

ESG Performance

Company Name: BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED Symbol: BEM

Market: SET Industry Group: Services Sector: Transportation & Logistics

Environment

1 Environmental Management

1.1 Environmental Policy and Practice

Corporate environmental policy and practice:	Yes
URL of environmental policy and practice:	https://www.bemplc.co.th/CorporatePolicy
Uploaded document of environmental policy and practice:	นโยบายและแนวปฏิบัติ_สิ่งแวดล้อมและสภาพภูมิอากาศ.pdf

1.2 Environmental Practices

Corporate environmental practices:	x Electricity Management x Waste Management x Fuel Management x Renewable/Clean Energy Management x Water Management x Biodiversity Management x Greenhouse Gas and Climate Change Management
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2 Energy Management

2.1 Disclosure Boundary in Energy Management

Detail	Year	
	2022	2023
Boundary type	Business Group	Business Group
Total number of disclosure boundaries	2	3
Actual number of disclosure boundaries	2	3

2.2 Electricity Consumption^(*)

Detail	Unit	Year		
		2021	2022	2023
Electricity consumption target	Kilowatt-Hours	209,478,590.37	201,578,265.32	212,303,990.00
Total electricity consumption within the organization ¹	Kilowatt-Hours	208,522,060.00	209,897,116.00	226,394,104.00
Electricity purchased for consumption from non-renewable energy sources	Kilowatt-Hours	208,081,490.00	209,409,786.00	225,756,514.00
Electricity purchased or generated for consumption from renewable energy sources	Kilowatt-Hours	440,570.00	487,330.00	637,590.00

Difference between total electricity consumption within the organization and target ^(*)	Kilowatt-Hours	-956,530.37	8,318,850.68	14,090,114.00
Percentage of the difference between total electricity consumption within the organization and target ^(**)	%	-0.46	4.13	6.64
Intensity ratio of total electricity consumption within the organization to total number of employees	Kilowatt-Hours / Person / Year	50,428.55	53,165.43	55,137.39

Additional explanation:

^(*) Exclude electricity consumption outside of the Company.

^(**) Negative number (-) means the total electricity consumption within the organization is lower than the electricity consumption target, whereas positive number (+) means the total electricity consumption within the organization is higher than the electricity consumption target.

Remark:

¹ 2023 is base year.

2.3 Electricity Consumption Intensity

Detail	Unit	Year		
		2021	2022	2023
Intensity of total electricity consumption within the organization	Kilowatt-Hours / Business unit	69,507,353.33	69,965,705.33	75,464,701.33
Intensity of total electricity consumption within the organization	Kilowatt-Hours / Person (employee)	50,428.55	53,165.43	55,137.39

2.4 Electricity Expense^(*)

Detail	Unit	Year		
		2021	2022	2023
Total electricity expense	Baht	703,377,683.00	821,066,532.00	964,999,740.00
Percentage of total electricity expense to total expenses ^(**)	%	-	-	-
Percentage of total electricity expense to total revenues ^(**)	%	-	-	-
Intensity ratio of total electricity expense to total number of employees	Baht / Person / Year	170,103.43	207,970.25	235,021.86

Additional explanation:

^(*) Exclude electricity expense outside of the Company.

^(**) Total revenues and total expenses from consolidated financial statements.

2.5 Fuel Consumption

Detail	Unit	Year		
		2021	2022	2023

Jet fuel	Litres	0.00	0.00	0.00
Diesel	Litres	819,423.00	783,370.00	700,023.00
Gasoline	Litres	87,712.00	105,978.79	42,836.00
Fuel oil	Litres	0.00	0.00	0.00
Crude oil	Barrels	0.00	0.00	0.00
Natural gas	Standard cubic feet	0.00	0.00	0.00
LPG	Kilograms	3,323.00	2,454.00	3,661.00
Steam	Metric tonnes	0.00	0.00	0.00
Coal	Metric tonnes	0.00	0.00	0.00

Additional explanation: Exclude fuel consumption outside of the Company.

2.6 Fuel Expense^(*)

Detail	Unit	Year		
		2021	2022	2023
Total fuel expense	Baht	25,942,359.00	29,872,510.00	31,663,908.00
Percentage of total fuel expense to total expenses ^(**)	%	-	-	-
Percentage of total fuel expense to total revenues ^(**)	%	-	-	-

Additional explanation:

^(*) Exclude fuel expense outside of the Company.

^(**) Total revenues and total expenses from consolidated financial statements.

2.7 Energy Consumption

Detail	Unit	Year		
		2021	2022	2023
Total energy consumption within the organization	Megawatt-Hours	217,619.27	218,782.39	233,900.76

2.8 Energy Consumption Intensity

Detail	Unit	Year		
		2021	2022	2023

Intensity ratio of total energy consumption within the organization to total revenues ^(*)	Megawatt-Hours / Thousand Baht of total revenues	-	-	-
Intensity of total energy consumption within the organization	Megawatt-Hours / Business unit	72,539.76	72,927.46	77,966.92
Intensity of total energy consumption within the organization	Megawatt-Hours / Person (employee)	17.54	18.47	18.99

Additional explanation:

^(*) Total revenues and total expenses from consolidated financial statements.

3 Water Management

3.1 Disclosure Boundary in Water Management

Detail	Year	
	2022	2023
Boundary type	Business Group	Business Group
Total number of disclosure boundaries	2	3
Actual number of disclosure boundaries	2	3

3.2 Water Withdrawal by Sources

Detail	Unit	Year		
		2021	2022	2023
Water withdrawal target ²	Cubic meters	672,305.00	536,336.00	577,953.00
Total water withdrawal ³	Cubic meters	536,336.00	577,953.00	866,928.00
Total water withdrawal by third-party water	Cubic meters	536,336.00	577,953.00	866,928.00
Total water withdrawal by surface water	Cubic meters	0.00	0.00	0.00
Total water withdrawal by groundwater ⁴	Cubic meters	-	-	-
Total water withdrawal by seawater	Cubic meters	0.00	0.00	0.00
Total water withdrawal by produced water	Cubic meters	0.00	0.00	0.00
Difference between total water withdrawal and target ^(*)	Cubic meters	-135,969.00	41,617.00	288,975.00

Percentage of the difference between total water withdrawal and target ^(*)	%	-20.22	7.76	50.00
Intensity ratio of total water withdrawal to total number of employees	Cubic meters / Person / Year	129.71	146.39	211.14
Intensity ratio of total water withdrawal to total revenues ^(**)	Cubic meters / Thousand Baht of total revenues	-	-	-

Additional explanation:

^(*) Negative number (-) means the total water withdrawal is lower than the water withdrawal target, whereas positive number (+) means the total water withdrawal is higher than the water withdrawal target.

^(**) Total revenues and total expenses from consolidated financial statements.

Remark:

² To control it no more than last year

³ 2023 is the base year, which is the first year that commercial development business data is included.

