



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TTCL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	8
Corporate Governance	
Corporate Governance Policy	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
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 : TTCL PUBLIC COMPANY LIMITED

Symbol : TTCL

Address : 159/41-44 SERM-MIT TOWER 27TH - 30TH FLOOR, SUKHUMVIT 21
(ASOKE), NORTH KLONGTOEY, WATTANA

Province : Bangkok

Postcode : 10110

Business : The Company provides integrated design and engineering,
procurement of equipment and materials, and construction
services of turnkey projects for industrial and process plants
to the business operator of petroleum, petrochemical and
chemical industry in Thailand and overseas.

Registration Number : 0107551000185

Telephone : 0-2260-8505

Fax (if applicable) : 0-2260-8525-6

Website : www.ttcl.com

Email : mallika.c@ttcl.com

Total Shares Sold (shares)

Common Stock : 616,000,043

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)	6,347.04	11,272.50	16,965.23
- (Thousand baht)	0.00	0.00	0.00
Petrochemical (Thousand baht)	4,356.58	6,820.37	6,852.36
Power (Thousand baht)	1,865.02	3,540.44	2,731.47
Chemical (Thousand baht)	0.00	697.26	6,117.99
Electricity Generation (Thousand baht)	51.15	56.92	57.91
Revenue from sale (Thousand baht)	2.76	0.00	2.88
Other (Thousand baht)	71.53	157.51	1,202.62

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
- (%)	0.00	0.00	0.00
Petrochemical (%)	68.64	60.50	40.39
Power (%)	29.38	31.41	16.10
Chemical (%)	0.00	6.19	36.06
Electricity Generation (%)	0.81	0.50	0.34
Revenue from sale (%)	0.04	0.00	0.02
Other (%)	1.13	1.40	7.09

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	6,347.04	11,272.50	16,965.23
Domestic (Thousand baht)	5,146.49	6,347.30	14,810.12
International (Thousand baht)	1,200.55	4,925.20	2,155.11

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	81.08	56.31	87.30
International (%)	18.92	43.69	12.70

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	99.55	177.86	169.71
Other income from operations (Thousand baht)	99.55	147.16	166.18
Other income not from operations (Thousand baht)	0.00	30.70	3.53

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

	2021	2022	2023
Share of profit (Thousand baht)	222.63	203.64	168.23

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)

Risk associated with environmental impact including community complaints

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Risk from the disaster

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risk from the impact of global economic

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk associated with accidents, injuries, illness, contagious disease and mental health

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Risk associate with personel data protection Act B.E. 2562

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Risk associated with human rights

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Risk from political Instability, state collapse crisis and failure of national, regional or global governance

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Risk associated with corporate brand and reputation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Risk associated with dispute over intellectual property/ information security

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Risk associated with disclosure of corporate information

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

Risk associated with Dishonesty, Corruption, Fraud

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Risk associated with malpractices/ misconducts

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

emerging risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

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.ttcl.com/storage/content/sustainability/economic/download-center/20240304-ttcl-esg-policy-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.ttcl.com/th/sustainability/social/social-overview>

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	32,395.22	79,430.78
Gasoline (Litres)	N/A	13,027.33	8,076.90

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	620,820.00	603,130.00	570,933.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	5,654,162.20	2,056,748.18
Hazardous waste (Kilograms)	N/A	417.10	8,905.80
Total waste generated (Kilograms)	0.00	5,654,579.30	2,065,653.98

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	N/A	290.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	377.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	667.00

• 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.ttcl.com/sustainability/corporate_governance/human_right_policy

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, 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)	0	499	2,053
Number of female employees (Persons)	0	243	948
Total number of employees (Persons)	0	742	3,001

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	62,801,301.00	269,228,527.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	N/A	2.97	7.05
Employee development and training expenses (baht)	N/A	4,466.11	848,541.44

• Health, safety and work environment

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

Total number of lost time injury incidents by employees (Cases)	N/A	0	0
--	-----	---	---

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	N/A	9.84	14.06

• **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.ttcl.com/th/sustainability/governance/cg-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	12	100.00
Number of male directors	10	83.33
Number of female directors	2	16.67
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	4	33.33

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. HIRONOBU IRIYA Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	1 Jan 2023	Engineering, Economics, Petrochemicals & Chemicals, Construction Materials, Construction Services, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance

2.	<p>Pol.Lt. SIVARAKS PHINICHAROMNA</p> <p>Gender: Male</p> <p>Age: 72 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Jul 2008	<p>Law, Accounting, Finance, Sustainability, Audit, Internal Control, Governance/ Compliance, Budgeting</p>
3.	<p>Mrs. NIJAPORN CHARANACHITTA</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	15 Jul 2008	<p>Economics, Construction Services, Finance, Corporate Management, Leadership, Strategic Management</p>
4.	<p>Mr. SEIICHI ITAKURA</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	1 Mar 2018	<p>Petrochemicals & Chemicals, Engineering</p>
5.	<p>Mr. SUVIT MANOMAIYANON</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</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>	1 Mar 2021	<p>Construction Materials, Construction Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Analysis, Statistics, Negotiation, Corporate Management, Project Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance</p>

