



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANPU POWER PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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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 POWER PUBLIC COMPANY LIMITED

Symbol : BPP

Address : 26th Floor, Thanapoon Tower, 1550 New Petchburi Road, Makkasan
Sub-district, Ratchathewi District

Province : Bangkok

Postcode : 10400

Business : The Company is a multinational holding company engaging in
generation and distribution of electricity and other related
businesses.

Registration Number : 0107558000385

Telephone : 0-2007-6000

Website : www.banpupower.com

Email : info@banpupower.co.th

Total Shares Sold (shares)

Common Stock : 3,047,731,700

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)	24,501,208.00	28,379,622.00	25,826,965.00
Electricity (Thousand baht)	19,955,784.00	23,898,970.00	21,556,838.00
Steam (Thousand baht)	4,031,060.00	3,922,958.00	3,364,002.00
Hot water, cold water, and others (Thousand baht)	514,364.00	557,694.00	906,125.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Electricity (%)	81.45	84.21	83.47
Steam (%)	16.45	13.82	13.03
Hot water, cold water, and others (%)	2.10	1.97	3.51

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	24,501,208.00	28,379,622.00	25,826,965.00
Domestic (Thousand baht)	0.00	0.00	0.00
International (Thousand baht)	24,501,208.00	28,379,622.00	25,826,965.00
United States of America (Thousand baht)	17,584,541.00	21,925,067.00	19,707,085.00
China (Thousand baht)	6,916,667.00	6,454,555.00	6,119,880.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	0.00	0.00	0.00
International (%)	100.00	100.00	100.00
United States of America (%)	71.77	77.26	76.30
China (%)	28.23	22.74	23.70

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	905,438.00	708,797.00	895,928.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	905,438.00	708,797.00	895,928.00
Interest Income (Thousand baht)	357,266.00	246,158.00	354,677.00
Management Fee Income (Thousand baht)	243,710.00	184,788.00	181,166.00
Revenue from Carbon Emission Allowance (Thousand baht)	0.00	40,707.00	133,701.00
Subsidy Income (Thousand baht)	126,538.00	89,811.00	81,706.00
Pipeline connecting fee income (Thousand baht)	87,449.00	64,979.00	66,974.00
Other income (Thousand baht)	90,475.00	82,354.00	77,704.00

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

	2022	2023	2024
Share of profit (Thousand baht)	6,349,725.00	5,009,296.00	3,865,609.00

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	N/A	N/A	N/A

Remark : Collaborating closely with Banpu Group and partners specializing in each business, BPP conducts research and development to innovate new products, enhance operational efficiency, and expand development to create business opportunities and ensure stability in the future.

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)

New Business and Technology Investment Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Policies or international agreements related to business operations
- Changes in technologies
- New business risk

Operational Risk

- Delays in the development of future projects
- Business operations that have no commercial results

Risk in Investment and Achieving Business Growth as Targeted

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
- Business operations of partners in the supply chain
- Economic risk

Risk in human resources management and competency development to facilitate future growths

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations

Risk of Increasingly Stringent Global ESG Regulations

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
- Business operations of partners in the supply chain
- Damage to company image and reputation
- ESG risk

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

Risk in Power Plant Operation

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Business operations that have no commercial results

Commercial Risk (Power and Coal Prices and Account Receivable 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
- Reliance on large customers or few customers
- Economic risk
- Climate change and disasters

Financial Risk

- Default on payment or exchange of goods
- Income volatility

Risk in Safety, occupational health, environmental and social

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment

Natural Disaster Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment
- Climate change and disasters

Cybersecurity and Personal Data Protection Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Value Chain Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

Foreign Exchange Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Interest Rate Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Risk from Relevant Legal, Regulatory, and Policy Changes

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Goeconomic Confrontations Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Policies or international agreements related to business operations
- Changes in technologies
- Economic risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk of Misinformation and Disinformation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Legal risk

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 (if applicable) : https://www.banpupower.com/wp-content/uploads/2023/06/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%A9%E0%B8%B1%E0%B8%97%E0%B8%A0%E0%B8%B4%E0%B8%9A%E0%B8%B2%E0%B8%A5%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%88%E0%B8%A3%E0%B8%B4%E0%B8%A2%E0%B8%98%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88_2566.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 (if applicable) : <https://www.banpupower.com/sustainability/environment/?lang=th>

