



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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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 : BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED

Symbol : BEM

Address : 587 Sutthisan Rd., Ratchadaphisek, Din Daeng,

Province : Bangkok

Postcode : 10400

Business : Construction and operation of the Expressway and Operation
Management of Mass Rapid Transit System Business, including
related business.

Registration Number : 0107558000491

Telephone : 0-2641-4611, 0-2354-2000

Website : www.bemplc.co.th

Email : companysecretary@bemplc.co.th

Total Shares Sold (shares)

Common Stock : 15,285,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	14,029,439.00	16,374,410.00	17,003,640.00
Revenue from expressway business (Thousand baht)	8,191,799.00	8,919,153.00	8,940,888.00
Revenue from rail business (Thousand baht)	4,916,980.00	6,338,462.00	6,830,139.00
Revenue from commercial development business (Thousand baht)	920,660.00	1,116,795.00	1,232,613.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from expressway business (%)	58.39	54.47	52.58
Revenue from rail business (%)	35.05	38.71	40.17
Revenue from commercial development business (%)	6.56	6.82	7.25

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	14,029,439.00	16,374,410.00	17,003,640.00
Domestic (Thousand baht)	14,029,439.00	16,374,410.00	17,003,640.00
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
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

	2022	2023	2024
Total other income (Thousand baht)	772,035.00	764,306.00	762,213.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	772,035.00	764,306.00	762,213.00
Interest income (Thousand baht)	187,223.00	179,362.00	164,993.00
Dividend income (Thousand baht)	551,536.00	558,373.00	558,373.00
Others (Thousand baht)	33,276.00	26,571.00	38,847.00

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 : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	5,156.00	1,518.00	6,862.00

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)

<div>Risk from Business Operations under Concession Agreements with Government Sector</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• Government policy</div>
<div>Biodiversity Risk</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• ESG risk</div>
<div>Human Rights Compliance Risks Cover All Stakeholders</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• ESG risk</div>
<div>Risk from Community Conflicts</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none">• ESG risk</div>

Corruption Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Risk from Serious Accidents, Public Unrest or natural Perils

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Risk related to Staff Quality and Insufficient Workforce for Business Expansion

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

Risk from Engagement of Outsourced Experts as Main Contractors for Supply and Maintenance of the M&E Equipment

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Risk in the case of Collapsed Station Structures, Tunnels, Weir ducts and Piers

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Information System Security Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- System disruption risk

Risk in terms of Occupational Health and Safety

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Risk from Serious Epidemics in the Metro System

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Pandemic risk

Risk of Non-Compliance with Laws / Concession Agreements

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk Relating to Revenues less than Projections

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Income volatility

Risk relating to Interest Rate and Foreign Exchange Rate Fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk from Cyber Attack

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- System disruption risk

Flood Risk from Climate Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Risk from the Enforcement of Climate Change–Related Laws

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

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

Risk to Securities Holder (2.2.2)

Risk from Uncertainty of Return on Investments to be Derived by Shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk from Dividend Payment Inability to Meet Investor's Expectations

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Credit Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Price Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Liquidity Risk

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.bemplc.co.th/CorporatePolicy?lang=th>
(if applicable)

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.bemplc.co.th/CorporatePolicy?lang=th>
(if applicable)

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

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	783,370.00	700,023.00	716,909.02
Gasoline (Litres)	105,978.79	42,836.00	24,164.46
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	2,454.00	3,661.00	3,352.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	209,897,116.00	226,394,104.00	232,312,593.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	577,953.00	653,162.00	794,584.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	279,000.00	758,603.00	967,912.66
Hazardous waste (Kilograms)	72,027.00	75,000.00	96,462.50
Total waste generated (Kilograms)	351,027.00	833,603.00	1,064,375.16

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	2,396.00	8,059.00	4,048.73
Scope 2 (Tons of carbon dioxide equivalents)	104,684.00	106,364.00	108,781.17
Scope 3 (Tons of carbon dioxide equivalents)	N/A	29,411.00	28,722.24

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	107,080.00	143,834.00	141,552.14
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : TUV NORD (Thailand) Co., Ltd.

