Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PTT OIL AND RETAIL BUSINESS 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	: PTT OIL AND RETAIL BUSINESS PUBLIC COMPANY LIMITED
Symbol	: OR
Address	: 555/2 Energy Complex, Building B, 12th Floor, Vibhavadi Rangsit Road, Chatuchak, Chatuchak
Province	: Bangkok
Postcode	: 10900
Business	: The company operates an integrated oil and non-oil retailing platform both in Thailand and abroad, including the sales and distribution of petroleum products and other products in retail and commercial marketing, coffee shops, other food and beverage outlets, convenience stores and space management offerings.
Registration Number	: 0107561000013
Telephone	: 0-2196-5959
Fax (if applicable)	: -
Website	: www.pttor.com
Email	: -

Total Shares Sold (shares)

Common Stock	: 12,000,000,000
Preferred Stock	: 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2020	2021	2022
Total (Thousand baht)	428,804,130.52	511,799,251.87	789,785,097.43
Mobility (Thousand baht)	391,932,632.38	468,995,118.35	722,991,233.11
Lifestyle (Thousand baht)	16,133,901.02	16,190,862.59	20,060,562.21
Global (Thousand baht)	20,737,597.12	26,613,270.93	46,733,268.98
Other (Thousand baht)	0.00	0.00	33.13

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Mobility (%)	91.40	91.64	91.54
Lifestyle (%)	3.76	3.16	2.54
Global (%)	4.84	5.20	5.92
Other (%)	0.00	0.00	0.00

By Geographical Area or Market

	2020	2021	2022
Total (Thousand baht)	428,804,130.52	511,799,251.87	789,785,097.43
Domestic (Thousand baht)	376,112,712.56	434,951,035.48	636,993,322.04
International (Thousand baht)	52,691,417.96	76,848,216.39	152,791,775.39

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	87.71	84.98	80.65

International (%)	12.29	15.02	19.35

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	37,666.49	51,607.00	53,113.93

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 from the uncertainty of Thailand's economic situation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Risk of strategic direction in business transition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Business operations of partners in the supply chain

Risk in support mechanism for the Corporate's direction

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Quality of goods and services risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment
- Impact on the environment

Supply chain risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Operational risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Impact on the environment

Corporate reputation and stakeholder relationship management risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Black Swan risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

Cybersecurity risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

IT system stability risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system

Foreign exchange risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Investment risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

Liquidity risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Compliance with the Personal Data Protection Act B.E. 2562

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

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

Extreme Weather and Natural Disaster

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Energy Transition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Risk to Securities Holder (2.2.2)

Investment risks for shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

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Risk Management Measures: No

Related Risk Topics

- 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.pttor.com/th/sustainability/sustainability_page/Sustainability-Policy-and-Strategy

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://orweb.pttor.com/th/sustainability/sustainability_page/Environmental-Management

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	623,806.13
Gasoline (Litre)	N/A	N/A	812,345.78
LPG (Kilogram)	N/A	N/A	394,340.00

- **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	61,393,989.00	55,772,420.00	60,867,275.00

Water management

- **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	1,712,322.70	1,889,284.30	2,096,400.49

Waste management

- **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	17,102,580.00	18,152,590.00	19,571,939.00
Hazardous waste (kg)	699,810.00	535,280.00	1,418,170.00
Total (kg)	17,802,390.00	18,687,870.00	20,990,109.00

Greenhouse gas management

- **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	30,991.00	27,209.00
Scope 1 (Tons of carbon dioxide equivalents)	4,074.22	3,482.85	4,426.78
Scope 2 (Tons of carbon dioxide equivalents)	21,260.25	18,766.34	25,866.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total (Tons of carbon dioxide equivalents)	25,334.47	22,249.19	30,292.78

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

Third-party verification : Yes

Name of verifying organization : KPMG Phoomchai Audit 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.pttor.com/th/sustainability/sustainability_page/Human-Rights

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)	1,007	1,011	1,044
Number of female employees (persons)	470	521	584
Total (persons)	1,477	1,532	1,628

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	458,138,220.00	483,544,716.00	520,702,555.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	17	34	17
Employee development and training expenses (baht)	8,235.12	12,018.88	11,783.70