⁴ No data collection on groundwater consumption

3.3 Water Discharge by Destinations

Detail	Unit	Year		
		2021	2022	2023
Total water discharge	Cubic meters	536,336.00	577,953.00	866,928.00
Total water discharge to third-party water	Cubic meters	498,832.00	546,260.00	817,147.00
Total water discharge to surface water	Cubic meters	37,504.00	31,693.00	49,781.00
Total water discharge to groundwater	Cubic meters	0.00	0.00	0.00
Total water discharge to seawater	Cubic meters	0.00	0.00	0.00

3.4 Water Consumption

Detail	Unit	Year		
		2021	2022	2023
Total water consumption	Cubic meters	0.00	0.00	0.00

3.5 Water Consumption Intensity

Detail	Unit	Year		
		2021	2022	2023

Intensity ratio of total water consumption to total revenues ^(*)	Cubic meters / Thousand Baht of total revenues	-	-	-
Intensity of total water consumption	Cubic meters / Business unit	0.00	0.00	0.00
Intensity of total water consumption	Cubic meters / Person (employee)	0.00	0.00	0.00

Additional explanation:

^(*) Total revenues and total expenses from consolidated financial statements.

3.6 Water Withdrawal Expense

Detail	Unit	Year		
		2021	2022	2023
Total water withdrawal expense	Baht	9,679,501.80	10,343,026.91	11,130,252.36
Total water withdrawal expense from third-party water	Baht	9,679,501.80	10,343,026.91	11,130,252.36
Total water withdrawal expense from other sources	Baht	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses ^(*)	%	-	-	-
Percentage of total water withdrawal expense to total revenues ^(*)	%	-	-	-
Intensity ratio of total water withdrawal expense to total number of employees	Baht / Person / Year	2,340.87	2,619.81	2,710.73

Additional explanation:

^(*) Total revenues and total expenses from consolidated financial statements.

4 Waste Management

4.1 Disclosure Boundary in Waste Management

Detail	Year	
	2022	2023
Boundary type	Business Group	Business Group
Total number of disclosure boundaries	2	3
Actual number of disclosure boundaries	2	2

4.2 Waste Generation^(*)

Detail	Unit	Year		
		2021	2022	2023
Total waste generated ⁵	Kilograms	257,865.00	351,027.00	833,603.00
Non-hazardous waste	Kilograms	191,985.00	279,000.00	758,603.00
Hazardous waste	Kilograms	65,880.00	72,027.00	75,000.00
Intensity ratio of total waste generated to total revenues ^(**)	Kilograms / Thousand Baht of total revenues	-	-	-
Intensity ratio of total non-hazardous waste to total revenues ^(**)	Kilograms / Thousand Baht of total revenues	-	-	-
Intensity ratio of total hazardous waste to total revenues ^(**)	Kilograms / Thousand Baht of total revenues	-	-	-

Additional explanation:

^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost.

^(**) Total revenues and total expenses from consolidated financial statements.

Remark:

⁵ 2023 is base year / Data from Expressway Business and Rail Business

4.3 Reused / Recycled Waste

Detail	Unit	Year		
		2021	2022	2023

Total reused/recycled waste	Kilograms	20,392.00	20,487.00	44,344.00
Reused/Recycled non-hazardous waste	Kilograms	20,392.00	20,487.00	31,949.00
Reused/Recycled hazardous waste	Kilograms	0.00	0.00	12,395.00
Percentage of total reused/recycled waste to total waste generated	%	7.91	5.84	5.32
Percentage of reused/recycled non-hazardous waste to non-hazardous waste	%	10.62	7.34	4.21
Percentage of reused/recycled hazardous waste to hazardous waste	%	0.00	0.00	16.53

Additional explanation: Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost.

5 Greenhouse Gas Management

5.1 Disclosure Boundary in Greenhouse Gas Management

Detail	Year	
	2022	2023
Boundary type	Business Group	Business Group
Total number of disclosure boundaries	2	3
Actual number of disclosure boundaries	2	2

5.2 Greenhouse Gas Management Plan

Corporate greenhouse gas management plan:	Yes
URL of corporate greenhouse gas management plan:	https://investor.bemplc.co.th/th/sustainability/reports
Uploaded document of Corporate greenhouse gas management plan:	BEM_แผนกลยุทธ์ปี_2566_การจัดการก๊าซเรือนกระจก.pdf

5.3 Greenhouse Gas Emissions (GHG Emissions)

Detail	Unit	Year		
		2021	2022	2023
Total GHG emissions target	Metric tonnes of carbon dioxide equivalent	126,087.24	115,928.32	96,386.15
Total GHG emissions ⁶	Metric tonnes of carbon dioxide equivalent	127,014.00	107,080.00	143,834.00
Total GHG emissions - scope 1	Metric tonnes of carbon dioxide equivalent	2,456.00	2,396.00	8,059.00

Total GHG emissions – scope 2	Metric tonnes of carbon dioxide equivalent	124,558.00	104,684.00	106,364.00
Total GHG emissions – scope 3 ⁷	Metric tonnes of carbon dioxide equivalent	-	-	29,411.00
Difference between total GHG emissions and target ^(*)	Metric tonnes of carbon dioxide equivalent	926.76	-8,848.32	47,447.85
Percentage of the difference between total GHG emissions and target ^(*)	%	0.74	-7.63	49.23

Additional explanation:

^(*) Negative number (-) means the total GHG emissions is lower than the total GHG emissions target, whereas positive number (+) means the total GHG emissions is higher than the total GHG emissions target.

Remark:

⁶ 2023 is base year / Data from Expressway Business and Rail Business

⁷ Initiated data collection on scope 3 GHG emission for the first year in 2023

5.4 Greenhouse Gas Emissions Intensity

Detail	Unit	Year		
		2021	2022	2023
Intensity ratio of total GHG emissions to total revenues ^(*)	Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues	-	-	-
Intensity ratio of total GHG emissions to total number of employees	Metric tonnes of carbon dioxide equivalent / Person	30.72	27.12	35.03
Intensity of GHG emissions	Metric tonnes of carbon dioxide equivalent / Business unit	63,507.00	53,540.00	71,917.00
Intensity of GHG emissions	Metric tonnes of carbon dioxide equivalent / Person (employee)	30.72	27.12	35.03

Additional explanation:

^(*) Total revenues and total expenses from consolidated financial statements.

5.5 Verification of Greenhouse Gas Emissions⁸

Detail	Year	
	2022	2023
Verification of greenhouse gas emissions	No	Yes
Name of verifying company (Thai)	-	บริษัท ทูฟ นอร์ด (ประเทศไทย) จำกัด
Name of verifying company (English)	-	TUV NORD (THAILAND) COMPANY LIMITED

Remark:

⁸ 2023 is the first year of data verification.

