



# **Annual Registration Statement / Annual Report**

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

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

**THAI OIL 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 : THAI OIL PUBLIC COMPANY LIMITED

Symbol : TOP

Address : 555/1 Energy Complex Building A, 11th Floor, Vibhavadi Rangsit Road, Chatuchak, Chatuchak

Province : Bangkok

Postcode : 10900

Business : Thailoil is Thailand's largest refinery and supplier of petroleum products. Founded in 1961, Thailoil is one of the leading and efficient refineries in Asia Pacific with the current capacity of 275,000 barrels per day. Thailoil has expanded to other related business including petrochemicals-aromatics and olefin chain, lube base oil, power generation, LAB (an intermediate in the production of cleaning agents), solvents/chemicals. In addition, there are also ethanol and supporting businesses such as pipeline transportation, ethanol, recruitment services for Thailoil and Subsidiaries, as well as Treasury Center to enhance Thailoil and Subsidiaries' capability of financial management.

Registration Number : 0107547000711

Telephone : 0-2797-2999, 0-2299-0000

Website : [www.thailoilgroup.com](http://www.thailoilgroup.com)

Email : [ir@thailoilgroup.com](mailto:ir@thailoilgroup.com)

#### Total Shares Sold (shares)

Common Stock : 2,233,835,566

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2020	2021	2022
Total (Thousand baht)	259,393,000.00	348,998,000.00	548,158,000.00
Oil Refinery (Thousand baht)	224,689,000.00	286,217,000.00	472,718,000.00
Other income (Thousand baht)	34,704,000.00	62,781,000.00	75,440,000.00
	2020	2021	2022
Total (%)	100.00	100.00	100.00
Oil Refinery (%)	86.62	82.01	86.24
Other income (%)	13.38	17.99	13.76

#### By Geographical Area or Market

	2020	2021	2022
Total (Thousand baht)	259,393,000.00	348,998,000.00	548,158,000.00
Domestic (Thousand baht)	223,520,000.00	287,155,000.00	500,337,000.00
International (Thousand baht)	35,873,000.00	61,843,000.00	47,821,000.00
Singapore (Thousand baht)	7,179,425.00	29,514,908.00	1,297,075.00
China (Thousand baht)	45,706.00	14,029,713.00	6,192,577.00
Nigeria (Thousand baht)	45,166.00	72,267.00	9,814,989.00
Other income (Thousand baht)	28,602,703.00	18,226,112.00	30,516,359.00
	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	86.17	82.28	91.28

International (%)	13.83	17.72	8.72
Singapore (%)	20.01	47.73	2.71
China (%)	0.13	22.69	12.95
Nigeria (%)	0.13	0.12	20.52
Other income (%)	79.73	29.47	63.81

## 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)	2020	2021	2022
R&D expenses in the past 3 years	82.00	28.00	13.00

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Strategic 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

#### Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects
- Business operations that have no commercial results
- Safety, occupational health, and working environment
- Climate change and disasters

#### Compliance Risk

- Change in laws and regulations
- Corporate Governance

#### Financial Risk



- Insufficient sources of funding

# 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.thaioilgroup.com/home/content.aspx?id=152&lang=th>

### 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.thaioilgroup.com/upload/content\\_file/202206271635\\_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%B8%E0%B8%93%E0%B8%A0%E0%B8%B2%E0](https://www.thaioilgroup.com/upload/content_file/202206271635_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%B8%E0%B8%93%E0%B8%A0%E0%B8%B2%E0)

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
Diesel (Litre)	N/A	N/A	507,073.45
Gasoline (Litre)	N/A	N/A	3,909.76
Fuel oil (liters)	N/A	N/A	112,623,182.79
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	N/A	N/A	34,849,365,124.99
LPG (Kilogram)	N/A	N/A	119,411.00

Coal (tonnes)	25,915.00	26,957.00	25,350.71
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• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	972,237,000.00	980,290,000.00	1,059,335,000.00

**Water management**

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	3,340,000.00	3,880,000.00	3,670,000.00

