



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 2022



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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

Fax (if applicable) : 0-2641-4610, 0-2354-2040

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

	2020	2021	2022
Total (Thousand baht)	14,322,561.00	11,481,589.00	14,801,474.00
Revenue from expressway business (Thousand baht)	8,144,976.00	6,450,160.00	8,191,799.00
Revenue from rail business (Thousand baht)	4,519,840.00	3,454,408.00	4,916,980.00
Revenue from commercial development business (Thousand baht)	824,644.00	822,154.00	920,660.00
Other income (Thousand baht)	833,101.00	754,867.00	772,035.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Revenue from expressway business (%)	56.87	56.18	55.34
Revenue from rail business (%)	31.56	30.09	33.22
Revenue from commercial development business (%)	5.76	7.16	6.22
Other income (%)	5.82	6.57	5.22

By Geographical Area or Market

	2020	2021	2022
Total (Thousand baht)	14,322,561.00	11,481,589.00	14,801,474.00
Domestic (Thousand baht)	14,322,561.00	11,481,589.00	14,801,474.00
International (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00

International (%)	0.00	0.00	0.00
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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)	2020	2021	2022
R&D expenses in the past 3 years	4,391,527.75	9,285,852.26	2,792,458.21

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk from Government Policy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Risk Relating to Revenues Less Than Projections

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Risk Relating to Interest Rate and Exchange Rate Fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk from Serious Accidents,Public Unrest or natural Perils

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risk in Respect of Personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Human error in business operations

Risk in Respect of Information security

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risk from serious epidemics

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Risk from return on investments in companies less than projections

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

Risk relating to fluctuation of cost of rail business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Financial Risk

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

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

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

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

Operational Risk

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

Risk to Securities Holder (2.2.2)

Risk from Unable to Pay Dividend as Investors Expected

Risk Management Measures: No

Related Risk Topics

- Return from investment of securities holder

Credit Risk

Risk Management Measures: No

Related Risk Topics

- Return from investment of securities holder

Price Risk

Risk Management Measures: No

Related Risk Topics

- Return from investment of securities holder

Liquidity Risk

Risk Management Measures: No

Related Risk Topics

- Return from investment of securities holder

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

Risk Management Measures: No

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>

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>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	853,067.00	819,423.00	783,370.00
Gasoline (Litre)	96,513.00	87,712.00	105,978.79
Fuel oil (liters)	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 (Kilogram)	4,198.00	3,323.00	2,454.00
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	212,392,607.00	208,081,490.00	209,409,786.00

Water management

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	672,305.00	536,336.00	577,953.00

Waste management

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	203,833.00	191,985.00	317,369.00
Hazardous waste (kg)	105,173.00	65,880.00	72,027.00
Total (kg)	309,006.00	257,865.00	389,396.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	91,735.75	126,087.24	115,928.32
Scope 1 (Tons of carbon dioxide equivalents)	2,569.18	2,455.98	5,998.11
Scope 2 (Tons of carbon dioxide equivalents)	127,137.99	124,557.08	104,683.95
Scope 3 (Tons of carbon dioxide equivalents)	6,145.81	1,589.43	3,933.01

Total (Tons of carbon dioxide equivalents)	135,852.98	128,602.49	114,615.07
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.bemplc.co.th/CorporatePolicy>

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

	2020	2021	2022
Number of male employees (persons)	2,430	2,417	2,180
Number of female employees (persons)	1,728	1,718	1,555
Total (persons)	4,158	4,135	3,735

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,781,997,826.58	1,634,541,390.35	1,798,265,264.03

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	32	37	48
Employee development and training expenses (baht)	2,830,462.62	1,428,718.89	1,413,823.04

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	8	10	2

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	3.29	4.79	8.49

• **Significant labor dispute**

	2020	2021	2022
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.bemplc.co.th/CorporatePolicy>

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: 77 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	30 Dec 2015	Engineering, Transportation & Logistics, Media & Publishing, Commerce, Leadership, Corporate Management

2.	Mr. VITOON TEJATUSSANASOONTORN Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 Dec 2015	Commerce, Accounting, Finance, Transportation & Logistics, Audit, Internal Control, Media & Publishing, Corporate Management
3.	GEN. CHETTA THANAJARO Gender: Male Age: 84 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: Original director	30 Dec 2015	Law, Media & Publishing, Commerce, Transportation & Logistics, Audit, Internal Control
4.	Prof. (adjunct) ATHAPOL YAISAWANG Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Oct 2021	Law, Media & Publishing, Commerce, Transportation & Logistics, Governance/ Compliance, Sustainability, Risk Management, Corporate Management
5.	Dr. ANNOP TANLAMAI Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	25 Feb 2016	Engineering, Accounting, Finance, Transportation & Logistics, Commerce, Media & Publishing, Audit, Internal Control, Corporate Management

