



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 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 : 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

	2022	2023	2024
Total revenue from operations (Thousand baht)	1,623,667.48	1,673,670.13	1,872,097.35
Transporation and Logistics (Thousand baht)	491,376.49	375,105.56	409,538.83
Water Resources (Thousand baht)	411,408.24	432,445.15	548,712.25
Building and Infrastructure (Thousand baht)	429,830.68	620,822.51	746,450.76
Environmental Management (Thousand baht)	93,970.19	107,341.10	73,350.01
Energy (Thousand baht)	118,818.27	76,100.25	69,496.12
Others (Thousand baht)	78,263.61	61,855.56	24,549.38

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Transporation and Logistics (%)	30.26	22.41	21.88
Water Resources (%)	25.34	25.84	29.31
Building and Infrastructure (%)	26.47	37.09	39.87
Environmental Management (%)	5.79	6.41	3.92
Energy (%)	7.32	4.55	3.71
Others (%)	4.82	3.70	1.31

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	1,623,667.48	1,673,670.13	1,872,097.35
Domestic (Thousand baht)	1,491,617.28	1,497,156.27	1,725,439.87
International (Thousand baht)	132,050.20	176,513.86	146,657.48
Laos (Thousand baht)	93,669.83	156,948.07	145,051.18
Myanmar (Thousand baht)	23,978.12	12,221.49	1,352.22
Timor-Leste (Thousand baht)	2,608.19	1,321.00	0.00
Vietnam (Thousand baht)	96.75	164.10	0.00
Cambodia (Thousand baht)	9,626.21	5,859.20	254.07
China (Thousand baht)	2,071.10	0.00	0.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	91.87	89.45	92.17
International (%)	8.13	10.55	7.83
Laos (%)	70.94	88.92	98.90
Myanmar (%)	18.16	6.92	0.92
Timor-Leste (%)	1.98	0.75	0.00
Vietnam (%)	0.07	0.09	0.00
Cambodia (%)	7.29	3.32	0.17
China (%)	1.57	0.00	0.00

Other income as specified in the financial statements

	2022	2023	2024
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Total other income (Thousand baht)	15,826.18	11,645.75	22,228.33
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	15,826.18	11,645.75	22,228.33

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)	2022	2023	2024
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)

Strategic Misalignment Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Competition risk
- Economic risk
- New business risk
- 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
- Product obsolescence
- Information security and cyber-attack
- Delays in the development of future projects
- Climate change and disasters

- Impact on the environment

- Corruption

Compliance Risk

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

Financial Risk

- Liquidity risk

Management and Quality Control Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- 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
- Product obsolescence

- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment
- Corruption

Compliance Risk

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

Financial Risk

- Liquidity risk

Contractual Risk of Installment Payment linking to Uncontrollable Work Progress

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Damage to company image and reputation
- Economic risk
- 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
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment
- Corruption

Compliance Risk

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

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Damage to company image and reputation
- Economic risk

- 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
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Default on payment or exchange of goods
- Liquidity risk

Risks from Rapid Technological Changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Delays in the development of future projects
- Climate change and disasters
- Corruption

Compliance Risk

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

Financial Risk

- Liquidity risk

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/2024/02/TEAMG36-2021SustainabilityCSR_ALL-th.pdf
(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.teamgroup.co.th/wp-content/uploads/2022/03/Sustainability-Policy.pdf>
(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
Diesel (Litres)	41,625.05	40,800.21	105,339.80
Gasoline (Litres)	48,064.80	57,809.27	96,743.63

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	1,324,370.00	1,323,480.00	1,388,832.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	19,991.00	19,764.00	21,217.00

Waste management

• Waste from operations

	2022	2023	2024
Total waste generated (Kilograms)	0.00	129,000.00	38,270.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	245.00	314.00	555.00
Scope 2 (Tons of carbon dioxide equivalents)	612.00	598.00	645.00
Scope 3 (Tons of carbon dioxide equivalents)	371.00	460.00	3,656.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	1,228.00	1,372.00	4,856.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : BSI Group (Thailand) Co., Ltd.

