



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TEAM CONSULTING ENGINEERING AND MANAGEMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TEAM CONSULTING ENGINEERING AND MANAGEMENT PUBLIC COMPANY LIMITED

Symbol : TEAMG

Address : 151 Nuan Chan Road, Nuan Chan, Bueng Kum

Province : Bangkok

Postcode : 10230

Business : The company provides integrated consulting services covered engineering and environmental aspects including study and design, project management and construction supervision, and environmental impact assessment.

Registration Number : 0107561000030

Telephone : 0-2509-9000

Fax (if applicable) : 0-2509-9090

Website : www.teamgroup.co.th

Email : teamgroup@team.co.th

Total Shares Sold (shares)

Common Stock : 817,901,618

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)	1,759,306.53	1,623,667.48	1,673,670.13
Transporation and Logistics (Thousand baht)	644,214.39	491,376.49	375,105.56
Water Resources (Thousand baht)	459,548.70	411,408.24	432,445.15
Building and Infrastructure (Thousand baht)	374,510.13	429,830.68	620,822.51
Environmental Management (Thousand baht)	95,280.77	93,970.19	107,341.10
Energy (Thousand baht)	134,430.35	118,818.27	76,100.25
Others (Thousand baht)	51,322.19	78,263.61	61,855.56

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Transporation and Logistics (%)	36.62	30.26	22.41
Water Resources (%)	26.12	25.34	25.84
Building and Infrastructure (%)	21.29	26.47	37.09
Environmental Management (%)	5.42	5.79	6.41
Energy (%)	7.64	7.32	4.55
Others (%)	2.92	4.82	3.70

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	1,759,306.53	1,623,667.48	1,673,670.13
Domestic (Thousand baht)	1,660,444.29	1,491,617.28	1,497,156.27
International (Thousand baht)	98,862.24	132,050.20	176,513.86
Laos (Thousand baht)	60,424.88	93,669.83	156,948.07
Myanmar (Thousand baht)	18,573.92	23,978.12	12,221.49
Timor-Leste (Thousand baht)	3,103.46	2,608.19	1,321.00
Vietnam (Thousand baht)	2,489.80	96.75	164.10
Cambodia (Thousand baht)	6,047.19	9,626.21	5,859.20
China (Thousand baht)	8,222.99	2,071.10	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	94.38	91.87	89.45
International (%)	5.62	8.13	10.55
Laos (%)	61.12	70.94	88.92
Myanmar (%)	18.79	18.16	6.92
Timor-Leste (%)	3.14	1.98	0.75
Vietnam (%)	2.52	0.07	0.09
Cambodia (%)	6.12	7.29	3.32
China (%)	8.32	1.57	0.00

Other income as specified in the financial statements

	2021	2022	2023
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Total other income (Thousand baht)	21,312.14	15,826.18	11,645.75
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	21,312.14	15,826.18	11,645.75

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 of Management and Quality Control

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Damage to company image and reputation
- New business risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Impact on the environment
- Corruption
- System disruption risk

Compliance Risk

- Violations of laws and regulations

- Corporate Governance

Risks of Human Resource Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation
- ESG risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Delays in the development of future projects
- Safety, occupational health, and working environment

Compliance Risk

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

Risks from investment in development projects and investments in subsidiaries and associated companies

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

- Government policy
- Changes in technologies
- Business operations of partners in the supply chain
- Economic risk
- New business risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Delays in the development of future projects
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in return on assets or investment
- Liquidity risk

Risks of corruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Corruption

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Financial Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Business operations of partners in the supply chain
- Reliance on large customers or few customers

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
- Business operations that have no commercial results

- Corruption

Compliance Risk

- Corporate Governance

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Liquidity risk
- Income volatility

Risks from increased competition of consulting company both in domestic and international countries

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Competition risk

Operational Risk

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

Compliance Risk

- Laws and regulations is not favorable for doing business

Risks from changes in external factors during the project implementation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Business operations of partners in the supply chain
- Economic risk

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Risks from rapid changes in technology