6.	<p>Mr. NUTTACHAT CHARUCHINDA</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</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>	21 Apr 2021	<p>Petrochemicals & Chemicals, Energy & Utilities, Sustainability, Engineering, Leadership</p>
7.	<p>Mr. WANCHAI RATINTHORN</p> <p>Gender: Male</p> <p>Age: 56 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</p> <p>(Executive)</p> <p>Director type: Original director</p>	21 Apr 2021	<p>Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Leadership, Sustainability</p>
8.	<p>Ms. KANTIKA TANTHUVANIT</p> <p>Gender: Female</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	16 Aug 2022	<p>Economics, Marketing, Law, Accounting, Finance, Corporate Social Responsibility, Sustainability, Human Resource Management, Data Analysis, Data Management, Corporate Management, Change Management, Risk Management, Audit, Governance/ Compliance</p>
9.	<p>Mr. BRETT LOLLBACK</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	17 Dec 2022	<p>Engineering, Finance, Economics, Construction Materials, Data Analysis, Project Management, Leadership, Risk Management</p>

10.	<p>Mr. TIWA JARUKE</p> <p>Gender: Male</p> <p>Age: 69 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</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	1 Jan 2023	<p>Engineering, Petrochemicals & Chemicals, Construction Services, Energy & Utilities, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Audit, Negotiation, Project Management, Procurement</p>
11.	<p>Mr. EIJI HAGIWARA</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	16 Aug 2023	<p>Economics, Engineering, Change Management, Leadership, Strategic Management, Risk Management</p>
12.	<p>Mr. YASUhide KANO</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	16 Aug 2023	<p>Strategic Management, Petrochemicals & Chemicals, Data Management, Data Analysis, Negotiation</p>

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

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

1.	Mr. RYUZO NAGAOKA Gender: Male Age: 87 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director)	Date position was assumed: 15 Jul 2008 Date directorship ended: 15 Aug 2023	Mr. EIJI HAGIWARA Date position was assumed: 16 Aug 2023
2.	Mr. EIJI HAGIWARA Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 16 Nov 2020 Date directorship ended: 15 Aug 2023	Mr. YASUhide KANO Date position was assumed: 16 Aug 2024

Other Information pertaining to committees

The Chairman is an independent director	: No
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.	Pol.Lt. SIVARAKS PHINICHAROMNA [1] Gender: Male Age: 72 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: Original director	15 Jul 2008	Law, Accounting, Finance, Sustainability, Audit, Internal Control, Governance/ Compliance, Budgeting
2.	Mr. SUVIT MANOMAIYANON [1] Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	1 Mar 2021	Construction Materials, Construction Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Analysis, Statistics, Negotiation, Corporate Management, Project Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance

3.	Mr. EIJI HAGIWARA [1] Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	16 Aug 2023	Economics, Engineering, Change Management, Leadership, Strategic Management, Risk Management
----	---	---	-------------	---

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

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

General information	Position	Tenure	Replacement Director
1. Mr. RYUZO NAGAOKA [1] Gender: Male Age: 87 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: No Residing in Thailand: No	Audit committee (Non-executive, Independent director)	Date position was assumed: 15 Jul 2008 Date directorship ended: 15 Aug 2023	Mr. EIJI HAGIWARA Date position was assumed: 16 Aug 2023

[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. WANCHAI RATINTHORN Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jan 2023

2.	Mr. BRETT LOLLBACK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Vice-chairman of the executive committee	1 Jul 2018
3.	Mr. Somchai Chansiripongse Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	2 Jul 2018
4.	Mr. Chamnarn Atsanatam Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jun 2020
5.	Mr. Suchet Watchalayan Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Mar 2021
6.	Mr. Toshihiro Sasanuma Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Vice-chairman of the executive committee	1 Mar 2021

7.	Mr. YASUhide KANO Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Vice-chairman of the executive committee	1 Mar 2023
8.	Mr. Jatuporn Sangwarn Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jan 2023
9.	Mr. Autthawat Boonyasakseree Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jan 2023
10.	Mr. Taworn Suksrisaranjitr Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jan 2023
11.	Mr. San Jaisong Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jan 2023

12. Mr. Boonyakrit Saowan	Member of the	3 Jan 2023
Gender: Male	executive committee	
Age: 39 years old		
Highest level of education: Bachelor's degree		
Major: Finance		
Thai nationality: Yes		
Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. SUVIT MANOMAIYANON	Chairman
Normination and Remuneration Committee	Mr. EIJI HAGIWARA	Chairman
Risk Management Committee	Mr. SUVIT MANOMAIYANON	Chairman

