Information of the Director Nominees to be Elected as PTTEP Directors

1. Mr. Achporn Charuchinda

Age: 63 years

Education:

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- L.L.B., Faculty of Law, Thammasat University, Thailand
- Thai Barrister-at-Law, Institute of Legal Education of the Thai Bar Association

Other Current Positions (as of 12 February 2016):

- Listed Company (1 company):
 - 2012 Present Member of the Legal Committee,

Thai Airways International Public Company Limited

• Non-Listed Organizations (7 organizations):

- ➢ 2015 − Present Member, Constitution Drafting Committee
- > 2014 Present Board Member, Highland Research and Development Institution
- ➢ 2014 − Present Board Member, Office of Insurance Commission
- ➢ 2013 − Present Board Member,

Office of the National Economic and Social Development

- 2013 Present Director, Thai Smile Airways Company Limited
- > 2013 Present Board Member, The Bank of Thailand
- ➢ 2003 − Present Member of the Council of State, The Office of the Council of State
- Other Entities that may have Conflicts of Interest with PTTEP: None

Experiences in the Past 5 years:

	2013 - 2015	Chairman of the Securities and Exchange Commission
		Board, The Securities and Exchange Commission Board
\triangleright	2012 - 2014	Member of the Board of Directors,
		The Metropolitan Waterworks Authority
\triangleright	2011 - 2014	Member of the Institutions Policy Committee, The Bank of Thailand
\succ	2011 - 2014	Member of the Office of the Civil Service and Educational
		Personnel Commission, The Office of the Civil Service and
		Educational Personnel Commission, The Ministry of Education
\succ	2011 - 2013	Member of the National Energy Policy Council,
		Energy Policy and Planning Office, The Ministry of Energy
\succ	2011 - 2013	Member of the National Water and Flood Management
		Committee, The Office of the National Water and Flood
		Management Policy

- 2 - / 2010 - 2013 ...



\triangleright	2010 - 2013	Member of the Decentralization to Local Government
		Organization Committee, The Office of the Permanent
		Secretary, The Prime Minister's Office
۶	2010 - 2013	Board Member, The Energy Conservation Promotion Fund
۶	2010 - 2013	Member of the Administrative Courts Officials Commission,
		The Office of the Administrative Courts
≻	2010 - 2013	Member, The Government Pension Fund
\triangleright	2010 - 2013	Secretary - General of the Office of the Council of State,
		The Office of the Council of State
\triangleright	2007 - 2013	Chairman of the Audit Committee for the Financial
		Institutions Development Fund, The Bank of Thailand
\triangleright	2007 - 2013	Member of the Financial Institutions Development Fund,
		The Bank of Thailand

Trainings:

- Law Drafting Certificate, India
- The National Defense Course (Class 46), National Defense College

Percentage of PTTEP Shareholding (as of 12 February 2016): None **Family Relationship among Executives:** None

Forbidden Qualifications:

- 1. Never dishonestly committed an offence against property.
- 2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Additional information to consider for Independent Director election

(Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years)

1. Being a director that take part in managing day-to-day operation, or	No
being an employee, or advisor who receive a regular salary or fee	
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to	None
perform independently	

Terms of Directorship at PTTEP:

No. 1	1 January 2013 – 27 March 27 2013	3 months
No. 2	27 March 2013–28 March 28 2016	3 years

- 3 - / Meeting Attendances ...

Meeting	2015	2014	2013
1. Board of Directors [*]	13/15 (86.67%)	14/14 (100%)	13/14 (92.86%)
2. Shareholder [*]	1/1 (100%)	1/1 (100%)	1/1 (100%)
3. Corporate Governance Committee ^{**}	3/3 (100%)	5/7 (71.43%)	7/7 (100%)
4. Audit Committee ^{***}	11/11 (100%)	10/10 (100%)	2/2 (100%)
5. Remuneration Committee****	2/2 (100%)	1/1 (100%)	_

Meeting Attendances (Year 2013 – 2015):

* Elected as a director on 1 January 2013

** Appointed as the Member of the Corporate Governance Committee from 1 January 2013 to 30 April, 2015

*** Appointed as the Member of the Audit Committee from 31 October 2013 to present

**** Appointed as the Chairman of the Remuneration Committee from 25 September 2014 to present

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

• Vision in managing the Company's business:

I shall support PTTEP to attain its mission, goal and strategy to ensure that the petroleum exploration and production serve the domestic energy demand and could create revenue to offset imported petroleum from abroad. PTTEP are to duly operate its business with transparency and responsibility to society. It is also needed for the Company to ensure that all legal measurements are being used to foster and strengthen the business operations in order to achieve its goals effectively.

