



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SINO-THAI ENGINEERING AND CONSTRUCTION PUBLIC CO.,LTD.

Fiscal Year End 31 December 2023



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	9
Corporate Governance	
Corporate Governance Policy	13
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	14
Performance Report on Corporate Governance	27

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SINO-THAI ENGINEERING AND CONSTRUCTION PUBLIC CO.,LTD.

Symbol : STEC

Address : SINO-THAI TOWER, FLOOR 29-30, 32/59-60 SUKHUMVIT 21 ROAD,
WATTHANA

Province : Bangkok

Postcode : 10110

Business : The Company is one of the construction company in Thailand that serves both civil and mechanical works. The Company services include infrastructure, building, energy & power, industrial and environment.

Registration Number : 0107536001001

Telephone : 0-2260-1321-2

Fax (if applicable) : 0-2260-1339, 0-2258-3436

Website : www.stecon.co.th

Email : information@stecon.co.th

Total Shares Sold (shares)

Common Stock : 1,525,106,540

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)	28,027,592.75	30,572,546.32	29,841,499.00
Revenues from construction contracts (Thousand baht)	27,612,507.17	30,264,771.54	29,527,240.70
Other (Thousand baht)	415,085.58	307,774.78	314,258.30

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Revenues from construction contracts (%)	98.52	98.99	98.95
Other (%)	1.48	1.01	1.05

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	28,027,592.75	30,572,546.32	29,841,499.00
Domestic (Thousand baht)	28,027,592.75	30,572,546.32	29,841,499.00
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	118,840.04	106,408.74	70,325.44
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	118,840.04	106,408.74	70,325.44

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	33,736.08	39,723.94	-69,565.79

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)

Risks from lower on Inconsistent Workloads

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Competition risk
- Economic risk

Risk from Economic Fluctuations and Political Uncertainties

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Policies or international agreements related to business operations
- Economic risk

Risks from Shortage of Competent Personnel or Skilled Labor

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations

Risks from Higher Construction Costs/Expenses in Construction Work than the Established Budget

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system

Risks from Violations of the Law or Inability to Comply with Laws, Rules or Regulations

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

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

Risks from Human Rights Violations

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

Risks from Neglecting or Violating Environmental Regulations

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Compliance Risk

- Violations of laws and regulations
- Legal risk

Risks from Neglects of Safety and Construction Accidents

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment

Risk associated with pandemic

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Pandemic risk

Risks from Digital Technology Changes and Cyber Threats

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risks from Climate Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Human error in business operations
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Financial Risk

- Other

Risk associated with delayed work project

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Risk associated with Unbilled Receivables

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Liquidity risk

Risk associated with volatility of investments in GULF and TSE

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

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.stecon.co.th/files/a8ad53b3-c605-4b88-a6a7-e2a5c7329610.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.stecon.co.th/files/a9259a58-f8a5-4b64-ae75-59326eccddfa.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

	2021	2022	2023
Diesel (Litres)	N/A	81,498.71	98,204.28
Gasoline (Litres)	N/A	120,056.35	139,729.55

Remark : Due to the expansion of operations and business activities, fuel consumption is increase in 2023.

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	686,892.00	679,345.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.00	5,221.00	5,082.00

Remark : Water consumption for Head Office

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	149,773.00	306,447.00
Total waste generated (Kilograms)	0.00	149,773.00	306,447.00

Remark : Waste in Mo Chit Complex construction project increase due to construction activities.

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	497.00	587.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	344.00	340.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	128.00	138.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	969.00	1,065.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

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.stecon.co.th/files/3f7f7c39-6ea8-474b-b4c6-0078c8833bcc.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)	1,253	1,223	1,159
Number of female employees (Persons)	467	446	434
Total number of employees (Persons)	1,720	1,669	1,593

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	926,183,170.00	854,237,848.00	938,984,475.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	6.74	9.45	10.00
Employee development and training expenses (baht)	1,301,032.77	4,777,680.59	10,451,524.30

• Health, safety and work environment

	2021	2022	2023
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	24	15	0
--	----	----	---