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.bemplc.co.th/CorporatePolicy?lang=th>

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

	2022	2023	2024
Number of male employees (Persons)	2,303	2,418	2,449
Number of female employees (Persons)	1,645	1,688	1,687
Total number of employees (Persons)	3,948	4,106	4,136

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,798,265,264.03	2,251,612,589.17	2,536,331,892.16

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	42.93	42.85	41.40
Employee development and training expenses (baht)	1,452,556.04	4,170,950.69	3,269,918.15

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	2	2	5
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	9.65	6.60	4.88

• **Significant labor dispute**

	2022	2023	2024
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://admin.bemplc.co.th/Upload/CorporateGovernance_TH.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	17	100.00
Number of male directors	11	64.71
Number of female directors	6	35.29
Number of executive directors	6	35.29
Number of non-executive directors	11	64.71
Number of independent directors	6	35.29

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. PLEW TRIVISVAVET Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	30 Dec 2015	Engineering, Transportation & Logistics, Risk Management, Business Administration, Corporate Management

2.	<p>Mr. VITOON TEJATUSSANASOONTORN</p> <p>Gender: Male</p> <p>Age: 84 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Dec 2015	Accounting, Finance, Transportation & Logistics, Business Administration, Audit
3.	<p>GEN. CHETTA THANAJARO</p> <p>Gender: Male</p> <p>Age: 86 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>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	30 Dec 2015	Law, Transportation & Logistics, Audit, Public Administration, Leadership
4.	<p>Prof. (adjunct) ATHAPOL YAISAWANG</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	27 Oct 2021	Law, Risk Management, Business Administration, Governance/ Compliance, Sustainability
5.	<p>Mr. PHONGSARIT TANTISUVANITCHKUL</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master'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>	30 Dec 2015	Transportation & Logistics, Engineering, Risk Management, Business Administration, Governance/ Compliance

6.	<p>Dr. ANNOP TANLAMAI</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	25 Feb 2016	<p>Engineering, Accounting, Transportation & Logistics, Business Administration, Audit</p>
7.	<p>Mrs. VALLAPA ASSAKUL</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</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>	30 Dec 2015	<p>Economics, Finance, Risk Management, Governance/ Compliance, Sustainability</p>
8.	<p>M.L. PRASOBCHAI KASEMSANT</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	30 Dec 2015	<p>Transportation & Logistics, Engineering, Commerce, Law, Public Administration</p>
9.	<p>Mr. SUPONG CHAYUTSAHAKIJ</p> <p>Gender: Male</p> <p>Age: 83 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	30 Dec 2015	<p>Engineering, Transportation & Logistics, Law, Risk Management, Business Administration</p>

10.	<p>Mrs. PAYAO MARITTANAPORN</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	30 Dec 2015	<p>Transportation & Logistics, Accounting, Business Administration, Risk Management, Corporate Management</p>
11.	<p>Dr. SUPAMAS TRIVISVAVET</p> <p>Gender: Female</p> <p>Age: 50 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	8 Jul 2022	<p>Transportation & Logistics, Business Administration, Risk Management, Sustainability, Public Administration</p>
12.	<p>Ms. ARISARA DHARAMADHAJ</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	26 Apr 2019	<p>Economics, Accounting, Finance, Transportation & Logistics, Business Administration</p>
13.	<p>Mr. PANIT DUNNVATANACHIT</p> <p>Gender: Male</p> <p>Age: 68 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 (Non-executive)</p> <p>Director type: Original director</p>	30 Dec 2015	<p>Economics, Accounting, Finance, Transportation & Logistics, Business Administration</p>

14.	Mr. PIYAKORN APIBALSRI Gender: Male Age: 54 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	27 Oct 2021	Transportation & Logistics, Economics, Finance, Business Administration, Public Administration
15.	Ms. SIRIMA CHUANYOO Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	4 Dec 2024	Transportation & Logistics, Business Administration, Corporate Management, Human Resource Management, Public Administration
16.	Ms. JIRANAN VORACHAK Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	21 Dec 2022	Finance, Transportation & Logistics, Business Administration, Public Administration, Law
17.	Dr. SOMBAT KITJALAKSANA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	30 Dec 2015	Transportation & Logistics, Engineering, Risk Management, Business Administration, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
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1.	Mrs. TASANUCH THAMMACHOT	Director	Date position was	Ms. SIRIMA CHUANYOO
	Gender: Female	(Non-executive)	assumed:	Date position was assumed:
	Age: 60 years old		23 Jun 2021	4 Dec 2024
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Political Science		1 Oct 2024	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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 : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. VITOON TEJATUSSANASOONTORN [1] Gender: Male Age: 84 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	25 Feb 2016	Accounting, Finance, Transportation & Logistics, Business Administration, Audit
2.	GEN. CHETTA THANAJARO [1] Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	30 Dec 2015	Law, Transportation & Logistics, Audit, Public Administration, Leadership
3.	Dr. ANNOP TANLAMAI [1] Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	25 Feb 2016	Engineering, Accounting, Transportation & Logistics, Business Administration, 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. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	30 Dec 2015
2. Mr. SUPONG CHAYUTSAHAKIJ Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 Dec 2015
3. Mrs. PAYAO MARITTANAPORN Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 Dec 2015
4. Dr. SUPAMAS TRIVISVAVET Gender: Female Age: 50 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Jul 2022

