



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

IRPC PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	25

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : IRPC PUBLIC COMPANY LIMITED

Symbol : IRPC

Address : 299 moo 5, Sukhumvit Rd., Choeng Noen Sub-district, Mueang Rayong District

Province : Rayong

Postcode : 21000

Business : The Group's core businesses are 1) Refinery business; its refinery is situated in Rayong province and its petroleum products from the refinery consisted of various kinds of refined oil, diesel, gasoline, lube base oil, fuel oil etc. 2) Petrochemical business, which its products include polymers and other petrochemical products sold to manufacturers as raw materials to plastic converters. 3) Power and Utilities business, which provides basic public utility services along with public utility systems 4) Port and tankfarm business, which provides facilities and international standard dock services for domestic and international cargoes. 5) Asset management business, provides asset management services based on its empty plots of land.

Registration Number : 0107537002567

Telephone : 0-2765-7000

Fax (if applicable) : 0-2765-7001

Website : <https://www.irpc.co.th>

Email : ir@irpc.co.th

Total Shares Sold (shares)

Common Stock : 20,434,419,246

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	318,396,000.00	299,075,000.00	281,711,000.00
Petroleum Business (Thousand baht)	243,953,000.00	241,455,000.00	220,569,000.00
Petrochemical Business (Thousand baht)	70,402,000.00	53,376,000.00	56,944,000.00
Power Plant and Utility Business (Thousand baht)	4,041,000.00	4,244,000.00	4,198,000.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Petroleum Business (%)	76.62	80.73	78.30
Petrochemical Business (%)	22.11	17.85	20.21
Power Plant and Utility Business (%)	1.27	1.42	1.49

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	318,396,000.00	299,075,000.00	281,711,000.00
Domestic (Thousand baht)	202,717,000.00	196,809,000.00	207,944,000.00
International (Thousand baht)	115,679,000.00	102,266,000.00	73,767,000.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	63.67	65.81	73.81
International (%)	36.33	34.19	26.19

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	1,538,130.84	852,961.92	817,956.54
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	1,538,130.84	852,961.92	817,956.54

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

	2022	2023	2024
Share of profit (Thousand baht)	284,000.00	254,000.00	982,000.00

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)	2022	2023	2024
R&D expenses in the past 3 years	320,000.00	325,000.00	310,000.00

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)

Risk Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Economic risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects

- Business operations that have no commercial results
- Safety, occupational health, and working environment
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk
- Income volatility

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.irpc.co.th/wp-content/uploads/2021/05/Sustainability-Policy-English.pdf>
(if applicable)

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.irpc.co.th/wp-content/uploads/2021/07/QSSHE-policy_eng_-2023.pdf
(if applicable)

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

	2022	2023	2024
Jet fuel (Litres)	2,632,969.00	N/A	N/A
Diesel (Litres)	3,993,909.00	N/A	N/A
Gasoline (Litres)	841,070.00	N/A	N/A
Crude oil (Barrels)	70,434,882.00	N/A	N/A

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	19,482,000.00	18,429,000.00	28,594,000.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	33,000,000.00	34,732,000.00	21,760,987.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	46,141,000.00	20,231,000.00	2,273,190.00
Hazardous waste (Kilograms)	1,891,800.00	12,039,000.00	5,396,130.00
Total waste generated (Kilograms)	48,032,800.00	32,270,000.00	7,669,320.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	3,271,000.00	3,160,000.00	3,075,382.82
Scope 2 (Tons of carbon dioxide equivalents)	418,000.00	440,000.00	650,000.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,689,000.00	3,600,000.00	3,725,382.82

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : KPMG Phoomchai Audit Co., Ltd.

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.irpc.co.th/wp-content/uploads/2021/07/นโยบายสิทธิมนุษยชน-1.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

	2022	2023	2024
Number of male employees (Persons)	3,810	3,745	3,556
Number of female employees (Persons)	639	633	601
Total number of employees (Persons)	4,449	4,378	4,157

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	6,433,347,149.00	1,311,088,060.00	7,226,270,404.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	40.84	31.25	28.00
Employee development and training expenses (baht)	66,800,000.00	31,000,000.00	17,560,000.00

• Health, safety and work environment

	2022	2023	2024
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	1	0	N/A
--	---	---	-----

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	2.23	0.57	6.01

• **Significant labor dispute**

	2022	2023	2024
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.irpc.co.th/pagecorporate/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%81%e0%b8%b3%e0%b8%81%e0%b8%b1%e0%b8%9a%e0%b8%94%e0%b8%b9%e0%b9%81%e0%b8%a5%e0%b8%81%e0%b8%b4%e0%b8%88%e0%b8%81/>