6.	<p>Mrs. VALLAPA ASSAKUL</p> <p>Gender: Female</p> <p>Age: 72 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: Original director</p>	30 Dec 2015	<p>Economics, Accounting, Finance, Transportation & Logistics, Sustainability, Risk Management, Governance/ Compliance, Commerce, Media & Publishing, Corporate Management</p>
7.	<p>M.L. PRASOBCHAI KASEMSANT</p> <p>Gender: Male</p> <p>Age: 67 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: Original director</p>	30 Dec 2015	<p>Transportation & Logistics, Engineering, Commerce, Media & Publishing, Law</p>
8.	<p>Mr. SUPONG CHAYUTSAHAKIJ</p> <p>Gender: Male</p> <p>Age: 81 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: Re-elected as director</p>	30 Dec 2015	<p>Engineering, Transportation & Logistics, Commerce, Media & Publishing, Corporate Management</p>
9.	<p>Mr. PHONGSARIT TANTISUVANITCHKUL</p> <p>Gender: Male</p> <p>Age: 50 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>(Executive)</p> <p>Director type: Re-elected as director</p>	30 Dec 2015	<p>Commerce, Transportation & Logistics, Media & Publishing, Engineering, Accounting, Finance, Governance/ Compliance, Sustainability, Risk Management, Corporate Management</p>

10.	<p>Mrs. PAYAO MARITTANAPORN</p> <p>Gender: Female</p> <p>Age: 65 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>Commerce, Transportation & Logistics, Accounting, Finance, Media & Publishing, Corporate Management</p>
11.	<p>Dr. SUPAMAS TRIVISVAVET</p> <p>Gender: Female</p> <p>Age: 48 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: Newly appointed director to replace ex-director</p>	8 Jul 2022	<p>Transportation & Logistics, Commerce, Media & Publishing, Law, Corporate Management</p>
12.	<p>Ms. ARISARA DHARAMADHAJ</p> <p>Gender: Female</p> <p>Age: 65 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, Commerce, Media & Publishing, Transportation & Logistics, Corporate Management</p>
13.	<p>Mr. PANIT DUNNVATANACHIT</p> <p>Gender: Male</p> <p>Age: 66 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, Commerce, Media & Publishing, Transportation & Logistics, Corporate Management</p>

14.	Ms. Jiranan Vorachak Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	21 Dec 2022	Commerce, Finance, Economics, Accounting, Transportation & Logistics, Law, Corporate Management
15.	Mr. PIYAKORN APIBALSRI Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	27 Oct 2021	Transportation & Logistics, Economics, Accounting, Finance, Commerce, Media & Publishing, Corporate Management
16.	Mrs. TASANUCH THAMMACHOT Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	23 Jun 2021	Transportation & Logistics, Accounting, Finance, Law, Media & Publishing, Commerce, Corporate Management
17.	Dr. SOMBAT KITJALAKSANA Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	30 Dec 2015	Media & Publishing, Transportation & Logistics, Engineering, Governance/ Compliance, Sustainability, Risk Management, Commerce, Accounting, Finance, Corporate Management

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

General information	Position	Tenure	Replacement Director
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1.	Mr. VITHAYA PUNMONGKOL	Director	Date position was assumed:	Ms. Jiranan Vorachak
	Gender: Male	(Non-executive)		Date position was assumed:
	Age: 51 years old		9 Apr 2020	21 Dec 2022
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Engineering		13 Dec 2022	
	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: 82 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	30 Dec 2015	Commerce, Accounting, Finance, Transportation & Logistics, Audit, Internal Control, Media & Publishing, Corporate Management
2.	GEN. CHETTA THANAJARO [1] Gender: Male Age: 84 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, Media & Publishing, Commerce, Transportation & Logistics, Audit, Internal Control
3.	Dr. ANNOP TANLAMAI [1] Gender: Male Age: 72 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, Finance, Transportation & Logistics, Commerce, Media & Publishing, Audit, Internal Control, Corporate Management

[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. PLEW TRIVISVAVET Gender: Male Age: 77 years old Highest level of education: Doctoral 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: 81 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. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 Dec 2015
4. Dr. SOMBAT KITJALAKSANA Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 Dec 2015

5.	<p>Mrs. PAYAO MARITTANAPORN</p> <p>Gender: Female</p> <p>Age: 65 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>	30 Dec 2015
6.	<p>Dr. SUPAMAS TRIVISVAVET</p> <p>Gender: Female</p> <p>Age: 48 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>Member of the executive committee</p>	8 Jul 2022