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	0	2

- **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	1.15	2.15	2.76

- **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://orapiweb.pttor.com/uploads/documents/20221214_095910_8670.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	15	100.00
Number of male directors	13	86.67
Number of female directors	2	13.33
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	9	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. Mr. AUTTAPOL RERKPIBOON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	9 Mar 2018	Marketing, Leadership, Information & Communication Technology, Professional Services, Engineering, Energy & Utilities, Commerce, IT Management

2.	Mr. POOMSAK ARANYAKASEMSUK Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Studies (Finance) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	9 Mar 2018	Finance, Law, Accounting, Human Resource Management, Commerce, Professional Services
3.	Mr. CHAICHANA MITRPANT Gender: Male Age: 49 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	21 Sep 2018	IT Management, Professional Services, Information & Communication Technology
4.	Ms. DUANG-KAMOL CHARTPRASERT Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Sep 2018	Information & Communication Technology, Human Resource Management, IT Management, Commerce, Professional Services, Industrial Materials & Machinery
5.	Ms. DUJDUAN HETRAKUL Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Marketing and Strategic Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Sep 2018	Marketing, Information & Communication Technology, IT Management, Human Resource Management

6.	Mr. SUPAT METHEEWORAPOTE Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Finance and Business Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	23 Dec 2020	Finance, Law, Professional Services
7.	Mr. RAWIT HANUTSAHA Gender: Male Age: 43 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	7 Apr 2021	Finance, Information & Communication Technology, Human Resource Management, IT Management, Marketing
8.	Mr. 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: Original director	8 Oct 2021	IT Management, Information & Communication Technology, Engineering, Marketing, Human Resource Management, Law, Industrial Materials & Machinery, Commerce
9.	Mr. CHINTAPUN DANSUBUTRA Gender: Male Age: 52 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	26 Jan 2022	Law, IT Management, Information & Communication Technology

10.	Mr. KOBSAK POOTRAKOOL Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	7 Apr 2022	Finance, Law, Professional Services
11.	Mr. TAWATCHAI CHEEVANON Gender: Male Age: 54 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: Newly appointed director to replace ex-director	26 Dec 2022	Finance, Law, IT Management, Information & Communication Technology, Marketing
12.	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: Newly appointed director to replace ex-director	26 Dec 2022	Engineering, Information & Communication Technology, IT Management
13.	Mr. KOMOL BUAKET Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Industrial Business Development and Human Resources Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	26 Dec 2022	Engineering, Human Resource Management, Professional Services

14.	Mr. Bundhit Eua-Arporn 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: Newly appointed director to replace ex-director	10 Jan 2023	Law, Information & Communication Technology, IT Management, Engineering
15.	Mr. DISATHAT PANYARACHUN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	1 Dec 2022	

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

General information	Position	Tenure	Replacement Director
1. Ms. JIRAPHON KAWSWAT Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration (Finance) Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 22 Jan 2016 Date directorship ended: 30 Sep 2022	No replacement director
2. Mr. PIPOP UDORN Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration (Marketing) Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 21 Sep 2018 Date directorship ended: 7 Apr 2022	No replacement director

3.	Mr. KRIS IMSANG Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 21 Jan 2021 Date directorship ended: 30 Sep 2022	No replacement director
4.	Mr. TWARATH SUTABUTR Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 17 Feb 2021 Date directorship ended: 1 Nov 2022	No replacement director
5.	Mr. YANYONG DETPIRATMONGKOL Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 8 Apr 2021 Date directorship ended: 31 May 2022	No replacement director
6.	Mr. DISATHAT PANYARACHUN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 8 Oct 2021 Date directorship ended: 18 Oct 2022	No replacement director

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. KOBSAK POOTRAKOOL [1] Gender: Male Age: 54 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: Newly appointed director to replace ex-director	7 Apr 2022	Finance, Law, Professional Services
2. Mr. CHAICHANA MITRPANT Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Sep 2018	IT Management, Professional Services, Information & Communication Technology
3. Mr. SUPAT METHEEWORAPOTE [1] Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Finance and Business Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	21 Dec 2022	Finance, Law, Professional Services

4.	Mr. CHINTAPUN DANSUBUTRA [1] Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	21 Dec 2022	Law, IT Management, Information & Communication Technology
5.	Mr. Bundhit Eua-Arporn Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	10 Jan 2023	Law, Information & Communication Technology, IT Management, Engineering