5.6 Reduction of Greenhouse Gas

Detail	Unit	Year		
		2021	2022	2023
Total reduced GHG	Metric kilograms of carbon dioxide equivalent	-	-	3,086,000.00
Care the Bear Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Care the Whale Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Other projects	Metric kilograms of carbon dioxide equivalent	-	-	3,086,000.00
Increase Efficiency of MRT Blue Line and Purple Line	Metric kilograms of carbon dioxide equivalent	267,000.00	291,000.00	0.00
Thailand Voluntary Emission Reduction Program (T-VER) to increase efficiency of Lighting System MRT Blue Line and Purple Line	Metric kilograms of carbon dioxide equivalent	0.00	0.00	3,086,000.00

5.7 Absorption and removal of Greenhouse Gas

Detail	Unit	Year		
		2021	2022	2023
Total absorbed and removal of GHG	Metric kilograms of carbon dioxide equivalent	-	-	0.00
Care the Wild Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Other projects	Metric kilograms of carbon dioxide equivalent	-	-	0.00

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Approved and published on 12/03/2024

ESG Performance

Company Name: BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED Symbol: BEM

Market: SET Industry Group: Services Sector: Transportation & Logistics

Social

1 Human Rights

1.1 Human Rights Policy and Practice

Corporate human rights policy and practice: Yes
URL of Corporate human rights policy and practice: <https://www.bemplc.co.th/CorporatePolicy>
Uploaded document of Corporate human rights policy and practice: นโยบายสิทธิมนุษยชน.pdf

1.2 Human Rights Practices

Corporate human rights practices: x Employee Rights x Migrant Workers x Child Labor x Consumer Rights x Community and Environment Rights x Safety and Occupational Health at Work x Non-discrimination

2 Fair Labor Practices

2.1 Disclosure Boundary in Fair Labor Practices

Detail	Year	
	2022	2023
Boundary type	Business Group	Business Group
Total number of disclosure boundaries	2	3
Actual number of disclosure boundaries	2	3

2.2 Employment

2.2.1 Employees by Gender⁹

Detail	Unit	Year		
		2021	2022	2023
Total number of employees	Persons	4,135	3,948	4,106
Total number of male employees	Persons	2,417	2,303	2,418
Percentage of male employees	%	58.45	58.33	58.89
Total number of female employees	Persons	1,718	1,645	1,688

Percentage of female employees	%	41.55	41.67	41.11
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Remark:

⁹ Add data of commercial development business from 2022

2.2.2 Employees by Age Group

Detail	Unit	Year		
		2021	2022	2023
Total number of employees under 30 years old	Persons	918	925	885
Percentage of employees under 30 years old	%	22.20	23.43	21.55
Total number of employees 30–50 years old	Persons	2,924	2,753	2,905
Percentage of employees 30–50 years old	%	70.71	69.73	70.75
Total number of employees over 50 years old	Persons	293	270	316
Percentage of employees over 50 years old	%	7.09	6.84	7.70

2.2.3 Male Employees by Age group

Detail	Unit	Year		
		2021	2022	2023
Total number of male employees under 30 years old	Persons	487	480	483
Percentage of male employees under 30 years old	%	20.15	20.84	19.98
Total number of male employees 30–50 years old	Persons	1,747	1,653	1,731
Percentage of male employees 30–50 years old	%	72.28	71.78	71.59
Total number of male employees over 50 years old	Persons	183	170	204
Percentage of male employees over 50 years old	%	7.57	7.38	8.44

2.2.4 Female Employees by Age group

Detail	Unit	Year		
		2021	2022	2023
Total number of female employees under 30 years old	Persons	431	445	402
Percentage of female employees under 30 years old	%	25.09	27.05	23.82
Total number of female employees 30–50 years old	Persons	1,177	1,100	1,174
Percentage of female employees 30–50 years old	%	68.51	66.87	69.55
Total number of female employees over 50 years old	Persons	110	100	112
Percentage of female employees over 50 years old	%	6.40	6.08	6.64

2.2.5 Employees by Employee Category

Detail	Unit	Year		
		2021	2022	2023
Total number of employees in operational level	Persons	4,082	3,887	4,046
Percentage of employees in operational level	%	98.72	98.45	98.54
Total number of employees in management level	Persons	44	53	52
Percentage of employees in management level	%	1.06	1.34	1.27
Total number of employees in executive level	Persons	9	8	8
Percentage of employees in executive level	%	0.22	0.20	0.19

2.2.6 Male Employees by Employee Category

Detail	Unit	Year		
		2021	2022	2023
Total number of male employees in operational level	Persons	2,381	2,264	2,380
Percentage of male employees in operational level	%	98.51	98.31	98.43
Total number of male employees in management level	Persons	29	33	32
Percentage of male employees in management level	%	1.20	1.43	1.32
Total number of male employees in executive level	Persons	7	6	6
Percentage of male employees in executive level	%	0.29	0.26	0.25

2.2.7 Female Employees by Employee Category

Detail	Unit	Year		
		2021	2022	2023
Total number of female employees in operational level	Persons	1,701	1,623	1,666
Percentage of female employees in operational level	%	99.01	98.66	98.70
Total number of female employees in management level	Persons	15	20	20

Percentage of female employees in management level	%	0.87	1.22	1.18
Total number of female employees in executive level	Persons	2	2	2
Percentage of female employees in executive level	%	0.12	0.12	0.12

2.2.8 Employment of Workers with Disabilities¹⁰

Detail	Unit	Year		
		2021	2022	2023
Total employment of workers with disabilities	Persons	0	0	0
Total number of employees with disabilities	Persons	0	0	0
Percentage of employees with disabilities	%	0.00	0.00	0.00
Total number of workers who are not employees with disabilities	Persons	0	0	0

Remark:

¹⁰ The Company has emitted money into the Fund for Quality of Life Promotion and Development for Persons with Disabilities as prescribed by Thai Law.

2.3 Employee Remuneration

2.3.1 Employee Remuneration by Gender

Detail	Unit	Year		
		2021	2022	2023
Total employee remuneration ¹¹	Baht	1,862,401,194.00	2,247,031,960.08	2,425,044,519.40
Total male employee remuneration ¹²	Baht	-	-	-
Percentage of remuneration in male employees	%	-	-	-
Total female employee remuneration ¹³	Baht	-	-	-
Percentage of remuneration in female employees	%	-	-	-
Average remuneration of employees	Baht / Person	450,399.32	569,157.03	590,609.97
Average remuneration of male employees	Baht / Person	-	-	-
Average remuneration of female employees	Baht / Person	-	-	-
Ratio of average remuneration of female employees to male employees		-	-	-

Remark:

¹¹ Add data of commercial development business from 2022

¹² Not specified, because data of compensation by gender is available only for Expressway Business and Rail Business

¹³ Not specified, because data of compensation by gender is available only for Expressway Business and Rail Business

2.3.2 Employee Provident Fund

Detail	Unit	Year		
		2021	2022	2023
Total number of employees joining employee provident fund	Persons	3,335	3,483	3,007
Percentage of total number of employees joining employee provident fund to total number of employees	%	80.65	88.22	73.23
Total amount of provident fund contributed by the Company	Baht	86,186,539.10	98,867,049.60	108,441,778.58
Percentage of total amount of provident fund contributed by the Company to total employee remuneration	%	4.63	4.40	4.47

