



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANPU POWER PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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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

	2023	2024	2025
Total revenue from operations (Thousand baht)	28,379,622.00	25,826,965.00	27,850,401.00
Electricity (Thousand baht)	23,898,970.00	21,556,838.00	24,184,356.00
Steam (Thousand baht)	3,922,958.00	3,364,002.00	2,758,376.00
Hot water, cold water, and others (Thousand baht)	557,694.00	906,125.00	907,669.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Electricity (%)	84.21	83.47	86.84
Steam (%)	13.82	13.03	9.90
Hot water, cold water, and others (%)	1.97	3.51	3.26

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	28,379,622.00	25,826,965.00	27,850,401.00
Domestic (Thousand baht)	0.00	0.00	0.00
International (Thousand baht)	28,379,622.00	25,826,965.00	27,850,401.00
United States of America (Thousand baht)	21,925,067.00	19,707,085.00	22,457,655.00
China (Thousand baht)	6,454,555.00	6,119,880.00	5,392,746.00

	2023	2024	2025
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 (%)	77.26	76.30	80.64
China (%)	22.74	23.70	19.36

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	708,797.00	895,928.00	963,330.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	708,797.00	895,928.00	963,330.00
Interest Income (Thousand baht)	246,158.00	354,677.00	319,537.00
Management Fee Income (Thousand baht)	184,788.00	181,166.00	168,719.00
Revenue from Carbon Emission Allowance (Thousand baht)	40,707.00	133,701.00	129,923.00
Subsidy Income (Thousand baht)	89,811.00	81,706.00	27,376.00
Pipeline connecting fee income (Thousand baht)	64,979.00	66,974.00	101,653.00
Other income (Thousand baht)	82,354.00	77,704.00	216,122.00

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

	2023	2024	2025
Share of profit (Thousand baht)	5,009,296.00	3,865,609.00	2,852,191.00

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)	2023	2024	2025
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)

Risk in Investment in Emerging and Disruptive Technologies

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

Risks Related to 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

Operational Risk

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

Financial Risk

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

Risks in Human Resources Management and Competency Development to Accommodate Future Growth

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

Compliance Risk

- Change in laws and regulations

Financial Risk

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

Risk in Power Generation

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 Accounts 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

Safety and Occupational Health Risk

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
- System disruption risk

Supply 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

Compliance Risk in the Amalgamation Process

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Business Continuity and Transition Management Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system

Compliance Risk

- Corporate Governance

Human Resources and Corporate Culture Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Human error in business operations

Risk in Business Value Creation from the Amalgamation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Corporate Governance

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in return on assets or investment

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

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	442,297.06	283,683.66	165,839.57
Gasoline (Litres)	194,878.21	43,306.42	34,807.78
Fuel oil (Litres)	53,486.37	237,050.58	210,174.38

Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	51,603,274,460.70	52,170,243,310.00	54,351,404.00
LPG (Kilograms)	51,892.96	7,125.00	7,394.66
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	1,651,788.57	1,566,995.89	1,428,988.83

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	17,911,111.25	16,697,222.36	13,644,265.31

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

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	12,509,000.00	12,568,000.00	13,313,619.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	301,000.00	286,000.00	733,240.00
Remark : Non-hazardous waste includes ash & gypsum from power plants.			
Hazardous waste (Kilograms)	3,000.00	3,000.00	9,816.00
Total waste generated (Kilograms)	304,000.00	289,000.00	743,056.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	5,406,989.00	5,671,656.00	5,566,534.00
Remark :	Environmental performance data is currently undergoing a data assurance process by external parties.		
Scope 2 (Tons of carbon dioxide equivalents)	6,954.00	6,240.00	5,222.00
Remark :	Environmental performance data is currently undergoing a data assurance process by external parties.		
Scope 3 (Tons of carbon dioxide equivalents)	16,737,659.00	17,620,781.00	13,640,488.00
Remark :	Environmental performance data is currently undergoing a data assurance process by external parties.		
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	22,151,602.00	23,298,677.00	19,212,244.00
Remark :	Environmental performance data is currently undergoing a data assurance process by external parties.		

