



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

B.GRIMM POWER 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 : B.GRIMM POWER PUBLIC COMPANY LIMITED

Symbol : BGRIM

Address : No. 5 Grungthepgreetha Road, Hua Mhark, Bang Kapi

Province : Bangkok

Postcode : 10240

Business : A holding company holding shares in other companies of which the core business is generation and sale of electricity and steam and related business in Thailand and other countries.

Registration Number : 0107559000427

Telephone : 0-2710-3400

Fax (if applicable) : 0-2379-4245

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

Email : ir@bgrimmpower.com

Total Shares Sold (shares)

Common Stock : 2,606,900,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	44,086,854.22	46,628,329.05	62,395,265.03
Electricity sales EGAT (Thousand baht)	28,330,100.09	29,766,266.64	42,531,063.74
Electricity sales IUs - Thailand (Thousand baht)	9,269,531.04	10,778,911.25	12,933,654.97
Electricity sales IUs - Vietnam (Thousand baht)	1,214,205.13	1,347,606.17	1,541,972.98
Electricity sales PEA / MEA / Rooftop (Thousand baht)	771,578.92	876,574.70	1,052,793.47
Electricity sales EDL (Thousand baht)	338,405.55	376,650.22	450,086.17
Electricity sales EVN (Thousand baht)	2,941,225.39	2,257,060.70	2,131,581.79
Electricity sales EDC (Thousand baht)	6,583.74	151,622.39	163,700.73
Steam sales (Thousand baht)	894,372.38	799,239.47	1,026,058.67
Demineralised water sales (Thousand baht)	43,567.49	45,162.69	47,894.12
Other income (Thousand baht)	277,284.49	229,234.82	516,458.39
	2020	2021	2022
Total (%)	100.00	100.00	100.00
Electricity sales EGAT (%)	64.26	63.84	68.16
Electricity sales IUs - Thailand (%)	21.03	23.12	20.73
Electricity sales IUs - Vietnam (%)	2.75	2.89	2.47
Electricity sales PEA / MEA / Rooftop (%)	1.75	1.88	1.69
Electricity sales EDL (%)	0.77	0.81	0.72
Electricity sales EVN (%)	6.67	4.84	3.42

Electricity sales EDC (%)	0.01	0.33	0.26
Steam sales (%)	2.03	1.71	1.64
Demineralised water sales (%)	0.10	0.10	0.08
Other income (%)	0.63	0.49	0.83

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	44,086,854.22	46,628,329.05	62,395,265.03
Domestic (Thousand baht)	39,473,957.53	42,318,346.53	57,690,499.62
International (Thousand baht)	4,612,896.69	4,309,982.52	4,704,765.41
Laos (Thousand baht)	450,882.44	459,432.14	450,086.17
Vietnam (Thousand baht)	4,155,430.51	3,604,666.86	3,673,554.77
Cambodia (Thousand baht)	6,583.74	153,947.99	166,250.65
South Korea (Thousand baht)	0.00	0.00	236,553.75
Philippines (Thousand baht)	0.00	91,935.53	178,320.07
Malaysia (Thousand baht)	0.00	0.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	89.54	90.76	92.46
International (%)	10.46	9.24	7.54
Laos (%)	9.77	10.66	9.57
Vietnam (%)	90.08	83.64	78.08
Cambodia (%)	0.14	3.57	3.53
South Korea (%)	0.00	0.00	5.03

Philippines (%)	0.00	2.13	3.79
Malaysia (%)	0.00	0.00	0.00

*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 : Yes

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	219,264.49	180,607.39	274,533.79

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)

Safety, Occupational Health and the Environment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Safety, occupational health, and working environment
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Corporate Governance

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Compliance Risk

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

Climate Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- 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

Operational Risk

- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Fluctuation in return on assets or investment

Cybersecurity

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Data Security

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Risk to Securities Holder (2.2.2)

Securities Holders' Investment Risks

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk from major shareholder

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

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://bgrim.listedcompany.com/misc/one-report/20230324-bgrim-one-report-2022-th.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.bgrimmpower.com/storage/content/sustaibability/download/20220805-occupational-health-safety-environment-policy-th.pdf>

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
Natural gas (Standard cubic feet)	101,167,751,000.00	105,564,921,365.07	96,312,764,006.83

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	1,970,000.00	5,312,000.00	79,469,000.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	8,730,000.00	3,720,000.00	3,610,000.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	2,291,690.00	1,776,130.00	2,215,040.00
Hazardous waste (kg)	155,110.00	122,776.00	210,560.00
Total (kg)	2,446,800.00	1,898,906.00	2,425,600.00