[1] A director with the accounting expertise needed to review financial statements

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PIPOP UDORN [1] Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration (Marketing) Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 21 Sep 2018 Date directorship ended: 7 Apr 2022	No replacement director
2. Mr. RAWIT HANUTSAHA Gender: Male Age: 43 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)	Date position was assumed: 8 Apr 2021 Date directorship ended: 21 Dec 2022	No replacement director

3.	Mr. YANYONG DETPIRATMONGKOL Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 8 Apr 2021 Date directorship ended: 31 May 2022	No replacement director

[1] A director with the accounting expertise needed to review financial statements

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Enterprise Risk Management Committee	Mr. CHAICHANA MITRPANT	Chairman
	Mr. PIPOP UDORN	Member
	Mr. TWARATH SUTABUTR	Member
	Mr. BURANIN RATTANASOMBAT	Member
	Ms. JIRAPHON KAWSWAT	Member
	Mr. KOBSAK POOTRAKOOL	Member
	Mr. CHINTAPUN DANSUBUTRA	Member
	Mr. DISATHAT PANYARACHUN	Member
Corporate Governance and Sustainability Committee	Ms. DUANG-KAMOL CHARTPRASERT	Chairman
	Mr. CHINTAPUN DANSUBUTRA	Member
	Mr. SUPAT METHEEWORAPOTE	Member
	Mr. DISATHAT PANYARACHUN	Member
	Ms. DUJDUAN HETRAKUL	Member
	Mr. RAWIT HANUTSAHA	Member
	Mr. TAWATCHAI CHEEVANON	Member
	Mr. KOMOL BUAKET	Member
Nomination and Remuneration Committee	Mr. Bundhit Eua-Arporn	Chairman
	Mr. SUPAT METHEEWORAPOTE	Member
	Ms. DUJDUAN HETRAKUL	Member
	Mr. POOMSAK ARANYAKASEMSUK	Member
	Mr. TERDKIAT PROMMOOL	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Enterprise 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
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. DISATHAT PANYARACHUN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science	CHIEF EXECUTIVE OFFICER	1 Dec 2022	
2. Mr. SURACHART CHINTAVALAKORN Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance	Vice President, Corporate Finance	1 Jul 2018	Finance
3. Ms. PATRANIT KITTA [2] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: General Management	Vice President, Finance, Accounting, and Tax Control	1 Jul 2022	Accounting
4. Mr. SOONTORN CHURSUK Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Management for Executives	Senior Executive Vice President, Petroleum Terminal Operations	1 Oct 2022	
5. Mr. PAISAN UDOMKULWANICH Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance	Senior Executive Vice President, Lubricants Business	1 Oct 2022	

6.	Mr. SONGPON THEPNUMSOMMANUS Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Energy Solutions Business	1 Oct 2022
7.	Mr. SOMYOT KONGPRAWET Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Economics	Senior Executive Vice President, Lifestyle Business	1 Oct 2022
8.	Ms. RAJSUDA RUNGSIYAKULL Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Management	Senior Executive Vice President, assigned as ORion Project Director	1 Oct 2022
9.	Mr. WISON SUNTHARACHAN Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Engineering	Senior Executive Vice President, Corporate Strategy and Sustainability	1 Oct 2022
10.	Mr. Suchat Ramarch Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Social Development Administration	President	1 Oct 2022
11.	Ms. Wilaiwan Kanjanakanti [1] Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Information Technology in Business	Senior Executive Vice President, Finance	1 Oct 2022

12.	Mr. Piman Poolsri Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering	Senior Executive Vice President, Oil Retail Business	1 Nov 2022
13.	Mr. Chumpol Siripuchaka Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Public and Private Management	Senior Executive Vice President (MD PTTRM)	1 Oct 2022
14.	Mr. WISARN CHAWALITANON Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Public and Private Management	Senior Executive Vice President, Organization Effectiveness	1 Oct 2022
15.	Mr. Racha U-Thaichan Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President, Global Business	1 Oct 2022

[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)	86,585,170.90	102,470,533.99	149,234,900.34

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)	: 1,044
Number of female employees (persons)	: 584
Total (persons)	: 1,628