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau vertification (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

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

	2023	2024	2025
Number of male employees (Persons)	738	753	769
Number of female employees (Persons)	200	202	201
Total number of employees (Persons)	938	955	970

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,162,797,603.04	1,210,444,130.64	1,205,002,025.62

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	50.00	43.60	40.00
Employee development and training expenses (baht)	1,677,813.43	1,713,160.10	1,708,829.39

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	11.19	2.62	3.40

• **Significant labor dispute**

	2023	2024	2025
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

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: 70 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.	<p>Mr. CHANIN VONGKUSOLKIT</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	12 Dec 1996	<p>Economics, Energy & Utilities, Finance, Corporate Management, Leadership</p>
3.	<p>Mrs. SOMRUEDEE CHAIMONGKOL</p> <p>Gender: Female</p> <p>Age: 64 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	30 Jul 2009	<p>Energy & Utilities, Accounting, Finance, Corporate Management, Leadership</p>
4.	<p>Mr. VORAVUDHI LINANANDA</p> <p>Gender: Male</p> <p>Age: 68 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>(Executive)</p> <p>Director type: Re-elected as director</p>	30 Jul 2009	<p>Energy & Utilities, Engineering, Leadership, Strategic Management, Risk Management</p>
5.	<p>Mr. METEE AUAPINYAKUL</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business, Engineering and Technology</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>	22 May 2015	<p>Energy & Utilities, Accounting, Finance, Corporate Management, Leadership</p>

6.	<p>Mr. YOKPORN TANTISAWETRAT</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</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>	4 Aug 2015	Accounting, Finance, Risk Management, Audit, IT Management
7.	<p>Mr. KIRANA LIMPAPHAYOM</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Sociology</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	10 Apr 2020	Economics, Energy & Utilities, Finance, Leadership, Strategic Management
8.	<p>Prof. Dr. PATCHANITA THAMYONGKIT</p> <p>Gender: Female</p> <p>Age: 49 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Organic Chemistry</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>	2 Apr 2021	Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Change Management
9.	<p>Mr. KIJJA SRIPATTHANGKURA</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: 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: Re-elected as director</p>	1 Apr 2022	Energy & Utilities, Engineering, Leadership, Strategic Management, Risk Management

10.	Mr. SINON VONGKUSOLKIT Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	2 Apr 2024	Finance, Business Administration, Energy & Utilities, Corporate Management, Leadership
11.	Mr. ISSARA NIROPAS Gender: Male Age: 54 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	2 Apr 2024	Energy & Utilities, Engineering, Risk Management, Corporate Management, Business Administration

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: 70 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: 70 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: 49 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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Compensation Committee	Mr. KIJJJA SRIPATTHANGKURA	Chairman
	Mr. METEE AUAPINYAKUL	Member
	Mrs. SOMRUEDEE CHAIMONGKOL	Member
	Mr. YOKPORN TANTISAWETRAT	Member
Corporate Governance and Nomination Committee	Assoc. Prof. Dr. NARIS CHAIYASOOT	Chairman
	Prof. Dr. PATCHANITA THAMYONGKIT	Member
	Mr. CHANIN VONGKUSOLKIT	Member
Environment, Social and Governance (ESG) Committee	Prof. Dr. PATCHANITA THAMYONGKIT	Chairman
	Mr. YOKPORN TANTISAWETRAT	Member
	Mr. KIJJJA SRIPATTHANGKURA	Member

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: 54 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: 60 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: 54 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: 39 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 Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering	Vice President – Power Operations	2 Apr 2024	Engineering, Energy & Utilities, Project Management, Risk Management

[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

	2023	2024	2025
Total executive remuneration (baht)	63,916,033.86	41,241,197.57	37,001,882.56