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)	0.00	0.00	0.00
Diesel (Litres)	815,756.60	442,297.06	283,683.66
Gasoline (Litres)	26,747.13	194,878.21	43,306.42
Fuel oil (Litres)	0.00	53,486.37	237,050.58

Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	51,603,274,460.70	52,170,243,310.00
LPG (Kilograms)	0.00	51,892.96	7,125.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	1,599,611.40	1,651,788.57	1,566,995.89

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	6,675,000.05	17,911,111.25	16,697,222.36

Remark : 1 TJ = 277,777.78 KWh, as BPP reported in TJ.

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	6,305,000.00	12,509,000.00	12,568,000.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	703,000.00	301,000.00	286,000.00
Remark : Includes ash & gypsum from power plants.			
Hazardous waste (Kilograms)	26,000.00	3,000.00	3,000.00
Total waste generated (Kilograms)	729,000.00	304,000.00	289,000.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	3,567,119.00	5,406,989.00	5,671,656.00
Scope 2 (Tons of carbon dioxide equivalents)	3,737.00	6,954.00	6,240.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	16,737,659.00	17,620,781.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,570,856.00	22,151,602.00	23,298,677.00

• 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.banpupower.com/wp-content/uploads/2023/05/Human_Rights_Policy.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)	747	738	753
Number of female employees (Persons)	205	200	202
Total number of employees (Persons)	952	938	955

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,202,873,139.61	1,162,797,603.04	1,210,444,130.64

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	36.00	50.00	43.60
Employee development and training expenses (baht)	7,743,330.00	1,677,813.43	1,713,160.10

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	2	0	0
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	1.37	11.19	2.62

• **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.banpupower.com/wp-content/uploads/2023/06/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%A9%E0%B8%B1%E0%B8%97%E0%B8%A0%E0%B8%B4%E0%B8%9A%E0%B8%B2%E0%B8%A5%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%88%E0%B8%A3%E0%B8%B4%E0%B8%A2%E0%B8%98%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88_2566.pdf

Remark : For further information, please visit the 56-1 One Report on Part 02 the Corporate Governance at the Company website:
<https://online.anyflip.com/cydwe/rozt/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	11	100.00
Number of male directors	9	81.82
Number of female directors	2	18.18
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	4	36.36

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. Assoc. Prof. Dr. NARIS CHAIYASOOT Gender: Male Age: 69 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	4 Aug 2015	Economics, Accounting, Finance, Governance/ Compliance, Leadership

2.	Mr. CHANIN VONGKUSOLKIT Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	12 Dec 1996	Economics, Energy & Utilities, Finance, Corporate Management, Leadership
3.	Mr. VORAVUDHI LINANANDA Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	30 Jul 2009	Energy & Utilities, Engineering, Leadership, Strategic Management, Risk Management
4.	Mrs. SOMRUEDEE CHAIMONGKOL Gender: Female Age: 63 years old Highest level of education: Honorary degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	30 Jul 2009	Energy & Utilities, Accounting, Finance, Corporate Management, Leadership
5.	Mr. METEE AUAPINYAKUL Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business, Engineering and Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	22 May 2015	Energy & Utilities, Accounting, Finance, Corporate Management, Leadership

6.	Mr. YOKPORN TANTISAWETRAT Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	4 Aug 2015	Accounting, Finance, Risk Management, Audit, IT Management
7.	Mr. KIRANA LIMPAPHAYOM Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Sociology Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	10 Apr 2020	Economics, Energy & Utilities, Finance, Leadership, Strategic Management
8.	Prof. Dr. PATCHANITA THAMYONGKIT Gender: Female Age: 48 years old Highest level of education: Doctoral degree Major: Organic Chemistry Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	2 Apr 2021	Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Change Management
9.	Mr. KIJJA SRIPATTHANGKURA Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Apr 2022	Energy & Utilities, Engineering, Leadership, Strategic Management, Risk Management

