.11	6.42

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : https://www.samartcorp.com/upload_files/CG/CG%20policy_TH_9-11-2023.pdf

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	10	100.00
Number of male directors	9	90.00
Number of female directors	1	10.00
Number of executive directors	4	40.00
Number of non-executive directors	6	60.00
Number of independent directors	4	40.00

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SERI SUKSATHAPORN Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	12 Feb 1999	Finance, Budgeting, Corporate Management, Risk Management, Leadership, Human Resource Management, Data Management, Data Analysis, Internal Control, Governance/ Compliance

2.	<p>Mr. VICHAI SRIKWAN</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	12 May 2021	<p>Corporate Management, Budgeting, Project Management, Strategic Management, Risk Management, Change Management, Information & Communication Technology, Negotiation, Leadership, IT Management, Tourism & Leisure, Human Resource Management, Data Analysis, Governance/ Compliance, Law, Audit, Sustainability, Corporate Social Responsibility</p>
3.	<p>Mrs. SIRIPEN VILAILUCK</p> <p>Gender: Female</p> <p>Age: 83 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	25 Feb 1993	<p>Corporate Management, Corporate Social Responsibility</p>
4.	<p>Mr. CHAROENRATH VILAILUCK</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>Director (Executive)</p> <p>Director type: Original director</p>	25 Feb 1993	<p>Corporate Management, Engineering, Strategic Management, Negotiation, Leadership, Automotive, Finance & Securities</p>
5.	<p>Mr. WATCHAI VILAILUCK</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	25 Feb 1993	<p>Finance, Accounting, Information & Communication Technology, Corporate Management, Strategic Management, Leadership, Finance & Securities</p>

6.	Mr. SIRICHAJ RASAMEECHAN Gender: Male Age: 73 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	20 Feb 1996	Finance, Accounting, Corporate Management, Budgeting, Human Resource Management
7.	Mr. PRINYA WAIWATANA Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Apr 2010	Accounting, Budgeting, Change Management, Governance/ Compliance, Audit
8.	Mr. THANANAN VILAILUCK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	20 Apr 2016	Engineering, Information & Communication Technology, Negotiation, IT Management, Brand Management, Marketing, Tourism & Leisure, Procurement, Electronic Components, Food & Beverage
9.	Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	13 Nov 2018	Corporate Management, Engineering, Project Management, Information & Communication Technology, IT Management

10.	Dr. PAIROJ BOONKONGCHUEN M.D. Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	12 Aug 2022	Corporate Management, Strategic Management, Risk Management, Change Management, Health Care Services, Finance
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Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VICHAI SRIKWAN [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	12 May 2021	Corporate Management, Budgeting, Project Management, Strategic Management, Risk Management, Change Management, Information & Communication Technology, Negotiation, Leadership, IT Management, Tourism & Leisure, Human Resource Management, Data Analysis, Governance/ Compliance, Law, Audit, Sustainability, Corporate Social Responsibility
2. Mr. SERI SUKSATHAPORN [1] Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	27 Sep 1999	Finance, Budgeting, Corporate Management, Risk Management, Leadership, Human Resource Management, Data Management, Data Analysis, Internal Control, Governance/ Compliance

3.	Dr. PAIROJ BOONKONGCHUEN M.D. [1] Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	12 Aug 2022	Corporate Management, Strategic Management, Risk Management, Change Management, Health Care Services, Finance
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[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. CHAROENRATH VILAILUCK Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	25 Feb 1993
2. Mr. WATCHAI VILAILUCK Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Feb 1993
3. Mr. JONG DILOKSOMBAT Gender: Male Age: 64 years old Highest level of education: Master's degree Major: System Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Mar 2012

4.	Mr. THANANAN VILAILUCK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	28 Feb 2007
5.	Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 May 2015
6.	Mrs. PHONGSRI SALUCKPETCH Gender: Female Age: 65 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2018
7.	Ms. KANOKWAN CHANSWANGPUVANA Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Public Relation Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2018
8.	Ms. CHOTIKA KAMLOONWESARUCH Gender: Female Age: 56 years old Highest level of education: Doctoral degree Major: Innovative Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2018

Other sub-committees

Sub-committees information

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

Roles of Sub-committees

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

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAROENRATH VILAILUCK Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering	CHIEF EXECUTIVE OFFICER	25 Feb 1993	Corporate Management, Engineering, Strategic Management, Negotiation, Leadership, Automotive, Finance & Securities
2. Mr. WATCHAI VILAILUCK Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting	Executive Vice Chairman-Corporate Strategy & New Business Development	1 Mar 2021	Finance, Accounting, Information & Communication Technology, Corporate Management, Strategic Management, Leadership, Finance & Securities
3. Mr. THANANAN VILAILUCK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering	Executive Vice Chairman - Corporate Management	1 Mar 2021	Engineering, Information & Communication Technology, Negotiation, IT Management, Brand Management, Marketing, Tourism & Leisure, Procurement, Electronic Components, Food & Beverage
4. Mr. JONG DILOKSOMBAT Gender: Male Age: 64 years old Highest level of education: Master's degree Major: System Science	President of Digital ICT Solution LOB	24 Feb 2023	Strategic Management, Corporate Management, IT Management, Human Resource Management, Engineering, Sustainability
5. Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering	President of Utilities and Transportations LOB	25 Feb 2020	Corporate Management, Engineering, Project Management, Information & Communication Technology, IT Management