• Vision related to applying good corporate governance principles to the business:

I will define clear and explicit work description to ensure that all employees can operate business legitimately, adhering to the principle of good corporate governance, laws and related rules. Good corporate governance must be fostered in order to preserve benefit of the Company and the nation.

Outstanding and valuable achievements for PTTEP directorship:

My position as the Member of the Constitution Drafting Committee allows me the opportunities to be kept updated with laws, regulations, and state policies which could help in ensuring that PTTEP's operations are being conducted accordingly. Moreover, my experience as part of the Petroleum Act amendment working group has enabled clear understanding in directing PTTEP within lawful extent while ensuring operational efficiency as a crucial part of the National Oil Company.

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2. Mr. Sethaput Suthiwart-Narueput

Age: 51 years

Education:

- Ph.D. Economics, Yale University, U.S.A.
- M.Phil. Economics, Yale University, U.S.A.
- B.A. (Highest Honors) Economics, Swarthmore College, U.S.A.

Other Current Positions (as of 12 February 2016):

- Listed Company: None
- Non-Listed Organizations (5 organizations):
 - 2015 Present Director, Puey Ungphakorn Institute for Economic Research, Bank of Thailand
 - ➢ 2014 − Present Member, Monetary Policy Committee, Bank of Thailand
 - ➢ 2012 − Present Executive Chairman, Thailand Future Foundation
 - > 2011 Present Managing Partner, The Advisor Company Limited
 - 2000 Present Advisor on Academic Affairs and Visiting Professor of
 - Economics, Sasin Graduate Institute of Business Administration
- Other Entities that may have Conflicts of Interest with PTTEP: None

Experiences in the Past 5 years:

 2011 – 2012 Director, TMB Bank Public Company Limited
2009 – 2011 Executive Vice President and Chief Economist, Siam Commercial Bank (SCB) Group

Trainings:

- Advanced Audit Committee Program (AACP) 18/2015, Thai Institute of Directors
- Risk Management Committee Program (RMP) 6/2015, Thai Institute of Directors
- Director Accreditation Program (DAP) 94/2012, Thai Institute of Directors

Percentage of PTTEP Shareholding (as of 12 February 2016): None **Family Relationship among Executives:** None

Forbidden Qualifications:

- 1. Never dishonestly committed an offence against property.
- 2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

- 5 - / Additional ...



Additional information to consider for Independent Director election

(Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years)

1. Being a director that take part in managing day-to-day operation, or	No
being an employee, or advisor who receive a regular salary or fee	
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to	None
perform independently	

Terms of Directorship at PTTEP:

No. 1 1 September 2014 – 28 March 2016	1 year 7 months
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Meeting Attendances (Year 2014 – 2015):

Meeting	2015	2014
1. Board of Directors [*]	14/15 (93.34%)	4/4 (100%)
2. Shareholder [*]	1/1 (100%)	-
3. Risk Management Committee**	11/11 (100%)	3/3 (100%)
4. Audit Committee ^{**}	10/11 (90.91%)	3/3 (100%)

* Elected as a director on 1 September 2014

** Appointed as the Member of the Risk Management Committee and Audit Committee from 25 September 2014 to present and Chairman of the Risk Management Committee from 1November 2015 to present

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

• Vision in managing the Company's business:

Under the crisis where oil price has reached the lowest level in the past decade, PTTEP must be ensured with financial strength, sustainability, cost efficiency, while exploring for new business opportunities. Additionally, as part of the National Oil Company, PTTEP's operational objectives may differ from other listed companies where business growth and sustainability must go in hand with energy security for the nation.

• Vision related to applying good corporate governance principles to the business:

Corporate governance is certainly an essential element for listed companies; however, it is even more important for PTTEP as a National Oil Company for three main reasons:

➢ As the National Oil Company, PTTEP's corporate governance principles and operations must be superior to other listed companies due to the diverse set of stakeholders which include parties from both public and private sectors ➢ As the National Oil Company that has direct operations with the environment, PTTEP must ensure social trust of being environmentally and socially responsible that shall be beyond required laws and regulations and with special transparency and verifiability.