Employee Remuneration

Total employee remuneration	: 520,702,555.00

Provident fund

Total number of employees (persons)	: 1,628
Number of employees contributing to the PVD (persons)	: 1,532
Percentage of employees who are members (%)	: 94.10

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. AUTTAPOL RERKPIBOON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 9 Mar 2018	Marketing, Leadership, Information & Communication Technology, Professional Services, Engineering, Energy & Utilities, Commerce, IT Management
2. Mr. CHAICHANA MITRPANT Gender: Male Age: 49 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: 21 Sep 2018	IT Management, Professional Services, Information & Communication Technology
3. Ms. DUANG-KAMOL CHARTPRASERT Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 21 Sep 2018	Information & Communication Technology, Human Resource Management, IT Management, Commerce, Professional Services, Industrial Materials & Machinery

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KOBSAK POOTRAKOOL Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 7 Apr 2022	Finance, Law, Professional Services
2. Mr. TAWATCHAI CHEEVANON Gender: Male Age: 54 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: Newly appointed director to replace ex-director	Date position was assumed: 26 Dec 2022	Finance, Law, IT Management, Information & Communication Technology, Marketing
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: Newly appointed director to replace ex-director	Date position was assumed: 26 Dec 2022	Engineering, Information & Communication Technology, IT Management
4. Mr. KOMOL BUAKET Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Industrial Business Development and Human Resources Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Dec 2022	Engineering, Human Resource Management, Professional Services

5.	Mr. Bundhit Eua-Arporn 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: Newly appointed director to replace ex-director	Date position was assumed: 10 Jan 2023	Law, Information & Communication Technology, IT Management, Engineering
6.	Mr. DISATHAT PANYARACHUN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Dec 2022	

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. AUTTAPOL RERKPIBOON	Chairman of the board	Non-participating
Mr. POOMSAK ARANYAKASEMSUK	Director	Non-participating
Mr. CHAICHANA MITRPANT	Director	Participating
Ms. DUANG-KAMOL CHARTPRASERT	Director	Participating
Ms. DUJDUAN HETRAKUL	Director	Participating
Mr. SUPAT METHEEWORAPOTE	Director	Non-participating
Mr. RAWIT HANUTSAHA	Director	Participating
Mr. BURANIN RATTANASOMBAT	Director	Participating
Mr. CHINTAPUN DANSUBUTRA	Director	Participating
Mr. KOBSAK POOTRAKOOL	Director	Participating
Mr. TAWATCHAI CHEEVANON	Director	Non-participating
Mr. TERDKIAT PROMMOOL	Director	Non-participating

Mr. KOMOL BUAKET	Director	Non-participating
Mr. Bundhit Eua-Arporn	Director	Non-participating
Mr. DISATHAT PANYARACHUN	Director	Non-participating
Ms. JIRAPHON KAWSWAT	Director	Non-participating
Mr. PIPOP UDORN	Director	Non-participating
Mr. KRIS IMSANG	Director	Non-participating
Mr. TWARATH SUTABUTR	Director	Non-participating
Mr. YANYONG DETPIRATMONGKOL	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) : 17

Date of AGM meeting : 7 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. AUTTAPOL RERKPIBOON (Chairman of the board)	-	17/17	Participating	Did not hold the meeting
2.	Mr. POOMSAK ARANYAKASEMSUK (Director)	-	17/17	Participating	Did not hold the meeting
3.	Mr. CHAICHANA MITRPANT (Director)	-	17/17	Participating	Did not hold the meeting