2.4 Human Capital Development

2.4.1 Average employee training hours

Detail	Unit	Year		
		2021	2022	2023
Average employee training hours	Hours / Person / Year	42.74	42.93	42.85

2.4.2 Employee training and development expenses

Detail	Unit	Year		
		2021	2022	2023
Total amount spent on employee training and development	Baht	1,452,528.89	1,452,556.04	4,170,950.69

2.5 Safety, Occupational Health, and Environment at Work

2.5.1 Working hours

Detail	Unit	Year		
		2021	2022	2023
Total number of hours worked by employees ¹⁴	Hours	7,566,411.00	7,420,794.00	7,528,845.00

Remark:

¹⁴ Data for Expressway business and Rail business

2.5.2 Statistics of injuries or accidents from work

Detail	Unit	Year		
		2021	2022	2023
Total number of lost time injury incidents by employees	Cases	8.00	2.00	2.00
Total number of employees that lost time injuries for 1 day or more	Persons	8	2	2
Percentage of employees that lost time injuries for 1 day or more	%	0.19	0.05	0.05
Total number of employees that fatalities as a result of work-related injury	Persons	0	0	0
Percentage of employees that fatalities as a result of work-related injury	%	0.00	0.00	0.00

Lost time injury frequency rate (LTIFR)	Persons / 1 million-manhours ^(*)	1.06	0.27	0.27
	Persons / 200,000 manhours ^(**)	0.21	0.05	0.05

Additional explanation:

^(*) The company with the total number of employees over 100 or more.

^(**) The company with the total number of employees less than or equal to 100.

2.6 Employee Relation and Engagement

2.6.1 Employee turnover leaving the Company voluntarily by Gender

Detail	Unit	Year		
		2021	2022	2023
Total number of employee turnover leaving the Company voluntarily ¹⁵	Persons	237	381	271
Percentage of total number of employee turnover leaving the Company voluntarily to total number of employees	%	5.73	9.65	6.60
Total number of male employee turnover leaving the Company voluntarily	Persons	148	196	115
Percentage of male employee turnover leaving the Company voluntarily	%	62.45	51.44	42.44
Total number of female employee turnover leaving the Company voluntarily	Persons	89	185	156
Percentage of female employee turnover leaving the Company voluntarily	%	37.55	48.56	57.56
Significant labor dispute	Yes / No	No	No	No

Remark:

¹⁵ Add data of commercial development business from 2022

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Approved and published on 12/03/2024

ESG Performance

Company Name: BANGKOK EXPRESSWAY AND METRO PUBLIC COMPANY LIMITED Symbol: BEM

Market: SET Industry Group: Services Sector: Transportation & Logistics

Governance and Economy

1 Corporate Governance Policy

1.1 Corporate Governance Policy and Practices

Corporate governance policy and practices:	Yes
URL of corporate governance policy and practices:	https://www.bemplc.co.th/CorporatePolicy
Uploaded document of corporate governance policy and practices:	นโยบายการกำกับดูแลกิจการ.pdf

1.2 Policy and Practices related to the Board of Directors

Policy and practices related to the Board of Directors:	x Nomination of Directors x Determination of Director Remuneration x Director Development x Board Performance Evaluation x Corporate Governance of Subsidiaries and Associated Companies x Independence of the Board of Directors from the Management
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1.3 Code of Conduct

Corporate code of conduct:	Yes
URL of Code of Conduct:	https://www.bemplc.co.th/CodeofConduct
Uploaded document of Code of Conduct:	จรรยาบรรณบริษัท.pdf

1.4 Policy and Practices related to Code of Conduct

Policy and practices related to the corporate code of conduct:	x Prevention of Conflicts of Interest x Anti-corruption x Whistleblowing and Protection of Whistleblowers x Prevention of Misuse of Inside Information
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2 Corporate Governance Structure

2.1 Information on the Board of Directors and Executives

2.1.1 Composition of the Board of Directors

Detail	Unit	Year			
		2022		2023	
		Male	Female	Male	Female
Directors	Persons	11	6	11	6
		17		17	
	% of total directors	64.71	35.29	64.71	35.29
		100		100	
Executive directors	Persons	4	2	4	2
		6		6	
	% of total directors	23.53	11.76	23.53	11.76
		35.29		35.29	
Non-executive directors	Persons	7	4	7	4
		11		11	
	% of total directors	41.18	23.53	41.18	23.53
		64.71		64.71	
- Independent directors	Persons	5	1	5	1
		6		6	
	% of total directors	29.41	5.88	29.41	5.88
		35.29		35.29	
- Non-executive directors who have no position in independent directors	Persons	2	3	2	3
		5		5	
	% of total directors	11.76	17.65	11.76	17.65
		29.41		29.41	

Average director age	Years	69	60	70	61
		66		67	
The Chairman of the Board is an independent director	Yes / No	No		No	
The Chairman of the Board is the Highest-ranking Executive	Yes / No	No		No	
The Chairman of the Board and the Highest-ranking Executive are from the same family	Yes / No	No		No	
The Company appoints at least one independent director to determine the agenda of the Board of Directors' meeting	Yes / No	No		No	

Additional explanation:

- Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards
- A non-executive director refers to 1) a director who has no position in the company's management team or be 2) an independent director

2.1.2 Board of Directors

2.1.2.1 List of the Board of Directors

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาย ปเลิ่ว ตรวิศวเวทย์	First appointment date of director:	30 Dec 2015
	Name (English):	Mr. Plew Trivisvavet	Type of director:	Existing director
	Gender:	Male	Director position:	Chairman of the board
	Year of birth:	1945	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Doctoral degree	DAP course:	Yes
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Engineering x Transportation & Logistics x Media & Publishing x Commerce x Leadership x Corporate Management		
	Shares:	20,094,945		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.131468		

2)	Name (Thai):	นาย วิฑูร เตชะทัศนสุนทร	First appointment date of director:	30 Dec 2015
	Name (English):	Mr. Vitoon Tejatussanasoontorn	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1940	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Bachelor's degree	DAP course:	No
	Study field of the highest level of education:	Accounting	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Commerce x Accounting x Finance x Transportation & Logistics x Audit x Internal Control x Media & Publishing x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
3)	Name (Thai):	พลเอก ชัยวุฒิ ฐานะจาโร	First appointment date of director:	30 Dec 2015
	Name (English):	GEN. Chetta Thanajaro	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1938	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Political Science	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Law x Media & Publishing x Commerce x Transportation & Logistics x Audit x Internal Control		

	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
4)	Name (Thai):	ศ.(พิเศษ) อรรถพล ไญยสว่าง	First appointment date of director:	27 Oct 2021
	Name (English):	Prof. (adjunct) Athapol Yaisawang	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1950	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Doctoral degree	DAP course:	Yes
	Study field of the highest level of education:	Law	DCP course:	No
	Residence in Thailand:	Yes		
	Skill and expertise:	x Law x Media & Publishing x Commerce x Transportation & Logistics x Governance/ Compliance x Sustainability x Risk Management x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
5)	Name (Thai):	ดร. อรรณพ ตันละมัย	First appointment date of director:	25 Feb 2016
	Name (English):	Dr. Annop Tanlamai	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1950	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes