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

- Competition risk

Operational Risk

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

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Risks from cyber threats

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- System disruption risk

Risks of changes in environmental policy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- ESG risk

- Climate change and disasters

Operational Risk

- Systems or internal control system
- Human error in business operations
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations

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.teamgroup.co.th/wp-content/uploads/2022/03/Sustainability-Policy.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.teamgroup.co.th/wp-content/uploads/2022/03/Sustainability-Policy.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Diesel (Litres)	N/A	41,625.05	40,800.21
Gasoline (Litres)	N/A	48,064.80	57,809.27

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	1,480,306.12	1,324,370.00	1,323,480.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	14,901.00	19,991.00	19,764.00

Waste management

• Waste from operations

	2021	2022	2023
Total waste generated (Kilograms)	0.00	0.00	129,000.00

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	245.00	314.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	612.00	598.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	371.00	460.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	1,228.00	1,372.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : SGS (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, 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)	808	785	819
Number of female employees (Persons)	473	453	467
Total number of employees (Persons)	1,281	1,238	1,286

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	935,741,437.20

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	10.40	21.19	24.79

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	1	0	0

• 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.teamgroup.co.th/wp-content/uploads/2020/11/45_2563-Corporate-Governance-Policy.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	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	2	22.22
Number of non-executive directors	7	77.78
Number of independent directors	4	44.44

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. RAPEE PHONGBUPAKICHA Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	12 Oct 2022	Law, Leadership, Governance/ Compliance, Audit, Risk Management, Budgeting, Data Analysis

2.	<p>Mr. AMNAT PROMMASUTRA</p> <p>Gender: Male</p> <p>Age: 71 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>Vice Chairman (Executive)</p> <p>Director type: Original director</p>	14 Jun 2022	Engineering, Governance/ Compliance, Leadership, Strategic Management
3.	<p>GEN. WICHIEEN SIRISOONTHORN</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Public Administration</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>	27 Apr 2017	Data Analysis, Leadership, Strategic Management, Audit, Governance/ Compliance
4.	<p>Mrs. SUVIMOL CHRITYAKIERNE</p> <p>Gender: Female</p> <p>Age: 71 years old</p> <p>Highest level of education: Master'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>	7 Jul 2017	Commerce, Accounting, Audit, Internal Control, Governance/ Compliance
5.	<p>Mr. CHAMLONG PRABKEAO</p> <p>Gender: Male</p> <p>Age: 65 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	14 Jun 2022	Engineering, Governance/ Compliance, Leadership

6.	Mr. CHAWALIT CHANTARARAT Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	27 Apr 2010	Strategic Management, Engineering, Leadership, Governance/ Compliance
7.	Mr. KITTIPOL BUNNIM Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	26 Apr 2022	Engineering, Leadership, Governance/ Compliance, Strategic Management
8.	Mr. PRASONG WANGRATTANAPRANEE Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	26 Apr 2022	Engineering, Governance/ Compliance, Leadership, Strategic Management
9.	Mr. APHICHAT SRAMOON Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	19 Feb 2020	Economics, Human Resource Management, Sustainability, Corporate Social Responsibility, Data Analysis, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance

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. RAPEE PHONGBUPAKICHA Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	12 Oct 2022	Law, Leadership, Governance/ Compliance, Audit, Risk Management, Budgeting, Data Analysis
2. Mrs. SUVIMOL CHRITYAKIERNE [1] Gender: Female Age: 71 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	7 May 2019	Commerce, Accounting, Audit, Internal Control, Governance/ Compliance

3.	GEN. WICHIEEN SIRISOONTHORN	Audit committee	7 May 2019	Data Analysis, Leadership, Strategic Management, Audit, Governance/ Compliance
	Gender: Male	(Non-executive, Independent director)		
	Age: 67 years old			
	Highest level of education: Master's degree	Director type: Original director		
	Major: Master of Public Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

[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. AMNAT PROMMASUTRA Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	10 May 2023
2. Mr. APHICHAT SRAMOON Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	10 May 2023
3. Mrs. Penpilai Phonchaipanich Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 May 2019