4.	Ms. DUANG-KAMOL CHARTPRASERT (Director)	-	17/17	Participating	Did not hold the meeting
5.	Ms. DUJDUAN HETRAKUL (Director)	-	17/17	Participating	Did not hold the meeting
6.	Mr. SUPAT METHEEWORAPOTE (Director)	-	17/17	Participating	Did not hold the meeting
7.	Mr. RAWIT HANUTSAHA (Director)	-	17/17	Participating	Did not hold the meeting
8.	Mr. BURANIN RATTANASOMBAT (Director)	-	17/17	Participating	Did not hold the meeting
9.	Mr. CHINTAPUN DANSUBUTRA (Director)	-	16/16	Participating	Did not hold the meeting
10.	Mr. KOBSAK POOTRAKOOL (Director)	-	14/14	Non-participating	Did not hold the meeting
11.	Mr. TAWATCHAI CHEEVANON (Director)	-	0/0	Non-participating	Did not hold the meeting
12.	Mr. TERDKIAT PROMMOOL (Director)	-	0/0	Non-participating	Did not hold the meeting
13.	Mr. KOMOL BUAKET (Director)	-	0/0	Non-participating	Did not hold the meeting
14.	Mr. Bundhit Eua-Arporn (Director)	-	0/0	Non-participating	Did not hold the meeting
15.	Mr. DISATHAT PANYARACHUN (Director)	-	14/14	Participating	Did not hold the meeting
16.	Ms. JIRAPHON KAWSWAT (Director)	30 Sep 2022	13/13	Participating	Did not hold the meeting
17.	Mr. PIPOP UDORN (Director)	7 Apr 2022	3/3	Participating	Did not hold the meeting
18.	Mr. KRIS IMSANG (Director)	30 Sep 2022	12/13	Participating	Did not hold the meeting
19.	Mr. TWARATH SUTABUTR (Director)	1 Nov 2022	14/14	Participating	Did not hold the meeting

20.	Mr. YANYONG DETPIRATMONGKOL (Director)	31 May 2022	5/5	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. AUTTAPOL RERKPIBOON (Chairman of the board)	-	750,000.00	3,538,633.82	No
2.	Mr. POOMSAK ARANYAKASEMSUK (Director)	-	805,000.00	2,833,307.05	No
3.	Mr. CHAICHANA MITRPANT (Director)	-	725,000.00	3,313,307.05	No
4.	Ms. DUANG-KAMOL CHARTPRASERT (Director)	-	785,000.00	2,833,307.05	No
5.	Ms. DUJDUAN HETRAKUL (Director)	-	800,000.00	2,833,307.05	No
6.	Mr. SUPAT METHEEWORAPOTE (Director)	-	880,000.00	2,847,973.72	No
7.	Mr. RAWIT HANUTSAHA (Director)	-	580,000.00	2,433,014.00	No
8.	Mr. BURANIN RATTANASOMBAT (Director)	-	700,000.00	825,453.73	No
9.	Mr. CHINTAPUN DANSUBUTRA (Director)	-	720,000.00	294,666.67	No
10.	Mr. KOBSAK POOTRAKOOL (Director)	-	560,000.00	660,000.00	No
11.	Mr. TAWATCHAI CHEEVANON (Director)	-	0.00	0.00	No
12.	Mr. TERDKIAT PROMMOOL (Director)	-	0.00	0.00	No
13.	Mr. KOMOL BUAKET (Director)	-	0.00	0.00	No
14.	Mr. Bundhit Eua-Arporn (Director)	-	0.00	0.00	No
15.	Mr. DISATHAT PANYARACHUN (Director)	-	540,000.00	789,620.40	No
16.	Ms. JIRAPHON KAWSWAT (Director)	30 Sep 2022	560,000.00	2,757,473.72	No
17.	Mr. PIPOP UDORN (Director)	7 Apr 2022	140,000.00	2,775,807.05	No
18.	Mr. KRIS IMSANG (Director)	30 Sep 2022	560,000.00	2,553,641.11	No
19.	Mr. TWARATH SUTABUTR (Director)	1 Nov 2022	600,000.00	2,331,146.67	No

20.	Mr. YANYONG DETPIRATMONGKOL (Director)	31 May 2022	250,000.00	1,988,256.42	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) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. KOBSAK POOTRAKOOL (Chairman of the audit committee)	-	9/9
2.	Mr. CHAICHANA MITRPANT (Audit committee)	-	12/12
3.	Mr. SUPAT METHEEWORAPOTE (Audit committee)	-	0/0
4.	Mr. CHINTAPUN DANSUBUTRA (Audit committee)	-	0/0
5.	Mr. Bundhit Eua-Arporn (Audit committee)	-	0/0
6.	Mr. PIPOP UDORN (Chairman of the audit committee)	7 Apr 2022	N/A
7.	Mr. RAWIT HANUTSAHA (Audit committee)	21 Dec 2022	N/A
8.	Mr. YANYONG DETPIRATMONGKOL (Audit committee)	31 May 2022	N/A