



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANGCHAK CORPORATION 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 : BANGCHAK CORPORATION PUBLIC COMPANY LIMITED

Symbol : BCP

Address : 2098 M Tower Building, 8th Floor, Sukhumvit Rd., Phra Khanong
Tai, Phra Khanong

Province : Bangkok

Postcode : 10260

Business : Oil refinery and trading business, marketing business, green
power business, bio-based products business, Natural
Resource Business, and Business Development

Registration Number : 0107536000269

Telephone : 0-2335-8888

Fax (if applicable) : 0-2335-8000

Website : <http://www.bangchak.co.th>

Email : bcpsecretary@bangchak.co.th

Total Shares Sold (shares)

Common Stock : 1,376,923,157

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)	202,722,993.00	316,286,195.00	399,099,761.00
Refinery and Oil Trading Business Group (Thousand baht)	161,784,388.00	258,875,945.00	259,307,715.00
Marketing Business Group (Thousand baht)	8,783,736.00	10,995,539.00	10,581,897.00
Power Plant Business Group (Thousand baht)	4,668,494.00	5,405,189.00	4,779,228.00
BiO-Based Product Business Group (Thousand baht)	14,085,030.00	13,324,721.00	13,184,400.00
Natural Resources Business Group (Thousand baht)	10,092,632.00	23,583,067.00	28,847,500.00
Bangchak Sriracha Group (Thousand baht)	0.00	0.00	68,820,141.00
Others (Thousand baht)	2,716.00	18,909.00	333,498.00
Other Bangchak and subsidiaries (Thousand baht)	3,305,997.00	4,083,825.00	13,245,382.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Refinery and Oil Trading Business Group (%)	79.81	81.85	64.97
Marketing Business Group (%)	4.33	3.48	2.65
Power Plant Business Group (%)	2.30	1.71	1.20
BiO-Based Product Business Group (%)	6.95	4.21	3.30
Natural Resources Business Group (%)	4.98	7.46	7.23
Bangchak Sriracha Group (%)	0.00	0.00	17.24
Others (%)	0.00	0.01	0.08
Other Bangchak and subsidiaries (%)	1.63	1.29	3.32

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	202,722,993.00	316,286,195.00	399,099,761.00
Domestic (Thousand baht)	141,283,655.00	212,509,488.00	288,261,901.00
International (Thousand baht)	61,440,338.00	103,776,707.00	110,837,860.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	69.69	67.19	72.23
International (%)	30.31	32.81	27.77

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	1,042,111.00	188,104.00	339,773.00

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 : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	10,050.00	5,800.00	1,900.00

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)

Economic Uncertainties and Fluctuating Prices of Energy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Risks of digital technology transformation and cybersecurity

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risks to reputation from social media

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Risks of volatile prices of oil and feedstock

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Risks of impacts on communities and society

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

Risks of climate change and environmental change leading to GHG reduction measure

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- Impact on the environment

Risks from Flooding and Water Shortage

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risks from Business Operation Without Regard to Social Development

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Impact on human rights

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.bangchak.co.th/th/document/sustainability-report>

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.bangchak.co.th/storage/document/sustainability/2023/bcp-shee-th.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
Diesel (Litres)	27,503.14	108,987.86	12,891.23
Gasoline (Litres)	10,959.93	60,888.78	8,455.78
Crude oil (Barrels)	36,168,982.37	45,100,651.64	43,671,342.98
Natural gas (Standard cubic feet)	193,505,610.70	224,947,864.00	N/A

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	12,440,456.24	11,479,360.47	14,056,868.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	2,443,943.43	2,382,983.04	2,803,368.60

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	322,070.00	145,200.00	9,363,042.24
Hazardous waste (Kilograms)	2,618,730.31	1,584,440.00	3,435,418.70
Total waste generated (Kilograms)	2,940,800.31	1,729,640.00	12,798,460.94

