



# Strong foundation

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With over 70 years of experience

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as a leading ASEAN port, PAT has been trusted for its high capability, service excellence, reliability and competitiveness.

Commitment to port and people development

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Continue

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Efficiency of port capacity and personnel will enable PAT to better address rapid changes and intense competition while caring for customers, stakeholders, communities, the society, and the environment to inspire participatory development for mutual growth and sustainability.

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Commitment to customers

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# International standards

### To set sail towards a world-class port,

PAT seamlessly connects national logistics network to the international trade, initiates innovations, continuously upgrades port technology, and relentlessly enhances operational management.

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การทาเรอแกบบระเทศเทย Port Authority of Thailand

The Port Authority of Thailand (PAT) is a state enterprise providing public facilities under the supervision of the Ministry of Transport. Established under the Port Authority of Thailand Act, B.E. 2494 (A.D.1951), the PAT is the main maritime transport organization with key responsibilities of receiving ships and cargos, dredging and maintaining bar channel and basins, controlling, loading, unloading, lifting, moving, storaging and delivering cargo to the cargo owners. The PAT also plays a significant role in economic and trade development, promoting national competitiveness in the global trade arena. The objectives of the PAT establishment according to the Port Authority of Thailand Act, B.E. 2491, Article 6 are as follows:

1) Taking over all port activities from the Bangkok Port Office under the Transport Department, the Ministry of Transport

2) Operating and promoting port activities for the benefits of the government and the people

3) Operating other activities related to port operations

In addition, the PAT has authority and duty to handle port operations within the scope of the objectives stated in the Article 6. Detail are as follows;

(1) To build, purchase, procure, sell, rent, lease and operate activities related to port services and facilities

(2) To procure, supply, rent, lease, hold ownership, occupy, sell or operate activities related to moveable properties and real estate

(3) To determine charges for the use of port, service and facilities, and to issue the rules on port tariff payment

(4) To organize and provide port safety, port use, services and facilities

- (5) To make a loan to port business
- (6) To maintain and dredge water channel within port area
- (7) To control, improve and provide convenience and safety to ports and navigation within port area
- (8) To determine port tariff within its premise
- (9) To issue bonds or other financial instruments for investment

(10) To establish limited company or public company to operate port or other businesses within the scope of port operations. Such limited or public company shall not have foreign investors holding more than 49 percent of the registered capital.

(11) To cooperate with other person or hold stakes in limited or public limited company for the benefit of the port business

### Vision

"To be World Class Port with Excellent Logistics Services for Sustainable Growth in 2030 "

### Strategic Positioning of the Ports under the PAT's Supervision

Bangkok Port

To be a world-class river port providing excellent and value-added services to support national trade

Laem Chabang Port

To be the world's leading port ensuring seamless connection of logistics chain and global trade

Chiang Saen Commercial Port and Chiang Khong Port

To be the waterway transport hub in the Greater Mekong Sub-region complying with port standards

Ranong Port

To be the main gateway to the Andaman Sea complying with port standards

### Mission

- Developing port management system to meet world-class standards for being the key mechanism driving the country's economy and promoting the country's competitiveness
- 2) Moving towards Intermodal Transport Hub linking logistics systems across domestic and international transport networks and becoming the logistics hub linking the global economy
- 3) Maximizing asset utilization to generate added value to business and gain proper rate of return ensuring the organizational growth
  - Enhancing organizational performance to be the best-in-class of services and operations
  - Increasing popularity and recognition among stakeholders and surrounding communities as a port
  - operator that plays a vital role in the development of country for sustainable growth and livelihoods

### Values

"Good Governance, Superior Service, Innovativeness, Environmental Care, Unity"

### Strategies

Strategy 1: Developing and managing its ports to meet world-class standards
Strategy 2: Becoming a Gateway and Intermodal Transport Hub
Strategy 3: Generating added value through Asset Management
Strategy 4: Improving performance with best-in-class services and operations

### Responsibility

The responsibilities of the Port Authority of Thailand are to accommodate vessels and goods, while maintaining watercourses, bar channels and basin, and to oversee the transfer, handling, moving, storing and delivering of goods to their consignees as well as collaborate and coordinate with the government agencies and international ports, and keep developing and improving port operations towards substantial progress to keep pace with the current economic situation and enhance Thailand's competitiveness in the global market while placing importance on its participation in social and environmental responsibility.