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	14	100.00
Number of male directors	14	100.00
Number of female directors	0	0.00
Number of executive directors	1	7.14
Number of non-executive directors	13	92.86
Number of independent directors	8	57.14

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. BUNDHIT EUA-ARPORN Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	6 Apr 2024	Energy & Utilities, Strategic Management, Leadership, Governance/ Compliance, Engineering

2.	<p>Mr. CHAIYAPORN PUPRASERT</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Environmental Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	31 Mar 2021	<p>Corporate Social Responsibility, Governance/ Compliance, Energy & Utilities, Engineering, Sustainability</p>
3.	<p>Mr. CHANSAK CHUENCHOM</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	1 Oct 2021	<p>Governance/ Compliance, Energy & Utilities, Engineering, Human Resource Management, Leadership</p>
4.	<p>GEN. AITTIPOLO SUWANNARAT</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of 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: Original director</p>	5 Apr 2022	<p>Leadership, Governance/ Compliance, Energy & Utilities, Petrochemicals & Chemicals</p>
5.	<p>Mr. YORDCHATR TASARIKA</p> <p>Gender: Male</p> <p>Age: 45 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	5 Apr 2022	<p>Law, Leadership, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities</p>

6.	Mr. PORNCHAI THIRAVEJA Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	5 Apr 2023	Business Administration, Accounting, Finance, Governance/ Compliance, Energy & Utilities
7.	Mr. SOMCHAI RUNGSRITHANANON Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	5 Apr 2023	Accounting, Audit, Governance/ Compliance, Business Administration, Energy & Utilities
8.	Dr. KORN PONGJITDHAM Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	5 Apr 2023	Energy & Utilities, Health Care Services, Internal Control, Governance/ Compliance, Risk Management
9.	Mr. KOMOL BUAKET Gender: Male Age: 52 years old Highest level of education: Honorary degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	5 Apr 2024	Business Administration, Energy & Utilities, Governance/ Compliance, Human Resource Management, Engineering

10.	Mr. KHANAPOJ JOEMRITH Gender: Male Age: 39 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	5 Apr 2024	Energy & Utilities, Law, Corporate Management, Governance/ Compliance, Public Administration
11.	Mr. BURANIN RATTANASOMBAT Gender: Male Age: 57 years old Highest level of education: Honorary degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	23 Aug 2024	Business Administration, Energy & Utilities, Strategic Management, Governance/ Compliance, Risk Management
12.	Mr. PONGPUN AMORNVIVAT Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	23 Aug 2024	Business Administration, Energy & Utilities, Law, Engineering, Leadership
13.	Pol.Lt.Gen. SOPNARUSH SINGHAJARU Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	23 Aug 2024	Energy & Utilities, Health Care Services, Audit, Internal Control, Governance/ Compliance

14. Mr. TERDKIAT PROMMOOL	Director (Executive)	1 Oct 2024	Energy & Utilities, Engineering, Leadership, Risk Management, Governance/ Compliance
Gender: Male			
Age: 59 years old			
Highest level of education:	Director type: Newly		
Master's degree	appointed director to		
Major: Engineering	replace ex-director		
Thai nationality: Yes			
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Ms. SIRIWAN CHIERAPONG Gender: Female Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director)	Date position was assumed: 3 Apr 2019 Date directorship ended: 8 Jul 2024	No replacement director
2. Ms. PEANGPANOR BOONKLUM Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 20 Jan 2021 Date directorship ended: 14 Aug 2024	No replacement director
3. Mr. PETAI MUDTHAM Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 19 Jan 2022 Date directorship ended: 6 Feb 2024	No replacement director

4.	Mr. SIRI JIRAPONGPHAN Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 5 Apr 2022 Date directorship ended: 1 Apr 2024	No replacement director
5.	Mr. KRIS IMSANG Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 1 Oct 2022 Date directorship ended: 1 Oct 2024	No replacement director
6.	Mr. PRASONG INTARANONGPAI Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 1 Dec 2022 Date directorship ended: 14 Aug 2024	No replacement director
7.	Mrs. PRANOT TIRASAI Gender: Female Age: 66 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 5 Apr 2023 Date directorship ended: 1 Jan 2024	No replacement director
8.	Mr. SEKSAKON ATTHAWONG Gender: Male Age: 60 years old Highest level of education: Honorary degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 23 Aug 2024 Date directorship ended: 9 Sep 2024	No replacement director

