



# **Annual Registration Statement / Annual Report**

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

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

**BANPU PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



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# Group Structure and Operations

# Group Structure and Operations

## Business Overview and Policies (1.1)

### Company Information (1.1.5)

Company Name : BANPU PUBLIC COMPANY LIMITED

Symbol : BANPU

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

Province : Bangkok

Postcode : 10400

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

Registration Number : 0107536000781

Telephone : 0-2694-6600

Fax (if applicable) : 0-2207-0696

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

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

### Total Shares Sold (shares)

Common Stock : 8,454,161,388

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping\*

	2020	2021	2022
Total (Thousand baht)	71,331,752.00	133,190,083.00	272,270,127.00
Coal Business (Thousand baht)	58,751,892.00	94,076,938.00	183,642,786.00
Natural Gas Business (Thousand baht)	3,721,073.00	28,721,590.00	58,634,281.00
Power & Steam Business (Thousand baht)	6,132,607.00	7,836,524.00	26,465,286.00
Other income (Thousand baht)	2,726,180.00	2,555,031.00	3,527,774.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Coal Business (%)	82.36	70.63	67.45
Natural Gas Business (%)	5.22	21.56	21.54
Power & Steam Business (%)	8.60	5.88	9.72
Other income (%)	3.82	1.92	1.30

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	71,331,752.00	133,190,083.00	272,270,127.00
Domestic (Thousand baht)	2,747,512.00	3,162,834.00	8,334,193.00
International (Thousand baht)	68,584,240.00	130,027,249.00	263,935,934.00
Indonesia (Thousand baht)	33,857,313.00	62,593,869.00	120,876,508.00
Australia (Thousand baht)	21,828,363.00	23,538,631.00	44,896,497.00
United States of America (Thousand baht)	3,721,074.00	29,395,357.00	76,596,202.00

China (Thousand baht)	8,341,603.00	12,321,835.00	18,942,362.00
Other countries (Thousand baht)	835,887.00	2,177,557.00	2,624,365.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	3.85	2.37	3.06
International (%)	96.15	97.63	96.94
Indonesia (%)	49.37	48.14	45.80
Australia (%)	31.83	18.10	17.01
United States of America (%)	5.43	22.61	29.02
China (%)	12.16	9.48	7.18
Other countries (%)	1.22	1.67	0.99

\*Excluding the profit margins in the associated companies

## Information on Products and Services (1.2.2)

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

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	N/A	N/A	N/A

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### **Risk in strategic planning and implementation**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Other

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

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Other

### **Corporate reputation risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Damage to company image and reputation

### **Risk of Investing in New Businesses**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Other



### **Exchange Rate Risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

### **Exchange rate risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

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

### **Taxation risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Other

### **Funding risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Insufficient sources of funding

### **Risk from merchant power market**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Other

#### **Risk from Coal, Oil and Natural Gas price volatility**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

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

#### **Production risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

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

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Safety, occupational health, and working environment

#### **Environmental risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Impact on the environment

### **Social and Community risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

### **Climate change and extreme weather risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Climate change and disasters

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

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

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

### **Compliance risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

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

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

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Changes in technologies

## **Supply Chain risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain
- Other

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

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

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.banpu.com/sustainability/environment/>

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

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	284,457,543.37	275,543,665.72	265,401,767.49
Gasoline (Litre)	141,106.49	123,198.46	76,748.13
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00

LPG (Kilogram)	0.00	0.00	0.00
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	26,817.50	27,143.71	22,712.22

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	3,709,170,000.00	3,430,830,000.00	2,623,188,266.67

**Water management**

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	564,000.00	589,000.00	696,842.00

**Waste management**

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	6,235,000.00	6,290,000.00	13,786,198.44
Hazardous waste (kg)	6,597,000.00	2,419,000.00	2,017,018.26
<b>Total (kg)</b>	<b>12,832,000.00</b>	<b>8,709,000.00</b>	<b>15,803,216.70</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	3,138,865.61	3,489,336.71	3,275,893.91
Scope 1 (Tons of carbon dioxide equivalents)	3,388,718.02	3,354,610.05	2,209,706.55
Scope 2 (Tons of carbon dioxide equivalents)	243,735.86	237,210.29	2,897.52
Scope 3 (Tons of carbon dioxide equivalents)	65,656,827.37	57,714,467.34	30,492,154.39

<b>Total (Tons of carbon dioxide equivalents)</b>	<b>69,289,281.25</b>	<b>61,306,287.68</b>	<b>32,704,758.46</b>
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA



## Social Aspect (3.4)

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

Human Rights Policy : Yes

URL of human rights policy : <https://www.banpu.com/banpu-people/human-resources-management-policy/?lang=th>

Company human right guideline : Employee Rights, Non-discrimination

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

#### Information about employees

##### • Total number of employees

	2020	2021	2022
Number of male employees (persons)	3,804	4,673	4,735
Number of female employees (persons)	647	824	803
<b>Total (persons)</b>	<b>4,451</b>	<b>5,497</b>	<b>5,538</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	900,134,000.00	1,006,775,000.00	1,159,342,000.00

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	21	30	21
Employee development and training expenses (baht)	39,025.00	29,750.00	10,675.00

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

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	29	17	22

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	4.88	4.13	3.99

• **Significant labor dispute**

	2020	2021	2022
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

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

#### Corporate Governance Policy

Corporate Governance Policy : Yes

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

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

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

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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

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

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

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

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

### Board of Directors (7.2)

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

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

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHANIN VONGKUSOLKIT Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	16 May 1983	Economics, Mining, Transportation & Logistics, Finance, Accounting, Marketing, Negotiation, Strategic Management

2.	<p>Mr. METEE AUAPINYAKUL</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Doctor of Business, Engineering and Technology</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	16 May 1983	Energy & Utilities, Strategic Management
3.	<p>Mr. VERAJET VONGKUSOLKIT</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	1 Jun 2010	Agribusiness, Finance, Strategic Management, Governance/ Compliance, Energy & Utilities
4.	<p>Mr. ONGART AUAPINYAKUL</p> <p>Gender: Male</p> <p>Age: 66 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 (Non-executive)</p> <p>Director type: Original director</p>	29 Jul 1983	Engineering, Mining, Energy & Utilities, Transportation & Logistics, Strategic Management
5.	<p>Mr. TEERANA BHONGMAKAPAT</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	5 Apr 2012	Economics, Finance, Accounting, Risk Management, Audit, Internal Control

6.	<p>Mr. SUTHAD SETBOONSARNG</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Doctoral 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>	3 Apr 2014	<p>Economics, Accounting, Finance, Strategic Management, Audit, Internal Control</p>
7.	<p>Mr. BUNTOENG VONGKUSOLKIT</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Agriculture</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>	3 Apr 2014	<p>Agribusiness, Energy &amp; Utilities, Transportation &amp; Logistics, Strategic Management</p>
8.	<p>Mrs. SOMRUEDEE CHAIMONGKOL</p> <p>Gender: Female</p> <p>Age: 61 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>	4 Apr 2015	<p>Finance &amp; Securities, Energy &amp; Utilities, Accounting, Finance, Corporate Management, Strategic Management</p>
9.	<p>Mr. ANON SIRISAENG TAKSIN</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Public 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>	19 Apr 2016	<p>Energy &amp; Utilities, Commerce, Accounting, Finance, Project Management, Strategic Management, Governance/ Compliance, Engineering</p>



10.	Mr. TEERAPAT SANGUANKOTCHAKORN Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	3 Apr 2019	Information & Communication Technology, IT Management, Data Management, Engineering, Audit
11.	Mr. PICHAJ DUSDEEKULCHAI Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	4 Apr 2019	Banking, Finance & Securities, Accounting, Finance, Risk Management, Audit, Internal Control
12.	Mr. PIRIYA KHEMPON Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Science - International Relations Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	8 Apr 2020	Governance/ Compliance, Risk Management, Negotiation, Corporate Management
13.	Mr. SARAYUTH SAENGCHAN Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	2 Apr 2022	Economics, Agribusiness, Finance & Securities, Finance, Risk Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
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1.	Mr. RAWI CORSIRI	Director	Date position was assumed:	Mr. SARAYUTH SAENGCHAN
	Gender: Male	(Non-executive)	5 Apr 2012	Date position was assumed:
	Age: 72 years old			2 Apr 2022
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Business Administration		2 Apr 2022	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

#### Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. TEERANA BHONGMAKAPAT [1] Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Re-elected as director	30 Apr 2014	Economics, Finance, Accounting, Risk Management, Audit, Internal Control
2. Mr. SUTHAD SETBOONSARNG [1] Gender: Male Age: 71 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	30 Apr 2014	Economics, Accounting, Finance, Strategic Management, Audit, Internal Control
3. Mr. PICHAJ DUSDEEKULCHAI [1] Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	25 Apr 2019	Banking, Finance & Securities, Accounting, Finance, Risk Management, Audit, Internal Control

