ESG Performance

Company Name: CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED Symbol: CNT

Market: SET Industry Group: Property & Construction Sector: Construction Services

Environment

1 Environmental Management

1.1 Environmental Policy and Practice

Corporate environmental policy and practice:	Yes
URL of environmental policy and practice:	https://click.pstmrk.it/2s/cnt.listedcompany.com%2Fmisc%2Fone-report%2F20230315-cnt-or2022-th.pdf/s4t3hTkN/C46K/iSW3aQX2_3
Uploaded document of environmental policy and practice:	20220401-cnt-sd-2021-th (1).pdf

1.2 Environmental Practices

Corporate environmental practices:	x Electricity Management x Fuel Management x Water Management

2 Energy Management

2.1 Disclosure Boundary in Energy Management

Detail	Year
	2022
Boundary type	Company
Total number of disclosure boundaries	2
Actual number of disclosure boundaries	-

2.2 Electricity Consumption(*)

Detail	Unit	Year		
		2020	2021	2022
Electricity consumption target	Kilowatt-Hours	-	-	809,895.00
Total electricity consumption within the organization	Kilowatt-Hours	-	1,163,498.94	1,205,329.44
Electricity purchased for consumption from non-renewable energy sources	Kilowatt-Hours	1,315,710.00	852,310.00	919,043.00
Electricity purchased or generated for consumption from renewable energy sources	Kilowatt-Hours	-	311,188.94	286,286.44
Difference between total electricity consumption within the organization and target(**)	Kilowatt-Hours	-	-	395,434.44

Percentage of the difference between total electricity consumption within the organization and target(**)	%	-	-	48.83
Intensity ratio of total electricity consumption within the organization to total number of employees	Kilowatt-Hours / Person / Year	-	1,499.35	1,611.40

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.

2.3 Electricity Consumption Intensity

Detail	Unit	Year		
		2020	2021	2022
Intensity of total electricity consumption within the organization	Kilowatt-Hours / m^2	-	50.03	51.83

2.4 Electricity Expense(*)

Detail	Unit	Year		
		2020	2021	2022
Total electricity expense	Baht	6,578,136.41	4,415,476.11	5,054,639.47
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	7,649.00	5,690.05	6,757.54

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		
		2020	2021	2022
Jet fuel	Litres	-	-	-
Diesel	Litres	1,806,686.50	1,349,951.91	1,038,586.16
Gasoline	Litres	221,701.41	158,264.14	151,832.36
Fuel oil	Litres	-	-	-

Crude oil	Barrels	-	-	-
Natural gas	Standard cubic feet	34,790.92	46,498.47	48,825.50
LPG	Kilograms	-	-	-
Steam	Metric tonnes	-	-	-
Coal	Metric tonnes	-	-	-

Additional explanation: Exclude fuel consumption outside of the Company.

2.6 Fuel Expense(*)

Detail	Unit	Year		
		2020	2021	2022
Total fuel expense	Baht	46,289,712.17	42,728,734.94	40,685,443.77
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		
		2020	2021	2022
Total energy consumption within the organization	Megawatt-Hours	-	-	-

2.8 Energy Consumption Intensity

Detail	Unit	Year		
		2020	2021	2022
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 / m^2	-	-	-

Additional explanation:

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

3 Water Management

3.1 Disclosure Boundary in Water Management

Detail	Year
	2022
Boundary type	Company
Total number of disclosure boundaries	2
Actual number of disclosure boundaries	-

3.2 Water Withdrawal by Sources

Detail	Unit	Year		
		2020	2021	2022
Water withdrawal target	Cubic meters	-	-	16,298.00
Total water withdrawal	Cubic meters	-	20,611.00	36,708.00
Total water withdrawal by third-party water	Cubic meters	35,956.00	20,611.00	36,708.00
Total water withdrawal by surface water	Cubic meters	-	-	-
Total water withdrawal by groundwater	Cubic meters	-	-	-
Total water withdrawal by seawater	Cubic meters	-	-	-
Total water withdrawal by produced water	Cubic meters	-	-	-
Difference between total water withdrawal and target(*)	Cubic meters	-	-	20,410.00
Percentage of the difference between total water withdrawal and target(*)	%	-	-	125.23
Intensity ratio of total water withdrawal to total number of employees	Cubic meters / Person / Year	-	26.56	49.07
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.

3.3 Water Discharge by Destinations

Detail	Unit	Year		
		2020	2021	2022
Total water discharge	Cubic meters	-	0.00	0.00
Total water discharge to third-party water	Cubic meters	-	-	-
Total water discharge to surface water	Cubic meters	-	-	-
Total water discharge to groundwater	Cubic meters	-	-	-
Total water discharge to seawater	Cubic meters	-	-	-

3.4 Water Consumption

Detail	Unit	Year		
		2020	2021	2022
Total water consumption	Cubic meters	-	20,611.00	36,708.00

3.5 Water Consumption Intensity

Detail	Unit	Year		
		2020	2021	2022
Intensity ratio of total water consumption to total revenues(*)	Cubic meters / Thousand Baht of total revenues	-	-	-
Intensity of total water consumption	Cubic meters / m^2	-	0.89	1.58

Additional explanation:

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

3.6 Water Withdrawal Expense

Detail	Unit	Year		
		2020	2021	2022
Total water withdrawal expense	Baht	-	356,002.11	629,375.09
Total water withdrawal expense from third-party water	Baht	555,693.93	356,002.11	629,375.09

Total water withdrawal expense from other sources	Baht	-	-	-
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	-	458.77	841.41

Additional explanation:

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

4 Waste Management

4.1 Disclosure Boundary in Waste Management

Detail	Year
	2022
Boundary type	Company
Total number of disclosure boundaries	2
Actual number of disclosure boundaries	-

4.2 Waste Generation(*)

Detail	Unit	Year		
		2020	2021	2022
Total waste generated	Kilograms	-	-	-
Non-hazardous waste	Kilograms	0.00	-	-
Hazardous waste	Kilograms	0.00	-	-
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.