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)	5,395,590.00	5,582,079.00	5,139,623.00
Scope 2 (Tons of carbon dioxide equivalents)	1,225.00	2,959.00	6,102.20
Scope 3 (Tons of carbon dioxide equivalents)	322,878.23	332,031.52	N/A
Total (Tons of carbon dioxide equivalents)	5,719,693.23	5,917,069.52	5,145,725.20

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

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

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : <https://www.bgrimmpower.com/storage/content/sustaibability/download/human-rights-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	773	741	808
Number of female employees (persons)	333	308	353
Total (persons)	1,106	1,049	1,161

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	1,763,955,118.00	1,487,716,544.00	1,423,290,313.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	30	35	43
Employee development and training expenses (baht)	16,914,508.00	8,467,443.00	19,050,695.00

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	3	0

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	3.07	4.86	7.24

• **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.bgrimpower.com/storage/content/corporate-governance/download/corporate-governance/20230127-bgrim-corporate-governance-policy-th.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	10	100.00
Number of male directors	5	50.00
Number of female directors	5	50.00
Number of executive directors	1	10.00
Number of non-executive directors	9	90.00
Number of independent directors	6	60.00

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. Khunying SUCHADA KIRANANDANA Gender: Female Age: 76 years old Highest level of education: Doctoral degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	11 Nov 2020	Economics, Food & Beverage, Property Development, Commerce, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Statistics, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance, Energy & Utilities

2.	Mr. PAKORN THAVISIN Gender: Male Age: 83 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	22 Apr 2021	Finance & Securities, Property Development, Finance, Commerce, Energy & Utilities, Corporate Social Responsibility, Sustainability, Audit, Governance/ Compliance, Leadership
3.	Mrs. ANCHALEE CHAVANICH Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	8 Jun 2016	Petrochemicals & Chemicals, Energy & Utilities, Commerce, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Audit, Internal Control, Governance/ Compliance
4.	Mr. ANUSORN SANGNIMNUAN Gender: Male Age: 68 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	8 Jun 2016	Petrochemicals & Chemicals, Property Development, Energy & Utilities, Commerce, Information & Communication Technology, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Risk Management, Audit, Governance/ Compliance
5.	Ms. CAROLINE LINK Gender: Female Age: 40 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 2009	Food & Beverage, Personal Products & Pharmaceuticals, Insurance, Automotive, Industrial Materials & Machinery, Property Development, Energy & Utilities, Commerce, Health Care Services, Tourism & Leisure, Electronic Components, Marketing, Finance, Corporate Social Responsibility, Sustainability, Human Resource Management, Brand Management, Corporate Management, Leadership, Governance/ Compliance

6.	<p>Mrs. KATEVALEE NAPASAB</p> <p>Gender: Female</p> <p>Age: 67 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>	8 Jun 2016	<p>Economics, Property Development, Energy & Utilities, Commerce, Law, Accounting, Finance, Corporate Social Responsibility, Sustainability, Governance/ Compliance</p>
7.	<p>Mr. SOMKIAT SIRICHATCHAI</p> <p>Gender: Male</p> <p>Age: 58 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, Independent director)</p> <p>Director type: Original director</p>	8 Jun 2016	<p>Insurance, Energy & Utilities, Risk Management, Governance/ Compliance, Banking, Transportation & Logistics, Human Resource Management, Corporate Social Responsibility, Sustainability, IT Management, Engineering, Finance & Securities, Finance, Leadership</p>
8.	<p>Mrs. SUNEE SORNCHAITANASUK</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Communication Management</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>	26 Apr 2018	<p>Petrochemicals & Chemicals, Property Development, Energy & Utilities, Commerce, Accounting, Finance, Corporate Social Responsibility, Sustainability, Audit, Governance/ Compliance, Tourism & Leisure, Leadership, Risk Management</p>
9.	<p>Mr. FELIX DANAI LINK</p> <p>Gender: Male</p> <p>Age: 39 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Commercial and Residential Real Estate Management</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 Apr 2021	<p>Property Development, Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Tourism & Leisure, Leadership</p>

10. Mr. HARALD LINK	Director	19 Jul 2017	Economics, Food & Beverage,
Gender: Male	(Executive)		Fashion, Home & Office
Age: 67 years old			Products, Personal Products &
Highest level of education:	Director type: Re-elected		Pharmaceuticals, Insurance,
Honorary degree	as director		Automotive, Industrial
Major: Management			Materials & Machinery,
Thai nationality: Yes			Petrochemicals & Chemicals,
Residing in Thailand: Yes			Steel, Property Development,
			Energy & Utilities, Commerce,
			Health Care Services, Tourism
			& Leisure, Transportation &
			Logistics, Information &
			Communication Technology,
			Marketing, Finance,
			Accounting, Corporate Social
			Responsibility, Human
			Resource Management,
			Sustainability,
			Procurement, Digital
			Marketing, Brand Management,
			Negotiation, Project
			Management, Corporate
			Management, Change
			Management, Leadership,
			Strategic Management, Risk
			Management, Governance/
			Compliance, Budgeting

