

Summary of the Performance of the Committees for Last Year

The Board of Directors has an important role in determining the Company's key policies and, together with the Executive Board and other senior Executives/Managers, in defining the Company's values, corporate culture, vision and mission, corporate objectives, financial policy, risk management policy, strategy, operating business plans, and annual budgets. They also oversee the operations activities so as to ensure that the defined strategies and annual business plans correspond to the established core corporate objectives and goals; whereby in determining the strategies and annual business plans, a full analysis of the operating business environment, the challenges and opportunities that may impact the Company's business operations have been undertaken, increase competitive advantage, supervision of the adequacy of the internal control system, so that the outcome will be a well-defined set of strategic objectives and core operating corporate objectives to which the organization has focused for the next 5 years.

The Board of Directors' Meeting

The Board of Directors scheduled the meeting for the whole year and notified the directors in advance in which the meeting will be held at least every quarter with additional meeting if necessary as specified in the Charter of Board of Directors. For each meeting and agenda for The Board of Directors' meeting, each director was able to propose agenda, and the Chairman together with the Managing Director shall consider the matter to be brought into the meeting. After that, the Company Secretary sent out meeting invitation letter, meeting agenda, and relevant meeting documents, to the directors not less than 7 days in advance, to allow them sufficient time to review the information prior to the meeting.

All directors considered as their duties to attend the meeting each time, unless unable to do so due to significant obligation or illness. During the meeting, The Chairman allowed the directors to present opinions and comments freely. The company has set a policy of minimum quorum of the committee to vote at the meeting of the Committee that must have directors not less than 2 out of 3 of all members. While those directors having conflict of interests would not be allowed to attend or cast votes at such meetings. The Company Secretary recorded the meeting minutes and then classified those minutes in a systematic manner, to facilitate easy references.

The Board of Directors supported the joint meeting between The Board of Directors and The Executive Board at least once a year, to deliver yearly strategic targets and operation plans of the company, as well as to build good relationships between directors and executives. In addition, Chief Financial Officer has joined The Board of Directors' meeting at all times.

The Audit Committee has scheduled meetings with external auditors and report this to the Board of Directors every quarter.

During 2021, The Board of Directors held 9 meetings altogether and having the Directors attending the meeting more than 99% of the meeting whole year and non-executive directors held 1 meeting on February 25, 2021, without any management in attendance.

In addition, in 2021 has set scheduled of the Board of Director meeting for the year 2022 in advance (this schedule is subject to change.) excluding the agenda of the special meeting as follows:

Number	The Board of Director's Meeting
1	January 20, 2022
2	February 24, 2022
3	May 12, 2022
4	July 14, 2022
5	August 11, 2022
6	November 10, 2022
7	December 22, 2022

Board and Management Development

The Board of Directors has set up a policy to promote and support those training activities seeking to promote further knowledge for the directors, managers, and all parties concerned on a consistent basis. So, as to gain better effective skills and understanding regarding their duty assignments. These activities included the programs organized by Thai Institute of Directors Association (IOD) and other agencies concerned (See the details under the heading "Board of Directors Information"), as well as the meeting to exchange opinions with The Board of Directors and the managers of other organizations, in order to apply the knowledge and experience gained to develop the Company.

The Board of Directors participated in training programs organized by Association of Thai Institute of Directors (IOD)