4.3 Reused / Recycled Waste

Detail	Unit	Year		
		2020	2021	2022
Total reused/recycled waste	Kilograms	-	-	-

Reused/Recycled non-hazardous waste	Kilograms	0.00	-	-
Reused/Recycled hazardous waste	Kilograms	0.00	-	-
Percentage of total reused/recycled waste to total waste generated	%	-	-	-
Percentage of reused/recycled non-hazardous waste to non-hazardous waste	%	-	-	-
Percentage of reused/recycled hazardous waste to hazardous waste	%	-	-	-

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
Boundary type	Company
Total number of disclosure boundaries	2
Actual number of disclosure boundaries	-

5.2 Greenhouse Gas Management Plan

Corporate greenhouse gas management plan: -

URL of corporate greenhouse gas management plan: -

Uploaded document of Corporate greenhouse gas management plan: -

5.3 Greenhouse Gas Emissions (GHG Emissions)

Detail	Unit	Year		
		2020	2021	2022
Total GHG emissions target	Metric tonnes of carbon dioxide equivalent	0.00	0.00	0.00
Total GHG emissions	Metric tonnes of carbon dioxide equivalent	-	0.00	0.00
Total GHG emissions - scope 1	Metric tonnes of carbon dioxide equivalent	0.00	0.00	0.00

Total GHG emissions - scope 2	Metric tonnes of carbon dioxide equivalent	0.00	0.00	0.00
Total GHG emissions - scope 3	Metric tonnes of carbon dioxide equivalent	0.00	0.00	0.00
Difference between total GHG emissions and target(*)	Metric tonnes of carbon dioxide equivalent	-	0.00	0.00
Percentage of the difference between total GHG emissions and target(*)	%	-	-	-

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.

5.4 Greenhouse Gas Emissions Intensity

Detail	Unit	Year		
		2020	2021	2022
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	-	0.00	0.00
Intensity of GHG emissions	Metric tonnes of carbon dioxide equivalent / m^2	-	-	-

Additional explanation:

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

5.5 Verification of Greenhouse Gas Emissions

Detail	Year
	2022
Verification of greenhouse gas emissions	No
Name of verifying company (Thai)	-
Name of verifying company (English)	-

5.6 Reduction of Greenhouse Gas

Detail	Unit	Year		
		2020	2021	2022
Total reduced GHG	Metric kilograms of carbon dioxide equivalent	-	-	-
Care the Bear Project	Metric kilograms of carbon dioxide equivalent	-	0.00	0.00
Care the Whale Project	Metric kilograms of carbon dioxide equivalent	-	0.00	0.00
Other projects	Metric kilograms of carbon dioxide equivalent	-	-	-

5.7 Absorption and removal of Greenhouse Gas

Detail	Unit	Year		
		2020	2021	2022
Total absorbed and removal of GHG	Metric kilograms of carbon dioxide equivalent	-	-	-
Care the Wild Project	Metric kilograms of carbon dioxide equivalent	-	-	-
Other projects	Metric kilograms of carbon dioxide equivalent	-	-	-

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Approved and published on 21/03/2023

ESG Performance

Company Name: CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED Symbol: CNT

Market: SET Industry Group: Property & Construction Sector: Construction Services

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://click.pstmrk.it/2s/cnt-th.listedcompany.com%2Fhuman_right.html/l8n9wTkN/C46K/fvuoAn7Fq6
Uploaded document of Corporate human rights policy and practice:	Human Rights Policy Th-EN Feb 2023.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
Boundary type	Company
Total number of disclosure boundaries	2
Actual number of disclosure boundaries	-

2.2 Employment

2.2.1 Employees by Gender

Detail	Unit	Year		
		2020	2021	2022
Total number of employees	Persons	-	776	748
Total number of male employees	Persons	614	551	528
Percentage of male employees	%	-	71.01	70.59

Total number of female employees	Persons	246	225	220
Percentage of female employees	%	-	28.99	29.41

2.2.2 Employees by Age Group

Detail	Unit	Year		
		2020	2021	2022
Total number of employees under 30 years old	Persons	186	127	94
Percentage of employees under 30 years old	%	-	16.37	12.57
Total number of employees 30-50 years old	Persons	504	464	440
Percentage of employees 30-50 years old	%	-	59.79	58.82
Total number of employees over 50 years old	Persons	170	185	214
Percentage of employees over 50 years old	%	-	23.84	28.61

2.2.3 Male Employees by Age group

Detail	Unit	Year		
		2020	2021	2022
Total number of male employees under 30 years old	Persons	111	73	54
Percentage of male employees under 30 years old	%	18.08	13.25	10.23
Total number of male employees 30-50 years old	Persons	368	335	311
Percentage of male employees 30-50 years old	%	59.93	60.80	58.90
Total number of male employees over 50 years old	Persons	135	143	163
Percentage of male employees over 50 years old	%	21.99	25.95	30.87