10.	Mr. ISSARA NIROPAS Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	2 Apr 2024	Energy & Utilities, Engineering, Risk Management, Corporate Management, Business Administration
11.	Mr. SINON VONGKUSOLKIT Gender: Male Age: 34 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	2 Apr 2024	Finance, Business Administration, Energy & Utilities, Corporate Management, Leadership

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

General information	Position	Tenure	Replacement Director
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	Director (Non-executive, Independent director)	Date position was assumed: 4 Aug 2015 Date directorship ended: 2 Apr 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	: 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. YOKPORN TANTISAWETRAT [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	4 Aug 2015	Accounting, Finance, Risk Management, Audit, IT Management
2. Assoc. Prof. Dr. NARIS CHAIYASOOT [1] Gender: Male Age: 69 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	4 Aug 2015	Economics, Accounting, Finance, Governance/ Compliance, Leadership
3. Prof. Dr. PATCHANITA THAMYONGKIT Gender: Female Age: 48 years old Highest level of education: Doctoral degree Major: Organic Chemistry Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	30 Apr 2021	Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Change Management

[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. BUNDHIT EUA-ARPORN Gender: Male Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 4 Aug 2015 Date directorship ended: 2 Apr 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
Compensation Committee	Mr. KIJJA SRIPATTHANGKURA Mr. METEE AUAPINYAKUL Mrs. SOMRUEDEE CHAIMONGKOL Mr. BUNDHIT EUA-ARPORN	Chairman Member Member Chairman
Corporate Governance and Nomination Committee	Assoc. Prof. Dr. NARIS CHAIYASOOT Prof. Dr. PATCHANITA THAMYONGKIT Mr. CHANIN VONGKUSOLKIT	Chairman Member Member
Environment, Social and Governance (ESG) Committee	Prof. Dr. PATCHANITA THAMYONGKIT Mr. YOKPORN TANTISAWETRAT Mr. KIJJA SRIPATTHANGKURA	Chairman Member Member

Remark : Professor Dr. Bundhit Eua-arporn has resigned from the director of the Company and all subcommittees, namely Audit Committee and Compensation Committee due to his other business engagement. The resignation will be effective from April 2, 2024 onwards

Roles of Sub-committees

Sub-committees responsible for risk management : None

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 (ESG) 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. ISSARA NIROPAS Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	2 Apr 2024	Energy & Utilities, Engineering, Risk Management, Corporate Management, Business Administration
2. Mr. Pilun Pochanart Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President - Power Business, China	10 Apr 2020	Engineering, Energy & Utilities, Corporate Social Responsibility, Project Management
3. Dr. Paul Didsayabutra Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering	Senior Vice President - Power Business USA	1 Apr 2022	Engineering, Energy & Utilities, Risk Management, Business Administration
4. Mr. Teerapat Wongraveekul [1] Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Jul 2023	Business Administration, Finance, Accounting, Engineering

5.	Mr. Panuwat Pitakteeratham	Vice President – Power Operations	2 Apr 2024	Engineering, Energy & Utilities, Project Management, Risk Management
	Gender: Male			
	Age: 44 years old			
	Highest level of education: Master's degree			
	Major: Engineering			

[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

	2022	2023	2024
Total executive remuneration (baht)	84,429,019.90	63,916,033.86	41,241,197.57

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) : 753

Number of female employees (persons) : 202

Total number of employees (persons) : 955

Employee Remuneration

Total employee remuneration : 1,210,444,130.64

Provident fund

Total number of employees (persons)	: 955
Number of employees contributing to the PVD (persons)	: 36
Percentage of employees who are members (%)	: 3.77

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: 71 years old Highest level of education: Doctoral degree Major: Business, Engineering and Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 22 May 2015	Energy & Utilities, Accounting, Finance, Corporate Management, Leadership
2. Mr. YOKPORN TANTISAWETRAT Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 4 Aug 2015	Accounting, Finance, Risk Management, Audit, IT Management
3. Prof. Dr. PATCHANITA THAMYONGKIT Gender: Female Age: 48 years old Highest level of education: Doctoral degree Major: Organic Chemistry Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 Apr 2021	Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Change Management