Vision: To be World Class Port with Excellent Logistics Services for Sustainable Growth in 2030 Value: Good Governance, Superior Service, Innovativeness, Environmental Care, Unity

Mission 1: Developing port management system to meet world-class standards for being the key mechanism driving the country's economy and promoting the country's competitiveness	Mission 2: Moving towards intermodal Transport Hub linking logistics systems across domestic and international transport networks and becoming the logistics hub linking the global economy	Mission 3: Maximizing asset utilization to generate added value to business and gain proper rate of return ensuring the organizational growth
Strategy 1: Developing and managing its ports to meet world-class standards	Strategy 2: Becoming a Gateway and Intermodal Transport Hub	Strategy 3: Generating added value through Asset Management
Strategic objective: To become a world class port by developing modern and advanced port infrastructure and facilities that meet with international standard to enhance competitiveness of its core business Strategy 1: Develop port service and infrastructure to meet with international standard and manage "world class port" to enhance competitiveness of its core business	Strategic objective: To become the intermodal transport hub that connects domestic and international transport and logistics network for transit and transshipment cargo, focusing on reducing logistics cost and increasing import and export efficiency in order to be the logistics hub linking the global economy Strategy 2: Develop and expand core and related businesses that connect cargo transport and logistics systems to support the port activities and national development	<b>Strategic objective:</b> To maximize returns and revenue from PAT's assets and enhance efficiency in spending and investment to reduce operational expense Strategy 3: Develop commercial assets through the establishment of a subsidiary which will also increase added value and returns
Mission 4: Enhancing organizational performance to be the best-in-class of services and operations	Mission 5: Increasing popularity and recognition among stakeholders and surrounding communities as port operator that plays a vital role in development of country for sustainable growth and livelihoods	surrounding communities as port operator that plays a vital role in
Strategy 4: Improving performance with best-in-class services and operations Strategic Objectives: To increase operational efficiency to meet with modern management	i <mark>ons</mark> m management standards to maintain competitiveness in all aspects, including	

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Development of information and communication technology as an integrated logistics information hub

Management and development of human resources Efficient financial management

Creating business partner network that supports core and related businesses and connects transport services to the hinterland, development of service quality and proactive marketing to create comprehensive services to meet customers' demand

Good corporate governance

Ensuring preference and acceptance from stakeholders on its port business and role in supporting national economic development

Strategy 6: Ensuring high-standard, efficient and modern financial

organizational development

management to support

human resources to support corporate Strategy 5: Developing and managing

mission and rapid changes

operational process through IT Developing and improving

Strategy 4:

Strategy 7: Focusing on proactive marketing and offering integrated services to meet customers' demand

Strategy 8: Improving operational and service to meet with international standards promoting innovation and good governance, enhancing stakeholders' preference and acceptance towards port activities



## MESSAGES FROM THE MANAGEMENT

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Message from the Chairman of the PAT Board of Commissioners

### "

The PAT has developed the logistics chain between ports, and supported related transport services in different forms. These multi-modal transport services are key to driving the Thai economy and trade at both the national and international levels

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As a state enterprise under the Ministry of Transport, the Port Authority of Thailand (PAT) plays a crucial role in supporting domestic and international maritime transport in parallel with implementing the policies of the government and the ministry. Its main responsibility is to manage and develop ports as the country's major infrastructure, enhancing national competitiveness in a sustainable manner. The PAT has jointly invested with the government and private sector in ports and related businesses, developed the logistics chain between ports, and supported related transport services in different forms. These multi-modal transport services are key to driving the Thai economy and trade at both the national and international levels.

In overseeing the operations of the PAT, the Board of Commissioners has formulated policy and a clear direction that adhere to the principles of good governance, developed an operational and service format, and implemented technology and innovation to support concrete development. The Board of Commissioners also ensures that PAT's operations can increase national competitiveness and continuously upgrade port service standards to meet those of the world's leading ports. At the same time, it places great importance on the equitable treatment of stakeholders and the surrounding community to promote mutual growth and harmonious living.