5.	Dr. SOMBAT KITJALAKSANA	Member of the executive committee	30 Dec 2015
	Gender: Male		
	Age: 67 years old		
	Highest level of education: Doctoral degree		
	Major: Engineering		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	GEN. CHETTA THANAJARO	Chairman
	Mr. VITOON TEJATUSSANASOONTORN	Member
	Mr. PLEW TRIVISVAVET	Member
	Prof. (adjunct) ATHAPOL YAISAWANG	Member
Corporate Governance, Risk Management and Sustainable Development Committee	Prof. (adjunct) ATHAPOL YAISAWANG	Chairman
	Mrs. VALLAPA ASSAKUL	Member
	Mr. PHONGSARIT TANTISUVANITCHKUL	Member
	Dr. SOMBAT KITJALAKSANA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance, Risk Management and Sustainable Development Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance, Risk Management and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance, Risk Management and 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. Dr. SOMBAT KITJALAKSANA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering	MANAGING DIRECTOR	30 Dec 2015	Transportation & Logistics, Engineering, Risk Management, Business Administration, Governance/ Compliance
2. Mr. Witoon Hatairatana Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director Operations & Engineering (Rail)	30 Dec 2015	Transportation & Logistics, Engineering, Corporate Management, Commerce, Strategic Management
3. Mr. Alvin Gee Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Finance	Deputy Managing Director Administration	30 Dec 2015	Corporate Management, Transportation & Logistics, Information & Communication Technology, Human Resource Management, Internal Control
4. Ms. Panan Tosuwanthaworn [1] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Accounting	Deputy Managing Director Accounting and Finance	30 Dec 2015	Accounting, Finance, Budgeting, Transportation & Logistics, Corporate Management
5. Mr. Anawash Suwanarit Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Telecommunication	Deputy Managing Director Business Development & Expressway Operation	1 Jan 2018	Transportation & Logistics, Engineering, Marketing, Governance/ Compliance, Project Management

[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

	2022	2023	2024
Total executive remuneration (baht)	45,000,000.00	49,058,000.00	52,348,240.00

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) : 2,449

Number of female employees (persons) : 1,687

Total number of employees (persons) : 4,136

Employee Remuneration

Total employee remuneration : 2,536,331,892.16

Provident fund

Total number of employees (persons) : 4,136

Number of employees contributing to the PVD (persons) : 3,296

Percentage of employees who are members (%) : 79.69

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. Prof. (adjunct) ATHAPOL YAISAWANG Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 27 Oct 2021	Law, Risk Management, Business Administration, Governance/ Compliance, Sustainability
2. Mrs. VALLAPA ASSAKUL Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 30 Dec 2015	Economics, Finance, Risk Management, Governance/ Compliance, Sustainability
3. M.L. PRASOBCHAI KASEMSANT Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 30 Dec 2015	Transportation & Logistics, Engineering, Commerce, Law, Public Administration

4.	Ms. ARISARA DHARAMADHAJ Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 26 Apr 2019	Economics, Accounting, Finance, Transportation & Logistics, Business Administration
5.	Ms. JIRANAN VORACHAK Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 21 Dec 2022	Finance, Transportation & Logistics, Business Administration, Public Administration, Law

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

General information	Position	Date position was assumed	Experience and expertise
1. Ms. SIRIMA CHUANYOO Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 4 Dec 2024	Transportation & Logistics, Business Administration, Corporate Management, Human Resource Management, Public Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PLEW TRIVISVAVET	Chairman of the board	Participating
Mr. VITOON TEJATUSSANASOONTORN	Director	Participating
GEN. CHETTA THANAJARO	Director	Non-participating
Prof. (adjunct) ATHAPOL YAISAWANG	Director	Non-participating
Mr. PHONGSARIT TANTISUVANITCHKUL	Director	Participating