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.	<p>Mrs. ANCHALEE CHAVANICH</p> <p>Gender: Female</p> <p>Age: 72 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>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	9 Nov 2018	<p>Petrochemicals & Chemicals, Energy & Utilities, Commerce, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Audit, Internal Control, Governance/ Compliance</p>
2.	<p>Mr. ANUSORN SANGNIMNUAN</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	9 Sep 2016	<p>Petrochemicals & Chemicals, Property Development, Energy & Utilities, Commerce, Information & Communication Technology, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Risk Management, Audit, Governance/ Compliance</p>
3.	<p>Mrs. SUNEI SORNCHAITANASUK [1]</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Communication Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Apr 2018	<p>Petrochemicals & Chemicals, Property Development, Energy & Utilities, Commerce, Accounting, Finance, Corporate Social Responsibility, Sustainability, Audit, Governance/ Compliance, Tourism & Leisure, Leadership, Risk Management</p>

[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
Nomination and Compensation Committee	Mr. SOMKIAT SIRICHATCHAI	Chairman
	Ms. CAROLINE LINK	Member
	Khunying SUCHADA KIRANANDANA	Member
	Mrs. KATEVALEE NAPASAB	Member
Corporate Governance and Sustainability Committee	Mr. ANUSORN SANGNIMNUAN	Chairman
	Mr. SOMKIAT SIRICHATCHAI	Member
	Mrs. ANCHALEE CHAVANICH	Member
	Mrs. SUNEI SORNCHAITANASUK	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Sustainability Committee
Sub-committees responsible for nomination	: Nomination and Compensation Committee
Sub-committees responsible for remuneration	: Nomination and Compensation Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: 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. HARALD LINK Gender: Male Age: 67 years old Highest level of education: Honorary degree Major: Management	PRESIDENT	15 Dec 2020	Economics, Food & Beverage, Fashion, Home & Office Products, Personal Products & Pharmaceuticals, Insurance, Automotive, Industrial Materials & Machinery, Petrochemicals & Chemicals, Steel, Property Development, Energy & Utilities, Commerce, Health Care Services, Tourism & Leisure, Transportation & Logistics, Information & Communication Technology, Marketing, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting
2. Mr. Peradach Patanachan Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law	Senior Executive Vice President - Corporate Legal and North Asia Plus	1 Mar 2007	Energy & Utilities, Law, Corporate Social Responsibility, Sustainability, Negotiation, Project Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance

3.	<p>Mr. Nopadej Karnasuta</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p>	<p>Senior Executive Vice President – Investment, Innovation and Sustainab</p>	30 Mar 2015	<p>Economics, Banking, Finance & Securities, Energy & Utilities, Commerce, Finance, Accounting, Corporate Social Responsibility, Sustainability, Project Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting</p>
4.	<p>Mr. Arunphun Pootong</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Executive Vice President Engineering, and Middle East Region and LNG</p>	25 Apr 2019	<p>Energy & Utilities, Corporate Social Responsibility, Sustainability, Engineering, Project Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance</p>
5.	<p>Mr. Cherdchai Yiwlek</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Executive Vice President Business Service and Project Development</p>	23 Apr 2021	<p>Energy & Utilities, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Risk Management, Governance/ Compliance</p>
6.	<p>Mr. Don Tayatan</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Executive Vice President Customer Relations and Operation Management</p>	23 Apr 2021	<p>Energy & Utilities, Corporate Social Responsibility, Sustainability, Engineering, Risk Management, Governance/ Compliance, Project Management, Negotiation</p>

7.	Ms. Siriwong Borvornboonrutai [1] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Finance	Executive Vice President Finance and Accounting	24 Apr 2017	Finance & Securities, Banking, Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Sustainability, Procurement, Data Analysis, Project Management, Statistics, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting
8.	Mr. Saroche Arunpairojkul Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President Customer Relations and Operation Management	1 Jan 2023	Energy & Utilities, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Project Management, Risk Management, Governance/ Compliance
9.	Ms. Porntip Tangpombundit [2] Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Accounting	Executive Vice President Financial & Accounting Hub	1 Jan 2014	Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Analysis, Governance/ Compliance

[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)	132,364,718.00	165,207,391.00	98,662,027.00