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	9.59	12.52	9.86

• **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.stecon.co.th/files/b7fbf86e-1b2e-414e-9f56-b09c3327db93.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

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	11	91.67
Number of female directors	1	8.33
Number of executive directors	4	33.33
Number of non-executive directors	8	66.67
Number of independent directors	7	58.33

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. RAWAT CHAMCHALERM Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	3 Jun 2010	Construction Services, Law, Risk Management, Strategic Management

2.	Mr. MASTHAWIN CHARNVIRAKUL Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	11 Dec 1996	Construction Services, Marketing, Accounting, Finance, Data Analysis, Strategic Management, Corporate Social Responsibility, Human Resource Management, IT Management, Corporate Management, Engineering, Risk Management, Governance/ Compliance
3.	Mr. CHAMNI JANCHAI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	9 Apr 1999	Economics, Finance & Securities, Banking, Construction Services, Property Fund & REITs, Marketing, Accounting, Finance, Risk Management, Strategic Management, Audit, Internal Control
4.	POL. GEN. JATE MONGKOLHUTTHI Gender: Male Age: 70 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	9 Apr 1999	Construction Services, Law, Corporate Social Responsibility, Strategic Management, Risk Management, Audit, Governance/ Compliance
5.	Mr. THANATHIP VIDHAYASIRINUN Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	12 Feb 2001	Finance & Securities, Banking, Construction Services, Property Fund & REITs, Marketing, Accounting, Finance, Data Analysis, Engineering, Strategic Management, Risk Management, Audit

6.	Mr. SUCHAI POOPICHAYAPONGS Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	4 Mar 2008	Economics, Construction Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Corporate Management, Strategic Management, Risk Management, Audit
7.	Mr. PAKPOOM SRICHAMNI Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	19 Apr 2012	Economics, Construction Materials, Construction Services, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance
8.	Mr. VALLOP RUNGKIJVORASATHIEN Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Oct 2012	Economics, Construction Materials, Construction Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, IT Management, Data Analysis, Project Management, Corporate Management, Engineering, Risk Management, Strategic Management, Governance/ Compliance

9.	Mr. CHAIYONG SATJIPANON Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Law and Diplomacy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Apr 2014	Construction Services, Commerce, Law, Marketing, Accounting, Finance, Negotiation
10.	GEN. SURAPAN POOMKAEW Gender: Male Age: 75 years old Highest level of education: Doctoral degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Apr 2014	Construction Services, Law, Accounting, Finance, Risk Management, Strategic Management
11.	Mrs. JAIKAEW TEJAPIJAYA Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Apr 2023	
12.	Mr. Jarunat Jiraratsatit Gender: Male Age: 51 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	7 Feb 2024	Business Administration, Construction Materials, Construction Services, Property Development, Marketing, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mrs. ANILRAT NITISAROJ Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 12 Mar 2009 Date directorship ended: 28 Apr 2023	Mrs. JAICAEW TEJAPIJAYA Date position was assumed: 28 Apr 2023
2. Mr. Varatt Kusolmanomai Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 28 Apr 2023 Date directorship ended: 25 Jan 2024	Mr. Jarunat Jiraratsatit Date position was assumed: 7 Feb 2024

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. CHAMNI JANCHAI [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	9 Apr 1999	Economics, Finance & Securities, Banking, Construction Services, Property Fund & REITs, Marketing, Accounting, Finance, Risk Management, Strategic Management, Audit, Internal Control
2. POL. GEN. JATE MONGKOLHUTTHI [1] Gender: Male Age: 70 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	9 Apr 1999	Construction Services, Law, Corporate Social Responsibility, Strategic Management, Risk Management, Audit, Governance/ Compliance
3. Mr. SUCHAI POOPICHAYAPONGS [1] Gender: Male Age: 76 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: Original director	4 Mar 2008	Economics, Construction Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Corporate Management, Strategic Management, Risk Management, Audit

[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. VALLOP RUNGKIJVORASATHIEN Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	23 Aug 2012
2. Mr. PAKPOOM SRICHAMNI Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Aug 2012
3. Mrs. JAIKAEW TEJAPIJAYA Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Mar 2022

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

General information	Position	Tenure	Replacement Director
---------------------	----------	--------	----------------------