**Waste management**

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	2,619,000.00	784,000.00	1,364,000.00
Hazardous waste (kg)	8,201,000.00	5,078,000.00	9,586,000.00
<b>Total (kg)</b>	<b>10,820,000.00</b>	<b>5,862,000.00</b>	<b>10,950,000.00</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	3,026,639.00	3,149,000.00	3,264,004.73
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
Scope 3 (Tons of carbon dioxide equivalents)	26,501,346.00	26,801,573.00	27,255,195.00
<b>Total (Tons of carbon dioxide equivalents)</b>	<b>29,527,985.00</b>	<b>29,950,573.00</b>	<b>30,519,199.73</b>

- **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA Thailand

## Social Aspect (3.4)

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

Human Rights Policy : Yes

URL of human rights policy : [https://www.thaioilgroup.com/upload/content\\_file/202106291002\\_TOPHumanRightsPolicyinWorkplace\\_TH](https://www.thaioilgroup.com/upload/content_file/202106291002_TOPHumanRightsPolicyinWorkplace_TH)

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

	2020	2021	2022
Number of male employees (persons)	1,329	1,351	1,369
Number of female employees (persons)	420	448	482
<b>Total (persons)</b>	<b>1,749</b>	<b>1,799</b>	<b>1,851</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	2,051,396,000.00	2,430,792,135.00	2,594,609,210.00

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	278	293	316
Employee development and training expenses (baht)	473,000,000.00	422,000,000.00	589,000,000.00

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

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	2	1	1

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	1.03	1.17	2.81

• **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.thaioilgroup.com//home/content.aspx?id=29>

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

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

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

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

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

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

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

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

### Board of Directors (7.2)

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

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	14	93.33
Number of female directors	1	6.67
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	8	53.33

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Prof.Dr. SUPOT TEACHAVORASINSKUN Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	1 Dec 2020	Governance/ Compliance, Engineering, Corporate Management

2.	ACM SUTTIPONG INSEYONG Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Political Science and Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	1 Feb 2016	Engineering, Law, Governance/ Compliance, Corporate Management
3.	POL. GEN. AEK ANGSAANANT Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	7 Apr 2017	Law, Governance/ Compliance, Corporate Management
4.	Assoc. Prof. PASU DECHARIN Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Management of Technology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	11 Apr 2018	Accounting, Finance, Governance/ Compliance, Corporate Management
5.	Ms. PANNALIN MAHAWONGTIKUL Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	1 Oct 2018	Accounting, Governance/ Compliance, Finance, Energy & Utilities, Corporate Management

6.	<p>GEN. KUKIAT SRINAKA</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	1 Jan 2019	Law, Governance/ Compliance, Corporate Management
7.	<p>Mr. PRAPHAISITH TANKEYURA</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>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	1 Sep 2019	Accounting, Finance, Law, Economics, Governance/ Compliance, Corporate Management
8.	<p>Dr. BURANIN RATTANASOMBAT</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Management</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>	18 Sep 2020	Energy & Utilities, Governance/ Compliance, Information & Communication Technology, Corporate Management
9.	<p>Mr. TERDKIAT PROMMOOL</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</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>	1 Oct 2020	Energy & Utilities, Engineering, Governance/ Compliance, Information & Communication Technology, Corporate Management

10.	Mr. PLAKORN WANGLEE Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration (Finance) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	1 Nov 2020	Accounting, Finance, Governance/ Compliance, Corporate Management
11.	Dr. SOMPOP PATTANARIYANKOOL Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	7 Apr 2021	Energy & Utilities, Economics, Corporate Management, Governance/ Compliance
12.	Mr. PAILIN CHUCHOTTAWORN Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	1 May 2021	Energy & Utilities, Engineering, Governance/ Compliance, Corporate Management, Information & Communication Technology
13.	Mr. SUCHAT RAMARCH Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Arts (Social Development Administration) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	1 Oct 2021	Energy & Utilities, Engineering, Governance/ Compliance, Corporate Management

14.	Dr. Veerapat Kiatfuengfoo Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Development Studies Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	1 Feb 2023	Energy & Utilities, Economics, Information & Communication Technology, Governance/ Compliance, Corporate Management
15.	Mr. Bandhit Thamprajamchit Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	1 Jan 2023	Energy & Utilities, Engineering, Corporate Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. WIRAT UANARUMIT Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration (Financial Management) Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 1 Sep 2019 Date directorship ended: 30 Sep 2022	Mr. NOPPADOL PINSUPA Date position was assumed: 30 Sep 2022
2. Dr. PRASERT SINSUKPRASERT Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Energy Management and Policy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 7 Apr 2021 Date directorship ended: 1 Dec 2022	Dr. Veerapat Kiatfuengfoo Date position was assumed: 1 Feb 2023