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 : No

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. YORDCHATR TASARIKA [1] Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	18 Apr 2023	Law, Leadership, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities
2. Mr. SOMCHAI RUNGSRITHANANON [1] Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	18 Apr 2023	Accounting, Audit, Governance/ Compliance, Business Administration, Energy & Utilities
3. Pol.Lt.Gen. SOPNARUSH SINGHAJARU Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	23 Aug 2024	Energy & Utilities, Health Care Services, Audit, Internal Control, Governance/ Compliance

[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. Dr. KORN PONGJITDHAM [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 18 Apr 2023 Date directorship ended: 22 Aug 2024	No replacement director

[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
The Nomination and Remuneration Committee	Mr. CHANSAK CHUENCHOM GEN. AITTIPOL SUWANNARAT Mr. KHANAPOJ JOEMRITH	Chairman Member Member
The Risk Management Committee	Mr. PORNCHEI THIRAVEJA Dr. KORN PONGJITDHAM Mr. BURANIN RATTANASOMBAT Mr. TERDKIAT PROMMOOL	Chairman Member Member Member
The Corporate Governance and Sustainability Committee	Mr. CHAIYAPORN PUPRASERT Mr. KOMOL BUAKET	Chairman Member

Roles of Sub-committees

Sub-committees responsible for risk management : The Risk Management Committee

Sub-committees responsible for nomination : The Nomination and Remuneration Committee

Sub-committees responsible for remuneration : The Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : The Corporate Governance and Sustainability 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. TERDKIAT PROMMOOL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering	President and Chief Executive Officer	1 Oct 2024	Energy & Utilities, Engineering, Leadership, Risk Management, Governance/ Compliance
2. Mr. Lersak Thongruang Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Management	Senior Executive Vice President, Operation	1 Jul 2024	Governance/ Compliance, Energy & Utilities, Corporate Management, Engineering, Leadership
3. Mr. Phichin Aphiwantanaporn [1][2] Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Corporate Accounting & Finance	1 Oct 2022	Business Administration, Accounting, Finance, Energy & Utilities, Governance/ Compliance
4. Mr. Pranarch Kosayanont Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Science	Senior Executive Vice President, Corporate Strategy Planning and Business Development	1 Jul 2023	Strategic Management, Energy & Utilities, Risk Management, Corporate Social Responsibility, Sustainability
5. Ms. Wanida Utaisomnapa Gender: Female Age: 58 years old Highest level of education: Master's degree Major: (Finance and Marketing	Senior Executive Vice President, Corporate Commercial & Marketing	1 Jan 2019	Marketing, Finance, Business Administration, Energy & Utilities, Governance/ Compliance

6.	Mr. Poramet Junwichit Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Political Science	Senior Executive Vice President, Corporate Organization Effectiveness and Digital	1 Jan 2022	Human Resource Management, IT Management, Engineering, Governance/ Compliance, Energy & Utilities
7.	Mr. KRIS IMSANG Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	PRESIDENT AND CHIEF EXECUTIVE OFFICER	1 Oct 2022	Human Resource Management, Governance/ Compliance, Energy & Utilities, Engineering, Leadership

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remark : Mr. Kris Imsang Resigned on October 1, 2024

Remuneration policy for executives (7.4.2 – 7.4.3)

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) : 3,556

Number of female employees (persons) : 601

Total number of employees (persons) : 4,157

Employee Remuneration

Total employee remuneration : 7,226,270,404.00

Provident fund

Total number of employees (persons)	: 4,157
Number of employees contributing to the PVD (persons)	: 3,155
Percentage of employees who are members (%)	: 75.90

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Surachai Toaphicharttrakul	surachai.t@irpc.co.th	02-765-7705

• Company secretary

General information	Email	Telephone
1. Ms. Somruidee Charoenkrongsakul	somruidee.c@irpc.co.th	02 765 7920

• Head of internal audit

General information	Email	Telephone
1. Mr. Sirapong Visessuvan	sirapong.vi@irpc.co.th	02-765-7960

• Head of compliance unit

General information	Email	Telephone
1. Ms. Somruidee Charoenkrongsakul	somruidee.c@irpc.co.th	02 765 7920

• Head of investor relations

General information	Email	Telephone
1. Ms. Athita Anantaturakarn	athita.a@irpc.co.th	02-765-7969

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	<p>1. Mr VORAPOJ ANNAUYPANIT Email: Vorapoj.Amnauypanit@th.ey.com Telephone: -</p> <p>2. Mr TERMPHONG OPANAPHAN Email: Termphong.Opanaphan@th.ey.com Telephone: -</p> <p>3. Mr KITTIPHUN KIATSOMPHOB Email: Kittiphun.Kiatsomphob@th.ey.com Telephone: -</p>	2,600,000.00	-