1.	Mrs. ANILRAT NITISAROJ Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 26 Mar 2019 Date directorship ended: 28 Apr 2023	Mrs. JAIKAEW TEJAPIJAYA Date position was assumed: 28 Apr 2023
----	---	--------------------------------------	--	--

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	POL. GEN. JATE MONGKOLHUTTHI	Chairman
	Mr. SUCHAI POOPICHAYAPONGS	Member
	Mr. VALLOP RUNGKIJVORASATHIEN	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The 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. VALLOP RUNGKIJVORASATHIEN Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Engineering	CHAIRMAN OF THE BOARD OF EXECUTIVE DIRECTORS	1 Oct 2012	Economics, Construction Materials, Construction Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, IT Management, Data Analysis, Project Management, Corporate Management, Engineering, Risk Management, Strategic Management, Governance/ Compliance
2. Mr. PAKPOOM SRICHAMNI Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration	PRESIDENT	1 Oct 2012	Economics, Construction Materials, Construction Services, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance

3.	Mrs. Jaikaew Tejapijaya [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President Financial and Administration Division	2 Jan 2024	Construction Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Corporate Management, Strategic Management, Risk Management, Budgeting, Governance/ Compliance, Audit, Business Administration
4.	Mr. Jarunat Jiratsatit Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Operation Division	2 Jan 2024	Construction Materials, Construction Services, Property Development, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Risk Management, Strategic Management, Governance/ Compliance, Business Administration
5.	Mr. Sutthipol Patcharanaruemol Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Operation Division 1	17 Jan 2020	Construction Materials, Construction Services, Project Management, Corporate Management, Engineering, Risk Management
6.	Mr. Chalit Ratanavisalnon Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	SEVP. Operation Division 2	2 Jan 2024	Business Administration, Construction Materials, Construction Services, Property Development, Project Management, Corporate Management, Engineering, Risk Management

7.	Mr. Prasit Prawang Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Operation Division 3	17 Jan 2020	Construction Materials, Construction Services, Energy & Utilities, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance
8.	Mr. Thepnikorn Junkhun Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	SVP. Construction Service Division	2 Jan 2024	Business Administration, Construction Materials, Construction Services, Data Management, Strategic Management, Risk Management, Budgeting
9.	Mr. Worachat Suwasin Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Special Project Division	11 Jan 2021	Construction Materials, Construction Services, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management
10.	Mr. Somkid Siriapinun Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Administration Department	11 Jan 2021	Construction Services, Information & Communication Technology, IT Management, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance
11.	Mrs. Krongkaew Trakulsak [2] Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Accounting	Vice President Accounting Department	11 Jan 2021	Construction Services, Accounting, Data Management, Data Analysis, Statistics, Risk Management, Budgeting, Governance/ Compliance

12.	Mr. Vitoon Salilampai	Senior Vice President	2 Jan 2024	Business Administration,
	Gender: Male	Marketing Division		Construction Materials,
	Age: 58 years old			Construction Services,
	Highest level of education: Master's degree			Property Development,
	Major: Business Administration			Corporate Social Responsibility,
				Sustainability, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Budgeting

[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)	50,828,000.00	44,775,000.00	N/A

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)	: 1,159
Number of female employees (persons)	: 434
Total number of employees (persons)	: 1,593

Employee Remuneration

Total employee remuneration	: 938,984,475.00
-----------------------------	------------------

Provident fund

Total number of employees (persons)	: 1,593
Number of employees contributing to the PVD (persons)	: 1,593
Percentage of employees who are members (%)	: 100.00

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Jarunat Jiraratsatit Gender: Male Age: 51 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: 7 Feb 2024	Business Administration, Construction Materials, Construction Services, Property Development, Marketing, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. RAWAT CHAMCHALERM	Chairman of the board	Non-participating
Mr. MASTHAWIN CHARNVIRAKUL	Director	Non-participating
Mr. CHAMNI JANCHAI	Director	Non-participating
POL. GEN. JATE MONGKOLHUTTHI	Director	Participating
Mr. THANATHIP VIDHAYASIRINUN	Director	Non-participating