Name	DAP	DCP	RCC	RMP	RCP	ACP
1. Mr.Boonkiet Chokwatana	3/2003	41/2004	-	-	-	-
2. Mrs.Tipaporn Chokwatana	3/2003	68/2005	-	-	-	-
3. Mr.Thirasak Vikitset	3/2003	68/2005	-	-	-	-
4. Dr.Atthakorn Glankwamdee	3/2003	68/2005	-	-	-	-
5. Mrs.Kaewta Ongsaranakom	-	27/2003	10/2010	-	-	-
6. Prof.Dr.Malyn Ungsurungsie	17/2004	-	-	-	-	-
7. Mrs.Chitraporn Vikitset	66/2007	-	-	-	-	-
8. Mrs.Teerada Ambhanwong	3/2003	51/2004	-	-	-	-
9. Mr.Suthep Dansiriviroj	32/2005	60/2005	-	5/2014	-	-
10. Admiral Apichart Pengsritong	82/2010	-	-	-	-	-
11. Mrs.Pismai Chandrubeksa	82/2010	-	-	-	-	-
12. Mr.Amorn Asvanunt	4/2003	-	-	-	-	-
13. Mrs.Pradittha Chongwattana	-	5/2001	-	-	-	-
14. Pol.Gen.Somchai Prabhasabhakdi	25/2004	51/2004	-	-	12/2005	2/2004
15. Assist.Prof.Dr.Pongchai Atikomrattanakul	162/2019	283/2019	-	-	-	-

The Company directors and managers paid much attention to attend training courses or seminars designed to promote their management abilities.

Training and seminar attended by the Board of Directors and Management in 2021

Name		Training Course/Seminar
Mr.Thirasak	Vikitset	- Succession Plan Management System : Mr.Thanudej Thani (Online)
Dr.Atthakorn	Glankwamdee	- Succession Plan Management System : Mr.Thanudej Thani (Online)
Mrs.Kaewta	Ongsaranakom	- Succession Plan Management System : Mr.Thanudej Thani (Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee
Mrs.Chitraporn	Vikitset	- Succession Plan Management System : Mr.Thanudej Thani (Online)
Prof.Dr.Malyn	Ungsurungsie	- Succession Plan Management System : Mr.Thanudej Thani(Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee
Mrs.Thongsuk	Upathambhakul	- Succession Plan Management System : Mr.Thanudej Thani (Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee
Mr.Praj	Srichandra	- Succession Plan Management System : Mr.Thanudej Thani (Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee
Mr.Varith	Tritrapun	- CFO Refresher Course : The Stock Exchange of Thailand
Mrs.Patchara	Pongwichan	- Succession Plan Management System : Mr.Thanudej Thani (Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee
Mrs.Daranee	Ajjaneeyakul	- Succession Plan Management System : Mr.Thanudej Thani (Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee
Dr.Arucha	Budsakornbhinanda	- Succession Plan Management System : Mr.Thanudej Thani (Online) - Personal Data Protection Act. B.E. 019 for Executives (PDPA) : Mr.Supakorn Paodee

Assessment of the performance of the Board of Directors

The assessment of the Board of Directors performance for the year 2021 has been carry out, in which the assessment was set to conduct yearly. Each of the directors will be given opportunity to assess the performance both individuals and the board as a whole to review performance results, problems, and obstacles faced during the past year, in order to contribute to better effective performances by The Board of Directors.

There is a process in which the evaluation as follows: the Company Secretary sent out an evaluation of the performance of the Board of Directors form, an assessment of the performance of the directors individually form, and an assessment of the performance of the Sub-Committees Directors form (Only directors who are members of the committees of the Board) to all directors. Every director was independent in taking such assessment. The assessment form was returned to the Company Secretary once completed to be collected, summarized, and reported to The Board of Directors at The Board of Directors' meeting

The percentage score criteria was set as follows

Criteria	Score
Excellent	Over 80 percent
Good	70 – 79 percent
Fair	60 – 69 percent
Improve	Less than 60 percent

Yearly Performance Assessment of the Board of Directors

The Board of Directors carried out the board's performance assessment, which divided in to 3 aspects as follow:

1. Role, Duty, and Responsibility of the board
2. Independence of director
3. Relationship with the management and stakeholders

In 2021, the assessment result was in "Excellent" criteria with the average score of 93%

Yearly Performance Assessment of the Individual Director

The Board of Directors carried out the individuals' performance assessment, which divided in to 3 aspects as follow:

1. Role, Duty, and Responsibility of director
2. Duty fulfilment of director
3. Self-development of director

In 2021, the assessment result was in "Excellent" criteria with the average score of 93%

Yearly Performance Assessment of the Sub-Committee

The Board of Directors has set the assessment of performance of every Sub-Committees in 2021 that each member of the Sub-Committees assessment the work of his/her Sub-Committees as a whole. The result can be summarized as follow:

Sub-Committee	Assessment Result
The Audit Committee	91
The Nominating Committee	82
The Remuneration Committee	85
The Risk Management Committee	84
The Corporate Social Responsibility Committee	97
The Corporate Governance Committee	92
The Executive Board	87

With regard to the appraisal of the performances of the Managing Director, this would be carried out by the Chairman and the Board of Director, by considering and assessment the performances result from target of company every year.

Number of the Board of Director and Sub-Committee Meetings

Number of the Board of Director Meetings

Name of the Board of Directors and Board Members Attendance for the Year 2021 (Number of meetings attended during the directorship period)

Name	Position	The Board of Director (9 times)	General Shareholding Meeting (1 times)	
1. Mr.Boonkiet	Chokwatana	Chairman	9/9	1/1
2. Mrs.Tipaporn	Chokwatana	Vice Chairman	9/9	0/1
3. Mr.Thirasak	Vikitset	Managing Director	9/9	1/1
4. Dr.Atthakorn	Glankwamdee	Deputy Managing Director	8/9	0/1
5. Mrs.Kaewta	Ongsaranakom	Director	9/9	1/1
6. Prof.Dr.Malyn	Ungsurungsie	Director	9/9	1/1
7. Mrs.Chitraporn	Vikitset	Director	9/9	1/1
8. Mrs.Teerada	Ambhanwong	Director	9/9	1/1
9. Mr.Suthep	Dansiriviroj	Director	9/9	1/1
10. Admiral Apichart	Pengsritong	Independent Director	9/9	1/1
11. Mrs.Pismai	Chandrubeksa	Independent Director	9/9	1/1
12. Mr.Amorn	Asvanunt	Independent Director	9/9	1/1
13. Mrs.Pradittha	Chongwattana	Independent Director	9/9	1/1
14. Pol.Gen.Somchai	Prabhasabhakdi	Independent Director	9/9	1/1
15. Assist.Prof.Dr.Pongchai	Atikomrattanakul	Independent Director	9/9	1/1

Number of Audit Committee Meetings

During 2021, the Audit Committee held a total of 7 meetings, with the Members attending every meeting as follows:

Name	Position	Number of Attendance	
1. Mr.Amorn	Asvanunt	Chairman, Audit Committee	7/7
2. Mrs.Pradittha	Chongwattana	Director, Audit Committee	7/7
3. Pol.Gen Somchai	Prabhasabhakdi	Director, Audit Committee	7/7
4. Assist.Prof.Dr.Pongchai	Atikomrattanakul	Director, Audit Committee	7/7

Number of the Nominating Committee Meetings

During 2021, the Nominating Committee held a total of 2 meetings, with the Members attending every meeting as follows:

Name	Position	Number of Attendance
1. Mr.Boonkiet Chokwatana	Chairman of the Nominating Committee	2/2
2. Mr.Thirasak Vikitset	Director of the Nominating Committee	2/2
3. Dr.Atthakorn Glankwamdee	Director of the Nominating Committee	2/2
4. Mrs.Kaewta Ongsaranakom	Director of the Nominating Committee	2/2
5. Mrs.Chitraporn Vikitset	Director of the Nominating Committee	2/2

Number of the Remuneration Committee Meetings

During 2021, the Remuneration Committee held a total of 2 meetings, with the Members attending every meeting as follows:

Name	Position	Number of Attendance
1. Mr.Boonkiet Chokwatana	Chairman of the Remuneration Committee	2/2
2. Mr.Thirasak Vikitset	Director of the Remuneration Committee	2/2
3. Mrs.Kaewta Ongsaranakom	Director of the Remuneration Committee	2/2
4. Mrs.Pismai Chandrubeksa	Director of the Remuneration Committee	2/2