Dr. ANNOP TANLAMAI	Director	Non-participating
Mrs. VALLAPA ASSAKUL	Director	Non-participating
M.L. PRASOBCHAI KASEMSANT	Director	Non-participating
Mr. SUPONG CHAYUTSAHAKIJ	Director	Non-participating
Mrs. PAYAO MARITTANAPORN	Director	Non-participating
Dr. SUPAMAS TRIVISVAVET	Director	Participating
Ms. ARISARA DHARAMADHAJ	Director	Non-participating
Mr. PANIT DUNNVATANACHIT	Director	Non-participating
Mr. PIYAKORN APIBALSRI	Director	Non-participating
Ms. SIRIMA CHUANYOO	Director	Participating
Ms. JIRANAN VORACHAK	Director	Non-participating
Dr. SOMBAT KITJALAKSANA	Director	Non-participating
Mrs. TASANUCH THAMMACHOT	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment)
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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	: 10 Apr 2024
EGM meeting	: Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. PLEW TRIVISVAVET (Chairman of the board)	-	6/6	Participating	Participating
2.	Mr. VITON TEJATUSSANASOONTORN (Director)	-	6/6	Participating	Participating
3.	GEN. CHETTA THANAJARO (Director)	-	5/6	Participating	Participating
4.	Prof. (adjunct) ATHAPOL YAISAWANG (Director)	-	6/6	Participating	Participating
5.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	6/6	Participating	Participating
6.	Dr. ANNOP TANLAMAI (Director)	-	6/6	Participating	Participating
7.	Mrs. VALLAPA ASSAKUL (Director)	-	6/6	Participating	Participating
8.	M.L. PRASOBCHAI KASEMSANT (Director)	-	6/6	Participating	Participating
9.	Mr. SUPONG CHAYUTSAHAKIJ (Director)	-	6/6	Participating	Participating
10.	Mrs. PAYAO MARITTANAPORN (Director)	-	6/6	Participating	Participating
11.	Dr. SUPAMAS TRIVISVAVET (Director)	-	6/6	Participating	Participating
12.	Ms. ARISARA DHARAMADHAJ (Director)	-	6/6	Participating	Participating
13.	Mr. PANIT DUNNVATANACHIT (Director)	-	6/6	Participating	Participating
14.	Mr. PIYAKORN APIBALSRI (Director)	-	6/6	Participating	Participating
15.	Ms. SIRIMA CHUANYOO (Director)	-	1/1	Non-participating	Non-participating
16.	Ms. JIRANAN VORACHAK (Director)	-	6/6	Participating	Participating
17.	Dr. SOMBAT KITJALAKSANA (Director)	-	5/6	Participating	Participating
18.	Mrs. TASANUCH THAMMACHOT (Director)	1 Oct 2024	4/4	Participating	Non-participating

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PLEW TRIVISVAVET (Chairman of the board)	-	600,000.00	3,647,253.00	No
2.	Mr. VITON TEJATUSSANASOONTORN (Director)	-	300,000.00	1,300,000.00	No
3.	GEN. CHETTA THANAJARO (Director)	-	250,000.00	1,300,000.00	No

4.	Prof. (adjunct) ATHAPOL YAISAWANG (Director)	-	300,000.00	1,300,000.00	No
5.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	300,000.00	1,835,165.00	No
6.	Dr. ANNOP TANLAMAI (Director)	-	300,000.00	1,150,000.00	No
7.	Mrs. VALLAPA ASSAKUL (Director)	-	300,000.00	1,150,000.00	No
8.	M.L. PRASOBCHAI KASEMSANT (Director)	-	300,000.00	1,050,000.00	No
9.	Mr. SUPONG CHAYUTSAHAKIJ (Director)	-	300,000.00	1,350,000.00	No
10.	Mrs. PAYAO MARITTANAPORN (Director)	-	300,000.00	1,350,000.00	No
11.	Dr. SUPAMAS TRIVISVAVET (Director)	-	300,000.00	1,350,000.00	No
12.	Ms. ARISARA DHARAMADHAJ (Director)	-	300,000.00	1,050,000.00	No
13.	Mr. PANIT DUNNVATANACHIT (Director)	-	300,000.00	1,050,000.00	No
14.	Mr. PIYAKORN APIBALSRI (Director)	-	300,000.00	1,050,000.00	No
15.	Ms. SIRIMA CHUANYOO (Director)	-	50,000.00	22,826.00	No
16.	Ms. JIRANAN VORACHAK (Director)	-	300,000.00	1,050,000.00	No
17.	Dr. SOMBAT KITJALAKSANA (Director)	-	250,000.00	1,450,000.00	No
18.	Mrs. TASANUCH THAMMACHOT (Director)	1 Oct 2024	200,000.00	975,000.00	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) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. VITOON TEJATUSSANASOONTORN (Chairman of the audit committee)	-	5/5

2.	GEN. CHETTA THANAJARO (Audit committee)	-	5/5
3.	Dr. ANNOP TANLAMAI (Audit committee)	-	5/5