[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 Corporate Governance and Nomination Committee	Mr. ANON SIRISAENGTAKSIN	Chairman
	Mr. PIRIYA KHEMPON	Member
	Mr. VERAJET VONGKUSOLKIT	Member
	Mr. SARAYUTH SAENGCHAN	Member
The Compensation Committee	Mr. BUNTOENG VONGKUSOLKIT	Chairman
	Mr. TEERANA BHONGMAKAPAT	Member
	Mr. SUTHAD SETBOONSARNG	Member
	Mr. TEERAPAT SANGUANKOTCHAKORN	Member
The Environment, Social, and Governance (ESG) Committee	Mr. PIRIYA KHEMPON	Chairman
	Mr. PICHAI DUSDEEKULCHAI	Member
	Mr. TEERAPAT SANGUANKOTCHAKORN	Member
Audit Committee	Mr. TEERANA BHONGMAKAPAT	Chairman
	Mr. SUTHAD SETBOONSARNG	Member
	Mr. PICHAI DUSDEEKULCHAI	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: Audit Committee
Sub-committees responsible for nomination	: The Corporate Governance and Nomination Committee
Sub-committees responsible for remuneration	: The Compensation Committee
Sub-committees responsible for corporate governance	: The Corporate Governance and Nomination Committee
Sub-committees responsible for corporate sustainability development	: The 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. Mrs. SOMRUEDEE CHAIMONGKOL Gender: Female Age: 61 years old Highest level of education: Honorary degree Major: Accounting	CHIEF EXECUTIVE OFFICER	10 Apr 2015	Finance & Securities, Energy & Utilities, Accounting, Finance, Corporate Management, Strategic Management
2. Mr. Somsak Sithinamsuwan Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Public Policy and Strategic Management	Head of Mining Business	1 Jan 2020	Energy & Utilities, Mining, Project Management, Corporate Management, Engineering, Strategic Management
3. Mr. Kirana Limpaphayom Gender: Male Age: 48 years old Highest level of education: Doctoral degree Major: Sociology, Centre for Comparative Labour Studies	Head of Power Business	10 Apr 2020	Economics, Energy & Utilities, Project Management, Corporate Management, Strategic Management
4. Mr. Thiti Mekavichai Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Science	Head of Oil and Gas Business	1 Nov 2018	Energy & Utilities, Project Management, Corporate Management, Strategic Management
5. Mr. Sutee Sukruan Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Head of Corporate Development	1 Jan 2021	Accounting, Corporate Management, Strategic Management

6.	Ms. Arisara Sakulkarawek [1][2] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Mar 2019	Finance & Securities, Accounting, Corporate Management, Strategic Management, Risk Management, Budgeting
7.	Mr. Wittapon Jawjit Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering	Head of Human Resources	1 Jul 2021	Information & Communication Technology, Human Resource Management, Data Management, Corporate Management, Strategic Management
8.	Mr. Jirameth Achcha Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Economics	Head of Corporate Services	1 Jan 2021	Economics, Corporate Management, Strategic Management
9.	Mr. Sinon Vongkusolkrit Gender: Male Age: 32 years old Highest level of education: Master's degree Major: Finance and Business Development	Head of Renewable and Energy Technology Business & CEO of Banpu NEXT	16 Jun 2021	Finance & Securities, Energy & Utilities, Finance, Fund Management, Project Management, Corporate Management, Strategic 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 policy for executives

Remuneration policy for executives : Yes

### Remuneration

	2020	2021	2022
Total executive remuneration (baht)	79,591,730.00	146,507,112.00	187,339,716.00

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 4,735

Number of female employees (persons) : 803

Total (persons) : 5,538

#### Employee Remuneration

Total employee remuneration : 1,159,342,000.00

#### Provident fund

Total number of employees (persons) : 5,538

Number of employees contributing to the PVD (persons) : 600

Percentage of employees who are members (%) : 10.83

# 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: 70 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	Date position was assumed: 16 May 1983	Economics, Mining, Transportation & Logistics, Finance, Accounting, Marketing, Negotiation, Strategic Management
2. Mr. TEERANA BHONGMAKAPAT Gender: Male Age: 66 years old Highest level of education: Doctoral 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: 5 Apr 2012	Economics, Finance, Accounting, Risk Management, Audit, Internal Control
3. Mr. TEERAPAT SANGUANKOTCHAKORN Gender: Male Age: 57 years old Highest level of education: Doctoral 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: 3 Apr 2019	Information & Communication Technology, IT Management, Data Management, Engineering, Audit