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

	2022	2023	2024
Number of male employees (Persons)	785	819	826
Number of female employees (Persons)	453	467	477
Total number of employees (Persons)	1,238	1,286	1,303

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	0.00	935,741,437.20	1,014,951,761.91

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	21.19	24.79	31.53

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	0

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	N/A	N/A	15.50

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	Yes

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	1	11.11
Number of non-executive directors	8	88.89
Number of independent directors	5	55.56

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: 64 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) Director type: Re-elected as director	12 Oct 2022	Leadership, Governance/ Compliance, Risk Management, Data Analysis, Sustainability

2.	Mr. AMNAT PROMMASUTRA Gender: Male Age: 72 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	14 Jun 2022	Engineering, Governance/ Compliance, Leadership, Strategic Management, Law
3.	GEN. WICHIEEN SIRISOONTHORN Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	27 Apr 2017	Data Analysis, Leadership, Strategic Management, Audit, Governance/ Compliance
4.	Mrs. SUVIMOL CHRITYAKIERNE Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	7 Jul 2017	Commerce, Accounting, Audit, Internal Control, Governance/ Compliance
5.	Assoc. Prof. Dr. CHAMLONG PRABKEAO Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	14 Jun 2022	Engineering, Governance/ Compliance, Leadership, Risk Management, Data Analysis

6.	ACM KONGSAK CHANTARASOPA Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	24 Feb 2024	Data Analysis, Negotiation, Leadership, Governance/ Compliance, Risk Management
7.	Assoc. Prof. Dr. KITTICHA TRIRATANASIRICHA Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	6 Dec 2024	Engineering, Governance/ Compliance, Strategic Management, Risk Management, Leadership
8.	Mr. PRASONG WANGRATTANAPRANEE Gender: Male Age: 67 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, Risk Management
9.	Mr. CHAWALIT CHANTARARAT Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	27 Apr 2010	Strategic Management, Engineering, Leadership, Governance/ Compliance, Risk Management

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

General information	Position	Tenure	Replacement Director
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1.	Mr. APHICHAT SRAMOON Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 19 Feb 2020 Date directorship ended: 1 Dec 2024	Assoc. Prof. Dr. KITTICHAIRIRATANASIRICHAIDate position was assumed: 6 Dec 2024
2.	Mr. KITTIPOL BUNNIM Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 26 Apr 2022 Date directorship ended: 9 Feb 2024	ACM KONGSAK CHANTARASOPADate position was assumed: 24 Feb 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

Remark : The Board of Directors in meeting No. 6/2024 on 6 December 2024 appointed Air Chief Marshal Kongsak Chantarasopa, Independent Director, as the Lead Independent Director to take part in considering and determining the agenda items of the Board of Directors' meetings.

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. Mrs. SUVIMOL CHRITYAKIERNE [1] Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	1 Jan 2018	Commerce, Accounting, Audit, Internal Control, Governance/ Compliance
2. GEN. WICHIEEN SIRISOONTHORN Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Jan 2018	Data Analysis, Leadership, Strategic Management, Audit, Governance/ Compliance
3. ACM KONGSAK CHANTARASOPA Gender: Male Age: 61 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: Additional and newly-appointed directors	6 Dec 2024	Data Analysis, Negotiation, Leadership, Governance/ Compliance, 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. RAPEE PHONGBUPAKICHA Gender: Male Age: 64 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)	Date position was assumed: 12 Oct 2022 Date directorship ended: 5 Dec 2024	ACM KONGSAK CHANTARASOPA Date position was assumed: 6 Dec 2024

[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: 72 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. CHAWALIT CHANTARARAT Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	16 Dec 2024

3.	<p>Dr. Teerawut Juirnarongrit</p> <p>Gender: Male</p> <p>Age: 50 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>	<p>24 Feb 2022</p>
4.	<p>Mr. Pawak Vongpichate</p> <p>Gender: Male</p> <p>Age: 49 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>	<p>15 Jun 2022</p>
5.	<p>Mr. Sita Tansiri</p> <p>Gender: Male</p> <p>Age: 43 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>	<p>10 May 2023</p>
6.	<p>Mr. Meererk Passara</p> <p>Gender: Male</p> <p>Age: 59 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>	<p>16 Dec 2024</p>
7.	<p>Ms. Nathaya Limsoontrakul</p> <p>Gender: Female</p> <p>Age: 40 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>	<p>16 Dec 2024</p>

8.	<p>Mrs. Kedsara Luengruengtip</p> <p>Gender: Female</p> <p>Age: 51 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	16 Dec 2024
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
<p>1. Mr. APHICHAT SRAMOON</p> <p>Gender: Male</p> <p>Age: 54 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>	Vice-chairman of the executive committee	<p>Date position was assumed: 7 Aug 2019</p> <p>Date directorship ended: 1 Dec 2024</p>	<p>Mr. CHAWALIT CHANTARARAT</p> <p>Date position was assumed: 6 Dec 2024</p>