3.	Mr. NOPPADOL PINSUPA	Director	Date position was	Mr. Bandhit Thamprajamchit
	Gender: Male	(Executive)	assumed:	Date position was assumed:
	Age: 58 years old		30 Sep 2022	1 Jan 2023
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Engineering		1 Jan 2023	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

### Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda  
of the Board of Directors' meetings : No



## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	POL. GEN. AEK ANGSAANONT Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	18 Sep 2020	Law, Governance/ Compliance, Corporate Management
2.	Assoc. Prof. PASU DECHARIN Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Management of Technology Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	7 Apr 2021	Accounting, Finance, Governance/ Compliance, Corporate Management
3.	Mr. PRAPHAISITH TANKEYURA [1] Gender: Male Age: 68 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	23 Jun 2020	Accounting, Finance, Law, Economics, Governance/ Compliance, Corporate Management

4.	Mr. PLAKORN WANGLEE [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration (Finance) Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	29 Apr 2022	Accounting, Finance, Governance/ Compliance, Corporate Management
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[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
Corporate Governance and Sustainability Committee	POL. GEN. AEK ANGSAANONT	Chairman
	GEN. KUKIAT SRINAKA	Member
	Dr. SOMPOP PATTANARIYANKOOL	Member
Nomination and Remuneration Committee	ACM SUTTIPONG INSEYONG	Chairman
	Assoc. Prof. PASU DECHARIN	Member
	Mr. TERDKIAT PROMMOOL	Member
Risk Management Committee	Mr. PAILIN CHUCHOTTAWORN	Chairman
	Dr. BURANIN RATTANASOMBAT	Member
	Ms. PANNALIN MAHAWONGTIKUL	Member
	Mr. Bandhit Thamprajamchit	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : Corporate Governance and Sustainability Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Bandhit Thamprajamchit Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering	President and Chief Executive Officer	1 Jan 2023	Energy & Utilities, Engineering, Corporate Management, Governance/ Compliance
2. Mr. Jeerawat Pattanasomsit Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Science	Executive Vice President-Power, New Business and Digitalization	1 Jan 2021	Energy & Utilities, Engineering, Petrochemicals & Chemicals
3. Mr. Chatapong Wungtanagorn Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineer / Management	Executive Vice President-Corporate Commercial	1 Apr 2016	Energy & Utilities, Engineering, Corporate Management
4. Mr. Charlee Balmongkol Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering	Executive Vice President-CFP Project Director	22 Apr 2019	Energy & Utilities, Engineering

5.	Mr. Rathakorn Kampanathsanyakorn Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Science	Executive Vice President-Strategy	1 Oct 2021	Energy & Utilities, Engineering
6.	Mrs. Rungnapa Janchookiat Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Engineering	Executive Vice President-Operation Excellence	1 Jul 2020	Energy & Utilities, Engineering
7.	Mrs. Wanida Boonpiraks [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President-Finance and Accounting	1 Jan 2021	Energy & Utilities, Accounting, Finance, Corporate Management
8.	Mr. Viroj Meenaphant Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President-Corporate Governance and Affairs	1 Jul 2019	Energy & Utilities, Engineering, Corporate Management, Governance/ Compliance
9.	Mr. Viroj Wongsathirayakhun Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science	Executive Vice President Organization Effectiveness	1 Apr 2019	Energy & Utilities, Corporate Management
10.	Mr. Santi Wasanasiri Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President-Petrochemical Business	1 Jul 2022	Petrochemicals & Chemicals, Energy & Utilities, Engineering
11.	Mr. Surachai Saengsamran Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President-CFP Project Sponsor	22 Oct 2018	Energy & Utilities, Engineering

12.	Ms. Torsang Chaipravat Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Vice President- Financial Planning	1 Jan 2021	Energy & Utilities, Economics, Corporate Management
13.	Mrs. Tarika Devahastin Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Finance	Vice President- Treasury	1 Jan 2021	Energy & Utilities, Finance
14.	Ms. Wanwisa Yanchinda [2] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Vice President- Accounting	1 Oct 2020	Energy & Utilities, Accounting, Corporate 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)	241,920,000.00	246,500,000.00	339,970,000.00