6.	Ms. Namthip Burapapongsanon [2] Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Vice President - Accounting	1 Mar 2008	Accounting
7.	Mr. Pachara Kittiyawat [1] Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Accounting	Vice President - Finance	1 Sep 2022	Accounting, Finance

[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

	2021	2022	2023
Total executive remuneration (baht)	51,441,798.00	58,055,796.00	82,783,683.40

Remark : The remuneration of the Managements are from the Company and its subsidiaries.

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)	: 167
Number of female employees (persons)	: 51
Total number of employees (persons)	: 218

Employee Remuneration

Total employee remuneration	: 115,745,676.00
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Provident fund

Total number of employees (persons)	: 218
Number of employees contributing to the PVD (persons)	: 154
Percentage of employees who are members (%)	: 70.64

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. SERI SUKSATHAPORN Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 Feb 1999	Finance, Budgeting, Corporate Management, Risk Management, Leadership, Human Resource Management, Data Management, Data Analysis, Internal Control, Governance/ Compliance
2. Mr. VICHAI SRIKWAN Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 May 2021	Corporate Management, Budgeting, Project Management, Strategic Management, Risk Management, Change Management, Information & Communication Technology, Negotiation, Leadership, IT Management, Tourism & Leisure, Human Resource Management, Data Analysis, Governance/ Compliance, Law, Audit, Sustainability, Corporate Social Responsibility

3.	Mr. WATCHAI VILAILUCK Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 25 Feb 1993	Finance, Accounting, Information & Communication Technology, Corporate Management, Strategic Management, Leadership, Finance & Securities
4.	Mr. TEERACHAI PHONGPANANGAM Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 13 Nov 2018	Corporate Management, Engineering, Project Management, Information & Communication Technology, IT Management

Development of directors over the past year

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

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 : 20 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SERI SUKSATHAPORN (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mr. VICHAI SRIKWAN (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
3. Mrs. SIRIPEN VILAILUCK (Director)	-	6/6	Participating	Did not hold the meeting
4. Mr. CHAROENRATH VILAILUCK (Director)	-	6/6	Participating	Did not hold the meeting
5. Mr. WATCHAI VILAILUCK (Director)	-	6/6	Participating	Did not hold the meeting
6. Mr. SIRICHAIRASAMEECHAN (Director)	-	6/6	Participating	Did not hold the meeting
7. Mr. PRINYA WAIWATANA (Director)	-	6/6	Participating	Did not hold the meeting
8. Mr. THANANAN VILAILUCK (Director)	-	5/6	Non-participating	Did not hold the meeting
9. Mr. TEERACHAI PHONGPANANGAM (Director)	-	6/6	Participating	Did not hold the meeting

10.	Dr. PAIROJ BOONKONGCHUEN M.D. (Director)	-	6/6	Participating	Did not hold the meeting
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Remark : Mr. Thananan Vilailuck had Company oversea business engagement on the meeting day.

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SERI SUKSATHAPORN (Chairman of the board)	-	325,000.00	80,000.00	No
2.	Mr. VICHAI SRIKWAN (Vice Chairman)	-	270,000.00	60,000.00	No
3.	Mrs. SIRIPEN VILAILUCK (Director)	-	90,000.00	60,000.00	No
4.	Mr. CHAROENRATH VILAILUCK (Director)	-	90,000.00	60,000.00	No
5.	Mr. WATCHAI VILAILUCK (Director)	-	90,000.00	60,000.00	No
6.	Mr. SIRICHAJ RASAMEECHAN (Director)	-	120,000.00	60,000.00	No
7.	Mr. PRINYA WAIWATANA (Director)	-	120,000.00	60,000.00	No
8.	Mr. THANANAN VILAILUCK (Director)	-	75,000.00	60,000.00	No
9.	Mr. TEERACHAI PHONGPANANGAM (Director)	-	90,000.00	60,000.00	No
10.	Dr. PAIROJ BOONKONGCHUEN M.D. (Director)	-	195,000.00	60,000.00	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. VICHAI SRIKWAN (Chairman of the audit committee)	-	4/4
2.	Mr. SERI SUKSATHAPORN (Audit committee)	-	4/4
3.	Dr. PAIROJ BOONKONGCHUEN M.D. (Audit committee)	-	4/4