



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

RATCH GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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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 : RATCH GROUP PUBLIC COMPANY LIMITED

Symbol : RATCH

Address : 72 Ngam Wong Wan Road Bangkokhen, Muang

Province : Nonthaburi

Postcode : 11000

Business : The Company is operated as a holding company, RATCH seeks to equity invest in core companies, subsidiaries, and/ or joint ventures, subject to its shareholding proportion. Its investment is mainly focused on fossil fuel power generation projects, renewable projects as well as businesses adjacent to electricity generation and energy both in Thailand and internationally. Its main incomes are in forms of dividend and profit sharing from invested companies.

Registration Number : 0107543000031

Telephone : 0-2794-9999

Fax (if applicable) : 0-2794-9998

Website : www.ratch.co.th

Email : contactinfo@ratch.co.th

Total Shares Sold (shares)

Common Stock : 2,174,999,985

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	44,342,650.00	81,788,080.00	50,648,126.00
Revenue from sale and rendering of services (Thousand baht)	35,231,480.00	71,882,030.00	41,238,527.00
Revenue from lease contracts (Thousand baht)	2,095,300.00	2,843,190.00	2,436,623.00
Share of profit (loss) of jointly- controlled and associated entities (Thousand baht)	5,902,400.00	5,391,160.00	3,815,195.00
Management service income (Thousand baht)	224,300.00	275,440.00	300,954.00
Interest income (Thousand baht)	205,350.00	499,610.00	1,830,733.00
Dividend income (Thousand baht)	58,830.00	26,510.00	17,352.00
Other incomes (Thousand baht)	397,960.00	209,060.00	1,008,742.00
Gain on bargain purchase (Thousand baht)	227,030.00	0.00	0.00
Gain on change in fair value of investments (Thousand baht)	0.00	661,080.00	0.00
	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sale and rendering of services (%)	79.45	87.89	81.42
Revenue from lease contracts (%)	4.73	3.48	4.81
Share of profit (loss) of jointly- controlled and associated entities (%)	13.31	6.59	7.53
Management service income (%)	0.51	0.34	0.59
Interest income (%)	0.46	0.61	3.61
Dividend income (%)	0.13	0.03	0.03
Other incomes (%)	0.90	0.26	1.99

Gain on bargain purchase (%)	0.51	0.00	0.00
Gain on change in fair value of investments (%)	0.00	0.81	0.00

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	44,342,650.00	81,788,080.00	50,648,126.00
Domestic (Thousand baht)	34,946,400.00	70,151,270.00	36,934,598.00
International (Thousand baht)	9,396,250.00	11,636,810.00	13,713,528.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	78.81	85.77	72.92
International (%)	21.19	14.23	27.08

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	397,960.00	209,060.00	1,008,742.00
Other income from operations (Thousand baht)	397,960.00	209,060.00	1,008,742.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	5,902,400.00	5,391,160.00	3,815,195.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

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

Risk from changes in government energy policies in different countries to promote investment in accordance with ESG (Environment, Social, Governance)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Impact on the environment

Risks from greater overseas presence

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Risk of unplanned outage or lower than planned power plant efficiency

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations
- Delays in the development of future projects
- Other

Risks from the development and construction of power plant projects that are behind schedule or exceed the estimated cost

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects
- Other

Risks from talent shortages to support business expansion

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers
- Other

Risk of interest rate volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk of exchange rate volatility

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Liquidity risks

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Liquidity risk

Risk of changes or unclear compliance with relevant rules, regulations and laws

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Risks from Cyber Threats and Personal Data Protection

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Climate Change Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Climate change and disasters

Risk from Disruptive Technology

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- ESG risk

Operational Risk

- Impact on the environment

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.ratch.co.th/th/environment/corporate-sustainability-policy>

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.ratch.co.th/th/corporate-governance/corporate-policies/397/corporate-social-responsibility-policy>

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

	2021	2022	2023
Diesel (Litres)	9,244,423.00	21,881,178.16	6,168,913.83
Fuel oil (Litres)	161,121,423.00	290,691,482.79	92,755,799.00
Natural gas (Standard cubic feet)	121,481,691,702.00	149,202,228,802.60	87,674,056,248.60

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	61,468,589.82	60,765,896.24	57,413,193.40

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	15,441,926.00	21,168,628.87	13,119,283.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	5,042,510.00	30,251,858.50	30,969,781.50
Hazardous waste (Kilograms)	366,441.00	401,574.20	703,438.50
Total waste generated (Kilograms)	5,408,951.00	30,653,432.70	31,673,220.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	6,412,471.82	8,515,891.71	4,984,325.29
Scope 2 (Tons of carbon dioxide equivalents)	38,917.91	31,367.01	28,362.12
Scope 3 (Tons of carbon dioxide equivalents)	2,662,156.00	3,112,999.56	1,549,089.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	9,113,545.73	11,660,258.28	6,561,776.41