 \succ PTTEP shall pay special attention to the justification and benefit of minor shareholders due to the existence of connected transactions incurred from having PTT as the company's major shareholder.

Outstanding and valuable achievements for PTTEP directorship:

Business principle understanding and problem tackling, which were acquired from various experiences in banking, securities, and private companies advisory sectors, have been put in to use with PTTEP; for instance, the enhancement of Risk Management Framework.

> The experiences as Member of PTTEP's Audit Committee and Risk Management Committee have groomed understanding and necessary improvements for further business growth and sustainability

> The establishment of well-accepted research divisions in various organizations as well as domestic and international work experiences with a variety of business sectors enabled the comprehension of global economic situation towards PTTEP's business impact.

Attachment 3 Page 7/16

3. Colonel Nimit Suwannarat

Age: 44 years

Education:

- Master of Science in Electrical Engineering (Communications and Signal Processing), University of Minnesota, U.S.A.
- Bachelor of Science in Electrical Engineering, Virginia Military Institute, U.S.A.

Other Current Positions (as of 12 February 2016):

- Listed Company: None
- Non-Listed Organizations (1 organizations):
 - 2015 Present Commanding Officer of the 1st Field Artillery Regiment King's Guard, Royal Thai Army
- Other Entities that may have Conflicts of Interest with PTTEP: None

Experiences in the Past 5 years:

2010 – 2015 Executive Officer of the 1st Field Artillery Regiment King's Guard, Royal Thai Army

Trainings:

- Director Certification Program (DCP) 216/2016, Thai Institute of Directors
- Public Key Infrastructure (Certification Authority, Digital Signature) Course, Ottawa, Canada
- Electronic Commerce Course, Florida, U.S.A.
- Computer Emergency Response Team, Pennsylvania, U.S.A.
- National Crisis Management Course, APCSS, Hawaii, U.S.A.
- Command and General Staff College (Class 83), Royal Thai Army
- Joint Staff Course, Joint Staff College
- Intermediate Certificate Course in Political Leadership in the New Era (Class 2), King Prajadhipok's Institute

Percentage of PTTEP Shareholding (as of 12 February 2016): None **Family Relationship among Executives:** None

Forbidden Qualifications:

- 1. Never dishonestly committed an offence against property.
- 2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.



- 8 - / Additional ...

Additional information to consider for Independent Director election

(Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years)

1. Being a director that take part in managing day-to-day operation, or	No
being an employee, or advisor who receive a regular salary or fee	
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to	None
perform independently	

Terms of Directorship at PTTEP:

|--|

Meeting Attendances (Year 2013 – 2015):

Meeting	2015	2014	2013
1. Board of Directors [*]	13/15 (86.67%)	4/4 (100%)	-
2. Shareholder [*]	1/1 (100%)	-	-
3. Risk Management Committee ^{**}	5/11 (45.46%)	1/3 (33.33%)	-
4. Nominating Committee ^{**}	5/7 (71.43%)	1/1 (100%)	-

* Elected as a director on 1 September 2014

** Appointed as the Member of the Risk Management Committee and Nominating Committee from 25 September 2014 to present

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

• Vision in managing the Company's business:

I shall take part in stimulating pride, acceptance, and ownership of PTTEP among the Thai citizens. Moreover, apart from only petroleum exploration and production, I shall support the concept of alternative energy as part of the company's core business by which is foreseen as crucial from the continuous decline in petroleum resources.

• Vision related to applying good corporate governance principles to the business:

My directorship shall be incorporated with corporate governance and ethics for the best benefits of PTTEP and its stakeholders. In bringing the organization towards a sustainable growth, PTTEP shall be concerned of the environment and society, professionalism, transparency, justification, honesty, and practicing appropriate treatments for subordinates and colleagues. These essentials could be delivered through adhering to the corporate's articles of association, corporate laws and regulations, and most importantly the principle of sufficiency economy.