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	821,155.65	930,897.27	940,428.34
Scope 2 (Tons of carbon dioxide equivalents)	5,923.19	5,110.71	6,274.75
Scope 3 (Tons of carbon dioxide equivalents)	424,801.41	602,181.87	1,919,764.73
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	1,251,880.25	1,538,189.85	2,866,467.82

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

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.bangchak.co.th/storage/document/sustainability/2020/human-rights-cpk-th.pdf>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	759	752	773
Number of female employees (Persons)	344	346	411
Total number of employees (Persons)	1,103	1,098	1,184

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,485,742,293.00	1,866,214,488.00	2,266,387,684.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	27.99	29.08	35.75
Employee development and training expenses (baht)	15,863,300.10	17,491,892.01	28,209,705.31

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	0	0	N/A
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	5.17	4.46	2.87

• **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.bangchak.co.th/th/cg/corporate-governance>

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	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	11	73.33

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. PICHAJ CHUNHAVAJIRA Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	24 May 2012	Corporate Management, Risk Management, Petrochemicals & Chemicals, Governance/ Compliance, Finance, Energy & Utilities, Accounting, Business Administration

2.	Mr. CHAIWAT KOVAVISARACH Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	30 Oct 2012	Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities, Engineering, Corporate Management, Information & Communication Technology, Finance, Risk Management, Business Administration, Strategic Management, Change Management, Sustainability
3.	Mrs. PRISANA PRAHARNKHASUK Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	5 Apr 2016	Energy & Utilities, Risk Management, Corporate Management, Governance/ Compliance, Petrochemicals & Chemicals, Accounting, Finance, Business Administration, Banking, Insurance, Audit, Internal Control
4.	Mr. PORAMETEE VIMOLSIRI Gender: Male Age: 63 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	7 Jun 2018	Finance, Risk Management, Corporate Management, Energy & Utilities, Petrochemicals & Chemicals, Governance/ Compliance, Economics, IT Management, Human Resource Management, Banking, Audit, Internal Control
5.	Mr. PRASONG POONTANEAT Gender: Male Age: 64 years old Highest level of education: Honorary degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	1 Nov 2021	Law, Corporate Management, Risk Management, Governance/ Compliance, Finance, Energy & Utilities, Petrochemicals & Chemicals, Economics

6.	Mr. ACHPORN CHARUCHINDA Gender: Male Age: 70 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	4 Jan 2022	Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Governance/ Compliance, Insurance
7.	Mr. CHAOVALIT EKABUT Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Jan 2022	Industrial Materials & Machinery, Packaging, Audit, Internal Control, Engineering, Construction Materials, Steel
8.	Mr. NARIN KALAYANAMIT Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Apr 2022	Economics, Corporate Social Responsibility, Human Resource Management, Governance/ Compliance, Insurance
9.	Pol.Lt.Gen. SAMRAN NUALMA Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Apr 2022	Governance/ Compliance, Leadership, Corporate Management, Corporate Social Responsibility, Human Resource Management

10.	Mr. CHANVIT NAKBUREE Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	27 Jan 2023	Business Administration, Risk Management, Finance, Accounting, Petrochemicals & Chemicals, Banking, Energy & Utilities
11.	Mr. SURIN CHIRAVISIT Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	11 Apr 2023	Energy & Utilities, Law, Governance/ Compliance
12.	Mrs. VILAI CHATTANRASSAMEE Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	11 Apr 2023	Energy & Utilities, Accounting, Finance, Audit, Budgeting
13.	Mrs. WORANUCH PHU-IM Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	11 Apr 2023	Energy & Utilities, Petrochemicals & Chemicals, Law, Sustainability, Governance/ Compliance

14.	Maj.Gen. YUTTASAK RAKSEREERITAK Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	20 Jul 2023	Governance/ Compliance, Strategic Management, Change Management, Engineering, Data Management, IT Management, Information & Communication Technology
15.	Mr. PHAIROJ CHOTIKASATIEN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	31 Oct 2023	Corporate Social Responsibility, Human Resource Management, Sustainability, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. SUTHEP WONGVORAZATHE Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)	Date position was assumed: 1 Nov 2021 Date directorship ended: 11 Apr 2023	Mr. SURIN CHIRAVISIT Date position was assumed: 11 Apr 2023
2. Pol.Lt.Gen. CHAIWAT CHOTIMA Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 9 Apr 2014 Date directorship ended: 11 Apr 2023	Mrs. VILAI CHATTANRASSAMEE Date position was assumed: 11 Apr 2023