4.	Mr. PIRIYA KHEMPON	Director	Date position was assumed:	Governance/ Compliance, Risk Management, Negotiation, Corporate Management
	Gender: Male	(Non-executive, Independent director)	8 Apr 2020	
	Age: 63 years old			
	Highest level of education: Master's degree	Director type: Re-elected as director		
	Major: Science - International Relations			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SARAYUTH SAENGCHAN	Director	Date position was assumed:	Economics, Agribusiness, Finance & Securities, Finance, Risk Management, Governance/ Compliance
Gender: Male	(Non-executive)	2 Apr 2022	
Age: 60 years old			
Highest level of education: Doctoral degree	Director type: Newly appointed director to replace ex-director		
Major: Economics			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHANIN VONGKUSOLKIT	Chairman of the board	Participating
Mr. METEE AUAPINYAKUL	Director	Participating
Mr. VERAJET VONGKUSOLKIT	Director	Participating
Mr. ONGART AUAPINYAKUL	Director	Participating
Mr. TEERANA BHONGMAKAPAT	Director	Participating
Mr. SUTHAD SETBOONSARNG	Director	Participating
Mr. BUNTOENG VONGKUSOLKIT	Director	Participating
Mrs. SOMRUEDEE CHAIMONGKOL	Director	Participating
Mr. ANON SIRISAENGTAKSIN	Director	Participating

Mr. TEERAPAT SANGUANKOTCHAKORN	Director	Participating
Mr. PICHAJ DUSDEEKULCHAI	Director	Participating
Mr. PIRIYA KHEMPON	Director	Non-participating
Mr. SARAYUTH SAENGCHAN	Director	Participating
Mr. RAWI CORSIRI	Director	Participating

### Directors' performance assessment

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

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

#### Meeting attendance of the board of directors

Number of board meetings (times) : 12

Date of AGM meeting : 1 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. CHANIN VONGKUSOLKIT (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2. Mr. METEE AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
3. Mr. VERAJET VONGKUSOLKIT (Director)	-	12/12	Participating	Did not hold the meeting
4. Mr. ONGART AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
5. Mr. TEERANA BHONGMAKAPAT (Director)	-	12/12	Participating	Did not hold the meeting

6.	Mr. SUTHAD SETBOONSARNG (Director)	-	12/12	Participating	Did not hold the meeting
7.	Mr. BUNTOENG VONGKUSOLKIT (Director)	-	12/12	Participating	Did not hold the meeting
8.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. ANON SIRISAENG TAKSIN (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mr. TEERAPAT SANGUANKOTCHAKORN (Director)	-	12/12	Participating	Did not hold the meeting
11.	Mr. PICHAJ DUSDEEKULCHAI (Director)	-	12/12	Participating	Did not hold the meeting
12.	Mr. PIRIYA KHEMPON (Director)	-	12/12	Participating	Did not hold the meeting
13.	Mr. SARAYUTH SAENGCHAN (Director)	-	9/9	Participating	Did not hold the meeting
14.	Mr. RAWI CORSIRI (Director)	2 Apr 2022	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.	Mr. CHANIN VONGKUSOLKIT (Chairman of the board)	-	468,000.00	3,575,098.00	Yes
2.	Mr. METEE AUAPINYAKUL (Director)	-	360,000.00	2,750,075.00	Yes
3.	Mr. VERAJET VONGKUSOLKIT (Director)	-	690,000.00	2,750,075.00	Yes
4.	Mr. ONGART AUAPINYAKUL (Director)	-	360,000.00	2,750,075.00	Yes
5.	Mr. TEERANA BHONGMAKAPAT (Director)	-	961,200.00	2,750,075.00	Yes
6.	Mr. SUTHAD SETBOONSARNG (Director)	-	864,000.00	2,750,075.00	Yes
7.	Mr. BUNTOENG VONGKUSOLKIT (Director)	-	564,000.00	2,750,075.00	Yes
8.	Mrs. SOMRUEDEE CHAIMONGKOL (Director)	-	0.00	2,750,075.00	Yes

9.	Mr. ANON SIRISAENG TAKSIN (Director)	-	753,000.00	2,750,075.00	Yes
10.	Mr. TEERAPAT SANGUANKOTCHAKORN (Director)	-	660,000.00	2,750,075.00	Yes
11.	Mr. PICHAJ DUSDEEKULCHAI (Director)	-	804,000.00	2,750,075.00	Yes
12.	Mr. PIRIYA KHEMPON (Director)	-	846,000.00	2,750,075.00	Yes
13.	Mr. SARAYUTH SAENGCHAN (Director)	-	480,000.00	540,000.00	Yes
14.	Mr. RAWI CORSIRI (Director)	2 Apr 2022	300,000.00	2,210,075.00	Yes

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 9

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