The fiscal year 2021 was the challenging year for the PAT, facing with the pandemic situation. The COVID-19 outbreak has had severe impact on the overall economy and has changed the way businesses operate. With the PAT's capability and commitment to operational excellence as well as the dedication of all concerned parties, the PAT has successfully overcome the hard times and maintained its performance at the same level as the previous year.

On behalf of the PAT Board of Commissioners, may I express my sincerest appreciation to the executives, employees, port users and all stakeholders in supporting the port's operation. I sincerely hope to receive a continued fruitful cooperation from you in the future.

> Admiral **Sophon Wattanamongkol** (Admiral Sophon Wattanamongkol) Chairman of the PAT Board of Commissioners

Message from the Director General of the Port Authority of Thailand

### "

The PAT can better meet customers' demands through a full range of services with the implementation of advance digital technology, such as a gate automation system

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This year, despite the economic challenges and social impact of the COVID-19 pandemic which affected the living of people worldwide, entire business and economy, the Port Authority of Thailand (PAT), a state enterprise under the supervision of the Ministry of Transport, has remained its commitment to achieving its strategic goals, missions, plans and projects. Continuous services have enabled the PAT to maintain strong operations to satisfy business operators and port users affected by the pandemic.

The PAT's readiness to move forward amid technology disruption has brought about service improvement. This capability has enabled the PAT to develop its services to meet its goals and achieve its vision to become a modern port with greater convenience and speed. This allows the PAT to support national economic growth and respond to increasing demand in the future, and to serve as maritime transport hub linking multimodal transport networks, thus boosting growth and enhancing competitiveness in maritime transport and logistics services. The PAT can better meet customers' demands through a full range of services with the implementation of advance digital technology, such as a gate automation system and the Port Community System (PCS), which enhances the e-Port services at Bangkok Port. The PAT has also implemented the Container Terminal Management System (CTMS) to increase confidence in service efficiency. At the same time, the PAT has also improved its infrastructure and facilities to support Laem Chabang Port Phase 3 Development Project and reinforce the development of the Eastern Economic Corridor (EEC), and Ranong Port Development Project has been upgraded to support the Southern Economic Corridor (SEC) in line with the government's policy. At Bangkok Port, the PAT has developed and optimized its assets under the Bangkok Port's Master Plan, including the Smart Community Development Project in the Klongtoey area, career development and the creation of business opportunities to raise the quality of life of people in the Klongtoey community and stakeholders. The PAT has continuously expanded port business, and added value to its services that better meet port users' demand and create maximum benefits for the country.

On this occasion, I wish to extend my sincerest appreciation to the PAT Board of Commissioners, all executives and employees for their dedication and cooperation in driving the PAT towards a high performance organization. I would also like to thank all related parties, stakeholders and business partners for their close cooperation and continuous support that have enabled us to successfully overcome these critical economic times and ensure Thailand's economic prosperity in the global arena.

> Lt.JG. Kamolsak Promprayoon, R.T.N. (Lt.JG. Kamolsak Promprayoon, R.T.N.) Director General of the Port Authority of Thailand

### PAT Board of Commissioners Policy for Fiscal Year 2021

PAT focuses on managing with good governance, developing its operations and services using advanced technology and innovation to promote sustainable development and growth, enhancing port capacity and standards to meet with world's leading ports, and lowering logistics costs to enhance national competitiveness. Significant development directions are as follows:

- Managing the organization by adhering to the international corporate governance principles, transparency, accountability and risk management
- Developing and improving Laem Chabang Port capability to support the government's policy to develop the Eastern Economic Corridor (EEC) with seamless connectivity to lower national logistics costs
- Becoming a smart port by increasing operational efficiency and improving service convenience, speed and safety to meet with international standards
- Developing regional ports as the gateway of regional trade for Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC) and Greater Mekong Subregion (GMS) as well as to support the development of Southern Economic Corridor (SEC)
- · Developing dry port to connect domestic and international cargo transport networks
- Developing and generating added value of its property to create corporate competitive advantages, to better serve and meet with expectations of stakeholders
- Developing digital technology to upgrade services and management to meet with international standards and becoming a leading organization
- Developing and encourage creativity among its employees to become knowledge and learning organization
- Enhancing human resources' capability to support proactive operations to better meet with rapid changes and more intense business competition
- Giving high importance to the society, communities and environment to encourage participation in port operations, quality of life improvement, and sustainable social growth