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) : 769

Number of female employees (persons) : 201

Total number of employees (persons) : 970

Employee Remuneration

Total employee remuneration : 1,205,002,025.62

Provident fund

Total number of employees (persons) : 970

Number of employees contributing to the PVD (persons) : 34

Percentage of employees who are members (%) : 3.51

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. CHANIN VONGKUSOLKIT Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 12 Dec 1996	Economics, Energy & Utilities, Finance, Corporate Management, Leadership
2.	Mr. VORAVUDHI LINANANDA Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 30 Jul 2009	Energy & Utilities, Engineering, Leadership, Strategic Management, Risk Management
3.	Mr. KIJJA SRIPATTHANGKURA Gender: Male Age: 65 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: Re-elected as director	Date position was assumed: 1 Apr 2022	Energy & Utilities, Engineering, Leadership, Strategic Management, Risk Management

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
Mrs. SOMRUEDEE CHAIMONGKOL	Director	Participating
Mr. VORAVUDHI LINANANDA	Director	Participating
Mr. METEE AUAPINYAKUL	Director	Participating
Mr. YOKPORN TANTISAWETRAT	Director	Participating
Mr. KIRANA LIMPAPHAYOM	Director	Participating
Prof. Dr. PATCHANITA THAMYONGKIT	Director	Participating
Mr. KIJJJA SRIPATTHANGKURA	Director	Participating
Mr. SINON VONGKUSOLKIT	Director	Participating
Mr. ISSARA NIROPAS	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) : 13

Date of AGM meeting : 1 Apr 2025

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Assoc. Prof. Dr. NARIS CHAIYASOOT (Chairman of the board)	-	13/13	Participating	Participating
2.	Mr. CHANIN VONGKUSOLKIT (Director)	-	10/13	Participating	Participating
3.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	13/13	Participating	Participating
4.	Mr. VORAVUDHI LINANANDA (Director)	-	13/13	Participating	Participating
5.	Mr. METEE AUAPINYAKUL (Director)	-	13/13	Participating	Participating
6.	Mr. YOKPORN TANTISAWETRAT (Director)	-	13/13	Participating	Participating
7.	Mr. KIRANA LIMPAPHAYOM (Director)	-	13/13	Participating	Participating
8.	Prof. Dr. PATCHANITA THAMYONGKIT (Director)	-	13/13	Participating	Participating
9.	Mr. KIJJA SRIPATTHANGKURA (Director)	-	13/13	Participating	Participating
10.	Mr. SINON VONGKUSOLKIT (Director)	-	12/13	Participating	Participating
11.	Mr. ISSARA NIROPAS (Director)	-	13/13	Participating	Participating

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)	-	1,164,020.00	2,415,929.00	No
2.	Mr. CHANIN VONGKUSOLKIT (Director)	-	822,800.00	N/A	No
3.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	580,800.00	N/A	No
4.	Mr. VORAVUDHI LINANANDA (Director)	-	580,800.00	N/A	No
5.	Mr. METEE AUAPINYAKUL (Director)	-	895,400.00	N/A	No
6.	Mr. YOKPORN TANTISAWETRAT (Director)	-	895,400.00	1,858,407.00	No
7.	Mr. KIRANA LIMPAPHAYOM (Director)	-	580,800.00	N/A	No
8.	Prof. Dr. PATCHANITA THAMYONGKIT (Director)	-	895,400.00	1,858,407.00	No
9.	Mr. KIJJA SRIPATTHANGKURA (Director)	-	895,400.00	1,858,407.00	No

10.	Mr. SINON VONGKUSOLKIT (Director)	-	580,800.00	N/A	No
11.	Mr. ISSARA NIROPAS (Director)	-	580,800.00	N/A	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. YOKPORN TANTISAWETRAT (Chairman of the audit committee)	-	14/14
2.	Assoc. Prof. Dr. NARIS CHAIYASOOT (Audit committee)	-	13/14
3.	Prof. Dr. PATCHANITA THAMYONGKIT (Audit committee)	-	14/14