Roles of Sub-committees

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

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WANCHAI RATINTHORN Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	PRESIDENT & CHIEF EXECUTIVE OFFICER	1 Jan 2023	Project Management, Corporate Management, Engineering, Strategic Management, Risk Management, Leadership, Sustainability
2. Mr. Boonyakrit Saowan [1][2] Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Finance	Chief Financial Officer	3 Jan 2023	Finance & Securities, Law, Accounting, Finance, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Project Management, Risk Management, Budgeting
3. Mr. BRETT LOLLBACK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Vice President, Unit Operation Office EPC Business Unit	1 Jun 2020	Engineering, Finance, Economics, Construction Materials, Data Analysis, Project Management, Leadership, Risk Management
4. Mr. Somchai Chansiripongse Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President, Project Execution, EPC Business Unit	1 Jul 2018	Engineering
5. Mr. Suchet Watchalayan Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Science	Vice President, New Business Unit	1 Mar 2021	Engineering

6.	<p>Mr. Chamnarn Atsanatam</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Vice President, Unit Operation Officer, Energy Business Unit</p>	1 Jan 2023	<p>Engineering, Petrochemicals & Chemicals, Energy & Utilities, Corporate Social Responsibility, Sustainability, Data Analysis, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Negotiation</p>
7.	<p>Mr. Autthawat Boonyasakseree [1]</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Vice President, Sales & Business Development</p>	1 Jan 2023	
8.	<p>Mr. Jatuporn Sangwarn</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Vice President, Sales & Business Development</p>	1 Jan 2023	<p>Construction Materials, Energy & Utilities, Corporate Social Responsibility, Sustainability, Human Resource Management, Negotiation, Project Management, Engineering, Change Management, Leadership, Strategic Management, Budgeting, Governance/ Compliance, Petrochemicals & Chemicals, Construction Services, Data Management, Data Analysis</p>
9.	<p>Mr. Taworn Suksrisaranjitr</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Vice President, Project Execution</p>	1 Jan 2023	<p>Construction Materials, Construction Services, Law, Marketing, Accounting, Finance, Data Management, Data Analysis, Negotiation, Project Management, Engineering, Design, Change Management, Leadership, Risk Management, Budgeting</p>

10.	Mr. San Jaisong Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Engineering	Vice President, Project Execution	1 Jan 2023	Construction Materials, Construction Services, Corporate Social Responsibility, Procurement, Data Management, Data Analysis, Negotiation, Project Management, Engineering, Design, Architecture, Change Management, Leadership, Strategic Management, Risk Management
11.	Mr. Toshihiro Sasanuma Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering	Vice President, Special Task Development	1 Jan 2023	Engineering, Marketing, Data Management, Negotiation, Project Management, Strategic Management, Risk Management
12.	Mr. YASUhide KANO Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Engineering	Vice President, Special Task Development	1 Mar 2023	Strategic Management, Petrochemicals & Chemicals, Data Management, Data Analysis, Negotiation
13.	Mr. Paibun Sribanphai [2] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance	Advisor Accounting, Finance and Accounting Division	1 Jan 2023	Law, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Statistics, Change Management, Risk Management, Leadership, Strategic Management, Audit, Budgeting, Governance/ Compliance, Internal Control

[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)	0.00	0.00	6,700,000.00

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) : 2,053

Number of female employees (persons) : 948

Total number of employees (persons) : 3,001

Employee Remuneration

Total employee remuneration : 269,228,527.00

Provident fund

Total number of employees (persons) : 3,001

Number of employees contributing to the PVD (persons) : 550

Percentage of employees who are members (%) : 66.00

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. HIRONOBU IRIYA Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Jan 2023	Engineering, Economics, Petrochemicals & Chemicals, Construction Materials, Construction Services, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance
2. Mrs. NIJAPORN CHARANACHITTA Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Jul 2008	Economics, Construction Services, Finance, Corporate Management, Leadership, Strategic Management

3.	<p>Mr. SUVIT MANOMAIYANON</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</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>	<p>Date position was assumed:</p> <p>1 Mar 2021</p>	<p>Construction Materials, Construction Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Analysis, Statistics, Negotiation, Corporate Management, Project Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance</p>
4.	<p>Mr. TIWA JARUKE</p> <p>Gender: Male</p> <p>Age: 69 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</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	<p>Date position was assumed:</p> <p>1 Jan 2023</p>	<p>Engineering, Petrochemicals & Chemicals, Construction Services, Energy & Utilities, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Audit, Negotiation, Project Management, Procurement</p>