4.	<p>Dr. Teerawut Juirnarongrit</p> <p>Gender: Male</p> <p>Age: 49 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>Member of the executive committee</p>	24 Feb 2022
5.	<p>Mr. Nakorn Sanyasiri</p> <p>Gender: Male</p> <p>Age: 48 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>Member of the executive committee</p>	24 Feb 2022
6.	<p>Mr. Pawak Vongpichate</p> <p>Gender: Male</p> <p>Age: 48 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>Member of the executive committee</p>	15 Jun 2022
7.	<p>Mr. Sompat Suwapit</p> <p>Gender: Male</p> <p>Age: 49 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>Member of the executive committee</p>	24 Feb 2022
8.	<p>Mr. Sita Tansiri</p> <p>Gender: Male</p> <p>Age: 42 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>Member of the executive committee</p>	10 May 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Compensation Committee	GEN. WICHIEEN SIRISOONTHORN	Chairman
	Mr. CHAWALIT CHANTARARAT	Member
	Mr. PRASONG WANGRATTANAPRANEE	Member
Corporate Governance and Sustainability Committee	Mr. RAPEE PHONGBUPAKICHA	Chairman
	Mr. AMNAT PROMMASUTRA	Member
	GEN. WICHIEEN SIRISOONTHORN	Member
	Mrs. SUVIMOL CHRITYAKIERNE	Member
	Mr. CHAMLONG PRABKEAO	Member
	Mr. CHAWALIT CHANTARARAT	Member
	Mr. PRASONG WANGRATTANAPRANEE	Member
	Mr. APHICHAT SRAMOON	Member
	Mr. KITTIPOL BUNNIM	Member
Risk Mangement Committee	Mr. APHICHAT SRAMOON	Chairman
	Mr. Nakorn Sanyasiri	Member
	Dr. Teerawut Juirnarongrit	Member
	Mr. Sompat Suwapit	Member
	Mrs. Penpilai Phonchaipanich	Member
	Mr. Phongton Kusoljit	Member
	Mr. Worapong Preecha	Member
	Ms. Mayuree Khuayjarernpanishk	Member
	Mr. Pawak Vongpichate	Member
	Ms. Kannika Pahonepipat	Member
	Mr. Teerasak Srisumran	Member
	Mrs. Pramwanee Predapun	Member
	Dr. Pastsakorn Kitiyodom	Member
	Ms. Tisana Dumrisomkul	Member
	Mr. Sita Tansiri	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Mangement Committee
Sub-committees responsible for nomination	: Nomination and Compensation Committee
Sub-committees responsible for remuneration	: Nomination and Compensation Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability 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. APHICHAT SRAMOON Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering	CHIEF EXECUTIVE OFFICER	19 Feb 2020	Economics, Human Resource Management, Sustainability, Corporate Social Responsibility, Data Analysis, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Budgeting, Governance/ Compliance
2. Dr. Teerawut Juirnarongrit Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Engineering	Chief Operating Officer	19 Feb 2020	Engineering, Leadership, Risk Management, Statistics, Budgeting, Data Analysis
3. Mr. Nakorn Sanyasiri Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering	Chief Operating Officer	19 Feb 2020	Engineering, Leadership, Risk Management, Statistics, Budgeting, Data Analysis
4. Mrs. Penpilai Phonchaipanich [1] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer, Acting Chief Administrative Officer	1 Sep 2019	Leadership, Commerce, Accounting, Finance, Budgeting, Data Analysis

5.	Mr. Pawak Vongpichate Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Chief Related Business Officer	15 Jun 2022	Engineering, Leadership, Risk Management, Statistics, Budgeting, Data Analysis
6.	Mr. Sompat Suwapit Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Economics	Chief Related Business Officer	19 Feb 2020	Engineering, Leadership, Risk Management, Statistics, Budgeting, Data Analysis, IT Management
7.	Mr. Sita Tansiri Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Business Administration	Chief Strategy Officer	26 May 2023	Business Administration, Economics, Finance & Securities, Accounting, Finance, Fund Management, Data Analysis, Statistics, Engineering, Budgeting, Leadership, Governance/ Compliance, Risk 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 policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	29.16	27.61	28.88