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Compensation Committee	<p>GEN. WICHIEEN SIRISOONTHORN</p> <p>Mr. PRASONG WANGRATTANAPRANEE</p> <p>ACM KONGSAK CHANTARASOPA</p>	<p>Chairman</p> <p>Member</p> <p>Member</p>
Corporate Governance and Sustainability Committee	<p>GEN. WICHIEEN SIRISOONTHORN</p> <p>Assoc. Prof. Dr. CHAMLONG PRABKEAO</p> <p>Mr. CHAWALIT CHANTARARAT</p> <p>ACM KONGSAK CHANTARASOPA</p>	<p>Chairman</p> <p>Member</p> <p>Member</p> <p>Member</p>
Risk Mangement Committee	<p>Assoc. Prof. Dr. CHAMLONG PRABKEAO</p> <p>ACM KONGSAK CHANTARASOPA</p> <p>Mr. CHAWALIT CHANTARARAT</p>	<p>Chairman</p> <p>Member</p> <p>Member</p>

The CEO Performance /review	ACM KONGSAK CHANTARASOPA	Chairman
	Assoc. Prof. Dr. KITTICHA	Member
	TRIRATANASIRICHA	Member
	Mr. PRASONG WANGRATTANAPRANEE	
The Innovation and artificial Intelligence Committee	Mr. RAPEE PHONGBUPAKICHA	Chairman
	Assoc. Prof. Dr. KITTICHA	Member
	TRIRATANASIRICHA	Member
	Dr. Saraschai Ongprasert	Member
	Dr. Supattana Wichakul	

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management 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
Sub-committees responsible for corporate sustainability development	: 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. Dr. Teerawut Juirnarongrit Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Engineering	Deputy CEO	19 Feb 2020	Engineering, Leadership, Risk Management, Statistics, Data Analysis
2. Mr. Pawak Vongpichate Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Chief Related Business Officer	15 Jun 2022	Engineering, Leadership, Statistics, Budgeting, Data Analysis
3. Mr. Sita Tansiri Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Chief Strategy Officer	26 May 2023	Finance & Securities, Fund Management, Data Analysis, Statistics, Risk Management
4. Mr. Meererk Passara Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering	Chief Operating Officer 2	1 Apr 2024	Leadership, Risk Management, Project Management, Engineering, Data Analysis
5. Dr. Pastsakorn Kitiyodom Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Engineering	Chief Operating Officer 3	1 Apr 2024	Engineering, Data Analysis, Project Management, Risk Management, Leadership

6.	Mr. Teerasak Srisumran Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Acting Chief Operating Officer 4	14 Aug 2024	Engineering, Business Administration, Risk Management, Strategic Management, Finance
7.	Ms. Nathaya Limsoontrakul [1] Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Economics	Chief Financial Officer	1 Jan 2025	Economics, Finance, Accounting, Sustainability, Data Analysis
8.	Mrs. Kedsara Luengruengtip Gender: Female Age: 51 years old Highest level of education: Bachelor's degree Major: Law	Chief Administrative Officer	1 Jan 2025	Law, Human Resource 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)	27.61	28.88	45.56

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)	: 826
Number of female employees (persons)	: 477
Total number of employees (persons)	: 1,303

Employee Remuneration

Total employee remuneration	: 1,014,951,761.91
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Provident fund

Total number of employees (persons)	: 1,303
Number of employees contributing to the PVD (persons)	: 846
Percentage of employees who are members (%)	: 68.28

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Napat Prinyanusorn	napat_p@team.co.th	02-509-9000 ต่อ 1911

- Company secretary

General information	Email	Telephone
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1.	Ms. POMMARA PATTHANABHUMTHANINT	pommara_pa@team.co.th	02-509-9000 ต่อ 2019
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• Head of internal audit

General information	Email	Telephone
1. Ms. Valdee Sibunruang	Valdee@ivlaudit.com	02-707-8704

• Head of investor relations

General information	Email	Telephone
1. Mr. Sita Tansiri	ir@team.co.th	02-509-9000 ต่อ 3311 ต่อ 106, 101

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mrs. WATOO KAYANKANNAVEE Email: watoo.kayankannavee@th.ey.com Telephone: -</p> <p>2. Mrs CHONLAROS SUNTIASVARAPORN Email: Chonlarot.Santi-asawaraporn@th.ey.com Telephone: -</p> <p>3. Mrs. SIRIRAT SRICHAROENSUP Email: Sirirat.Sricharoensap@th.ey.com Telephone: -</p>	2,880,000.00	-