	Residence in Thailand:	Yes		
	Skill and expertise:	x Engineering x Accounting x Finance x Transportation & Logistics x Commerce x Media & Publishing x Audit x Internal Control x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
6)	Name (Thai):	นาง วัลลา อิศกุล	First appointment date of director:	30 Dec 2015
	Name (English):	Mrs. Vallapa Assakul	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1950	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Economics	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Economics x Accounting x Finance x Transportation & Logistics x Sustainability x Risk Management x Governance/ Compliance x Commerce x Media & Publishing x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
7)	Name (Thai):	ม.ล. ประสพชัย เทพผดัมภ์	First appointment date of director:	30 Dec 2015
	Name (English):	M.L. Prasobchai Kasemsant	Type of director:	Existing director
	Gender:	Male	Director position:	Director

	Year of birth:	1955	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	Yes
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Transportation & Logistics x Engineering x Commerce x Media & Publishing x Law		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
8)	Name (Thai):	นาย สุพงศ์ ชยุตสาหกิจ	First appointment date of director:	30 Dec 2015
	Name (English):	Mr. Supong Chayutsahakij	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1941	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Management	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Engineering x Transportation & Logistics x Commerce x Media & Publishing x Corporate Management x Law x Governance/ Compliance x Leadership x Finance x Audit		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
9)	Name (Thai):	นาย พงษ์สฤกษ์ ตันติสุขวนิชย์กุล	First appointment date of director:	30 Dec 2015

	Name (English):	Mr. Phongsarit Tantisuvanitchkul	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1972	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Commerce x Transportation & Logistics x Media & Publishing x Engineering x Accounting x Finance x Governance/ Compliance x Sustainability x Risk Management x Corporate Management		
	Shares:	3,500,000		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.022898		
10)	Name (Thai):	นาง พยารค์ มริตตะนพ	First appointment date of director:	30 Dec 2015
	Name (English):	Mrs. Payao Marittanaporn	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Female	Director position:	Director
	Year of birth:	1957	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Business Administration	DCP course:	Yes
	Residence in Thailand:	Yes		

	Skill and expertise:	x Commerce x Transportation & Logistics x Accounting x Finance x Media & Publishing x Corporate Management x Leadership x Risk Management x Governance/ Compliance		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
11)	Name (Thai):	ดร. สุภามาส ตริวิศวเวทย์	First appointment date of director:	8 Jul 2022
	Name (English):	Dr. Supamas Trivisvavet	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1974	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Political Science	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Transportation & Logistics x Commerce x Media & Publishing x Law x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
12)	Name (Thai):	นางสาว อารีศรา ธมรัช	First appointment date of director:	26 Apr 2019
	Name (English):	Ms. Arisara Dharamadhaj	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1957	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Master's degree	DAP course:	No

	Study field of the highest level of education:	Business Administration	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Economics x Accounting x Finance x Commerce x Media & Publishing x Transportation & Logistics x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
13)	Name (Thai):	นาย ปณิต ตูลย์วัฒนจิต	First appointment date of director:	30 Dec 2015
	Name (English):	Mr. Panit Dunnvatanachit	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1956	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Economics x Accounting x Finance x Commerce x Media & Publishing x Transportation & Logistics x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
14)	Name (Thai):	นาย ปิยกร อภิบาลศรี	First appointment date of director:	27 Oct 2021

	Name (English):	Mr. Piyakorn Apibalsri	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1970	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Business Administration	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Transportation & Logistics x Economics x Accounting x Finance x Commerce x Media & Publishing x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
15)	Name (Thai):	นาง ทศานุช ธรรมโชติ	First appointment date of director:	23 Jun 2021
	Name (English):	Mrs. Tasanuch Thammachot	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1964	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Political Science	DCP course:	No
	Residence in Thailand:	Yes		
	Skill and expertise:	x Transportation & Logistics x Accounting x Finance x Law x Media & Publishing x Commerce x Corporate Management		
	Shares:	0		

	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
16)	Name (Thai):	นางสาว จิรนนท์ วรจักษ์	First appointment date of director:	21 Dec 2022
	Name (English):	Ms. Jiranan Vorachak	Type of director:	Existing director
	Gender:	Female	Director position:	Director
	Year of birth:	1966	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Business Administration	DCP course:	No
	Residence in Thailand:	Yes		
	Skill and expertise:	x Commerce x Finance x Economics x Accounting x Transportation & Logistics x Law x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
17)	Name (Thai):	ดร. สมนัต กิจจาลักษณ์	First appointment date of director:	30 Dec 2015
	Name (English):	Dr. Sombat Kitjalaksana	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1957	Executive director position:	Yes
	Nationality:	x Thailand	Independent director position:	-
	Highest level of education:	Doctoral degree	DAP course:	Yes
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		

	Skill and expertise:	x Media & Publishing x Transportation & Logistics x Engineering x Governance/ Compliance x Sustainability x Risk Management x Commerce x Accounting x Finance x Corporate Management		
	Shares:	2,999,141		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.019621		

2.1.2.2 List of Board of Directors who resigned / vacated their position during the year (if any)

	General Information of Directors	Information on Director Tenure
No data		

2.1.3 Audit Committee

2.1.3.1 List of audit committee members

	General Information of Audit Committee Members		Information on Tenure of Audit Committee Member	
1)	Name (Thai):	นาย วิฑูร เตชะทัศนสุนทร	Appointment date of audit committee member:	30 Dec 2015
	Name (English):	Mr. Vitoon Tejatussanasoontorn	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1940	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Chairman of the audit committee
	Highest level of education:	Bachelor's degree	DAP course:	No
	Study field of the highest level of education:	Accounting	DCP course:	Yes
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	Yes		
	Shares:	0		
	%Shares:	0.000000		

2)	Name (Thai):	พลเอก ชัยวุฒิ ฐานะจาโร	Appointment date of audit committee member:	30 Dec 2015
	Name (English):	GEN. Chetta Thanajaro	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1938	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Member of the audit committee
	Highest level of education:	Master's degree	DAP course:	No
	Study field of the highest level of education:	Political Science	DCP course:	Yes
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	Yes		
	Shares:	0		
	%Shares:	0.000000		
3)	Name (Thai):	ดร. อรรณพ ตันละมัย	Appointment date of audit committee member:	25 Feb 2016
	Name (English):	Dr. Annop Tanlamai	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1950	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Member of the audit committee
	Highest level of education:	Doctoral degree	DAP course:	No
	Study field of the highest level of education:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	Yes		
	Shares:	0		
	%Shares:	0.000000		

2.1.3.2 List of audit committee members who resigned / vacated their position during the year (if any)

	General Information of Audit Committee Members	Information on Tenure of Audit Committee Member
No data		