2.2.4 Female Employees by Age group

Detail	Unit	Year		
		2020	2021	2022

Total number of female employees under 30 years old	Persons	75	54	40
Percentage of female employees under 30 years old	%	30.49	24.00	18.18
Total number of female employees 30–50 years old	Persons	136	129	129
Percentage of female employees 30–50 years old	%	55.28	57.33	58.64
Total number of female employees over 50 years old	Persons	35	42	51
Percentage of female employees over 50 years old	%	14.23	18.67	23.18

2.2.5 Employees by Employee Category

Detail	Unit	Year		
		2020	2021	2022
Total number of employees in operational level	Persons	267	243	219
Percentage of employees in operational level	%	-	31.31	29.28
Total number of employees in management level	Persons	531	471	465
Percentage of employees in management level	%	-	60.70	62.17
Total number of employees in executive level	Persons	62	62	64
Percentage of employees in executive level	%	-	7.99	8.56

2.2.6 Male Employees by Employee Category

Detail	Unit	Year		
		2020	2021	2022
Total number of male employees in operational level	Persons	183	164	147
Percentage of male employees in operational level	%	29.80	29.76	27.84
Total number of male employees in management level	Persons	377	333	326
Percentage of male employees in management level	%	61.40	60.44	61.74
Total number of male employees in executive level	Persons	54	54	55
Percentage of male employees in executive level	%	8.79	9.80	10.42

2.2.7 Female Employees by Employee Category

Detail	Unit	Year		
		2020	2021	2022
Total number of female employees in operational level	Persons	84	79	72
Percentage of female employees in operational level	%	34.15	35.11	32.73
Total number of female employees in management level	Persons	154	138	139

Percentage of female employees in management level	%	62.60	61.33	63.18
Total number of female employees in executive level	Persons	8	8	9
Percentage of female employees in executive level	%	3.25	3.56	4.09

2.2.8 Employment of Workers with Disabilities

Detail	Unit	Year		
		2020	2021	2022
Total employment of workers with disabilities	Persons	0	49	35
Total number of employees with disabilities	Persons	-	49	35
Percentage of employees with disabilities	%	-	6.31	4.68
Total number of workers who are not employees with disabilities	Persons	-	0	0

2.3 Employee Remuneration

2.3.1 Employee Remuneration by Gender

Detail	Unit	Year		
		2020	2021	2022
Total employee remuneration	Baht	632,727,503.00	508,900,625.59	491,695,772.50
Total male employee remuneration	Baht	497,258,391.86	387,944,065.87	372,044,415.46
Percentage of remuneration in male employees	%	78.59	76.23	75.67
Total female employee remuneration	Baht	135,469,111.14	120,956,559.72	119,651,357.04
Percentage of remuneration in female employees	%	21.41	23.77	24.33
Average remuneration of employees	Baht / Person	-	655,799.78	657,347.29
Average remuneration of male employees	Baht / Person	809,867.09	704,072.71	704,629.57
Average remuneration of female employees	Baht / Person	550,687.44	537,584.71	543,869.80
Ratio of average remuneration of female employees to male employees		0.68	0.76	0.77

2.3.2 Employee Provident Fund

Detail	Unit	Year		
		2020	2021	2022
Total number of employees joining employee provident fund	Persons	860	771	700
Percentage of total number of employees joining employee provident fund to total number of employees	%	-	85.80	80.40
Total amount of provident fund contributed by the Company	Baht	24,355,373.79	21,951,666.59	21,207,796.79
Percentage of total amount of provident fund contributed by the Company to total employee remuneration	%	3.85	4.31	4.31

2.4 Human Capital Development

2.4.1 Average employee training hours

Detail	Unit	Year		
		2020	2021	2022
Average employee training hours	Hours / Person / Year	8.00	17.00	24.00

2.4.2 Employee training and development expenses

Detail	Unit	Year		
		2020	2021	2022
Total amount spent on employee training and development	Baht	819,982.00	365,556.00	877,847.00

2.5 Safety, Occupational Health, and Environment at Work

2.5.1 Working hours

Detail	Unit	Year		
		2020	2021	2022
Total number of hours worked by employees	Hours	2,580,000.00	2,328,000.00	2,244,000.00

2.5.2 Statistics of injuries or accidents from work

Detail	Unit	Year		
		2020	2021	2022
Total number of lost time injury incidents by employees	Cases	0.00	0.00	0.00
Total number of employees that lost time injuries for 1 day or more	Persons	0	0	0
Percentage of employees that lost time injuries for 1 day or more	%	-	0.00	0.00
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

Lost time injury frequency rate (LTIFR)	Persons / 1 million-manhours(*)	0.00	0.00	0.00
	Persons / 200,000 manhours(**)	0.00	0.00	0.00

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		
		2020	2021	2022
Total number of employee turnover leaving the Company voluntarily	Persons	0	60	88
Percentage of total number of employee turnover leaving the Company voluntarily to total number of employees	%	-	7.73	11.76
Total number of male employee turnover leaving the Company voluntarily	Persons	52	40	62
Percentage of male employee turnover leaving the Company voluntarily	%	-	66.67	70.45
Total number of female employee turnover leaving the Company voluntarily	Persons	24	20	26
Percentage of female employee turnover leaving the Company voluntarily	%	-	33.33	29.55
Significant labor dispute	Yes / No	No	No	No

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Approved and published on 21/03/2023

ESG Performance

Company Name: CHRISTIANI & NIELSEN (THAI) PUBLIC COMPANY LIMITED Symbol: CNT

Market: SET Industry Group: Property & Construction Sector: Construction Services

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://cnt-th.listedcompany.com/misc/CG/20210301-cnt-cg-policy-manual-th.pdf
Uploaded document of corporate governance policy and practices:	20210301-cnt-cg-policy-manual-th.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 Independence of the Board of Directors from the Management x Director Development x Corporate Governance of Subsidiaries and Associated Companies x Determination of Director Remuneration x Board Performance Evaluation