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. RAPEE PHONGBUPAKICHA Gender: Male Age: 64 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) Director type: Re-elected as director	Date position was assumed: 12 Oct 2022	Leadership, Governance/ Compliance, Risk Management, Data Analysis, Sustainability
2. Assoc. Prof. Dr. CHAMLONG PRABKEAO Gender: Male Age: 66 years old Highest level of education: Doctoral 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: 14 Jun 2022	Engineering, Governance/ Compliance, Leadership, Risk Management, Data Analysis

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

General information	Position	Date position was assumed	Experience and expertise
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1.	ACM KONGSAK CHANTARASOPA Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 24 Feb 2024	Data Analysis, Negotiation, Leadership, Governance/ Compliance, Risk Management
2.	Assoc. Prof. Dr. KITTICHA TRIRATANASIRICHA Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 6 Dec 2024	Engineering, Governance/ Compliance, Strategic Management, Risk Management, Leadership

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. RAPEE PHONGBUPAKICHA	Chairman of the board	Non-participating
Mr. AMNAT PROMMASUTRA	Director	Participating
GEN. WICHIEEN SIRISOONTHORN	Vice Chairman	Non-participating
Mrs. SUVIMOL CHRITYAKIERNE	Director	Participating
Assoc. Prof. Dr. CHAMLONG PRABKEAO	Director	Participating
ACM KONGSAK CHANTARASOPA	Director	Participating
Assoc. Prof. Dr. KITTICHA TRIRATANASIRICHA	Director	Participating
Mr. PRASONG WANGRATTANAPRANEE	Director	Non-participating
Mr. CHAWALIT CHANTARARAT	Director	Non-participating
Mr. APHICHAT SRAMOON	Director	Non-participating
Mr. KITTIPOL BUNNIM	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) : 7

Date of AGM meeting : 25 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. RAPEE PHONGBUPAKICHA (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. AMNAT PROMMASUTRA (Director)	-	7/7	Participating	Did not hold the meeting
3.	GEN. WICHIEEN SIRISOONTHORN (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
4.	Mrs. SUVIMOL CHRITYAKIERNE (Director)	-	7/7	Participating	Did not hold the meeting
5.	Assoc. Prof. Dr. CHAMLONG PRABKEAO (Director)	-	7/7	Participating	Did not hold the meeting
6.	ACM KONGSAK CHANTARASOPA (Director)	-	6/6	Non-participating	Did not hold the meeting
7.	Assoc. Prof. Dr. KITTICHAIRIRATANASIRICHAIR (Director)	-	1/1	Non-participating	Did not hold the meeting
8.	Mr. PRASONG WANGRATTANAPRANEE (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. CHAWALIT CHANTARARAT (Director)	-	7/7	Participating	Did not hold the meeting

10.	Mr. APHICHAT SRAMOON (Director)	1 Dec 2024	5/5	Participating	Did not hold the meeting
11.	Mr. KITTIPOLO BUNNIM (Director)	9 Feb 2024	0/0	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)	-	1,068,636.00	N/A	N/A
2.	Mr. AMNAT PROMMASUTRA (Director)	-	860,102.00	N/A	N/A
3.	GEN. WICHIEEN SIRISOONTHORN (Vice Chairman)	-	639,151.32	N/A	N/A
4.	Mrs. SUVIMOL CHRITYAKIERNE (Director)	-	618,068.00	N/A	N/A
5.	Assoc. Prof. Dr. CHAMLONG PRABKEAO (Director)	-	618,068.00	N/A	N/A
6.	ACM KONGSAK CHANTARASOPA (Director)	-	526,949.41	N/A	N/A
7.	Assoc. Prof. Dr. KITTICHA TRIRATANASIRICHA (Director)	-	49,555.74	N/A	N/A
8.	Mr. PRASONG WANGRATTANAPRANEE (Director)	-	618,068.00	N/A	N/A
9.	Mr. CHAWALIT CHANTARARAT (Director)	-	583,068.00	N/A	N/A
10.	Mr. APHICHAT SRAMOON (Director)	1 Dec 2024	259,479.00	N/A	N/A
11.	Mr. KITTIPOLO BUNNIM (Director)	9 Feb 2024	61,381.56	N/A	N/A

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. SUVIMOL CHRITYAKIERNE (Chairman of the audit committee)	-	5/5
2.	GEN. WICHIEEN SIRISOONTHORN (Audit committee)	-	5/5
3.	ACM KONGSAK CHANTARASOPA (Audit committee)	-	1/1
4.	Mr. RAPEE PHONGBUPAKICHA (Chairman of the audit committee)	5 Dec 2024	3/4