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (THAILAND) LIMITED

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.ratch.co.th/th/corporate-governance/corporate-policies/981/human-rights-policy>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, 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

	2021	2022	2023
Number of male employees (Persons)	108	113	114
Number of female employees (Persons)	107	109	115
Total number of employees (Persons)	215	222	229

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	411,606,000.00	500,446,000.00	497,090,000.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	19.57	22.76	45.36

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	0	0	2

• Significant labor dispute

	2021	2022	2023
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.ratch.co.th/th/corporate-governance/corporate-policies/12/the-corporate-governance-policy>

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	8	80.00
Number of female directors	2	20.00
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. Mr. SUTAT PATMASIRIWAT Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	16 Mar 2023	Energy & Utilities, Risk Management, Engineering, Accounting, Finance, Governance/ Compliance, Strategic Management, Human Resource Management, Finance & Securities

2.	Mr. SOMBOON NHOOKEAW Gender: Male Age: 61 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: Original director	23 Feb 2018	Engineering, Finance, Energy & Utilities, Audit, Strategic Management, Accounting, Law, Governance/ Compliance
3.	Mr. KRIENGKRAI RUKKULCHON Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	11 Jul 2020	Human Resource Management, Law, Energy & Utilities, Strategic Management, Engineering, Governance/ Compliance, Audit, Finance & Securities
4.	Ms. NANTIKA THANGSUPANICH Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	18 Feb 2019	Risk Management, Human Resource Management, Energy & Utilities, Strategic Management, Information & Communication Technology, Governance/ Compliance
5.	Mr. RATANACHAI NAMWONG Gender: Male Age: 67 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: Original director	6 Apr 2021	Engineering, Risk Management, Energy & Utilities, Strategic Management, Finance & Securities, Governance/ Compliance

6.	Ms. CHOOSRI KIETKAJORNKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	20 Jul 2021	Accounting, Energy & Utilities, Corporate Management, Strategic Management, Risk Management, Finance, Governance/ Compliance, Finance & Securities
7.	Mr. PRASERTSAK CHERNGCHAWANO Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Oct 2021	Engineering, Energy & Utilities, Strategic Management, Governance/ Compliance, Finance & Securities
8.	Mr. PANUWAT TRIYANGKULSRI Gender: Male Age: 61 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: Original director	27 Apr 2022	Human Resource Management, Sustainability, Energy & Utilities, Strategic Management, Governance/ Compliance, Engineering
9.	Mr. KULYOS AUDOMVONGSEREE Gender: Male Age: 46 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	26 Aug 2022	Risk Management, Engineering, Energy & Utilities, Strategic Management, Finance, Accounting, Governance/ Compliance, Finance & Securities

10. Mr. PRAPHAISITH TANKEYURA	Director	24 Apr 2023	Audit, Energy & Utilities,
Gender: Male	(Non-executive,		Risk Management, Accounting,
Age: 69 years old	Independent director)		Finance, Economics, Law,
Highest level of education:			Governance/ Compliance,
Master's degree	Director type: Newly		Human Resource Management,
Major: Business Administration	appointed director to		Strategic Management,
Thai nationality: Yes	replace ex-director		Finance & Securities
Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. Boonyanit Wongrukmit Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 1 May 2018 Date directorship ended: 22 Aug 2023	No replacement director
2. Mr. CHARTCHAI ROJANANRATANANGKULE Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 6 Apr 2017 Date directorship ended: 24 Apr 2023	Mr. PRAPHAISITH TANKEYURA Date position was assumed: 24 Apr 2023
3. Mr. BOONSONG KERDKLANG Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 13 Apr 2019 Date directorship ended: 16 Mar 2023	Mr. SUTAT PATMASIRIWAT Date position was assumed: 16 Mar 2023

4.	Ms. NIRAMARN LAISATHIT	Director	Date position was	No replacement director
	Gender: Female	(Non-executive)	assumed:	
	Age: 56 years old		18 Dec 2020	
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Business Administration		29 Dec 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. Mr. PRAPHAISITH TANKEYURA [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration 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	24 Apr 2023	Audit, Energy & Utilities, Risk Management, Accounting, Finance, Economics, Law, Governance/ Compliance, Human Resource Management, Strategic Management, Finance & Securities
2. Mr. SOMBOON NHOOKEAW Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	23 Feb 2018	Engineering, Finance, Energy & Utilities, Audit, Strategic Management, Accounting, Law, Governance/ Compliance
3. Mr. KRIENGKRAI RUKKULCHON Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	16 Mar 2023	Human Resource Management, Law, Energy & Utilities, Strategic Management, Engineering, Governance/ Compliance, Audit, Finance & Securities