1.3 Code of Conduct

Corporate code of conduct:	Yes
URL of Code of Conduct:	https://cnt-th.listedcompany.com/misc/CG/20220323-cnt-business-ethics-th.pdf
Uploaded document of Code of Conduct:	20210301-cnt-cg-policy-manual-th (1).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

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	
		Male	Female
Directors	Persons	11	1
		12	
	% of total directors	91.67	8.33
		100	
Executive directors	Persons	3	0
		3	
	% of total directors	25.00	0
		25.00	
Non-executive directors	Persons	8	1
		9	
	% of total directors	66.67	8.33
		75.00	
- Independent directors	Persons	5	1
		6	
	% of total directors	41.67	8.33
		50.00	
- Non-executive directors who have no position in independent directors	Persons	3	0
		3	
	% of total directors	25.00	0
		25.00	

Average director age	Years	57	42
		56	
The Chairman of the Board is an independent director	Yes / No	Yes	
The Chairman of the Board is the Highest-ranking Executive	Yes / No	No	
The Chairman of the Board and the Highest-ranking Executive are from the same family	Yes / No	No	
The Company appoints at least one independent director to determine the agenda of the Board of Directors' meeting	Yes / No	Yes	

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 สานติ กระจ่างเนตร์	First appointment date of director:	10 Apr 2008
	Name (English):	Mr. SANTI GRACHANGNETARA	Type of director:	Existing director
	Gender:	Male	Director position:	Chairman of the board
	Year of birth:	1944	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:	Engineering	DCP course:	No
	Residence in Thailand:	Yes		
	Skill and expertise:	x Leadership x Engineering x Corporate Management x Strategic Management x Property Development		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
2)	Name (Thai):	นาย เกษมสิทธิ์ ปฐมศักดิ์	First appointment date of director:	10 Apr 2012

	Name (English):	Mr. KASEMSIT PATHOMSAK	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1970	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:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Finance x Governance/ Compliance x Budgeting x Audit x Leadership x Corporate Management x Fund Management x Negotiation		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
3)	Name (Thai):	นาย กฤษณ์ ธีรเกาศัลย์	First appointment date of director:	6 Dec 2012
	Name (English):	Mr. KRIS THIRAKAOSAL	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1977	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:	Science	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Engineering x Commerce x Economics x Audit x Corporate Management x Governance/ Compliance x Leadership		
	Shares:	0		
	Paid-up stock:	1,027,904,144		

	%Shares:	0.000000		
4)	Name (Thai):	นาย สุริยนต์ ตู้จินดา	First appointment date of director:	22 Apr 2019
	Name (English):	Mr. SURIYON TUCHINDA	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1958	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:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Finance & Securities x Sustainability x Risk Management x Strategic Management x Leadership x Governance/ Compliance x Audit		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
5)	Name (Thai):	นาย สุพล ทับทิมจรูญ	First appointment date of director:	8 Dec 2015
	Name (English):	Mr. SUPHON TUBTIMCHAROON	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1951	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:	Engineering	DCP course:	Yes
	Residence in Thailand:	Yes		

	Skill and expertise:	x Petrochemicals & Chemicals x Corporate Management x Engineering x Strategic Management x Leadership		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
6)	Name (Thai):	นาง เรณุกา ดิวารี ชามา	First appointment date of director:	21 Apr 2022
	Name (English):	Ms. RENUKA DIWALI SHARMA	Type of director:	Newly appointed director to replace the ex-director
	Gender:	Female	Director position:	Director
	Year of birth:	1980	Executive director position:	No
	Nationality:	x Malaysia	Independent director position:	Yes
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Political Science	DCP course:	Yes
	Residence in Thailand:	No		
	Skill and expertise:	x Law x Leadership x Strategic Management x Corporate Management		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
7)	Name (Thai):	นาย กิริต ชาห์	First appointment date of director:	11 Nov 2011
	Name (English):	Mr. KIRIT SHAH	Type of director:	Existing director
	Gender:	Male	Director position:	Vice Chairman
	Year of birth:	1953	Executive director position:	No
	Nationality:	x India	Independent director position:	No
	Highest level of education:	Bachelor's degree	DAP course:	No
	Study field of the highest level of education:	Commerce	DCP course:	Yes

	Residence in Thailand:	Yes		
	Skill and expertise:	x Commerce x Budgeting x Corporate Management x Leadership x Strategic Management		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
8)	Name (Thai):	นาย อิษฎ์ชาญ ชาห์	First appointment date of director:	10 Apr 2012
	Name (English):	Mr. ISHAAN SHAH	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1988	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Bachelor's degree	DAP course:	Yes
	Study field of the highest level of education:	Management	DCP course:	No
	Residence in Thailand:	Yes		
	Skill and expertise:	x Law x Finance x Corporate Management x Leadership x Strategic Management		
	Shares:	94,372,280		
	Paid-up stock:	1,027,904,144		
	%Shares:	9.181039		
9)	Name (Thai):	นาย คูชรู คาลี วาเดีย	First appointment date of director:	11 Nov 2011
	Name (English):	Mr. KHUSHROO KALI WADIA	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1963	Executive director position:	Yes
	Nationality:	x India	Independent director position:	-
	Highest level of education:	Bachelor's degree	DAP course:	No

