



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**BANPU PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2023



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : BANPU PUBLIC COMPANY LIMITED

Symbol : BANPU

Address : THANAPOOM TOWER BLDG., FLOOR 27, 1550 NEW PETCHABURI ROAD,  
MAKKASAN, RATCHATHEWI

Province : Bangkok

Postcode : 10400

Business : “Integrated Energy Solutions Company ”by creating growth throughout its 3 core groups of businesses, which are Energy Resources (coal and gas including related operations such as marketing, trading, logistics, fuel procurement, and transmission), Energy Generation (conventional and renewable power plants), and Energy Technology (total solar energy solutions, energy storage system and energy technology system) By incorporating both conventional and unconventional or renewable businesses within the Group’s portfolio structure, Banpu then has a stronger integration across its core business units resulting in more effective resources management and a balanced business expansion which offers sustainable energy solutions for consumers, communities, society and the environment.

Registration Number : 0107536000781

Telephone : 0-2694-6600

Fax (if applicable) : 0-2207-0696

Website : <http://www.banpu.com>

Email : [investor\\_relations@banpu.co.th](mailto:investor_relations@banpu.co.th)

#### Total Shares Sold (shares)

Common Stock : 10,018,902,725

Preferred Stock : 0



## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	133,190,083.00	272,270,127.00	179,619,126.00
Coal Business (Thousand baht)	94,076,938.00	183,642,786.00	115,027,688.00
Natural Gas Business (Thousand baht)	28,721,590.00	58,634,281.00	25,552,600.00
Power & Steam Business (Thousand baht)	7,836,524.00	26,465,286.00	32,679,203.00
Energy Technology (Thousand baht)	0.00	0.00	3,231,154.00
Other (Thousand baht)	2,555,031.00	3,527,774.00	3,128,481.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Coal Business (%)	70.63	67.45	64.04
Natural Gas Business (%)	21.56	21.54	14.23
Power & Steam Business (%)	5.88	9.72	18.19
Energy Technology (%)	0.00	0.00	1.80
Other (%)	1.92	1.30	1.74

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	133,190,083.00	272,270,127.00	179,619,126.00
Domestic (Thousand baht)	3,162,834.00	8,334,193.00	5,617,239.00
International (Thousand baht)	130,027,249.00	263,935,934.00	174,001,887.00

Indonesia (Thousand baht)	62,593,869.00	120,876,508.00	75,781,771.00
Australia (Thousand baht)	23,538,631.00	44,896,497.00	28,458,556.00
United States of America (Thousand baht)	29,395,357.00	76,596,202.00	49,476,848.00
China (Thousand baht)	12,321,835.00	18,942,362.00	13,545,423.00
Other countries (Thousand baht)	2,177,557.00	2,624,365.00	6,739,289.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	2.37	3.06	3.13
International (%)	97.63	96.94	96.87
Indonesia (%)	48.14	45.80	43.55
Australia (%)	18.10	17.01	16.36
United States of America (%)	22.61	29.02	28.43
China (%)	9.48	7.18	7.78
Other countries (%)	1.67	0.99	3.87

#### Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	1,800,015.00	14,793,768.00	7,477,028.00
Other income from operations (Thousand baht)	1,800,015.00	2,993,308.00	4,468,522.00
Interest income (Thousand baht)	277,888.00	627,195.00	1,684,868.00
Management fee and others (Thousand baht)	1,248,310.00	2,083,615.00	2,332,721.00
Dividend income from equity instruments (Thousand baht)	273,817.00	282,498.00	450,933.00
Other income not from operations (Thousand baht)	0.00	11,800,460.00	3,008,506.00
Gain on disposal of investment in a joint venture (Thousand baht)	0.00	5,923,599.00	0.00

Bargain purchase from business combination (Thousand baht)	0.00	5,876,861.00	3,008,506.00
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**Share of profit of joint ventures and associates accounted for using equity method**

	2021	2022	2023
Share of profit (Thousand baht)	7,290,188.00	11,980,442.00	9,297,035.00

**Information on Products and Services (1.2.2)**

**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A



# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Risks in strategic planning and implementation

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other

### Risk in Human Resource Management and Development to accommodate future growth

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Other

### Corporate reputation risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Damage to company image and reputation

### Risk of Success and Investment Returns in Businesses

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Economic risk
- New business risk

- Other

### **Risks from the Advancement of Energy Technologies Affecting Energy Industry**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Changes in technologies

### **Supply Chain risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain
- Other

### **Exchange Rate Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

### **Interest Rate Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

### **Taxation risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Other

### **Funding risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Insufficient sources of funding

### **Risk from Volatility in Coal, Oil, Natural Gas and Electricity Prices**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