### 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) : 1,369

Number of female employees (persons) : 482

Total (persons) : 1,851

#### Employee Remuneration

Total employee remuneration : 2,594,609,210.00

#### Provident fund

Total number of employees (persons) : 1,851

Number of employees contributing to the PVD (persons) : 1,702

Percentage of employees who are members (%) : 91.95

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Wanwisa Yanchinda	wanwisa@thaioilgroup.com	082-616-5156

- Company secretary

General information	Email	Telephone
1. Mr. Viroj Meenaphant	virojm@thaioilgroup.com	08-1916-7903

- Head of internal audit

General information	Email	Telephone
1. Ms. Rungtip Maneesarachun	rungtip@thaioilgroup.com	08-1904-2945

- Head of compliance unit

General information	Email	Telephone
1. Mr. Viroj Meenaphant	virojm@thaioilgroup.com	08-1916-7903

• Head of investor relations

General information	Email	Telephone
1. Ms. Chuleeyon Leangreunrom	chuleeyon@thaioilgroup.com	08-6901-1844

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. Waraporn Prapasirikul Email: ey.thailand@th.ey.com Telephone: -	7,258,526.00	Details: For other services, including a consultant fee for the Right offering of newly issued ordinary share and verification of compliance with the BOI Investment Promotion Certificate to the auditor's company. Total service fee (baht): 5,200,000.00



# 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. GEN. KUKIAT SRINAKA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 1 Jan 2019	Law, Governance/ Compliance, Corporate Management
2. Dr. BURANIN RATTANASOMBAT Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 18 Sep 2020	Energy & Utilities, Governance/ Compliance, Information & Communication Technology, Corporate Management
3. Mr. TERDKIAT PROMMOOL Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 1 Oct 2020	Energy & Utilities, Engineering, Governance/ Compliance, Information & Communication Technology, Corporate Management

4.	Mr. PLAKORN WANGLEE Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration (Finance) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 1 Nov 2020	Accounting, Finance, Governance/ Compliance, Corporate Management
5.	Mr. SUCHAT RAMARCH Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Arts (Social Development Administration) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 1 Oct 2021	Energy & Utilities, Engineering, Governance/ Compliance, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Dr. Veerapat Kiatfuengfoo Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Development Studies Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Feb 2023	Energy & Utilities, Economics, Information & Communication Technology, Governance/ Compliance, Corporate Management
2. Mr. Bandhit Thamprajamchit Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jan 2023	Energy & Utilities, Engineering, Corporate Management, Governance/ Compliance

## Development of directors over the past year

List of directors	Position	Participated in director development program
Prof.Dr. SUPOT TEACHAVORASINSKUN	Chairman of the board	Participating
ACM SUTTIPONG INSEYONG	Director	Participating
POL. GEN. AEK ANGSAANANT	Director	Participating
Assoc. Prof. PASU DECHARIN	Director	Participating
Ms. PANNALIN MAHAWONGTIKUL	Director	Participating
GEN. KUKIAT SRINAKA	Director	Non-participating
Mr. PRAPHAISITH TANKEYURA	Director	Participating
Dr. BURANIN RATTANASOMBAT	Director	Participating
Mr. TERDKIAT PROMMOOL	Director	Non-participating
Mr. PLAKORN WANGLEE	Director	Participating
Dr. SOMPOP PATTANARIYANKOOL	Director	Participating
Mr. PAILIN CHUCHOTTAWORN	Director	Participating
Mr. SUCHAT RAMARCH	Director	Participating
Dr. Veerapat Kiatfuengfoo	Director	N/A
Mr. Bandhit Thamprajamchit	Director	N/A
Mr. WIRAT UANARUMIT	Director	Participating
Dr. PRASERT SINSUKPRASERT	Director	Participating
Mr. NOPPADOL PINSUPA	Director	Non-participating