	Study field of the highest level of education:	Science	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Economics x Accounting x Statistics x Corporate Management x Strategic Management x Risk Management x Finance x Leadership		
	Shares:	4,976,500		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.484140		
10)	Name (Thai):	นาย สุรศักดิ์ โอสถานุเคราะห์	First appointment date of director:	1 Dec 2009
	Name (English):	Mr. SURASAK OSATHANUGRAHA	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1968	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:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes		
	Skill and expertise:	x Finance x Accounting x Law x Corporate Management x Leadership x Strategic Management x Risk Management x Internal Control x Budgeting		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
11)	Name (Thai):	นาย วิเทศ รัตนากร	First appointment date of director:	24 Apr 2017
	Name (English):	Mr. VITES RATANAKORN	Type of director:	Existing director
	Gender:	Male	Director position:	Director

	Year of birth:	1965	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 Engineering x Construction Services x Sustainability x Risk Management x Strategic Management x Leadership		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
12)	Name (Thai):	นาย จอห์น สก็อต ไฮเน็ค	First appointment date of director:	10 Apr 2013
	Name (English):	Mr. JOHN SCOTT HEINECKE	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1971	Executive director position:	No
	Nationality:	x Thailand	Independent director position:	No
	Highest level of education:	Bachelor'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 Corporate Management x Food & Beverage x Sustainability x Risk Management x Leadership		
	Shares:	66,275,410		
	Paid-up stock:	1,027,904,144		
	%Shares:	6.447626		

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	
1)	Name (Thai):	นาง น้ำผึ้ง วงศ์สมิทธิ์	First appointment date of director:	8 Aug 2014
	Name (English):	Mrs. NAMPUNG WONGSMITH	Director termination date:	1 Feb 2022
	Gender:	Female	Director position:	Director
	Year of birth:	1958	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:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes	Name of replacement director (English):	Ms. RENUKA DIWALI SHARMA
	Skill and expertise:	x Finance x Economics x Governance/ Compliance x Audit x Risk Management x Corporate Management	Appointment date of replacement director:	21 Apr 2022
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		

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 เกษมสิทธิ์ ปฐมศักดิ์	Appointment date of audit committee member:	15 May 2012
	Name (English):	Mr. KASEMSIT PATHOMSAK	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1970	Independent director position:	Yes
	Nationality:	x Thailand	Audit committee position:	Chairman of the audit committee
	Highest level of education:	Master's degree	DAP course:	Yes
	Study field of the highest level of education:	Finance	DCP course:	Yes

	Residence in Thailand:	Yes		
	Expertise in accounting information review:	Yes		
	Shares:	0		
	%Shares:	0.000000		
2)	Name (Thai):	นาย กฤษณ์ ธีรเกาศัลย์	Appointment date of audit committee member:	6 Dec 2012
	Name (English):	Mr. KRIS THIRAKAOSAL	Type of director:	Existing director
	Gender:	Male	Director position:	Director
	Year of birth:	1977	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:	Science	DCP course:	Yes
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	No		
	Shares:	0		
	%Shares:	0.000000		
3)	Name (Thai):	นาย สุริยนต์ ตู้จินดา	Appointment date of audit committee member:	27 Feb 2020
	Name (English):	Mr. SURIYON TUCHINDA	Type of director:	Continuing director (Full term of directorship and being re-appointed as a director)
	Gender:	Male	Director position:	Director
	Year of birth:	1958	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:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes		
	Expertise in accounting information review:	No		

	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	
1)	Name (Thai):	นาง น้ำผึ้ง วงศ์สมิทธิ์	Appointment date of audit committee member:	12 Nov 2015
	Name (English):	Mrs. NAMPUNG WONGSMITH	Termination date of audit committee member:	1 Feb 2022
	Gender:	Female	Director position:	Director
	Year of birth:	1958	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:	Finance	DCP course:	Yes
	Residence in Thailand:	Yes	Name of replacement audit committee member (English):	No replacement director
	Expertise in accounting information review:	No	Appointment date of replacement audit committee member:	-
	Shares:	0		
	%Shares:	0.000000		

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 กิริต ชาห์	Appointment date of executive committee member:	11 Nov 2011
	Name (English)	Mr. KIRIT SHAH	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1953		
	Nationality:	x India		

	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Commerce		
	Residence in Thailand:	Yes		
2)	Name (Thai)	นาย คูชรู คาลี วาเดีย	Appointment date of executive committee member:	14 Nov 2013
	Name (English)	Mr. KHUSHROO KALI WADIA	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1963		
	Nationality:	x India		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Science		
	Residence in Thailand:	Yes		
3)	Name (Thai)	นาย สุรศักดิ์ โอสถานุเคราะห์	Appointment date of executive committee member:	1 Sep 2012
	Name (English)	Mr. SURASAK OSATHANUGRAHA	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1968		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Finance		
	Residence in Thailand:	Yes		
4)	Name (Thai)	นาย อิษฎ์ชาญ ชาห์	Appointment date of executive committee member:	8 Aug 2014
	Name (English)	Mr. ISHAAN SHAH	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1988		
	Nationality:	x Thailand		

	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Management		
	Residence in Thailand:	Yes		
5)	Name (Thai)	นาย วิเทศ รัตนากร	Appointment date of executive committee member:	24 Apr 2017
	Name (English)	Mr. VITES RATANAKORN	Executive committee position:	Member of the executive committee
	Gender:	Male		
	Year of birth:	1965		
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	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) Audit and Corporate Governance Committee

No.	Name (Thai)	Name (English)	Position
1	นาย เกษมสิทธิ์ ปฐมศักดิ์	Mr. KASEMSIT PATHOMSAK	Chairman
2	นาย กฤษณ์ ธีรเกาศัลย์	Mr. KRIS THIRAKAOSAL	Member
3	นาย สุริยนต์ ตู้จินดา	Mr. SURIYON TUCHINDA	Member