Outstanding and valuable achievements for PTTEP directorship:

The establishment and management of Xsense Information Services, which is a company that offer knowledge and skills in IT, logistics, and supply chain

> The appointment of being Commander of the Royal Thai Army's Combat Unit which brought about the experiences in leadership and human resources management

- 9 - / 4. Mr. Wirat ...

- 10 - / Experiences ...

4. Mr. Wirat Uanarumit

Age: 53 years

Education:

- Master of Business Administration (Financial Management), Pennsylvania State University, U.S.A.
- Bachelor of Engineering (Electrical Engineering), Chulalongkorn University, Thailand

Other Current Positions (as of 12 February 2016):

- Listed Company (2 companies):
 - > Jan 2016 Present Director, Thai Oil Public Company Limited
 - > 2014 Present Chief Financial Officer, PTT Public Company Limited
- Non-Listed Organizations (7 organizations):
 - ➢ 2015 − Present Chairman, Thailand-Malaysia Business Council,
 - The Federation of Thai Industries
 - 2015 Present Director, The Joint Standing Committee on Commerce, Industry and Banking
 - 2015 Present Director, Chulalongkorn University Alumni Association (CUAA) (2015-2017)
 - 2015 Present Director under Thai-Chinese Railway Finance and Investment Sub-Committee, Thai-Chinese Railway Development Committee
 - 2015 Present Advisory Committee, Promoting and Supporting Office of Industries, The Federation of Thai Industries
 - 2014 Present Director and Treasurer, Kamnoetvidya Science Academy School (KVIS) & Vidyasirimedhi Institute of Science and Technology (VISTEC)
 - ➢ 2013 − Present Councilor, Thailand Management Association (TMA)

• Other Entities that may have Conflicts of Interest with PTTEP:

- ➢ Jan 2016 − Present Director, Thai Oil Public Company Limited
- 2014 Present Chief Financial Officer, PTT Public Company Limited which is the major shareholder and customer of PTTEP and of which the business is related to oil and gas



<u>Attachment 3</u>

Experiences in the Past 5 years:

۶	2012 - 2015	Director, Star Petroleum Refining Public Company Limited
۶	2014 - 2015	Director, Bangchak Petroleum Public Company Limited
۶	2014 - 2015	Director, PTT International Trading Private Limited
۶	2012 - 2014	Executive Vice President – Corporate Finance,
		PTT Public Company Limited
۶	Feb – Oct 2011	Senior Executive Vice President – Corporate Accounting and
		Finance, IRPC Public Company Limited
۶	2005 - 2011	Deputy Managing Director – Finance,
		Thai Oil Public Company Limited

Trainings:

- Advance Management Programme, INSEAD Business School, France
- Advanced Management Program 184, Harvard Business School 184, U.S.A.
- Executive Management with Business Development and Investment (Class 2), Institute of Business and Industrial Development (IBID)
- Director Certification Program Update (DCPU) 5/2015, Thai Institute of Directors Association
- Thailand CG Forum: Governance as a Driving Force for Business Sustainability, The Stock Exchange of Thailand
- Capital Market Academy Leadership Program (Class 4), Capital Market Academy
- The Program for Senior Executives on Justice Administration (Class 16), Office of the Judiciary
- Advanced Security Management Program (Class 2), The National Defence College Association of Thailand
- Director Certification Program (DCP) 8/2001, Thai Institute of Directors Association
- Audit Committee Program (ACP) 38/2012, Thai Institute of Directors Association
- TLCA Executive Development Program (Class 1), Association of Listed Companies, the Stock Exchange of Thailand
- The Joint State Private Sector Course (Class 2013), National Defence College

Percentage of PTTEP Shareholding (as of 12 February 2016): None **Family Relationship among Executives:** None

Forbidden Qualifications:

- 1. Never dishonestly committed an offence against property.
- 2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

- 11 - / Terms ...