[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. CHARTCHAI ROJANANRATANANGKULE [1] Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 6 Apr 2017 Date directorship ended: 24 Apr 2023	Mr. PRAPHAISITH TANKEYURA Date position was assumed: 24 Apr 2023
2. Mr. BOONSONG KERDKLANG Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 13 Apr 2019 Date directorship ended: 16 Mar 2023	Mr. KRIENGKRAI RUKKULCHON Date position was assumed: 16 Mar 2023

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Ms. CHOOSRI KIETKAJORNKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Oct 2021

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Investment Committee	Mr. SUTAT PATMASIRIWAT	Chairman
	Mr. PRASERTSAK CHERNGCHAWANO	Member
	Mr. KULYOS AUDOMVONGSEREE	Member
Corporate Governance and Sustainability Committee	Mr. PANUWAT TRIYANGKULSRI	Chairman
	Mr. RATANACHAI NAMWONG	Member
Human Resources and Remueration Committee	Mr. KRIENGKRAI RUKKULCHON	Chairman
	Mr. PANUWAT TRIYANGKULSRI	Member
	Ms. NANTIKA THANGSUPANICH	Member
Risk Management Committee	Ms. NANTIKA THANGSUPANICH	Chairman
	Mr. KULYOS AUDOMVONGSEREE	Member
	Mr. RATANACHAI NAMWONG	Member
	Mr. PRAPHAISITH TANKEYURA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Human Resources and Remueration Committee
Sub-committees responsible for remuneration	: Human Resources and Remueration 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. Ms. CHOOSRI KIETKAJORNKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Accounting	CHIEF EXECUTIVE OFFICER	1 Oct 2021	Accounting, Energy & Utilities, Corporate Management, Strategic Management, Risk Management, Finance, Governance/ Compliance, Finance & Securities
2. Mrs. Wadeerat Charoencoop [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Jan 2019	Accounting, Finance
3. Mr. Sakarin Tangkavachiranon Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Political Science	Chief Business Development Officer	1 Jan 2020	Engineering
4. Mr. Thana Boonyasirikul Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Engineering	Chief Asset Management Officer	1 Jan 2022	Engineering
5. Mr. Nopparat Thuampradit Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Engineering	Executive Vice President - Related and New Business	1 Jan 2023	Engineering

6.	Mr. Nawapol Disathien Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Law	Executive Vice President – Corporate Administration	1 Jan 2021	Law
7.	Mr. Chollawit Winitchai Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Banking and Finance	Executive Vice President – Power Business – Domestic and Neighboring Countries	1 Aug 2023	Finance, Engineering
8.	Mr. Thikhumporn Daorote Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Management Technology	Executive Vice President – Power Business – International	1 Jan 2023	Engineering
9.	Mr. Udompong Chuntharumporn Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering	Acting Executive Vice President – Power Project Development	1 Oct 2023	Engineering
10.	Mr. Suteep Thummarugee Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President – Asset Management	1 Jan 2020	Business Administration, Engineering
11.	Ms. Titiporn Komsartra Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Finance	Acting Executive Vice President – Accounting	1 Jul 2023	Finance
12.	Mr. Thamnieb Nounsaeng Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Acting Executive Vice President – Finance	1 Jul 2023	Finance, Business Administration

[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

	2021	2022	2023
Total executive remuneration (baht)	48,404,000.00	49,864,000.00	83,160,000.00

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) : 114

Number of female employees (persons) : 115

Total number of employees (persons) : 229

Employee Remuneration

Total employee remuneration	: 497,090,000.00
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Provident fund

Total number of employees (persons)	: 229
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Number of employees contributing to the PVD (persons)	: 229
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Percentage of employees who are members (%)	: 100.00
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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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUTAT PATMASIRIWAT Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 16 Mar 2023	Energy & Utilities, Risk Management, Engineering, Accounting, Finance, Governance/ Compliance, Strategic Management, Human Resource Management, Finance & Securities
2. Mr. PRAPHAISITH TANKEYURA Gender: Male Age: 69 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: 24 Apr 2023	Audit, Energy & Utilities, Risk Management, Accounting, Finance, Economics, Law, Governance/ Compliance, Human Resource Management, Strategic Management, Finance & Securities

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUTAT PATMASIRIWAT	Chairman of the board	Participating
Mr. SOMBOON NHOOKEAW	Director	Participating
Mr. KRIENGKRAI RUKKULCHON	Director	Participating