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 819
Number of female employees (persons)	: 467
Total number of employees (persons)	: 1,286

Employee Remuneration

Total employee remuneration	: 935,741,437.20
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Provident fund

Total number of employees (persons)	: 1,286
Number of employees contributing to the PVD (persons)	: 845
Percentage of employees who are members (%)	: 65.71

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. RAPEE PHONGBUPAKICHA Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 Oct 2022	Law, Leadership, Governance/ Compliance, Audit, Risk Management, Budgeting, Data Analysis
2. Mr. CHAWALIT CHANTARARAT Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 27 Apr 2010	Strategic Management, Engineering, Leadership, Governance/ Compliance
3. Mr. KITTIPOL BUNNIM Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 26 Apr 2022	Engineering, Leadership, Governance/ Compliance, Strategic Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. RAPEE PHONGBUPAKICHA	Chairman of the board	Participating
Mr. AMNAT PROMMASUTRA	Vice Chairman	Non-participating
GEN. WICHIEEN SIRISOONTHORN	Director	Non-participating
Mrs. SUVIMOL CHRITYAKIERNE	Director	Participating
Mr. CHAMLONG PRABKEAO	Director	Participating
Mr. CHAWALIT CHANTARARAT	Director	Participating
Mr. KITTIPOL BUNNIM	Director	Non-participating
Mr. PRASONG WANGRATTANAPRANEE	Director	Non-participating
Mr. APHICHAT SRAMOON	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 9

Date of AGM meeting : 26 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. RAPEE PHONGBUPAKICHA (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2.	Mr. AMNAT PROMMASUTRA (Vice Chairman)	-	8/9	Participating	Did not hold the meeting
3.	GEN. WICHIEEN SIRISOONTHORN (Director)	-	9/9	Participating	Did not hold the meeting
4.	Mrs. SUVIMOL CHRITYAKIERNE (Director)	-	9/9	Participating	Did not hold the meeting
5.	Mr. CHAMLONG PRABKEAO (Director)	-	9/9	Participating	Did not hold the meeting
6.	Mr. CHAWALIT CHANTARARAT (Director)	-	9/9	Participating	Did not hold the meeting
7.	Mr. KITTIPOL BUNNIM (Director)	-	7/9	Participating	Did not hold the meeting
8.	Mr. PRASONG WANGRATTANAPRANEE (Director)	-	9/9	Participating	Did not hold the meeting
9.	Mr. APHICHAT SRAMOON (Director)	-	9/9	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. RAPEE PHONGBUPAKICHA (Chairman of the board)	-	67,500.00	927,000.00	No
2.	Mr. AMNAT PROMMASUTRA (Vice Chairman)	-	52,000.00	747,000.00	No
3.	GEN. WICHIEEN SIRISOONTHORN (Director)	-	45,000.00	538,000.00	No
4.	Mrs. SUVIMOL CHRITYAKIERNE (Director)	-	45,000.00	538,000.00	No
5.	Mr. CHAMLONG PRABKEAO (Director)	-	45,000.00	538,000.00	No
6.	Mr. CHAWALIT CHANTARARAT (Director)	-	45,000.00	538,000.00	No
7.	Mr. KITTIPOL BUNNIM (Director)	-	35,000.00	528,000.00	No
8.	Mr. PRASONG WANGRATTANAPRANEE (Director)	-	45,000.00	538,000.00	No

9.	Mr. APHICHAT SRAMOON (Director)	-	0.00	238,000.00	No
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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. RAPEE PHONGBUPAKICHA (Chairman of the audit committee)	-	5/5
2.	Mrs. SUVIMOL CHRITYAKIERNE (Audit committee)	-	5/5
3.	GEN. WICHIEEN SIRISOONTHORN (Audit committee)	-	5/5