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: 65 years old Highest level of education: Doctoral degree Major: Engineering	Managing Director	30 Dec 2015	Media & Publishing, Transportation & Logistics, Engineering, Governance/ Compliance, Sustainability, Risk Management, Commerce, Accounting, Finance, Corporate Management
2. Mr. Witoon Hatairatana Gender: Male Age: 65 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
3. Mr. Anawash Suwanarit Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Telecommunication	Deputy Managing Director Business Development & Expressway Operation	1 Jan 2018	Information & Communication Technology, Transportation & Logistics, Corporate Management
4. Mr. Alvin Gee Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Finance	Deputy Managing Director Administration	30 Dec 2015	Finance, Corporate Management, Transportation & Logistics

5.	Ms. Panan Tosuwanthaworn [1] Gender: Female Age: 55 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
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[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

	2020	2021	2022
Total executive remuneration (baht)	103,000,000.00	62,000,000.00	45,000,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 2,180

Number of female employees (persons) : 1,555

Total (persons) : 3,735

Employee Remuneration

Total employee remuneration : 1,798,265,264.03

Provident fund

Total number of employees (persons) : 3,735

Number of employees contributing to the PVD (persons) : 3,329

Percentage of employees who are members (%) : 89.13

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. Saranya Lertjiraprasert	saranya.l@bemplc.co.th	026414611

- Company secretary

General information	Email	Telephone
1. Mrs. Manatsavee Subchavaroj	companysecretary@bemplc.co.th	026414611

- Head of internal audit

General information	Email	Telephone
1. Ms. Orathai Ruangamporn	orathai.r@bemplc.co.th	026414611

- Head of compliance unit

General information	Email	Telephone
1. Mrs. Manatsavee Subchavaroj	companysecretary@bemplc.co.th	026414611

• Head of investor relations

General information	Email	Telephone
1. Mr. Tanavat Vanadit	Tanavat.V@bemplc.co.th	026414611

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Ms. Sirirat Sricharoensup Email: Sirirat.Sricharoensup@th.ey.com Telephone: 02-264-9090</p> <p>2. Mrs. Chonlaros Suntiasvaraporn Email: Chonlaros.Suntiasvaraporn@th.ey.com Telephone: 02-264-9090</p> <p>3. Ms. Siraporn Ouaanunkun Email: Siraporn.Ouaanunkun@th.ey.com Telephone: 02-264-9090</p>	4,324,000.00	<p>Details: an audit of the MRT Blue Line Extension Project</p> <p>Total service fee (baht): 950,000.00</p>

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. PLEW TRIVISVAVET Gender: Male Age: 77 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 30 Dec 2015	Engineering, Transportation & Logistics, Media & Publishing, Commerce, Leadership, Corporate Management
2. Mr. SUPONG CHAYUTSAHAKIJ Gender: Male Age: 81 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 30 Dec 2015	Engineering, Transportation & Logistics, Commerce, Media & Publishing, Corporate Management
3. Mr. PHONGSARIT TANTISUVANITCHKUL Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 30 Dec 2015	Commerce, Transportation & Logistics, Media & Publishing, Engineering, Accounting, Finance, Governance/ Compliance, Sustainability, Risk Management, Corporate Management

4.	Ms. ARISARA DHARAMADHAJ Gender: Female Age: 65 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, Commerce, Media & Publishing, Transportation & Logistics, Corporate Management
5.	Dr. SOMBAT KITJALAKSANA Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 30 Dec 2015	Media & Publishing, Transportation & Logistics, Engineering, Governance/ Compliance, Sustainability, Risk Management, Commerce, Accounting, Finance, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Dr. SUPAMAS TRIVISVAVET Gender: Female Age: 48 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 8 Jul 2022	Transportation & Logistics, Commerce, Media & Publishing, Law, Corporate Management
2. Ms. Jiranan Vorachak Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 21 Dec 2022	Commerce, Finance, Economics, Accounting, Transportation & Logistics, Law, Corporate Management