Mr. SUCHAI POOPICHAYAPONGS	Director	Non-participating
Mr. PAKPOOM SRICHAMNI	Director	Non-participating
Mr. VALLOP RUNGKIJVORASATHIEN	Director	Non-participating
Mr. CHAIYONG SATJIPANON	Director	Participating
GEN. SURAPAN POOMKAEW	Director	Non-participating
Mrs. JAIKAEW TEJAPIJAYA	Director	Participating
Mr. Jarunat Jirratsatit	Director	N/A
Mrs. ANILRAT NITISAROJ	Director	Non-participating
Mr. Varatt Kusolmanomai	Director	N/A

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) : 4

Date of AGM meeting : 28 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. RAWAT CHAMCHALERM (Chairman of the board)	-	4/4	Participating	Did not hold the meeting
2.	Mr. MASTHAWIN CHARNVIRAKUL (Director)	-	4/4	Participating	Did not hold the meeting

3.	Mr. CHAMNI JANCHAI (Director)	-	4/4	Participating	Did not hold the meeting
4.	POL. GEN. JATE MONGKOLHUTTHI (Director)	-	4/4	Participating	Did not hold the meeting
5.	Mr. THANATHIP VIDHAYASIRINUN (Director)	-	4/4	Non-participating	Did not hold the meeting
6.	Mr. SUCHAI POOPICHAYAPONGS (Director)	-	4/4	Participating	Did not hold the meeting
7.	Mr. PAKPOOM SRICHAMNI (Director)	-	4/4	Participating	Did not hold the meeting
8.	Mr. VALLOP RUNGKIJVORASATHIEN (Director)	-	4/4	Participating	Did not hold the meeting
9.	Mr. CHAIYONG SATJIPANON (Director)	-	4/4	Participating	Did not hold the meeting
10.	GEN. SURAPAN POOMKAEW (Director)	-	3/4	Participating	Did not hold the meeting
11.	Mrs. JAIKAEW TEJAPIJAYA (Director)	-	4/4	Participating	Did not hold the meeting
12.	Mr. Jarunat Jiraratsatit (Director)	-	N/A	N/A	Did not hold the meeting
13.	Mrs. ANILRAT NITISAROJ (Director)	28 Apr 2023	1/4	Non-participating	Did not hold the meeting
14.	Mr. Varatt Kusolmanomai (Director)	25 Jan 2024	N/A	N/A	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. RAWAT CHAMCHALERM (Chairman of the board)	-	760,000.00	0.00	No
2.	Mr. MASTHAWIN CHARNVIRAKUL (Director)	-	480,000.00	0.00	No
3.	Mr. CHAMNI JANCHAI (Director)	-	1,000,000.00	0.00	No

4.	POL. GEN. JATE MONGKOLHUTTHI (Director)	-	880,000.00	0.00	No
5.	Mr. THANATHIP VIDHAYASIRINUN (Director)	-	480,000.00	0.00	No
6.	Mr. SUCHAI POOPICHAYAPONGS (Director)	-	720,000.00	0.00	No
7.	Mr. PAKPOOM SRICHAMNI (Director)	-	480,000.00	0.00	No
8.	Mr. VALLOP RUNGKIJVORASATHIEN (Director)	-	560,000.00	0.00	No
9.	Mr. CHAIYONG SATJIPANON (Director)	-	480,000.00	0.00	No
10.	GEN. SURAPAN POOMKAEW (Director)	-	460,000.00	0.00	No
11.	Mrs. JAIKAEW TEJAPIJAYA (Director)	-	460,000.00	0.00	No
12.	Mr. Jarunat Jirratsatit (Director)	-	N/A	N/A	N/A
13.	Mrs. ANILRAT NITISAROJ (Director)	28 Apr 2023	N/A	0.00	No
14.	Mr. Varatt Kusolmanomai (Director)	25 Jan 2024	N/A	N/A	N/A

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) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. CHAMNI JANCHAI (Chairman of the audit committee)	-	8/8
2.	POL. GEN. JATE MONGKOLHUTTHI (Audit committee)	-	8/8
3.	Mr. SUCHAI POOPICHAYAPONGS (Audit committee)	-	8/8