2.1.4 Executive Committee

2.1.4.1 List of executive committee members

	General Information of Executive Committee Members		Information on Tenure of Executive Committee Member	
1)	Name (Thai)	นาย ปเลิ่ว ตริวิศวเวทย์	Appointment date of executive committee member:	30 Dec 2015
	Name (English)	Mr. Plew Trivisvavet	Executive committee position:	Chairman of the executive committee
	Gender:	Male		
	Year of birth:	1945		
	Nationality:	x Thailand		
	Highest level of education:	Doctoral degree		
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
2)	Name (Thai)	นาย สุพงศ์ ชยุตสาหกิจ	Appointment date of executive committee member:	30 Dec 2015
	Name (English)	Mr. Supong Chayutsahakij	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1941		
	Nationality:	x Thailand		
	Highest level of education:	Doctoral degree		
	Study field of the highest level of education:	Management		
	Residence in Thailand:	Yes		
3)	Name (Thai)	นาย พงษ์สุภรณ์ ตันติสุนิษย์กุล	Appointment date of executive committee member:	30 Dec 2015

	Name (English)	Mr. Phongsarit Tantisuvanitchkul	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1972		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
4)	Name (Thai)	ดร. สมบัติ ทิจจาลักษณ์	Appointment date of executive committee member:	30 Dec 2015
	Name (English)	Dr. Sombat Kitjalaksana	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1957		
	Nationality:	x Thailand		
	Highest level of education:	Doctoral degree		
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
5)	Name (Thai)	นาง พย่าว มริตตะนพ	Appointment date of executive committee member:	30 Dec 2015
	Name (English)	Mrs. Payao Marittanaporn	Executive committee position:	Member of the executive committee
	Gender:	Female		
	Year of birth:	1957		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
6)	Name (Thai)	ดร. สุภามาส ตริวิศเวทย์	Appointment date of executive committee member:	8 Jul 2022

	Name (English)	Dr. Supamas Trivisvavet	Executive committee position:	Member of the executive committee
	Gender:	Female		
	Year of birth:	1974		
	Nationality:	x Thailand		
	Highest level of education:	Doctoral degree		
	Study field of the highest level of education:	Political Science		
	Residence in Thailand:	Yes		

2.1.4.2 List of executive committee members who resigned / vacated their position during the year (if any)

	General Information of Executive Committee Members	Information on Tenure of Executive Committee Member
No data		

2.1.5 Other Sub-committees

2.1.5.1 List of other sub-committees

1) Name of sub-committees (English) Nomination and Remuneration Committee

No.	Name (Thai)	Name (English)	Position
1	พลเอก ชษฐา ฐานะจาโร	GEN. Chetta Thanajaro	Chairman
2	นาย วิฑูร เตชะทัศนสุนทร	Mr. Vitoon Tejatussanasoontorn	Member
3	นาย ปเลว ตรีวิศเวทย์	Mr. Plew Trivisvavet	Member
4	ศ.(พิเศษ) อรรถพล ไญ่สว่าง	Prof. (adjunct) Athapol Yaisawang	Member

2) Name of sub-committees (English) Corporate Governance, Risk Management and Sustainable Development Committee

No.	Name (Thai)	Name (English)	Position
1	ศ.(พิเศษ) อรรถพล ไญ่สว่าง	Prof. (adjunct) Athapol Yaisawang	Chairman
2	นาง วลลาภา อัสสกุล	Mrs. Vallapa Assakul	Member
3	นาย พงษ์สุชาติ ดันติสุขนิษฐ์กุล	Mr. Phongsarit Tantisuvanitchkul	Member

4	ดร. สมบัติ กิจจาลักษณ์	Dr. Sombat Kitjalaksana	Member
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2.1.5.2 Roles of sub-committees

Role	Name of sub-committees
Risk management	Corporate Governance, Risk Management and Sustainable Development Committee
Nomination	Nomination and Remuneration Committee
Remuneration	Nomination and Remuneration Committee
Corporate governance	Corporate Governance, Risk Management and Sustainable Development Committee
Corporate sustainability development	Corporate Governance, Risk Management and Sustainable Development Committee

2.1.6 The highest-ranking executive and the next four executives

2.1.6.1 List of the highest-ranking executive and the next four executives

	General Information of Executives		Information on Executive Tenure	
1)	Name (Thai):	ดร. สมบัติ กิจจาลักษณ์	The highest-ranking executive position:	Yes
	Name (English):	Dr. Sombat Kitjalaksana	Executive position (Thai):	กรรมการผู้จัดการ
	Gender:	Male	Executive position (English):	MANAGING DIRECTOR
	Year of birth:	1957	Appointment date of executive:	30 Dec 2015
	Nationality:	x Thailand		
	Highest level of education:	Doctoral degree		
	Study field of the highest level of education:	Engineering		
	Skill and expertise:	x Media & Publishing x Transportation & Logistics x Engineering x Governance/ Compliance x Sustainability x Risk Management x Commerce x Accounting x Finance x Corporate Management		

	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
2)	Name (Thai):	นาย วิฑูรย์ หทัยรัตนนา	The highest-ranking executive position:	No
	Name (English):	Mr. Witoon Hatairatana	Executive position (Thai):	รองกรรมการผู้จัดการ ปฏิบัติการ และวิศวกรรมระบบราง
	Gender:	Male	Executive position (English):	Deputy Managing Director Operations & Engineering (Rail)
	Year of birth:	1957	Appointment date of executive:	30 Dec 2015
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Skill and expertise:	x Transportation & Logistics x Engineering x Corporate Management		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
3)	Name (Thai):	นาย อนวัช สุวรรณฤทธิ์	The highest-ranking executive position:	No
	Name (English):	Mr. Anawash Suwanarit	Executive position (Thai):	รองกรรมการผู้จัดการ พัฒนารูทกิจ และปฏิบัติการทางพิเศษ
	Gender:	Male	Executive position (English):	Deputy Managing Director Business Development & Expressway Operation
	Year of birth:	1974	Appointment date of executive:	1 Jan 2018
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Telecommunication		
	Skill and expertise:	x Information & Communication Technology x Transportation & Logistics x Corporate Management		
	Highest responsibility in corporate accounting and finance:	No		

	Accounting supervisor:	No		
4)	Name (Thai):	นาย อัลวิน จี	The highest-ranking executive position:	No
	Name (English):	Mr. Alvin Gee	Executive position (Thai):	รองกรรมการผู้จัดการ บริหาร
	Gender:	Male	Executive position (English):	Deputy Managing Director Administration
	Year of birth:	1970	Appointment date of executive:	30 Dec 2015
	Nationality:	x United States of America		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Finance		
	Skill and expertise:	x Finance x Corporate Management x Transportation & Logistics		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
5)	Name (Thai):	นางสาว ปาหนัน โตสุวรรณทวาร	The highest-ranking executive position:	No
	Name (English):	Ms. Panan Tosuwanthaworn	Executive position (Thai):	รองกรรมการผู้จัดการ บัญชีและการเงิน
	Gender:	Female	Executive position (English):	Deputy Managing Director Accounting and Finance
	Year of birth:	1967	Appointment date of executive:	30 Dec 2015
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Accounting		
	Skill and expertise:	x Accounting x Finance x Budgeting x Transportation & Logistics x Corporate Management		
	Highest responsibility in corporate accounting and finance:	Yes		
	Accounting supervisor:	No		