Development of directors over the past year

List of directors	Position	Participated in director development program
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Mr. PLEW TRIVISVAVET	Chairman of the board	Non-participating
Mr. VITOON TEJATUSSANASOONTORN	Director	Participating
GEN. CHETTA THANAJARO	Director	Non-participating
Prof. (adjunct) ATHAPOL YAISAWANG	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
Mr. PHONGSARIT TANTISUVANITCHKUL	Director	Non-participating
Mrs. PAYAO MARITTANAPORN	Director	Non-participating
Dr. SUPAMAS TRIVISVAVET	Director	Non-participating
Ms. ARISARA DHARAMADHAJ	Director	Non-participating
Mr. PANIT DUNNVATANACHIT	Director	Non-participating
Ms. Jiranan Vorachak	Director	Non-participating
Mr. PIYAKORN APIBALSRI	Director	Participating
Mrs. TASANUCH THAMMACHOT	Director	Non-participating
Dr. SOMBAT KITJALAKSANA	Director	Non-participating
Mr. VITHAYA PUNMONGKOL	Director	Non-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) : 6

Date of AGM meeting : 4 Apr 2022

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PLEW TRIVISVAVET (Chairman of the board)	-	6/6	Participating	Participating
2.	Mr. VITOON TEJATUSSANASOONTORN (Director)	-	6/6	Participating	Participating
3.	GEN. CHETTA THANAJARO (Director)	-	6/6	Participating	Participating
4.	Prof. (adjunct) ATHAPOL YAISAWANG (Director)	-	6/6	Participating	Participating
5.	Dr. ANNOP TANLAMAI (Director)	-	6/6	Participating	Participating
6.	Mrs. VALLAPA ASSAKUL (Director)	-	6/6	Participating	Participating
7.	M.L. PRASOBCHAI KASEMSANT (Director)	-	5/6	Participating	Participating
8.	Mr. SUPONG CHAYUTSAHAKIJ (Director)	-	6/6	Participating	Participating
9.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	6/6	Participating	Participating
10.	Mrs. PAYAO MARITTANAPORN (Director)	-	6/6	Participating	Participating
11.	Dr. SUPAMAS TRIVISVAVET (Director)	-	2/2	Non-participating	Non-participating
12.	Ms. ARISARA DHARAMADHAJ (Director)	-	6/6	Participating	Participating
13.	Mr. PANIT DUNNVATANACHIT (Director)	-	6/6	Participating	Participating
14.	Ms. Jiranan Vorachak (Director)	-	0/0	Non-participating	Non-participating
15.	Mr. PIYAKORN APIBALSRI (Director)	-	6/6	Participating	Participating
16.	Mrs. TASANUCH THAMMACHOT (Director)	-	6/6	Participating	Participating
17.	Dr. SOMBAT KITJALAKSANA (Director)	-	6/6	Participating	Participating
18.	Mr. VITHAYA PUNMONGKOL (Director)	13 Dec 2022	5/5	Participating	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)	-	975,000.00	2,075,000.00	No
2.	Mr. VITOON TEJATUSSANASOONTORN (Director)	-	525,000.00	800,000.00	No
3.	GEN. CHETTA THANAJARO (Director)	-	525,000.00	700,000.00	No
4.	Prof. (adjunct) ATHAPOL YAISAWANG (Director)	-	425,000.00	600,000.00	No
5.	Dr. ANNOP TANLAMAI (Director)	-	450,000.00	500,000.00	No
6.	Mrs. VALLAPA ASSAKUL (Director)	-	350,000.00	400,000.00	No
7.	M.L. PRASOBCHAI KASEMSANT (Director)	-	250,000.00	300,000.00	No
8.	Mr. SUPONG CHAYUTSAHAKIJ (Director)	-	600,000.00	500,000.00	No
9.	Mr. PHONGSARIT TANTISUVANITCHKUL (Director)	-	650,000.00	600,000.00	No
10.	Mrs. PAYAO MARITTANAPORN (Director)	-	600,000.00	500,000.00	No
11.	Dr. SUPAMAS TRIVISVAVET (Director)	-	250,000.00	240,489.00	No
12.	Ms. ARISARA DHARAMADHAJ (Director)	-	300,000.00	300,000.00	No
13.	Mr. PANIT DUNNVATANACHIT (Director)	-	300,000.00	300,000.00	No
14.	Ms. Jiranan Vorachak (Director)	-	N/A	9,066.00	No
15.	Mr. PIYAKORN APIBALSRI (Director)	-	300,000.00	300,000.00	No
16.	Mrs. TASANUCH THAMMACHOT (Director)	-	300,000.00	300,000.00	No
17.	Dr. SOMBAT KITJALAKSANA (Director)	-	650,000.00	600,000.00	No
18.	Mr. VITHAYA PUNMONGKOL (Director)	13 Dec 2022	250,000.00	285,165.00	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) : 6

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. VITOON TEJATUSSANASOONTORN (Chairman of the audit committee)	-	6/6
2.	GEN. CHETTA THANAJARO (Audit committee)	-	6/6
3.	Dr. ANNOP TANLAMAI (Audit committee)	-	6/6