Admiral **Sophon Wattanamongkol** (Admiral Sophon Wattanamongkol) Chairman of the PAT Board of Commissioners



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# MANAGEMENT TEAM, ROLES, AND DUTIES

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Adm. Sophon Wattanamongkol												
Chai	rma	an					Age:	63	у			
Date	of	Birth:	9	October	1958							

### Current Position

Retired Government Official

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

• Special Advisor to the U-Tapao International Airport and the Eastern Airport City Project

Educational Background

- Master of Public Administration, Burapha University
- Bachelor of Science, Royal Thai Naval Academy Training
- Senior Executive Program, Capital Market Academy (Class 20/2015)
- Diploma, National Defence Course (Class 55), National Defence College, National Defence Studies Institute

### Work Experience

- Deputy Commander-in-Chief of the Royal Thai Navy
- Chairman of the Advisory Board of the Royal Thai Navy
- Special Advisor of the Royal Thai Navy
- Deputy Chief of Staff of the Royal Thai Navy
- Director of Naval Logistics Department

### Knowledge/Expertise

• Transportation and Logistics

Professional Skills (at least three years of work experience in the field)

• Transportation and Logistics

- in companies having the same nature of business as the PAT None
- Connected Transactions with other Commissioners None



### Mr. Krichthep Simlee Commissioner

Date of Birth: 26 June 1959

Age: 62 years

### Current Position

### Retired Government Official

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

- Member of the Board of Directors, the Airports of Thailand Public Company Limited.
- Member of the Board of Commissioners, the Civil Aviation Authority of Thailand

### Educational Background

- Master of Arts (Leadership in Society, Business, and Politics), Rangsit University
- Bachelor of Engineering (Civil Engineering), Chiang Mai University

#### Training

- Middle-level Executive Program (Class 6/1998), Department of Public Works and Town & Country Planning
- Senior Administration Program (Class 54/2010), Damrong Rajanubhab Institute, Interior College, Ministry of Interior
- Diploma, National Defence Course (Class 53), National Defence College
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 9/2009), King Prajadhipok's Institute
- Study Visit Program on Design and Maintenance of Overpass and Underpass, Norway in 1996
- Middle-level Executive Training Program (Class 18/1990), Department of Public Works and Town & Country Planning

- Diploma, Director Accreditation Program (DAP) (Class 149), Thai Institute of Directors
- Diploma, Ethical Leadership Program (ELP), Thai Institute of Directors

#### Work Experience

- Director General, Department of Rural Roads, Ministry of Transport
- Deputy Permanent Secretary, Ministry of Transport
- Inspector General, Ministry of Transport
- Deputy Director General, Department of Rural Roads, Ministry of Transport
- Director of Bureau of Road Construction, Department of Rural Roads, Ministry of Transport
- Director of Bureau of Rural Roads 5, Department of Rural Roads, Ministry of Transport

### Knowledge/Expertise

- Civil Engineering
- Public Administration
- Professional Skills (at least three years of work experience

### in the field)

- Public Administration
- Engineering

Remark: Information from the Director's Pool for State Enterprises in fiscal year 2018 (Rev. 1)

- in companies having the same nature of business as the PAT None
- Connected Transactions with other Commissioners None



Pol. Lt. Gen. Jaroenvit SrivanitCommissionerAgDate of Birth: 6 September 1960

#### Age: 61 years

Current Position

Retired Government Official

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

#### Educational Background

- Master of Arts, Mahasarakham University
- Bachelor of Public Administration (Class 36), Royal Police Cadet Academy

### Training

- Diploma, Director Accreditation Program (DAP) (Class 186/2021), Thai Institute of Directors
- Senior Executives on Justice Administration Program, National Justice Academy (Class 22/2017), the Judicial Training Institute, Office of the Judiciary
- Diploma, National Defence Course (Class 58/2015), National Defence College, National Defence Studies Institute
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Executives (Class 14/2010), King Prajadhipok's Institute