2.2 Related Corporate Governance Officers

Position/Role	Name (English)	Email	Telephone
Accounting supervisor	Ms. Saranya Lertjiraprasert	saranya.l@bemplc.co.th	026414611
Company secretary	Mrs. Manatsavee Subchavaroj	companysecretary@bemplc.co.th	026414611
Head of the internal audit or the outsourced internal auditor	Ms. Orathai Ruangamporn	orathai.r@bemplc.co.th	026414611
Head of the compliance unit	Mrs. Manatsavee Subchavaroj	companysecretary@bemplc.co.th	026414611
Head of the investor relation	Mr. Tanavat Vanadit	Tanavat.V@bemplc.co.th	026414611

2.3 Accounting Auditors

2.3.1 List of accounting auditors

Firm	Names and general information of auditors	Audit fee (Baht)	Non-audit fee (Baht)
EY OFFICE LIMITED	1. Mr. Kittiphun Kiatsomphob Email: Kittiphun.Kiatsomphob@th.ey.com Telephone: 02-264-9090 ext 77094 2. Ms. WATOO KAYANKANNAVEE Email: WATOO.KAYANKANNAVEE@th.ey.com Telephone: 02-264-9090 3. Mr. VATCHARIN PASARAPONGUN Email: VATCHARIN.PASARAPONGUN@th.ey.com Telephone: 02-264-9090 4. Mr. Natthawut Santipet Email: natthawut.santipet@th.ey.com Telephone: 022649090 ext 77040	6,896,000.00	Details: Tax advisory and MRT Blue Line Project Extension Project Audit fee. Total service fee (baht): 1,127,500.00

3 Performance Report on Corporate Governance

3.1 Summary of Duty Performance of the Board of Directors over the Past Year

3.1.1 Newly Appointed Directors over the Past Year

3.1.1.1 List of continuing directors (full term of directorship and being re-appointed as a director)

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาย วิฑูร เตชะทัศนสุนทร	First appointment date of director:	30 Dec 2015
	Name (English):	Mr. Vitoon Tejatussanasoontorn	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1940	Independent director position:	Yes
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Bachelor's degree	DCP course:	Yes
	Study field of the highest level of education:	Accounting		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Commerce x Accounting x Finance x Transportation & Logistics x Audit x Internal Control x Media & Publishing x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
2)	Name (Thai):	พลเอก ชษฐา ฐานะจาโร	First appointment date of director:	30 Dec 2015
	Name (English):	GEN. Chetta Thanajaro	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1938	Independent director position:	Yes
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Master's degree	DCP course:	Yes
	Study field of the highest level of education:	Political Science		

	Residence in Thailand:	Yes		
	Skill and expertise:	x Law x Media & Publishing x Commerce x Transportation & Logistics x Audit x Internal Control		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
3)	Name (Thai):	ดร. อรรณพ ตันละม้าย	First appointment date of director:	25 Feb 2016
	Name (English):	Dr. Annop Tanlamai	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1950	Independent director position:	Yes
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Doctoral degree	DCP course:	Yes
	Study field of the highest level of education:	Engineering		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Engineering x Accounting x Finance x Transportation & Logistics x Commerce x Media & Publishing x Audit x Internal Control x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
4)	Name (Thai):	นาง พยารว มริตตนะพส	First appointment date of director:	30 Dec 2015
	Name (English):	Mrs. Payao Marittanaporn	Director position:	Director
	Gender:	Female	Executive director position:	Yes
	Year of birth:	1957	Independent director position:	-
	Nationality:	x Thailand	DAP course:	No

	Highest level of education:	Master's degree	DCP course:	Yes
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Commerce x Transportation & Logistics x Accounting x Finance x Media & Publishing x Corporate Management x Leadership x Risk Management x Governance/ Compliance		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
5)	Name (Thai):	นาย ปณิต ตูลย์วัฒนจิต	First appointment date of director:	30 Dec 2015
	Name (English):	Mr. Panit Dunnvatanachit	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1956	Independent director position:	No
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Master's degree	DCP course:	Yes
	Study field of the highest level of education:	Finance		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Economics x Accounting x Finance x Commerce x Media & Publishing x Transportation & Logistics x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		
6)	Name (Thai):	นาย ปิยกร อภิบาลศรี	First appointment date of director:	27 Oct 2021
	Name (English):	Mr. Piyakorn Apibalsri	Director position:	Director

	Gender:	Male	Executive director position:	No
	Year of birth:	1970	Independent director position:	No
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Master's degree	DCP course:	Yes
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Transportation & Logistics x Economics x Accounting x Finance x Commerce x Media & Publishing x Corporate Management		
	Shares:	0		
	Paid-up stock:	15,285,000,000		
	%Shares:	0.000000		

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

	General Information of Directors	Information on Director Tenure
No data		

3.1.1.3 List of newly appointed director not being replaced the ex-director

	General Information of Directors	Information on Director Tenure
No data		

3.2 Meeting Attendance of the Board of Directors

Number of the Board of Directors meeting over the past year: 6 times

Date of AGM meeting: 18 Apr 2023

EGM meeting: No

Table of meeting attendance of the Board of Directors

Name (English)	Termination Date	Number of Board Meeting	Percentage of Board Meeting (%)	AGM Meeting	EGM Meeting
1. Mr. Plew Trivisvavet (Chairman of the board)	-	6/6	100.00	Participating	Did not hold the meeting
2. Mr. Vitoon Tejatussanasoontorn (Director)	-	6/6	100.00	Participating	Did not hold the meeting
3. GEN. Chetta Thanajaro (Director)	-	6/6	100.00	Participating	Did not hold the meeting
4. Prof. (adjunct) Athapol Yaisawang (Director)	-	6/6	100.00	Participating	Did not hold the meeting
5. Dr. Annop Tanlamai (Director)	-	6/6	100.00	Participating	Did not hold the meeting
6. Mrs. Vallapa Assakul (Director)	-	6/6	100.00	Participating	Did not hold the meeting
7. M.L. Prasobchai Kasemsant (Director)	-	6/6	100.00	Participating	Did not hold the meeting
8. Mr. Supong Chayutsahakij (Director)	-	6/6	100.00	Participating	Did not hold the meeting
9. Mr. Phongsarit Tantisuvanitchkul (Director)	-	6/6	100.00	Participating	Did not hold the meeting
10. Mrs. Payao Marittanaporn (Director)	-	6/6	100.00	Participating	Did not hold the meeting
11. Dr. Supamas Trivisvavet (Director)	-	5/6	83.33	Participating	Did not hold the meeting
12. Ms. Arisara Dharamadhaj (Director)	-	6/6	100.00	Participating	Did not hold the meeting
13. Mr. Panit Dunnvatanachit (Director)	-	6/6	100.00	Participating	Did not hold the meeting