3.	Ms. KULAYA TANTITEMIT Gender: Female Age: 51 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 8 Apr 2021 Date directorship ended: 1 Jan 2023	Mr. CHANVIT NAKBUREE Date position was assumed: 27 Jan 2023
4.	GEN. SONGWIT NOONPACKDEE Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 1 Oct 2021 Date directorship ended: 23 Jun 2023	Maj.Gen. YUTTASAK RAKSEREETITAK Date position was assumed: 20 Jul 2023
5.	Mr. CHAMROEN PHOTHIYOD Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 1 Oct 2021 Date directorship ended: 11 Apr 2023	Mrs. WORANUCH PHU-IM Date position was assumed: 11 Apr 2023
6.	Mr. BOONCHOB SUTHAMANUSWONG Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 28 Oct 2021 Date directorship ended: 1 Oct 2023	Mr. PHAIROJ CHOTIKASATIEN Date position was assumed: 31 Oct 2023

Other Information pertaining to committees

The Chairman is an independent director : Yes

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

Remark : The Chairman of the Board is an independent director and set Board meeting agenda in consultation with the President and Chief Executive Officer, with measures to ensure that essential matters are included.

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. PORAMETEE VIMOLSIRI Gender: Male Age: 63 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	11 Apr 2020	Finance, Risk Management, Corporate Management, Energy & Utilities, Petrochemicals & Chemicals, Governance/ Compliance, Economics, IT Management, Human Resource Management, Banking, Audit, Internal Control
2. Mrs. PRISANA PRAHARNKHASUK [1] Gender: Female Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Apr 2021	Energy & Utilities, Risk Management, Corporate Management, Governance/ Compliance, Petrochemicals & Chemicals, Accounting, Finance, Business Administration, Banking, Insurance, Audit, Internal Control
3. Mr. SURIN CHIRAVISIT Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	27 Apr 2023	Energy & Utilities, Law, Governance/ Compliance

4.	Mr. ACHPORN CHARUCHINDA Gender: Male Age: 70 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	4 Jan 2022	Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Governance/ Compliance, Insurance
5.	Mrs. VILAI CHATTANRASSAMEE [1] Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	27 Apr 2023	Energy & Utilities, Accounting, Finance, Audit, Budgeting

[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. NARIN KALAYANAMIT Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 21 Apr 2022 Date directorship ended: 27 Apr 2023	Mrs. VILAI CHATTANRASSAMEE Date position was assumed: 27 Apr 2023

[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
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Sustainability and Corporate Governance Committee	Mr. NARIN KALAYANAMIT	Chairman
	Maj.Gen. YUTTASAK RAKSEREPIITAK	Member
	Pol.Lt.Gen. SAMRAN NUALMA	Member
	Mr. CHAOVALIT EKABUT	Member
	Mrs. WORANUCH PHU-IM	Member
	Mr. PHAIROJ CHOTIKASATIEN	Member
	Mr. CHAIWAT KOVAVISARACH	Member
Enterprise-wide Risk Management Committee	Mr. PRASONG POONTANEAT	Chairman
	Mr. NARIN KALAYANAMIT	Member
	Mr. CHANVIT NAKBUREE	Member
	Mr. CHAOVALIT EKABUT	Member
	Mr. ACHPORN CHARUCHINDA	Member
	Mr. CHAIWAT KOVAVISARACH	Member
Nomination and Remuneration Committee	Mrs. PRISANA PRAHARNKHASUK	Chairman
	Mr. SURIN CHIRAVISIT	Member
	Maj.Gen. YUTTASAK RAKSEREPIITAK	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Enterprise-wide Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Sustainability and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainability and Corporate 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. Mr. CHAIWAT KOVAVISARACH Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering	GROUP CHIEF EXECUTIVE OFFICER AND PRESIDENT	1 Jan 2015	Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities, Engineering, Corporate Management, Information & Communication Technology, Finance, Risk Management, Business Administration, Strategic Management, Change Management, Sustainability
2. Mr. Somchai Tejavanija Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Chief Marketing Officer, Marketing Business Group	1 Apr 2023	Business Administration, Engineering, Petrochemicals & Chemicals, Energy & Utilities, Marketing, Project Management, Strategic Management
3. Mr. Pativat Tivasasit Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Science	Chief Operation Officer, Refinery Business Group	1 Aug 2022	Petrochemicals & Chemicals, Energy & Utilities
4. Ms. Phatpuree Chinkulkitnivat [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Management	Chief Financial Officer and Senior Executive Vice President, Accounting and Finance	1 Jan 2023	Economics, Finance, Accounting, Fund Management, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Strategic Management