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

### **Production Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Systems or internal control system

### **Occupational Health and Safety risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Safety, occupational health, and working environment

### **Environmental risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Impact on the environment

### **Social and Community Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

### **Climate Change and Natural Disaster Risks**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Climate change and disasters

### **Cyber security and PDPA risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Information security and cyber-attack
- Impact on human rights

### **Compliance risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

#### **Geopolitical Risk and Geoeconomic Confrontations**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Economic risk
- Other

#### **Insufficient Ready Identified Talents for Business Operations and Growth**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.banpu.com/upload/policy/Sustainable-Development-Policy.pdf>

### Environmental Aspect (3.3)

#### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.banpu.com/wp-content/uploads/2023/05/Environmental-Policy.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	276,206,355.08	266,660,290.13	331,410,583.85
Gasoline (Litres)	101,990.01	125,632.03	174,227.18
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	39,530,626,260.00
LPG (Kilograms)	0.00	3,858.00	6,900.00



Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	1,705,884.69	1,622,323.62	1,671,975.57

#### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	860,822,056.01	1,125,739,843.29	1,229,342,621.63

### Water management

#### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	1,219,653,980.00	339,247,843.00	298,144,076.00

### Waste management

#### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	783,735,603.11	806,912,593.55	3,857,370,734.33
Remark :	Increased waste due to included oil&gas to cover Company Business 2023		
Hazardous waste (Kilograms)	2,596,187.19	2,644,958.06	4,470,847.41
Remark :	Increased waste due to included oil&gas to cover Company Business 2023		
<b>Total waste generated (Kilograms)</b>	<b>786,331,790.30</b>	<b>809,557,551.61</b>	<b>3,861,841,581.74</b>
Remark :	Total waste management (disposal)		

### Greenhouse gas management

#### • Greenhouse gas emissions

	2021	2022	2023
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Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	7,092,724.13	7,630,958.99	10,263,293.30
Remark : Target covers only emission from scope1+2			
Scope 1 (Tons of carbon dioxide equivalents)	6,990,528.36	6,763,823.43	8,368,128.39
Remark : exclude emission from biogenic.			
Scope 2 (Tons of carbon dioxide equivalents)	248,633.08	269,335.93	252,322.30
Scope 3 (Tons of carbon dioxide equivalents)	57,714,467.84	51,806,515.89	47,997,921.80
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>64,953,629.28</b>	<b>58,839,675.25</b>	<b>56,618,372.49</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.banpu.com/sustainability/society/human-rights/>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	4,673	4,735	4,853
Number of female employees (Persons)	824	803	851
<b>Total number of employees (Persons)</b>	<b>5,497</b>	<b>5,538</b>	<b>5,704</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,006,775,000.00	1,159,342,000.00	6,740,160,296.90

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	29.70	24.30	44.10
Remark : Thailand training data only			
Employee development and training expenses (baht)	13,877,780.00	16,389,590.00	173,195,365.00
Remark : In 2023, there was one more leadership development program conducted which targeted to the management for the international business. So there was increasing of the training expense.			

##### • Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	17	22	16

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	4.13	3.99	21.09

Remark : The voluntary resignation data has been collected from all countries in the group since this year (2023). Comparing to the past which was only the data from Thailand country.

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : [https://www.banpu.com/ebooks/banpu\\_cg\\_policy\\_tha/mobile/index.html](https://www.banpu.com/ebooks/banpu_cg_policy_tha/mobile/index.html)

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	13	100.00
Number of male directors	11	84.62
Number of female directors	2	15.38
Number of executive directors	1	7.69
Number of non-executive directors	12	92.31
Number of independent directors	5	38.46

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHANIN VONGKUSOLKIT Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	28 Apr 2016	Business Administration, Economics, Energy & Utilities, Mining, Strategic Management, Corporate Management, Agribusiness, Property Development, Finance, Risk Management, Governance/ Compliance



2.	Mr. ONGART AUAPINYAKUL Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	1 Jan 1993	Business Administration, Energy & Utilities, Mining, Strategic Management, Engineering
3.	Mr. METEE AUAPINYAKUL Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	16 May 1983	Business Administration, Energy & Utilities, Engineering
4.	Mr. VERAJET VONGKUSOLKIT Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	1 Jun 2010	Business Administration, Agribusiness, Energy & Utilities, Finance, Corporate Management, Governance/ Compliance, Strategic Management
5.	Mr. TEERANA BHONGMAKAPAT Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	5 Apr 2012	Economics, Internal Control, Audit, Risk Management, Banking, Governance/ Compliance, Energy & Utilities