Remark : Non Audit fee -Non

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. BUNDHIT EUA-ARPORN Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 6 Apr 2024	Energy & Utilities, Strategic Management, Leadership, Governance/ Compliance, Engineering
2. Mr. PORNCHEI THIRAVEJA Gender: Male Age: 56 years old Highest level of education: Doctoral 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: 5 Apr 2023	Business Administration, Accounting, Finance, Governance/ Compliance, Energy & Utilities
3. Mr. SOMCHAI RUNGSRITHANANON Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Marketing 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: 5 Apr 2023	Accounting, Audit, Governance/ Compliance, Business Administration, Energy & Utilities

4.	Dr. KORN PONGJITDHAM Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Medicine 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: 5 Apr 2023	Energy & Utilities, Health Care Services, Internal Control, Governance/ Compliance, Risk Management
5.	Mr. KOMOL BUAKET Gender: Male Age: 52 years old Highest level of education: Honorary degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 5 Apr 2024	Business Administration, Energy & Utilities, Governance/ Compliance, Human Resource Management, Engineering
6.	Mr. KHANAPOJ JOEMRITH Gender: Male Age: 39 years old Highest level of education: Doctoral degree Major: Law 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: 5 Apr 2024	Energy & Utilities, Law, Corporate Management, Governance/ Compliance, Public Administration
7.	Mr. BURANIN RATTANASOMBAT Gender: Male Age: 57 years old Highest level of education: Honorary 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: 23 Aug 2024	Business Administration, Energy & Utilities, Strategic Management, Governance/ Compliance, Risk Management
8.	Mr. PONGPUN AMORNVIVAT Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 23 Aug 2024	Business Administration, Energy & Utilities, Law, Engineering, Leadership

9.	Pol.Lt.Gen. SOPNARUSH SINGHAJARU Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 23 Aug 2024	Energy & Utilities, Health Care Services, Audit, Internal Control, Governance/ Compliance
10.	Mr. TERDKIAT PROMMOOL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 1 Oct 2024	Energy & Utilities, Engineering, Leadership, Risk Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BUNDHIT EUA-ARPORN	Chairman of the board	Participating
Mr. CHAIYAPORN PUPRASERT	Director	Participating
Mr. CHANSAK CHUENCHOM	Director	Participating
GEN. AITTIPOLO SUWANNARAT	Director	Participating
Mr. YORDCHATR TASARIKA	Director	Participating
Mr. PORNCHEI THIRAVEJA	Director	Participating
Mr. SOMCHAI RUNGSRITHANANON	Director	Participating
Dr. KORN PONGJITDHAM	Director	Participating
Mr. KOMOL BUAKET	Director	Participating
Mr. KHANAPOJ JOEMRITH	Director	Non-participating
Mr. BURANIN RATTANASOMBAT	Director	Participating
Mr. PONGPUN AMORNVIVAT	Director	Participating

Pol.Lt.Gen. SOPNARUSH SINGHAJARU	Director	Non-participating
Mr. TERDKIAT PROMMOOL	Director	Participating
Ms. SIRIWAN CHIERAPONG	Vice Chairman	Non-participating
Ms. PEANGPANOR BOONKLUM	Director	Non-participating
Mr. PETAI MUDTHAM	Director	Non-participating
Mr. SIRI JIRAPONGPHAN	Director	Non-participating
Mr. KRIS IMSANG	Director	Non-participating
Mr. PRASONG INTARANONGPAI	Director	Non-participating
Mrs. PRANOT TIRASAI	Director	Participating
Mr. SEKSAKON ATTHAWONG	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 14

Date of AGM meeting : 5 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. BUNDHIT EUA-ARPORN (Chairman of the board)	-	10/10	Non-participating	Did not hold the meeting
2.	Mr. CHAIYAPORN PUPRASERT (Director)	-	14/14	Participating	Did not hold the meeting
3.	Mr. CHANSAK CHUENCHOM (Director)	-	13/14	Participating	Did not hold the meeting
4.	GEN. AITTIPOLO SUWANNARAT (Director)	-	14/14	Participating	Did not hold the meeting