2) Name of sub-committees (English) Nomination Committee

No.	Name (Thai)	Name (English)	Position
1	นาย เกษมสิทธิ์ ปฐมศักดิ์	Mr. KASEMSIT PATHOMSAK	Chairman
2	นาย กฤษณ์ ธีรเกาศัลย์	Mr. KRIS THIRAKAOSAL	Member
3	นาย กิริต ชาห์	Mr. KIRIT SHAH	Member

3) Name of sub-committees (English) Remuneration Committee

No.	Name (Thai)	Name (English)	Position
1	นาย เกษมสิทธิ์ ปฐมศักดิ์	Mr. KASEMSIT PATHOMSAK	Chairman
2	นาย กฤษณ์ ธีรเกาศัลย์	Mr. KRIS THIRAKAOSAL	Member
3	นาย กิริต ชาห์	Mr. KIRIT SHAH	Member

4) Name of sub-committees (English) Sustainability and Risk Management Committee

No.	Name (Thai)	Name (English)	Position
1	นาย สุริยนต์ ตู้จินดา	Mr. SURIYON TUCHINDA	Chairman
2	นาย คูชรู คาลี วาเดีย	Mr. KHUSHROO KALI WADIA	Member
3	นาย สุรศักดิ์ โอสถานุเคราะห์	Mr. SURASAK OSATHANUGRAHA	Member
4	นาย วิเทศ รัตนากร	Mr. VITES RATANAKORN	Member

2.1.5.2 Roles of sub-committees

Role	Name of sub-committees
Risk management	Sustainability and Risk Management Committee
Nomination	Nomination Committee
Remuneration	Remuneration Committee
Corporate governance	Audit and Corporate Governance Committee

Corporate sustainability development	Sustainability and Risk Management 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):	นาย คูชรู คาลี วาเดีย	The highest-ranking executive position:	Yes
	Name (English):	Mr. KHUSHROO KALI WADIA	Executive position (Thai):	กรรมการผู้จัดการ
	Gender:	Male	Executive position (English):	Managing Director
	Year of birth:	1963	Appointment date of executive:	14 Nov 2013
	Nationality:	x India		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Science		
	Skill and expertise:	x Economics x Accounting x Statistics x Corporate Management x Strategic Management x Risk Management x Finance x Leadership		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
2)	Name (Thai):	นาย สุรศักดิ์ โอสถานุเคราะห์	The highest-ranking executive position:	No
	Name (English):	Mr. SURASAK OSATHANUGRAHA	Executive position (Thai):	ผู้ช่วยกรรมการผู้จัดการ และเลขานุการบริษัท
	Gender:	Male	Executive position (English):	Assistant to Managing Director and Company Secretary
	Year of birth:	1968	Appointment date of executive:	1 Dec 2009
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Finance		

	Skill and expertise:	x Finance x Accounting x Law x Corporate Management x Leadership x Strategic Management x Risk Management x Internal Control x Budgeting		
	Highest responsibility in corporate accounting and finance:	Yes		
	Accounting supervisor:	No		
3)	Name (Thai):	นาย วิเทศ รัตนากร	The highest-ranking executive position:	No
	Name (English):	Mr. VITES RATANAKORN	Executive position (Thai):	ผู้อำนวยการฝ่ายปฏิบัติการ
	Gender:	Male	Executive position (English):	Operations Director
	Year of birth:	1965	Appointment date of executive:	24 Apr 2017
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		
	Skill and expertise:	x Engineering x Construction Services x Sustainability x Risk Management x Strategic Management x Leadership		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
4)	Name (Thai):	นาย พิเชฐ นิ่มพานิชย์	The highest-ranking executive position:	No
	Name (English):	Mr. PICHET NIMPANICH	Executive position (Thai):	ผู้อำนวยการฝ่ายพัฒนาธุรกิจ
	Gender:	Male	Executive position (English):	Director Business Development
	Year of birth:	1962	Appointment date of executive:	1 Jan 2017
	Nationality:	x Thailand		
	Highest level of education:	Master's degree		
	Study field of the highest level of education:	Business Administration		

	Skill and expertise:	x Engineering x Negotiation x Media & Publishing x Data Analysis x Leadership		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
5)	Name (Thai):	นาย มนู เบ็ญจมณี	The highest-ranking executive position:	No
	Name (English):	Mr. MANU BENJAMANEE	Executive position (Thai):	ผู้อำนวยการฝ่ายธุรกิจงานอาคารทั่วไป
	Gender:	Male	Executive position (English):	Director of Buildings Business Unit
	Year of birth:	1960	Appointment date of executive:	26 Feb 2016
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Engineering		
	Skill and expertise:	x Construction Materials x Construction Services x Property Development x Project Management x Engineering		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
6)	Name (Thai):	นาย พงษ์ศักดิ์ ดิฐพงศ์ภักดี	The highest-ranking executive position:	No
	Name (English):	Mr. PONGSAK DITTAPONGPAKDEE	Executive position (Thai):	ผู้อำนวยการฝ่ายธุรกิจงานภาครัฐและรัฐวิสาหกิจ
	Gender:	Male	Executive position (English):	Director of Government Works Business Unit
	Year of birth:	1966	Appointment date of executive:	26 Feb 2016
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Engineering		
	Skill and expertise:	x Engineering x Project Management x Property Development x Construction Services x Construction Materials		