6.	Mr. BUNTOENG VONGKUSOLKIT Gender: Male Age: 67 years old Highest level of education: Honorary degree Major: Biotechnology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	3 Apr 2014	Business Administration, Agribusiness, Energy & Utilities, Corporate Management, Strategic Management
7.	Mrs. SOMRUEDEE CHAIMONGKOL Gender: Female Age: 62 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	4 Apr 2015	Business Administration, Energy & Utilities, Mining, Accounting, Finance, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting
8.	Mr. ANON SIRISAENG TAKSIN Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	19 Apr 2016	Business Administration, Banking, Petrochemicals & Chemicals, Energy & Utilities, Commerce, Accounting, Finance, Governance/ Compliance, Risk Management, Strategic Management, Mining
9.	Mr. TEERAPAT SANGUANKOTCHAKORN Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	3 Apr 2019	Governance/ Compliance, Internal Control, Audit, Risk Management, Engineering, Data Analysis, Data Management, IT Management, Information & Communication Technology, Energy & Utilities

10.	Mr. PICHAJ DUSDEEKULCHAI Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	4 Apr 2019	Business Administration, Banking, Finance & Securities, Energy & Utilities, Finance, Risk Management, Audit, Internal Control
11.	Mr. PIRIYA KHEMPON Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	8 Apr 2020	Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Risk Management
12.	Mr. SARAYUTH SAENGCHAN Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	2 Apr 2022	Business Administration, Economics, Agribusiness, Energy & Utilities, Finance, Audit, Governance/ Compliance
13.	Mrs. Watanan Petersik Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: A.B. degree Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	4 Apr 2023	Banking, Governance/ Compliance, Audit, Sustainability, Energy & Utilities

## Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TEERANA BHONGMAKAPAT [1] Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	30 Apr 2014	Economics, Internal Control, Audit, Risk Management, Banking, Governance/ Compliance, Energy & Utilities
2. Mr. PICHAJ DUSDEEKULCHAI [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	25 Apr 2019	Business Administration, Banking, Finance & Securities, Energy & Utilities, Finance, Risk Management, Audit, Internal Control

3.	Mrs. Watanan Petersik [1] Gender: Female Age: 62 years old Highest level of education: Bachelor's degree Major: A.B. degree Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	1 May 2023	Banking, Governance/ Compliance, Audit, Sustainability, Energy & Utilities
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[1] A director with the accounting expertise needed to review financial statements

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Compensation Committee	Mr. BUNTOENG VONGKUSOLKIT Mr. TEERANA BHONGMAKAPAT Mr. TEERAPAT SANGUANKOTCHAKORN	Chairman Member Member
Corporate Governance and Nomination Committee	Mr. ANON SIRISAENG TAKSIN Mr. PIRIYA KHEMPON Mr. VERAJET VONGKUSOLKIT Mr. SARAYUTH SAENGCHAN	Chairman Member Member Member
Environment, Social and Governance Committee	Mr. PIRIYA KHEMPON Mr. PICHAI DUSDEEKULCHAI Mr. TEERAPAT SANGUANKOTCHAKORN	Chairman Member Member
Audit Committee	Mr. TEERANA BHONGMAKAPAT Mr. PICHAI DUSDEEKULCHAI Mrs. Watanan Petersik	Chairman Member Member

### Roles of Sub-committees

Sub-committees responsible for risk management	: Audit Committee
Sub-committees responsible for nomination	: Corporate Governance and Nomination Committee
Sub-committees responsible for remuneration	: Compensation Committee

Sub-committees responsible for corporate governance

: Corporate Governance and Nomination Committee

Sub-committees responsible for corporate sustainability development

: Environment, Social and Governance Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. SOMRUEDEE CHAIMONGKOL Gender: Female Age: 62 years old Highest level of education: Honorary degree Major: Accounting	CHIEF EXECUTIVE OFFICER	10 Apr 2015	Business Administration, Energy & Utilities, Mining, Accounting, Finance, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Budgeting

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

### Remuneration policy for executives (7.4.2 – 7.4.3)

#### Remuneration policy for executives

Remuneration policy for executives : Yes

#### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	146,507,112.00	187,339,716.00	141,015,750.00

#### Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 4,853

Number of female employees (persons) : 851

**Total number of employees (persons)** : 5,704

#### Employee Remuneration

Total employee remuneration : 6,740,160,296.90

#### Provident fund

Total number of employees (persons) : 5,704

Number of employees contributing to the PVD (persons) : 654

Remark : Thailand PVD data only

Percentage of employees who are members (%) : 11.47

# Performance Report on Corporate Governance



## Performance Report on Corporate Governance

### Summary of Director Performance (8.1)

#### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

##### List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. METEE AUAPINYAKUL Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 16 May 1983	Business Administration, Energy & Utilities, Engineering
2. Mr. PICHAJ DUSDEEKULCHAI Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 4 Apr 2019	Business Administration, Banking, Finance & Securities, Energy & Utilities, Finance, Risk Management, Audit, Internal Control

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mrs. Watanan Petersik	Director	Date position was assumed:	Banking, Governance/
	Gender: Female	(Non-executive,		Compliance, Audit,
	Age: 62 years old	Independent director)	4 Apr 2023	Sustainability, Energy &
	Highest level of education:			Utilities
	Bachelor's degree	Director type: Newly		
	Major: A.B. degree	appointed director to		
	Thai nationality: Yes	replace ex-director		
	Residing in Thailand: Yes			

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHANIN VONGKUSOLKIT	Chairman of the board	Participating
Mr. ONGART AUAPINYAKUL	Director	Participating
Mr. METEE AUAPINYAKUL	Director	Participating
Mr. VERAJET VONGKUSOLKIT	Director	Participating
Mr. TEERANA BHONGMAKAPAT	Director	Participating
Mr. BUNTOENG VONGKUSOLKIT	Director	Participating
Mrs. SOMRUEDEE CHAIMONGKOL	Director	Participating
Mr. ANON SIRISAENG TAKSIN	Director	Participating
Mr. TEERAPAT SANGUANKOTCHAKORN	Director	Participating
Mr. PICHAI DUSDEEKULCHAI	Director	Participating
Mr. PIRIYA KHEMPON	Director	Participating
Mr. SARAYUTH SAENGCHAN	Director	Participating
Mrs. Watanan Petersik	Director	Participating

## Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 1 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. CHANIN VONGKUSOLKIT (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mr. ONGART AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
3.	Mr. METEE AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mr. VERAJET VONGKUSOLKIT (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. TEERANA BHONGMAKAPAT (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. BUNTOENG VONGKUSOLKIT (Director)	-	10/12	Participating	Did not hold the meeting
7.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	12/12	Participating	Did not hold the meeting
8.	Mr. ANON SIRISAENG TAKSIN (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. TEERAPAT SANGUANKOTCHAKORN (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mr. PICHAJ DUSDEEKULCHAI (Director)	-	12/12	Participating	Did not hold the meeting
11.	Mr. PIRIYA KHEMPON (Director)	-	12/12	Participating	Did not hold the meeting

12.	Mr. SARAYUTH SAENGCHAN (Director)	-	12/12	Participating	Did not hold the meeting
13.	Mrs. Watanan Petersik (Director)	-	9/9	Non-participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. CHANIN VONGKUSOLKIT (Chairman of the board)	-	523,575.00	10,235,122.00	Yes
2.	Mr. ONGART AUAPINYAKUL (Director)	-	402,750.00	7,873,169.00	Yes
3.	Mr. METEE AUAPINYAKUL (Director)	-	402,750.00	7,873,169.00	Yes
4.	Mr. VERAJET VONGKUSOLKIT (Director)	-	601,750.00	7,873,169.00	Yes
5.	Mr. TEERANA BHONGMAKAPAT (Director)	-	1,067,410.00	7,873,169.00	Yes
6.	Mr. BUNTOENG VONGKUSOLKIT (Director)	-	546,775.00	7,873,169.00	Yes
7.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	0.00	7,873,169.00	Yes
8.	Mr. ANON SIRISAENG TAKSIN (Director)	-	661,450.00	7,873,169.00	Yes
9.	Mr. TEERAPAT SANGUANKOTCHAKORN (Director)	-	736,000.00	2,030,075.00	Yes
10.	Mr. PICHAJ DUSDEEKULCHAI (Director)	-	895,200.00	7,873,169.00	Yes
11.	Mr. PIRIYA KHEMPON (Director)	-	776,275.00	7,873,169.00	Yes
12.	Mr. SARAYUTH SAENGCHAN (Director)	-	601,750.00	6,106,252.00	Yes
13.	Mrs. Watanan Petersik (Director)	-	521,250.00	625,500.00	Yes

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 9

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. TEERANA BHONGMAKAPAT (Chairman of the audit committee)	-	9/9
2.	Mr. PICHAJ DUSDEEKULCHAI (Audit committee)	-	9/9
3.	Mrs. Watanan Petersik (Audit committee)	-	5/5