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. EIJI HAGIWARA	Director	Date position was assumed:	Economics, Engineering,
Gender: Male	(Non-executive,	assumed:	Change Management,
Age: 64 years old	Independent director)	16 Aug 2023	Leadership, Strategic
Highest level of education:			Management, Risk Management
Bachelor's degree	Director type: Newly		
Major: Accounting	appointed director to		
Thai nationality: No	replace ex-director		
Residing in Thailand: No			

2.	Mr. YASUhide KANO	Director (Executive)	Date position was assumed: 16 Aug 2023	Strategic Management, Petrochemicals & Chemicals, Data Management, Data Analysis, Negotiation
	Gender: Male			
	Age: 62 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Engineering			
	Thai nationality: No			
	Residing in Thailand: No			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. HIRONOBU IRIYA	Chairman of the board	Non-participating
Pol.Lt. SIVARAKS PHINICHAROMNA	Vice Chairman	Participating
Mrs. NIJAPORN CHARANACHITTA	Director	Non-participating
Mr. SEIICHI ITAKURA	Director	Non-participating
Mr. SUVIT MANOMAIYANON	Director	Participating
Mr. NUTTACHAT CHARUCHINDA	Director	Participating
Mr. WANCHAI RATINTHORN	Director	Non-participating
Ms. KANTIKA TANTHUVANIT	Director	Participating
Mr. BRETT LOLLBACK	Director	Participating
Mr. TIWA JARUKE	Director	Participating
Mr. EIJI HAGIWARA	Director	Participating
Mr. YASUhide KANO	Director	Participating
Mr. RYUZO NAGAOKA	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Remark : Self-assessment of the Board of Directors:

The self-assessment form of the Board of Directors consists of 4 main items i.e. 1) Board structure and qualifications 2) The board meeting 3) Roles, duties and responsibilities of the board of director 4) Others. The assessment result for the year 2023 revealed that the Board of Directors has been rated “Excellent”.

Individual self-assessment:

The individual self-assessment form consists of 3 main items i.e. 1) Qualifications 2) Meeting 3) Roles, duties and responsibilities of the individual.

The individual self-assessment result for the year 2023 revealed that the board has been rated “Excellent”.

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 12 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. HIRONOBU IRIYA (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Pol.Lt. SIVARAKS PHINICHAROMNA (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3.	Mrs. NIJAPORN CHARANACHITTA (Director)	-	5/7	Participating	Did not hold the meeting
4.	Mr. SEIICHI ITAKURA (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. SUVIT MANOMAIYANON (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. NUTTACHAT CHARUCHINDA (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. WANCHAI RATINTHORN (Director)	-	7/7	Participating	Did not hold the meeting
8.	Ms. KANTIKA TANTHUVANIT (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. BRETT LOLLBACK (Director)	-	7/7	Participating	Did not hold the meeting

10.	Mr. TIWA JARUKE (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. EIJI HAGIWARA (Director)	-	6/7	Participating	Did not hold the meeting
12.	Mr. YASUhide KANO (Director)	-	4/4	Participating	Did not hold the meeting
13.	Mr. RYUZO NAGAOKA (Director)	15 Aug 2023	4/4	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. HIRONOBU IRIYA (Chairman of the board)	-	0.00	600,000.00	No
2.	Pol.Lt. SIVARAKS PHINICHAROMNA (Vice Chairman)	-	0.00	700,000.00	No
3.	Mrs. NIJAPORN CHARANACHITTA (Director)	-	0.00	500,000.00	No
4.	Mr. SEIICHI ITAKURA (Director)	-	0.00	500,000.00	No
5.	Mr. SUVIT MANOMAIYANON (Director)	-	0.00	600,000.00	No
6.	Mr. NUTTACHAT CHARUCHINDA (Director)	-	0.00	500,000.00	No
7.	Mr. WANCHAI RATINTHORN (Director)	-	0.00	1,200,000.00	No
8.	Ms. KANTIKA TANTHUVANIT (Director)	-	0.00	500,000.00	No
9.	Mr. BRETT LOLLBACK (Director)	-	0.00	1,100,000.00	No
10.	Mr. TIWA JARUKE (Director)	-	0.00	500,000.00	No
11.	Mr. EIJI HAGIWARA (Director)	-	0.00	537,634.00	No
12.	Mr. YASUhide KANO (Director)	-	0.00	188,172.00	No
13.	Mr. RYUZO NAGAOKA (Director)	15 Aug 2023	0.00	374,194.00	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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Pol.Lt. SIVARAKS PHINICHAROMNA (Chairman of the audit committee)	-	5/5
2.	Mr. SUVIT MANOMAIYANON (Audit committee)	-	5/5
3.	Mr. EIJI HAGIWARA (Audit committee)	-	1/1
4.	Mr. RYUZO NAGAOKA (Audit committee)	15 Aug 2023	4/4