5.	Mr. YORDCHATR TASARIKA (Director)	-	14/14	Participating	Did not hold the meeting
6.	Mr. PORNCHAI THIRAVEJA (Director)	-	14/14	Participating	Did not hold the meeting
7.	Mr. SOMCHAI RUNGSRITHANANON (Director)	-	14/14	Participating	Did not hold the meeting
8.	Dr. KORN PONGJITDHAM (Director)	-	14/14	Participating	Did not hold the meeting
9.	Mr. KOMOL BUAKET (Director)	-	10/10	Non-participating	Did not hold the meeting
10.	Mr. KHANAPOJ JOEMRITH (Director)	-	10/10	Non-participating	Did not hold the meeting
11.	Mr. BURANIN RATTANASOMBAT (Director)	-	4/4	Non-participating	Did not hold the meeting
12.	Mr. PONGPUN AMORNVIVAT (Director)	-	4/4	Non-participating	Did not hold the meeting
13.	Pol.Lt.Gen. SOPNARUSH SINGHAJARU (Director)	-	4/4	Non-participating	Did not hold the meeting
14.	Mr. TERDKIAT PROMMOOL (Director)	-	3/3	Non-participating	Did not hold the meeting
15.	Ms. SIRIWAN CHIERAPONG (Vice Chairman)	8 Jul 2024	8/8	Participating	Did not hold the meeting
16.	Ms. PEANGPANOR BOONKLUM (Director)	14 Aug 2024	8/9	Participating	Did not hold the meeting
17.	Mr. PETAI MUDTHAM (Director)	6 Feb 2024	1/1	Non-participating	Did not hold the meeting
18.	Mr. SIRI JIRAPONGPHAN (Director)	1 Apr 2024	3/3	Non-participating	Did not hold the meeting
19.	Mr. KRIS IMSANG (Director)	1 Oct 2024	11/11	Participating	Did not hold the meeting
20.	Mr. PRASONG INTARANONGPAI (Director)	14 Aug 2024	9/9	Participating	Did not hold the meeting

21.	Mrs. PRANOT TIRASAI (Director)	1 Jan 2024	9/9	Participating	Did not hold the meeting
22.	Mr. SEKSAKON ATTHAWONG (Director)	9 Sep 2024	0/0	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. BUNDHIT EUA-ARPORN (Chairman of the board)	-	1,121,500.00	0.00	No
2.	Mr. CHAIYAPORN PUPRASERT (Director)	-	1,170,000.00	0.00	No
3.	Mr. CHANSAK CHUENCHOM (Director)	-	1,125,000.00	0.00	No
4.	GEN. AITTIPOL SUWANNARAT (Director)	-	1,170,000.00	0.00	No
5.	Mr. YORDCHATR TASARIKA (Director)	-	1,170,000.00	0.00	No
6.	Mr. PORNCHEI THIRAVEJA (Director)	-	1,170,000.00	0.00	No
7.	Mr. SOMCHAI RUNGSRITHANANON (Director)	-	1,170,000.00	0.00	No
8.	Dr. KORN PONGJITDHAM (Director)	-	1,170,000.00	0.00	No
9.	Mr. KOMOL BUAKET (Director)	-	849,000.00	0.00	No
10.	Mr. KHANAPOJ JOEMRITH (Director)	-	849,000.00	0.00	No
11.	Mr. BURANIN RATTANASOMBAT (Director)	-	373,065.00	0.00	No
12.	Mr. PONGPUN AMORNVIVAT (Director)	-	463,065.00	0.00	No
13.	Pol.Lt.Gen. SOPNARUSH SINGHAJARU (Director)	-	373,065.00	0.00	No
14.	Mr. TERDKIAT PROMMOOL (Director)	-	270,000.00	0.00	No
15.	Ms. SIRIWAN CHIERAPONG (Vice Chairman)	8 Jul 2024	1,000,161.00	0.00	No
16.	Ms. PEANGPANOR BOONKLUM (Director)	14 Aug 2024	1,008,871.00	0.00	No
17.	Mr. PETAI MUDTHAM (Director)	6 Feb 2024	97,759.00	0.00	No
18.	Mr. SIRI JIRAPONGPHAN (Director)	1 Apr 2024	360,000.00	0.00	No

19.	Mr. KRIS IMSANG (Director)	1 Oct 2024	1,215,000.00	0.00	No
20.	Mr. PRASONG INTARANONGPAI (Director)	14 Aug 2024	1,053,871.00	0.00	No
21.	Mrs. PRANOT TIRASAI (Director)	1 Jan 2024	900,000.00	0.00	No
22.	Mr. SEKSAKON ATTHAWONG (Director)	9 Sep 2024	25,065.00	0.00	No

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) : 14

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. YORDCHATR TASARIKA (Chairman of the audit committee)	-	14/14
2.	Mr. SOMCHAI RUNGSRITHANANON (Audit committee)	-	14/14
3.	Pol.Lt.Gen. SOPNARUSH SINGHAJARU (Audit committee)	-	5/5
4.	Dr. KORN PONGJITDHAM (Audit committee)	22 Aug 2024	9/9