5.	Mr. Chokchai Atsawarangsalit Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Corporate Management and Organization Development	1 Jan 2020	Business Administration, Petrochemicals & Chemicals, Energy & Utilities, Marketing, Human Resource Management, Corporate Social Responsibility, Project Management, Engineering, Strategic Management, Leadership
6.	Mr. Thamarat Paryoonsuk Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Refinery Business Group	1 Dec 2022	Business Administration, Industrial Materials & Machinery, Petrochemicals & Chemicals, Energy & Utilities, Law, Engineering, Corporate Management, Change Management, Strategic Management
7.	Mrs. Ratrimani Pasiphol Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Chief Transformation & Synergy Realization Officer	16 Nov 2023	Business Administration, Petrochemicals & Chemicals, Energy & Utilities, Accounting, Finance, Data Management, Data Analysis, Corporate Management, Change Management
8.	Mr. Seri Anupantanan Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President Marketing Business Group	1 Dec 2023	Business Administration, Petrochemicals & Chemicals, Energy & Utilities, Law, Data Analysis, Data Management, Change Management, Strategic Management
9.	Mr. Bundit Hansapaiboon Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, appointed to Bangchak Sriracha Public Company Limited	1 Dec 2023	Business Administration, Industrial Materials & Machinery, Petrochemicals & Chemicals, Energy & Utilities, Sustainability, Project Management, Corporate Management, Engineering, Strategic Management, Risk Management

10. Mr. Kittiphong Limsuwanarot	Senior Executive Vice	1 Jan 2021	Business Administration,
Gender: Male	President, appointed		Energy & Utilities,
Age: 59 years old	to BBGI Public Company		Sustainability, Strategic
Highest level of education: Master's degree	Limited		Management, Change
Major: Business Administration			Management, Industrial
			Materials & Machinery,
			Petrochemicals & Chemicals

[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)	133,039,872.13	160,414,318.26	210,632,770.42

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) : 773

Number of female employees (persons) : 411

Total number of employees (persons) : 1,184

Employee Remuneration

Total employee remuneration : 2,266,387,684.00

Provident fund

Total number of employees (persons) : 1,184

Number of employees contributing to the PVD (persons) : 1,145

Percentage of employees who are members (%) : 96.71

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHANVIT NAKBUREE Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 27 Jan 2023	Business Administration, Risk Management, Finance, Accounting, Petrochemicals & Chemicals, Banking, Energy & Utilities
2. Mr. SURIN CHIRAVISIT Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 11 Apr 2023	Energy & Utilities, Law, Governance/ Compliance
3. Mrs. VILAI CHATTANRASSAMEE Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 11 Apr 2023	Energy & Utilities, Accounting, Finance, Audit, Budgeting

4.	<p>Mrs. WORANUCH PHU-IM</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>11 Apr 2023</p>	<p>Energy & Utilities, Petrochemicals & Chemicals, Law, Sustainability, Governance/ Compliance</p>
5.	<p>Maj.Gen. YUTTASAK RAKSEREEPITAK</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>20 Jul 2023</p>	<p>Governance/ Compliance, Strategic Management, Change Management, Engineering, Data Management, IT Management, Information & Communication Technology</p>
6.	<p>Mr. PHAIROJ CHOTIKASATIEN</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>31 Oct 2023</p>	<p>Corporate Social Responsibility, Human Resource Management, Sustainability, Governance/ Compliance</p>