## Directors' performance assessment

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

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

### Meeting attendance of the board of directors

Number of board meetings (times) : 18

Date of AGM meeting : 7 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Prof.Dr. SUPOT TEACHAVORASINSKUN (Chairman of the board)	-	18/18	Participating	Did not hold the meeting
2. ACM SUTTIPONG INSEYONG (Director)	-	18/18	Participating	Did not hold the meeting
3. POL. GEN. AEK ANGSAANONT (Director)	-	18/18	Participating	Did not hold the meeting
4. Assoc. Prof. PASU DECHARIN (Director)	-	18/18	Participating	Did not hold the meeting
5. Ms. PANNALIN MAHAWONGTIKUL (Director)	-	18/18	Participating	Did not hold the meeting
6. GEN. KUKIAT SRINAKA (Director)	-	18/18	Participating	Did not hold the meeting
7. Mr. PRAPHAISITH TANKEYURA (Director)	-	18/18	Participating	Did not hold the meeting
8. Dr. BURANIN RATTANASOMBAT (Director)	-	18/18	Participating	Did not hold the meeting
9. Mr. TERDKIAT PROMMOOL (Director)	-	17/18	Participating	Did not hold the meeting
10. Mr. PLAKORN WANGLEE (Director)	-	18/18	Participating	Did not hold the meeting

11.	Dr. SOMPOP PATTANARIYANKOOL (Director)	-	17/18	Participating	Did not hold the meeting
12.	Mr. PAILIN CHUCHOTTAWORN (Director)	-	17/18	Participating	Did not hold the meeting
13.	Mr. SUCHAT RAMARCH (Director)	-	18/18	Participating	Did not hold the meeting
14.	Dr. Veerapat Kiatfuengfoo (Director)	-	0/0	Non-participating	Did not hold the meeting
15.	Mr. Bandhit Thamprajamchit (Director)	-	0/0	Non-participating	Did not hold the meeting
16.	Mr. WIRAT UANARUMIT (Director)	30 Sep 2022	15/15	Participating	Did not hold the meeting
17.	Dr. PRASERT SINSUKPRASERT (Director)	1 Dec 2022	16/17	Participating	Did not hold the meeting
18.	Mr. NOPPADOL PINSUPA (Director)	1 Jan 2023	3/3	Non-participating	Did not hold the meeting

## Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Prof.Dr. SUPOT TEACHAVORASINSKUN (Chairman of the board)	-	900,000.00	3,915,365.83	No
2.	ACM SUTTIPONG INSEYONG (Director)	-	945,000.00	3,132,292.67	No
3.	POL. GEN. AEK ANGSANANONT (Director)	-	1,507,500.00	3,132,292.67	No
4.	Assoc. Prof. PASU DECHARIN (Director)	-	1,350,000.00	3,132,292.67	No
5.	Ms. PANNALIN MAHAWONGTIKUL (Director)	-	945,000.00	3,132,292.67	No
6.	GEN. KUKIAT SRINAKA (Director)	-	900,000.00	3,132,292.67	No
7.	Mr. PRAPHAISITH TANKEYURA (Director)	-	1,170,000.00	3,132,292.67	No
8.	Dr. BURANIN RATTANASOMBAT (Director)	-	956,250.00	3,132,292.67	No
9.	Mr. TERDKIAT PROMMOOL (Director)	-	860,000.00	3,132,292.67	No

10.	Mr. PLAKORN WANGLEE (Director)	-	1,170,000.00	3,132,292.67	No
11.	Dr. SOMPOP PATTANARIYANKOOL (Director)	-	680,000.00	2,459,327.21	No
12.	Mr. PAILIN CHUCHOTTAWORN (Director)	-	905,000.00	3,132,292.67	No
13.	Mr. SUCHAT RAMARCH (Director)	-	720,000.00	1,238,276.50	No
14.	Dr. Veerapat Kiatfuengfoo (Director)	-	N/A	N/A	No
15.	Mr. Bandhit Thamprajamchit (Director)	-	N/A	N/A	No
16.	Mr. WIRAT UANARUMIT (Director)	30 Sep 2022	735,000.00	2,832,292.67	No
17.	Dr. PRASERT SINSUKPRASERT (Director)	1 Dec 2022	820,000.00	2,159,327.21	No
18.	Mr. NOPPADOL PINSUPA (Director)	1 Jan 2023	210,000.00	151,666.67	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) : 10

	List of directors	Termination date	Number of the audit committee meeting
1.	POL. GEN. AEK ANGSAANANONT (Chairman of the audit committee)	-	10/10
2.	Assoc. Prof. PASU DECHARIN (Audit committee)	-	10/10
3.	Mr. PRAPHAISITH TANKEYURA (Audit committee)	-	10/10
4.	Mr. PLAKORN WANGLEE (Audit committee)	-	10/10