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ISSARA NIROPAS Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 2 Apr 2024	Energy & Utilities, Engineering, Risk Management, Corporate Management, Business Administration
2. Mr. SINON VONGKUSOLKIT Gender: Male Age: 34 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 2 Apr 2024	Finance, Business Administration, Energy & Utilities, Corporate Management, Leadership

Development of directors over the past year

List of directors	Position	Participated in director development program
Assoc. Prof. Dr. NARIS CHAIYASOOT	Chairman of the board	Participating
Mr. CHANIN VONGKUSOLKIT	Director	Participating
Mr. VORAVUDHI LINANANDA	Director	Participating
Mrs. SOMRUEDEE CHAIMONGKOL	Director	Participating
Mr. METEE AUAPINYAKUL	Director	Participating
Mr. YOKPORN TANTISAWETRAT	Director	Participating
Mr. KIRANA LIMPAPHAYOM	Director	Participating
Prof. Dr. PATCHANITA THAMYONGKIT	Director	Participating
Mr. KIJJA SRIPATTHANGKURA	Director	Participating

Mr. ISSARA NIROPAS	Director	Participating
Mr. SINON VONGKUSOLKIT	Director	Participating
Mr. BUNDHIT EUA-ARPORN	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 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Assoc. Prof. Dr. NARIS CHAIYASOOT (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mr. CHANIN VONGKUSOLKIT (Director)	-	11/12	Participating	Did not hold the meeting
3.	Mr. VORAVUDHI LINANANDA (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. METEE AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. YOKPORN TANTISAWETRAT (Director)	-	11/12	Participating	Did not hold the meeting

7.	Mr. KIRANA LIMPAPHAYOM (Director)	-	12/12	Participating	Did not hold the meeting
8.	Prof. Dr. PATCHANITA THAMYONGKIT (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. KIJJA SRIPATTHANGKURA (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mr. ISSARA NIROPAS (Director)	-	9/9	Non-participating	Did not hold the meeting
11.	Mr. SINON VONGKUSOLKIT (Director)	-	9/9	Non-participating	Did not hold the meeting
12.	Mr. BUNDHIT EUA-ARPORN (Director)	2 Apr 2024	3/3	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.	Assoc. Prof. Dr. NARIS CHAIYASOOT (Chairman of the board)	-	1,132,560.00	2,117,647.00	No
2.	Mr. CHANIN VONGKUSOLKIT (Director)	-	847,000.00	0.00	No
3.	Mr. VORAVUDHI LINANANDA (Director)	-	580,800.00	0.00	No
4.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	580,800.00	0.00	No
5.	Mr. METEE AUAPINYAKUL (Director)	-	871,200.00	0.00	No
6.	Mr. YOKPORN TANTISAWETRAT (Director)	-	847,000.00	1,628,959.00	No
7.	Mr. KIRANA LIMPAPHAYOM (Director)	-	580,800.00	0.00	No
8.	Prof. Dr. PATCHANITA THAMYONGKIT (Director)	-	871,200.00	1,628,959.00	No
9.	Mr. KIJJA SRIPATTHANGKURA (Director)	-	871,200.00	1,628,959.00	No
10.	Mr. ISSARA NIROPAS (Director)	-	435,600.00	0.00	No
11.	Mr. SINON VONGKUSOLKIT (Director)	-	435,600.00	0.00	No
12.	Mr. BUNDHIT EUA-ARPORN (Director)	2 Apr 2024	217,800.00	407,240.00	No

Remark : Other monetary compensation means the Annual Remuneration which the annual remuneration for five directors in 2024 amounting THB 7,411,764.00 needs to be approved by the 2025 Annual General Meeting of Shareholders since the directors appointed by major shareholders and executive directors manifested an intent not to accept the annual remuneration in 2024

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) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. YOKPORN TANTISAWETRAT (Chairman of the audit committee)	-	12/12
2.	Assoc. Prof. Dr. NARIS CHAIYASOOT (Audit committee)	-	12/12
3.	Prof. Dr. PATCHANITA THAMYONGKIT (Audit committee)	-	12/12
4.	Mr. BUNDHIT EUA-ARPORN (Audit committee)	2 Apr 2024	3/3