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PICHAJ CHUNHAVAJIRA	Chairman of the board	Participating
Mr. CHAIWAT KOVAVISARACH	Director	Participating
Mrs. PRISANA PRAHARNKHASUK	Director	Participating
Mr. PORAMETEE VIMOLSIRI	Director	Participating
Mr. PRASONG POONTANEAT	Vice Chairman	Participating
Mr. ACHPORN CHARUCHINDA	Director	Participating
Mr. CHAOVALIT EKABUT	Director	Participating

Mr. NARIN KALAYANAMIT	Director	Participating
Pol.Lt.Gen. SAMRAN NUALMA	Director	Participating
Mr. CHANVIT NAKBUREE	Director	Participating
Mr. SURIN CHIRAVISIT	Vice Chairman	Participating
Mrs. VILAI CHATTANRASSAMEE	Director	Participating
Mrs. WORANUCH PHU-IM	Director	Participating
Maj.Gen. YUTTASAK RAKSEREEPITAK	Director	Participating
Mr. PHAIROJ CHOTIKASATIEN	Director	Participating
Mr. SUTHEP WONGVORAZATHE	Vice Chairman	Non-participating
Pol.Lt.Gen. CHAIWAT CHOTIMA	Director	Non-participating
Ms. KULAYA TANTITEMIT	Director	Non-participating
GEN. SONGWIT NOONPACKDEE	Director	Non-participating
Mr. CHAMROEN PHOTHIYOD	Director	Non-participating
Mr. BOONCHOB SUTHAMANUSWONG	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Cross-assessment (Assessment of another director)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 15
Date of AGM meeting	: 11 Apr 2023
EGM meeting	: No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PICHAJ CHUNHAVAJIRA (Chairman of the board)	-	15/15	Participating	Did not hold the meeting
2.	Mr. CHAIWAT KOVAVISARACH (Director)	-	15/15	Participating	Did not hold the meeting
3.	Mrs. PRISANA PRAHARNKHASUK (Director)	-	15/15	Participating	Did not hold the meeting
4.	Mr. PORAMETEE VIMOLSIRI (Director)	-	15/15	Participating	Did not hold the meeting
5.	Mr. PRASONG POONTANEAT (Vice Chairman)	-	15/15	Participating	Did not hold the meeting
6.	Mr. ACHPORN CHARUCHINDA (Director)	-	15/15	Participating	Did not hold the meeting
7.	Mr. CHAOVALIT EKABUT (Director)	-	15/15	Participating	Did not hold the meeting
8.	Mr. NARIN KALAYANAMIT (Director)	-	15/15	Participating	Did not hold the meeting
9.	Pol.Lt.Gen. SAMRAN NUALMA (Director)	-	14/15	Participating	Did not hold the meeting
10.	Mr. CHANVIT NAKBUREE (Director)	-	13/13	Non-participating	Did not hold the meeting
11.	Mr. SURIN CHIRAVISIT (Vice Chairman)	-	10/10	Non-participating	Did not hold the meeting
12.	Mrs. VILAI CHATTANRASSAMEE (Director)	-	10/10	Non-participating	Did not hold the meeting
13.	Mrs. WORANUCH PHU-IM (Director)	-	10/10	Non-participating	Did not hold the meeting
14.	Maj.Gen. YUTTASAK RAKSEREPIITAK (Director)	-	6/6	Non-participating	Did not hold the meeting
15.	Mr. PHAIROJ CHOTIKASATIEN (Director)	-	1/2	Non-participating	Did not hold the meeting