14. Mr. Piyakorn Apibalsri (Director)	-	6/6	100.00	Participating	Did not hold the meeting
15. Mrs. Tasanuch Thammachot (Director)	-	6/6	100.00	Participating	Did not hold the meeting
16. Ms. Jiranan Vorachak (Director)	-	6/6	100.00	Participating	Did not hold the meeting
17. Dr. Sombat Kitjalaksana (Director)	-	6/6	100.00	Participating	Did not hold the meeting

3.3 Meeting Attendance of Audit Committee

Number of the audit committee meeting over the past year: 5 times

Table of meeting attendance of audit committee

Name (English)	Termination Date	Number of the Audit Committee Meeting	Percentage of the Audit Committee Meeting (%)
1. Mr. Vitoon Tejatussanasoontorn (Chairman of the audit committee)	-	5/5	100.00
2. GEN. Chetta Thanajaro (Member of the audit committee)	-	5/5	100.00
3. Dr. Annop Tanlamai (Member of the audit committee)	-	5/5	100.00

3.4 Remuneration of Directors and Executives

3.4.1 Director Remuneration Policy and Criteria

Director remuneration policy and criteria of the Company:	Yes
URL of director remuneration policy and criteria:	https://investor.bemplc.co.th/th/download/one-reports
Uploaded document of director remuneration policy and criteria:	หลักเกณฑ์การจ่ายค่าตอบแทนกรรมการและผู้บริหาร.pdf

3.4.2 Individual Director Remuneration over the Past Year

Name (English)	Termination Date	Meeting Allowance (Baht)	Other Monetary Remuneration (Baht)	Other Non-monetary Remuneration
1. Mr. Plew Trivisvavet (Chairman of the board)	-	950,000.00	3,717,808.00	No
2. Mr. Vitoon Tejatussanasoontorn (Director)	-	475,000.00	1,700,000.00	No
3. GEN. Chetta Thanajaro (Director)	-	475,000.00	1,600,000.00	No
4. Prof. (adjunct) Athapol Yaisawang (Director)	-	450,000.00	1,500,000.00	No
5. Dr. Annop Tanlamai (Director)	-	425,000.00	1,250,000.00	No

6. Mrs. Vallapa Assakul (Director)	-	400,000.00	1,150,000.00	No
7. M.L. Prasobchai Kasemsant (Director)	-	300,000.00	950,000.00	No
8. Mr. Supong Chayutsahakij (Director)	-	600,000.00	1,450,000.00	No
9. Mr. Phongsarit Tantisuvanitchkul (Director)	-	700,000.00	1,650,000.00	No
10. Mrs. Payao Marittanaporn (Director)	-	600,000.00	1,450,000.00	No
11. Dr. Supamas Trivisvavet (Director)	-	550,000.00	960,685.00	No
12. Ms. Arisara Dharamadhaj (Director)	-	300,000.00	950,000.00	No
13. Mr. Panit Dunnvatanachit (Director)	-	300,000.00	950,000.00	No
14. Mr. Piyakorn Apibalsri (Director)	-	300,000.00	950,000.00	No
15. Mrs. Tasanuch Thammachot (Director)	-	300,000.00	950,000.00	No
16. Ms. Jiranan Vorachak (Director)	-	300,000.00	319,589.00	No
17. Dr. Sombat Kitjalaksana (Director)	-	700,000.00	1,650,000.00	No
Total (Baht)	-	8,125,000.00	23,148,082.00	-

3.4.3 Director Remunerations

Detail	Unit	Year	
		2022	2023
Meeting allowance	Baht	7,700,000.00	8,125,000.00
Other monetary remuneration	Baht	9,309,720.00	23,148,082.00
Total director remuneration	Baht	17,009,720.00	31,273,082.00

Additional explanation: Meeting allowance, other monetary remuneration, and total director remuneration are calculated from director remuneration in the year 2022 onwards

3.4.4 Executive Remuneration Policy and Criteria

Executive remuneration policy and criteria of the Company:	Yes
URL of executive remuneration policy and criteria:	https://investor.bemplc.co.th/th/annual-report-and-form-56-1/report/annual-report
Uploaded document of executive remuneration policy and criteria:	หลักเกณฑ์การจ่ายค่าตอบแทนกรรมการและผู้บริหาร.pdf

3.4.5 Executive Remuneration

Detail	Unit	Year		
		2021	2022	2023
Total executive remuneration	Baht	62,000,000.00	45,000,000.00	49,058,000.00

3.4.6 Other Non-monetary Remuneration of Executives

Employee Stock Ownership Plan (ESOP)::	No
Employee Joint Investment Program (EJIP)::	No

3.5 Development and Training of Directors

Table of development and training of directors over the past year

Name (English)	Participated in Director Development Program	Training
1. Mr. Plew Trivisvavet (Chairman of the board)	Non-participating	-
2. Mr. Vitoon Tejatussanasoontorn (Director)	Non-participating	-
3. GEN. Chetta Thanajaro (Director)	Non-participating	-
4. Prof. (adjunct) Athapol Yaisawang (Director)	Non-participating	-
5. Dr. Annop Tanlamai (Director)	Non-participating	-
6. Mrs. Vallapa Assakul (Director)	Non-participating	-
7. M.L. Prasobchai Kasemsant (Director)	Non-participating	-
8. Mr. Supong Chayutsahakij (Director)	Non-participating	-
9. Mr. Phongsarit Tantisuvanitchkul (Director)	Non-participating	-
10. Mrs. Payao Marittanaporn (Director)	Non-participating	-
11. Dr. Supamas Trivisvavet (Director)	Non-participating	-
12. Ms. Arisara Dharamadhaj (Director)	Non-participating	-

13. Mr. Panit Dunnvatanachit (Director)	Non-participating	-
14. Mr. Piyakorn Apibalsri (Director)	Non-participating	-
15. Mrs. Tasanuch Thammachot (Director)	Non-participating	-
16. Ms. Jiranan Vorachak (Director)	Participating	Thai Institute of Directors (IOD) - 2023: Director Accreditation Program (DAP)
17. Dr. Sombat Kitjalaksana (Director)	Non-participating	-

3.6 Performance Evaluation

Means of performance evaluation of the Board of Directors: x Group assessment x Self-assessment

4 Sustainability Policy and Strategy

4.1 Corporate Sustainability Policy

Corporate Sustainability Policy: Yes

URL of corporate sustainability policy: <https://www.bemplc.co.th/CorporatePolicy>

Uploaded document of corporate sustainability policy: 01 นโยบายความรับผิดชอบต่อสังคม และการพัฒนาอย่างยั่งยืน.pdf

4.2 Sustainability Report

Corporate Sustainability Report: Yes

URL of corporate sustainability report: <https://investor.bemplc.co.th/th/sustainability/reports>

4.3 Sustainability Disclosure Standards

Company sustainability disclosure aligned with standards or guidelines: x GRI Standards

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