	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
7)	Name (Thai):	นาย ปองศักดิ์ สุทธปรีดา	The highest-ranking executive position:	No
	Name (English):	Mr. PONGSAK SUTTHAPREEDA	Executive position (Thai):	ผู้อำนวยการฝ่ายธุรกิจงานก่อสร้างทั่วไปและงานระบบ
	Gender:	Male	Executive position (English):	Director of Gen. Con. and MEP Business Unit
	Year of birth:	1967	Appointment date of executive:	26 Feb 2016
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Engineering		
	Skill and expertise:	x Engineering x Project Management x Property Development x Construction Services x Construction Materials		
	Highest responsibility in corporate accounting and finance:	No		
	Accounting supervisor:	No		
8)	Name (Thai):	นาย วัชระ พรหมขุนทอง	The highest-ranking executive position:	No
	Name (English):	Mr. WATCHARA PROMKHUNTHONG	Executive position (Thai):	ผู้อำนวยการฝ่ายธุรกิจงานปิโตรเคมีและงานอุตสาหกรรมพิเศษ
	Gender:	Male	Executive position (English):	Director of Petrochemical & Special Industry Business Unit
	Year of birth:	1966	Appointment date of executive:	26 Feb 2016
	Nationality:	x Thailand		
	Highest level of education:	Bachelor's degree		
	Study field of the highest level of education:	Engineering		
	Skill and expertise:	x Engineering x Project Management x Property Development x Construction Services x Construction Materials		
	Highest responsibility in corporate accounting and finance:	No		

	Accounting supervisor:	No		

2.2 Related Corporate Governance Officers

Position/Role	Name (English)	Email	Telephone
Accounting supervisor	Mrs. PHANEE CHAROENCHAROENCHAI	phaneech@cn-thai.co.th	+66 2 338 8077
Company secretary	Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100
Head of the internal audit or the outsourced internal auditor	Mr. GRIDSANA POTHIN	gridsapo@cn-thai.co.th	+66 2 338 8161
Head of the compliance unit	Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100
Head of the investor relation	Mr. KHUSHROO KALI WADIA	khushroowa@cn-thai.co.th	+66 2 338 8111
	Mr. SURASAK OSATHANUGRAHA	surasakos@cn-thai.co.th	+66 2 338 8100
	Mrs. PHANEE CHAROENCHAROENCHAI	phaneech@cn-thai.co.th	+66 2 338 8077

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. Ms. Patcharawan Koonarangsri Email: Patcharawan. Koonarangsri@th.ey.com Telephone: +66 2 264 9090 2. Mrs. Sarinda Hirunprasurtwutti Email: Sarinda. Hirunprasurtwutti@th.ey.com Telephone: +66 2 264 9090 3. Ms. Satida Ratananurak Email: Satida.Ratananurak@th. ey.com Telephone: +66 2 264 9090	2,750,000.00	-

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 สุริยนต์ ตู้จินดา	First appointment date of director:	22 Apr 2019
	Name (English):	Mr. SURIYON TUCHINDA	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1958	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:	Finance		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Finance & Securities x Sustainability x Risk Management x Strategic Management x Leadership x Governance/ Compliance x Audit		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		
2)	Name (Thai):	นาย คูชรู คาลี วาเดีย	First appointment date of director:	11 Nov 2011
	Name (English):	Mr. KHUSHROO KALI WADIA	Director position:	Director
	Gender:	Male	Executive director position:	Yes
	Year of birth:	1963	Independent director position:	-
	Nationality:	x India	DAP course:	No
	Highest level of education:	Bachelor's degree	DCP course:	Yes
	Study field of the highest level of education:	Science		

	Residence in Thailand:	Yes		
	Skill and expertise:	x Economics x Accounting x Statistics x Corporate Management x Strategic Management x Risk Management x Finance x Leadership		
	Shares:	4,976,500		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.484140		
3)	Name (Thai):	นาย จอห์น สก็อต ไฮเน็ค	First appointment date of director:	10 Apr 2013
	Name (English):	Mr. JOHN SCOTT HEINECKE	Director position:	Director
	Gender:	Male	Executive director position:	No
	Year of birth:	1971	Independent director position:	No
	Nationality:	x Thailand	DAP course:	No
	Highest level of education:	Bachelor's degree	DCP course:	Yes
	Study field of the highest level of education:	Business Administration		
	Residence in Thailand:	Yes		
	Skill and expertise:	x Corporate Management x Food & Beverage x Sustainability x Risk Management x Leadership		
	Shares:	66,275,410		
	Paid-up stock:	1,027,904,144		
	%Shares:	6.447626		

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

	General Information of Directors		Information on Director Tenure	
1)	Name (Thai):	นาง เรณุกา ดิวารี ชามา	First appointment date of director:	21 Apr 2022
	Name (English):	Ms. RENUKA DIWALI SHARMA	Director position:	Director

	Gender:	Female	Executive director position:	No
	Year of birth:	1980	Independent director position:	Yes
	Nationality:	x Malaysia	DAP course:	Yes
	Highest level of education:	Master's degree	DCP course:	Yes
	Study field of the highest level of education:	Political Science		
	Residence in Thailand:	No		
	Skill and expertise:	x Law x Leadership x Strategic Management x Corporate Management		
	Shares:	0		
	Paid-up stock:	1,027,904,144		
	%Shares:	0.000000		

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: 21 Apr 2022

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. SANTI GRACHANGNETARA (Chairman of the board)	-	5/6	83.33	Participating	Did not hold the meeting
2. Mr. KASEMSIT PATHOMSAK (Director)	-	6/6	100.00	Participating	Did not hold the meeting
3. Mr. KRIS THIRAKAOSAL (Director)	-	6/6	100.00	Participating	Did not hold the meeting