Terms of Directorship at PTTEP:

	*	
No. 1	23 February 2015 – 28 March 2016	1 year 1 month

Meeting Attendances (Year 2013 – 2015):

Meeting	2015	2014	2013
1. Board of Directors [*]	11/13 (84.62%)	-	-
2. Shareholder [*]	1/1 (100%)	-	-
3. Risk Management Committee**	1/2 (50.00%)	-	_

* Elected as a director on 23 February 2015

** Appointed as the Member of the Risk Management Committee from 1 November 2015 to present

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

• Vision in managing the Company's business:

Under PTTEP directorship, I shall ensure that the new investment projects are well aligned with the organization's strategic plans, enhance human resource expertise, as well as emphasize on risk management in order to minimize fluctuation of corporate incomes. Most importantly, my directorship shall cope with PTTEP's mission in providing the nation with a reliable energy supply with the awareness in possible environmental impacts. The Company shall also be responsive to the current global economic uncertainties, primarily the tremendous decline in oil price due to oversupply which in turn affects lower investments and employment rate within the industry.

• Vision related to applying good corporate governance principles to the business:

The essence of a good Corporate Governance process is that it reflects efficiency and transparency in the corporate's managerial system which helps create the sense of assurance to all stakeholders. Furthermore, it is also one of the company's vital tools in value creation and sustainable growth.

Outstanding and valuable achievements for PTTEP directorship:

> The designation of being in charge of the RRC project, which as of present is under PTTGC, during the experience with Shell: the specific responsibilities were such as the refinery concession, commercial and technical contract negotiations with public and private parties, capital structuring for refinery's construction, and additionally serving as ABN AMRO's advisor during PTT's takeover of the refinery.

➤ The attainment of a broad experience in cross border merger & acquisition which also included serving as PTTEP's financial advisor in acquiring Medco Energy Public Company Limited (Indonesian's third largest oil and gas company) and S1 Project from Shell Thailand. Moreover, I have served as a M&A Advisory for the joint venture between PTTEP and MOECO in purchasing Pogo's Upstream assets in Thailand;

- 12 - / Experiences ...

Experiences as Top Executive in Finance at TOP, IRPC, and PTT ;

➤ Achievment of successfully listing two companies in PTT Group, namely GPSC and SPRC, in The Stock Exchange of Thailand: especially for SPRC where the transaction has been prolonged for more than 15 years, and that it has been done during the greatest economic and oil price downturn within the past decade;

> By strictly adhering to integrity and ethics values, I was appointed as "Integrity & Ethics" Ambassador of PTT Group.

- 13 - / 5. Mr. Piti ...

- 13 -

5. Mr. Piti Tantakasem

Age: 45 years

Education:

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- Ph.D. in Strategic Management (Joint with University of Nebraska, U.S.A.), Bangkok University, Thailand
- Master of Business Administration (Finance and Real Estates), University of North Carolina at Chapel Hill, U.S.A.
- Bachelor of Engineering (Industrial Engineering), Chulalongkorn University, Thailand

Other Current Positions (as of 12 February 2016):

- Listed Company (1 company):
 - 2008 Present Chief Wholesale Banking Officer,

TMB Bank Public Company Limited

• Non-Listed Organizations (4 organizations):

- 2015 Present Member of the Working Group on Supporting Digital Economy Drive, The Joint Standing Committee on Commerce, Industry and Banking
- > 2014 Present Project Sub-Committee, Thailand Board of Investment (BOI)
- 2009 Present Director, National ITMX Company Limited
- > 1996 Present Director, Tiyana Company Limited
- Other Entities that may have Conflicts of Interest with PTTEP: None

Experiences in the Past 5 years:

2011 – 2015 Director, TRIS Corporation Limited and TRIS Rating Company Limited

Trainings:

- Energy Literacy for a Sustainable Future Program (Class 6), Thailand Energy Academy
- Director Certification Program (DCP) 202/2015, Thai Institute of Directors
- Anti-Corruption for Executive Program (ACEP) 15/2015, Thai Institute of Directors
- Financial Derivatives, Euromoney Training
- Chartered Financial Analyst, CFA Institute
- Executive Education: Building Leading Customer-Centric Organization, Harvard Business School

Percentage of PTTEP Shareholding (as of February 12, 2016): None **Family Relationship among Executives:** None

- 14 - / Forbidden ...