16.	Mr. SUTHEP WONGVORAZATHE (Vice Chairman)	11 Apr 2023	5/5	Participating	Did not hold the meeting
17.	Pol.Lt.Gen. CHAIWAT CHOTIMA (Director)	11 Apr 2023	5/5	Participating	Did not hold the meeting
18.	Ms. KULAYA TANTITEMIT (Director)	1 Jan 2023	0/0	Non-participating	Did not hold the meeting
19.	GEN. SONGWIT NOONPACKDEE (Director)	23 Jun 2023	8/8	Participating	Did not hold the meeting
20.	Mr. CHAMROEN PHOTHYOD (Director)	11 Apr 2023	5/5	Participating	Did not hold the meeting
21.	Mr. BOONCHOB SUTHAMANUSWONG (Director)	1 Oct 2023	12/12	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. PICHAJ CHUNHAVAJIRA (Chairman of the board)	-	862,500.00	4,368,750.00	Yes
2.	Mr. CHAIWAT KOVAVISARACH (Director)	-	935,000.00	3,495,000.00	Yes
3.	Mrs. PRISANA PRAHARNKHASUK (Director)	-	1,141,250.00	3,705,000.00	Yes
4.	Mr. PORAMETEE VIMOLSIRI (Director)	-	1,027,500.00	3,757,500.00	Yes
5.	Mr. PRASONG POONTANEAT (Vice Chairman)	-	982,500.00	3,805,076.20	Yes
6.	Mr. ACHPORN CHARUCHINDA (Director)	-	1,110,000.00	3,705,000.00	Yes
7.	Mr. CHAOVALIT EKABUT (Director)	-	895,000.00	3,495,000.00	Yes
8.	Mr. NARIN KALAYANAMIT (Director)	-	991,250.00	3,542,333.33	Yes
9.	Pol.Lt.Gen. SAMRAN NUALMA (Director)	-	710,000.00	3,495,000.00	Yes
10.	Mr. CHANVIT NAKBUREE (Director)	-	780,000.00	3,256,140.08	Yes
11.	Mr. SURIN CHIRAVISIT (Vice Chairman)	-	907,500.00	3,031,105.88	Yes
12.	Mrs. VILAI CHATTANRASSAMEE (Director)	-	740,000.00	2,721,029.68	Yes

13.	Mrs. WORANUCH PHU-IM (Director)	-	590,000.00	2,558,363.01	Yes
14.	Maj.Gen. YUTTASAK RAKSEREERITAK (Director)	-	415,000.00	1,598,583.73	Yes
15.	Mr. PHAIROJ CHOTIKASATIEN (Director)	-	115,000.00	601,040.65	Yes
16.	Mr. SUTHEP WONGVORAZATHE (Vice Chairman)	11 Apr 2023	183,750.00	1,053,716.62	Yes
17.	Pol.Lt.Gen. CHAIWAT CHOTIMA (Director)	11 Apr 2023	195,000.00	936,636.99	Yes
18.	Ms. KULAYA TANTITEMIT (Director)	1 Jan 2023	0.00	0.00	Yes
19.	GEN. SONGWIT NOONPACKDEE (Director)	23 Jun 2023	345,000.00	1,634,917.81	Yes
20.	Mr. CHAMROEN PHOTHYOD (Director)	11 Apr 2023	180,000.00	936,636.99	Yes
21.	Mr. BOONCHOB SUTHAMANUSWONG (Director)	1 Oct 2023	550,000.00	2,826,263.81	Yes

Remark : Other Remuneration
Group health insurance
IPD+OPD treatment with annual health insurance not exceeding 50,000 Baht (excluding VAT) per one director

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) : 13

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PORAMETEE VIMOLSIRI (Chairman of the audit committee)	-	13/13
2.	Mrs. PRISANA PRAHARNKHASUK (Audit committee)	-	13/13
3.	Mr. SURIN CHIRAVISIT (Audit committee)	-	9/9
4.	Mr. ACHPORN CHARUCHINDA (Audit committee)	-	13/13
5.	Mrs. VILAI CHATTANRASSAMEE (Audit committee)	-	9/9
6.	Mr. NARIN KALAYANAMIT (Audit committee)	27 Apr 2023	4/4