4. Mr. SURIYON TUCHINDA (Director)	-	6/6	100.00	Participating	Did not hold the meeting
5. Mr. SUPHON TUBTIMCHAROON (Director)	-	6/6	100.00	Participating	Did not hold the meeting
6. Ms. RENUKA DIWALI SHARMA (Director)	-	5/5	100.00	Non-participating	Did not hold the meeting
7. Mr. KIRIT SHAH (Vice Chairman)	-	6/6	100.00	Participating	Did not hold the meeting
8. Mr. ISHAAN SHAH (Director)	-	4/6	66.67	Participating	Did not hold the meeting
9. Mr. KHUSHROO KALI WADIA (Director)	-	6/6	100.00	Participating	Did not hold the meeting
10. Mr. SURASAK OSATHANUGRAHA (Director)	-	6/6	100.00	Participating	Did not hold the meeting
11. Mr. VITES RATANAKORN (Director)	-	6/6	100.00	Participating	Did not hold the meeting
12. Mr. JOHN SCOTT HEINECKE (Director)	-	5/6	83.33	Participating	Did not hold the meeting
13. Mrs. NAMPUNG WONGSMITH (Director)	1 Feb 2022	0/0	0	Non-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. KASEMSIT PATHOMSAK (Chairman of the audit committee)	-	5/5	100.00
2. Mr. KRIS THIRAKAOSAL (Member of the audit committee)	-	5/5	100.00
3. Mr. SURIYON TUCHINDA (Member of the audit committee)	-	5/5	100.00
4. Mrs. NAMPUNG WONGSMITH (Member of the audit committee)	1 Feb 2022	0/0	0

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://cnt-th.listedcompany.com/misc/CG/20210301-cnt-cg-policy-manual-th.pdf

Uploaded document of director remuneration policy and criteria:	20210301-cnt-cg-policy-manual-th.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. SANTI GRACHANGNETARA (Chairman of the board)	-	300,000.00	240,000.00	No
2. Mr. KASEMSIT PATHOMSAK (Director)	-	420,000.00	360,000.00	No
3. Mr. KRIS THIRAKAOSAL (Director)	-	360,000.00	300,000.00	No
4. Mr. SURIYON TUCHINDA (Director)	-	360,000.00	300,000.00	No
5. Mr. SUPHON TUBTIMCHAROON (Director)	-	180,000.00	120,000.00	No
6. Ms. RENUKA DIWALI SHARMA (Director)	-	150,000.00	83,333.00	No
7. Mr. KIRIT SHAH (Vice Chairman)	-	180,000.00	120,000.00	No
8. Mr. ISHAAN SHAH (Director)	-	150,000.00	120,000.00	No
9. Mr. KHUSHROO KALI WADIA (Director)	-	180,000.00	120,000.00	No
10. Mr. SURASAK OSATHANUGRAHA (Director)	-	180,000.00	120,000.00	No
11. Mr. VITES RATANAKORN (Director)	-	180,000.00	120,000.00	No
12. Mr. JOHN SCOTT HEINECKE (Director)	-	150,000.00	120,000.00	No
13. Mrs. NAMPUNG WONGSMITH (Director)	1 Feb 2022	0.00	25,000.00	No
Total (Baht)	-	2,790,000.00	2,148,333.00	-

3.4.3 Director Remunerations

Detail	Unit	Year
		2022

Meeting allowance	Baht	2,790,000.00
Other monetary remuneration	Baht	2,148,333.00
Total director remuneration	Baht	4,938,333.00

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: http://cnt.listedcompany.com/misc/CG/20220401-cnt-cg-report-2021-th.pdf

Uploaded document of executive remuneration policy and criteria: 20220401-cnt-cg-report-2021-th.pdf

3.4.5 Executive Remuneration

Detail	Unit	Year		
		2020	2021	2022
Total executive remuneration	Baht	38,441,200.00	37,599,440.00	37,981,990.00

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. SANTI GRACHANGNETARA (Chairman of the board)	Non-participating	-
2. Mr. KASEMSIT PATHOMSAK (Director)	Non-participating	-
3. Mr. KRIS THIRAKAOSAL (Director)	Non-participating	-
4. Mr. SURIYON TUCHINDA (Director)	Non-participating	-
5. Mr. SUPHON TUBTIMCHAROON (Director)	Non-participating	-
6. Ms. RENUKA DIWALI SHARMA (Director)	Participating	-
7. Mr. KIRIT SHAH (Vice Chairman)	Non-participating	-
8. Mr. ISHAAN SHAH (Director)	Non-participating	-

9. Mr. KHUSHROO KALI WADIA (Director)	Non-participating	-
10. Mr. SURASAK OSATHANUGRAHA (Director)	Participating	-
11. Mr. VITES RATANAKORN (Director)	Non-participating	-
12. Mr. JOHN SCOTT HEINECKE (Director)	Non-participating	-
13. Mrs. NAMPUNG WONGSMITH (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://cnt-th.listedcompany.com/misc/CG/cnt-cg-sustainability-policy-th.pdf
Uploaded document of corporate sustainability policy:	Sustainability Policy T-EN 27Feb23.pdf

4.2 Sustainability Report

Corporate Sustainability Report:	Yes
URL of corporate sustainability report:	https://cnt-th.listedcompany.com/misc/CG/20210301-cnt-cg-policy-manual-th.pdf

4.3 Sustainability Disclosure Standards

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

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