Attachment 3 Page 13/16

Forbidden Qualifications:

- 1. Never dishonestly committed an offence against property.
- 2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Additional information to consider for Independent Director election

(Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years)

1. Being a director that take part in managing day-to-day operation, or	No
being an employee, or advisor who receive a regular salary or fee	
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to	None
perform independently	

Terms of Directorship at PTTEP:

No. 1	1 October 2014 – 28 March 2016	1 year 6 months
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Meeting Attendances (Year 2013 – 2015):

Meeting	2015	2014	2013
1. Board of Directors [*]	15/15 (100%)	3/3 (100%)	-
2. Shareholder [*]	1/1 (100%)	-	-
3. Corporate Governance Committee [*]	6/6 (100%)	2/2 (100%)	-
4. Risk Management Committee**	7/7 (100%)	-	-

* Elected as a director and appointed as Member of the Corporate Governance Committee on 10ctober 2014

** Appointed as the member of the Risk Management Committee from 30 April 2015 to present

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

• Vision in managing the Company's business:

The major role of the Directors is to focus on the corporate governance which shall be clearly separated from the management role. To elaborate, the company's short, medium, and long-term vision and mission could be achieved by an efficient collaboration between directors and the management in delivering corporate's key policies. As a result, there would be no role replications between directors and the management's roles and would also permit flexibility for the management.

Additionally, one of PTTEP's current key challenges is the decline in global oil price phenomenon as well as the competitive environment in the alternative energy sector. Hence, the directors shall support the management in developing corporate core competencies to sustain PTTEP's status as Southeast Asia's leading energy company.

• Vision related to applying good corporate governance principles to the business:

In cultivating PTTEP's corporate governance, the directors and especially independent directors, shall encourage the management to present key policies to the Board of Directors to serve as guidelines for the organization. The company's medium and long-term business plans shall also be set based on the following principles:

1. Creating appropriate balance for key stakeholders' benefits

2. Managing different dimension of risks, such as financial and liquidy risks, operational risk, market risk, reputational risk, as well as cost efficiency under the decline in oil price situation. Incorporating Key Risk Indicator (KRI) would also help in monitoring the above mentioned risk aspects.

3. Developing the organization sustainably by supporting the management team to build an organization culture which copes with the corporate values, develop core and functional competencies in human resources as well as constructing succession plan of critical functions for continuous operations

4. Operating with transparency by disclosing essential information to the public in order to build trust and support from the public, especially from those who may still have misunderstandings or incomplete information

Outstanding and valuable achievements for PTTEP directorship:

1. Strategic Planning for leading financial institutions:

1.1 TMB Bank – One of the top management members in strategic planning for turning around the over 10-year large accumulated loss into a profit level equivalent to those top-tier Thai banks within 5 years;

1.2 Kasikorn Bank – Major contributor to the Capital Markets Business Division establishment project which aimed at bringing Kasikorn Bank up to competitivelevel among foreign banks in the scope of capital product services and consequently brought about awards from local and international institutions;

1.3 Kasikorn Bank – Major contributor to the Branch Transformation project with the purpose of sale and service enhancement and branch performance evaluation in order to be prepared for the increased competitiveness together with providing efficient service;

1.4 Kasikorn Bank – Major contributor to the Capital and Non-performing Loan Crisis Management project, which had the intention to successfully carry the bank through the 1997 Financial Crisis, with initiatives such as being Thailand's pioneer in raising capital via hybrid instruments and establishing a separate entity for non-performing asset management

- 16 - / 2. Organization ...

2. Organization Design and Development: Developed organization design for Kasikorn Bank's Retail Business and Capital Markets Business Divisions as well as TMB Bank's Wholesale Banking Division; Developed organization development plan with respect to strategic efficiency for Kasikorn Bank and TMB Bank;

3. Corporate Transformation and Turnaround: Performed strategic planning and managing in recovering corporate divisions such as Kasikorn Bank's Retail Business Division, Kasikorn Asset Management, and TMB Bank's Wholesale Banking Division;

4. Corporate Governance and Oversight: Provide advices concerning justification and transparency during the period of board membership as well as reviving or maintaining companies' corporate leadership within their industries, namely, Kasikorn Asset Management, National ITMX Co., Ltd. (ITM Pool Co. Ltd.), TRIS Corporation Ltd., and TRIS Rating Co., Ltd.;

5. Capital Planning: Assist in fund raising and financial risk management planning for Thailand's leading companies, specifically in business acquisition, expansion, or financial restructuring, to cope with its business plan through financial instruments and sources; for instance, stock market, debt market, local and international credit market, as well as international organizations such as World Bank and International Finance Corporation (IFC).