Ms. NANTIKA THANGSUPANICH	Director	Participating
Mr. RATANACHAI NAMWONG	Director	Participating
Ms. CHOOSRI KIETKAJORNKUL	Director	Participating
Mr. PRASERTSAK CHERNGCHAWANO	Director	Participating
Mr. PANUWAT TRIYANGKULSRI	Director	Participating
Mr. KULYOS AUDOMVONGSEREE	Director	Participating
Mr. PRAPHAISITH TANKEYURA	Director	Participating
Mr. Boonyanit Wongrukmit	Chairman of the board	Participating
Mr. CHARTCHAI ROJANANRATANANGKULE	Director	Participating
Mr. BOONSONG KERDKLANG	Director	Participating
Ms. NIRAMARN LAISATHIT	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 13

Date of AGM meeting : 24 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SUTAT PATMASIRIWAT (Chairman of the board)	-	11/11	Participating	Did not hold the meeting

2.	Mr. SOMBOON NHOOKEAW (Director)	-	13/13	Participating	Did not hold the meeting
3.	Mr. KRIENGKRAI RUKKULCHON (Director)	-	13/13	Participating	Did not hold the meeting
4.	Ms. NANTIKA THANGSUPANICH (Director)	-	13/13	Participating	Did not hold the meeting
5.	Mr. RATANACHAI NAMWONG (Director)	-	13/13	Participating	Did not hold the meeting
6.	Ms. CHOOSRI KIETKAJORNKUL (Director)	-	13/13	Participating	Did not hold the meeting
7.	Mr. PRASERTSAK CHERNGCHAWANO (Director)	-	13/13	Participating	Did not hold the meeting
8.	Mr. PANUWAT TRIYANGKULSRI (Director)	-	13/13	Participating	Did not hold the meeting
9.	Mr. KULYOS AUDOMVONGSEREE (Director)	-	13/13	Participating	Did not hold the meeting
10.	Mr. PRAPHAISITH TANKEYURA (Director)	-	10/10	Non-participating	Did not hold the meeting
11.	Mr. Boonyanit Wongrukmit (Chairman of the board)	22 Aug 2023	9/9	Participating	Did not hold the meeting
12.	Mr. CHARTCHAI ROJANANRATANANGKULE (Director)	24 Apr 2023	3/3	Participating	Did not hold the meeting
13.	Mr. BOONSONG KERDKLANG (Director)	16 Mar 2023	2/2	Non-participating	Did not hold the meeting
14.	Ms. NIRAMARN LAISATHIT (Director)	29 Dec 2023	13/13	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. SUTAT PATMASIRIWAT (Chairman of the board)	-	611,542.34	N/A	No
2.	Mr. SOMBOON NHOOKEAW (Director)	-	852,500.00	1,802,357.88	No

3.	Mr. KRIENGKRAI RUKKULCHON (Director)	-	1,235,000.00	1,802,357.88	No
4.	Ms. NANTIKA THANGSUPANICH (Director)	-	1,280,000.00	1,802,357.88	No
5.	Mr. RATANACHAI NAMWONG (Director)	-	972,500.00	1,802,357.88	No
6.	Ms. CHOOSRI KIETKAJORNKUL (Director)	-	N/A	N/A	No
7.	Mr. PRASERTSAK CHERNGCHAWANO (Director)	-	852,500.00	1,802,357.88	No
8.	Mr. PANUWAT TRIYANGKULSRI (Director)	-	1,092,500.00	1,227,084.75	No
9.	Mr. KULYOS AUDOMVONGSEREE (Director)	-	1,152,500.00	632,059.75	No
10.	Mr. PRAPHAISITH TANKEYURA (Director)	-	845,625.00	N/A	No
11.	Mr. Boonyanit Wongrukmit (Chairman of the board)	22 Aug 2023	763,004.03	2,252,947.35	No
12.	Mr. CHARTCHAI ROJANANRATANANGKULE (Director)	24 Apr 2023	246,875.00	1,802,357.88	No
13.	Mr. BOONSONG KERDKLANG (Director)	16 Mar 2023	148,145.16	1,802,357.88	No
14.	Ms. NIRAMARN LAISATHIT (Director)	29 Dec 2023	848,870.97	1,802,357.88	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) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PRAPHAISITH TANKEYURA (Chairman of the audit committee)	-	5/5
2.	Mr. SOMBOON NHOOKEAW (Audit committee)	-	6/6
3.	Mr. KRIENGKRAI RUKKULCHON (Audit committee)	-	5/5
4.	Mr. CHARTCHAI ROJANANRATANANGKULE (Chairman of the audit committee)	24 Apr 2023	1/1

5. Mr. BOONSONG KERDKLANG
(Audit committee)

16 Mar 2023

1/1