Number of the Risk Management Committee Meetings

During 2021, the Risk Management Committee held a total of 4 meetings, with the Members attending every meeting as follows:

Name	Position	Number of Attendance
1. Assist.Prof.Dr.Pongchai Atikomrattanakul	Chairman of the Risk Management Committee	4/4
2. Mrs.Porntip Putipat	Director of the Risk Management Committee	4/4
3. Mrs.Thongsuk Upathambhakul	Director of the Risk Management Committee	4/4
4. Mr.Praj Srichandra	Director of the Risk Management Committee	2/4*
5. Mrs.Daranee Ajaneeyakul	Director of the Risk Management Committee	4/4

Name	Position	Number of Attendance
6. Ms.Waraluck Punpairoj	Director of the Risk Management Committee	4/4

* Appointed on May 12, 2021

Number of the Corporate Social Responsibility Committee Meetings

During 2021, the Corporate Social Responsibility Committee held a total of 4 meetings, with the Members attending every meeting as follows:

Name	Position	Number of Attendance
1. Prof.Dr.Malyn Ungsurungsie	Chairman of the Corporate Social Responsibility Committee	4/4
2. Admiral Apichart Pengsritong	Director of the Corporate Social Responsibility Committee	4/4
3. Mrs.Rujapa Srisurang	Director of the Corporate Social Responsibility Committee	4/4
4. Mrs.Pranee Petcharayutpun	Director of the Corporate Social Responsibility Committee	2/4*
5. Ms.Anchan Boonseng	Director of the Corporate Social Responsibility Committee	2/4*
6. Ms.Pornpanawan Boonrom	Director of the Corporate Social Responsibility Committee	4/4
7. Ms.Usa Kingsubmanee	Director of the Corporate Social Responsibility Committee	2/4*

* Appointed on May 12, 2021

Number of the Corporate Governance Committee Meetings

During 2021, the Corporate Governance Committee held a total of 5 meetings, with the Members attending every meeting as follows:

Name	Position	Number of Attendance
1. Pol.Gen.Somchai Prabhasabhakdi	Chairman of the Corporate Governance	5/5
2. Mrs.Kaewta Ongsaranakom	Director of the Corporate Governance	5/5
3. Mrs.Patchara Pongwichan	Director of the Corporate Governance	5/5
4. Mr.Sumit Khopai boon	Director of the Corporate Governance	5/5
5. Ms.Thatsruang Saengwichian	Director of the Corporate Governance	4/5*

* Appointed on May 12, 2021

Number of the Executive Board Meetings

During 2021, the Executive Board held a total of 21 meetings, with the Members attending every meeting as follow:

Name		Position	Number of Attendance
1. Mr.Thirasak	Vikitset	Chairman Of the Executive Board	20/21
2. Dr.Atthakorn	Glankwamdee	Director Of the Executive Board	20/21
3. Mrs.Kaewta	Ongsaranakom	Director Of the Executive Board	21/21
4. Prof.Dr.Malyn	Ungsurungsie	Director Of the Executive Board	21/21
5. Mrs.Chitraporn	Vikitset	Director Of the Executive Board	18/21
6. Mrs.Thongsuk	Upathambhakul	Director Of the Executive Board	21/21
7. Mr.Praj	Srichandra	Director Of the Executive Board	21/21
8. Mrs.Patchara	Pongwichan	Director Of the Executive Board	21/21
9. Mrs.Daranee	Ajjaneeyakul	Director Of the Executive Board	21/21
10. Ms.Kritsanarath	Rassameesuriyan	Director Of the Executive Board	21/21
11. Mr.Sumit	Khopai boon	Director Of the Executive Board	21/21
12. Ms.Yarin	Arayatanitkul	Director Of the Executive Board	21/21