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) : 808

Number of female employees (persons) : 353

Total (persons) : 1,161

Employee Remuneration

Total employee remuneration : 1,423,290,313.00

Provident fund

Total number of employees (persons) : 1,161

Number of employees contributing to the PVD (persons) : 944

Percentage of employees who are members (%) : 81.31

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. Khunying SUCHADA KIRANANDANA Gender: Female Age: 76 years old Highest level of education: Doctoral degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 11 Nov 2020	Economics, Food & Beverage, Property Development, Commerce, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Statistics, Data Analysis, Leadership, Strategic Management, Risk Management, Audit, Governance/ Compliance, Energy & Utilities
2. Mrs. ANCHALEE CHAVANICH Gender: Female Age: 72 years old Highest level of education: Master'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: 8 Jun 2016	Petrochemicals & Chemicals, Energy & Utilities, Commerce, Transportation & Logistics, Corporate Social Responsibility, Sustainability, Engineering, Leadership, Audit, Internal Control, Governance/ Compliance

3.	Mr. HARALD LINK	Director (Executive)	Date position was assumed: 19 Jul 2017	Economics, Food & Beverage, Fashion, Home & Office Products, Personal Products & Pharmaceuticals, Insurance, Automotive, Industrial Materials & Machinery, Petrochemicals & Chemicals, Steel, Property Development, Energy & Utilities, Commerce, Health Care Services, Tourism & Leisure, Transportation & Logistics, Information & Communication Technology, Marketing, Finance, Accounting, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Governance/ Compliance, Budgeting
	Gender: Male			
	Age: 67 years old			
	Highest level of education:	Director type: Re-elected as director		
	Honorary degree			
	Major: Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Khunying SUCHADA KIRANANDANA	Director	Participating
Mr. PAKORN THAVISIN	Chairman of the board	N/A
Mrs. ANCHALEE CHAVANICH	Director	Participating
Mr. ANUSORN SANGNIMNUAN	Director	N/A
Ms. CAROLINE LINK	Director	N/A
Mrs. KATEVALEE NAPASAB	Director	N/A
Mr. SOMKIAT SIRICHATCHAI	Director	Participating

Mrs. SUNEE SORNCHAITANASUK	Director	N/A
Mr. FELIX DANAI LINK	Director	N/A
Mr. HARALD LINK	Director	N/A

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) : 16

Date of AGM meeting : 27 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Khunying SUCHADA KIRANANDANA (Director)	-	16/16	Participating	Did not hold the meeting
2. Mr. PAKORN THAVISIN (Chairman of the board)	-	14/16	Participating	Did not hold the meeting
3. Mrs. ANCHALEE CHAVANICH (Director)	-	15/16	Participating	Did not hold the meeting
4. Mr. ANUSORN SANGNIMNUAN (Director)	-	16/16	Participating	Did not hold the meeting
5. Ms. CAROLINE LINK (Director)	-	13/16	Participating	Did not hold the meeting
6. Mrs. KATEVALEE NAPASAB (Director)	-	14/16	Participating	Did not hold the meeting
7. Mr. SOMKIAT SIRICHATCHAI (Director)	-	16/16	Participating	Did not hold the meeting

8.	Mrs. SUNE SORNAITANASUK (Director)	-	16/16	Participating	Did not hold the meeting
9.	Mr. FELIX DANAI LINK (Director)	-	16/16	Participating	Did not hold the meeting
10.	Mr. HARALD LINK (Director)	-	16/16	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.	Khunying SUCHADA KIRANANDANA (Director)	-	621,500.00	2,421,000.00	No
2.	Mr. PAKORN THAVISIN (Chairman of the board)	-	408,500.00	2,304,750.00	No
3.	Mrs. ANCHALEE CHAVANICH (Director)	-	1,430,750.00	2,964,000.00	No
4.	Mr. ANUSORN SANGNIMNUAN (Director)	-	1,410,250.00	2,931,000.00	No
5.	Ms. CAROLINE LINK (Director)	-	0.00	0.00	No
6.	Mrs. KATEVALEE NAPASAB (Director)	-	536,750.00	2,421,000.00	No
7.	Mr. SOMKIAT SIRICHATCHAI (Director)	-	838,750.00	2,694,000.00	No
8.	Mrs. SUNE SORNAITANASUK (Director)	-	1,387,500.00	2,898,000.00	No
9.	Mr. FELIX DANAI LINK (Director)	-	0.00	0.00	No
10.	Mr. HARALD LINK (Director)	-	0.00	0.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 13

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. ANCHALEE CHAVANICH (Chairman of the audit committee)	-	13/13
2.	Mr. ANUSORN SANGNIMNUAN (Audit committee)	-	13/13
3.	Mrs. SUNEE SORNCHAITANASUK (Audit committee)	-	13/13