#### Work Experience

- Commissioner of Provincial Police Region 4
- Deputy Commissioner of Provincial Police Region 4
- Commander of Mahasarakham Provincial Police
- Deputy Commander of Loei Provincial Police

#### Knowledge/Expertise

- Law Enforcement for Public Order
- Professional Skills (at least three years of work experience In the field)
- Police Administration and Judicial Process

- in companies having the same nature of business as the PAT None
- Connected Transactions with other Commissioners None



Mr. Chanin Kanhirun Commissioner Date of Birth: 16 August 1959

Age: 62 years

### Current Position

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

- Committee Member of the Civil Aviation Authority of Thailand
- Member of the Board of Commissioners, the Civil Aviation Authority of Thailand

### Educational Background

- Bachelor of Laws, Ramkhamhaeng University Training
- Rule of Law for Democracy (Class 8/2019), Institute of the Constitutional Court College
- Advanced Political and Electoral Development Course (Class 6/2015), Political and Electoral Development Institute

### Work Experience

- Committee Member of the Civil Aviation Authority of Thailand
- Head of the Phattananitidham Law Office
- Executive Director of Aber-LIM Company Limited
- Chairman of Bangkok Technology Engineering and Business Company Limited
- Member of the Board of Directors of PEA ENCOM International Company Limited
- Member of the Board of Commissioners, the Civil Aviation Authority of Thailand

#### Knowledge/Expertise

- Laws and Corporate Fraud Auditing
- Government Procurement and Supplies Management
- Professional Skills (at least three years of work experience in the field)
- Administrative Laws, Political Law, and Corruption and Misconduct Act.

Holding a minimum of 10 percent of shares with voting rights in companies having the same nature of business as the PAT None

Connected Transactions with other Commissioners None



### Mr. Vuttikrai Leewiraphan Commissioner

Age: 55 years

Date of Birth: 15 September 1966

### Current Position

Director General of the Department of Intellectual Property, Ministry of Commerce

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

- Member of Payment Systems Committee, the Bank of Thailand
- Member of the Protection of Credit Information Committee, the Bank of Thailand
- Member of the Board of Directors, the SUPPORT Arts and Crafts International Centre of Thailand (Public Organization)
- Member of the Board of Directors, Thai Cane and Sugar Corp. Ltd.

#### Educational Background

- Master of Science in Administration, Boston University, USA
- Bachelor of Political Science (Public Administration) in
- Human Resources Management, Chulalongkorn University Trainina
- Diploma, Director Certification Program (DCP) (Class 295/2020), Thai Institute of Directors
- Top Executive Program in Commerce and Trade (TEPCoT) (Class 12/2019), the Commerce Academy, University of the Thai Chamber of Commerce
- Senior Executives Program (Class 23/2016), Capital Market Academv
- Certificate in Anti-Corruption Strategic Management for Senior Executives (Class 5/2014), the Office of the National Anti-Corruption Commission

- Diploma, National Defence Course (Class 57/2014), National Defence College, National Defence Studies Institute
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 8/2008), King Prajadhipok's Institute

### Work Experience

- Director General, Department of Business Development, Ministry of Commerce
- Inspector General, Office of the Permanent Secretary, Ministry of Commerce
- Commercial Advisor, Office of the Permanent Secretary, Ministry of Commerce
- Director of the Prince Chandaburi Narunath Institute, Office of the Permanent Secretary, Ministry of Commerce
- Director of the e-Commerce Division, Department of Business Development, Ministry of Commerce

#### Knowledge/Expertise

- Domestic and International Economy and Trade
- Thai Entrepreneurs Empowerment for Boosting Competitiveness in Global Trade

Professional Skills (at least three years of work experience in the field)

- e-Commerce
- Database Management

Holding a minimum of 10 percent of shares with voting rights in companies having the same nature of business as the PAT None

Connected Transactions with other Commissioners None



Mr. Chirute Visalachitra Commissioner Date of Birth: 22 August 1965

Age: 56 years

### Current Position

Director General, Department of Land Transport, Ministry of Transport

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

• Chairman of the State Railway of Thailand's Board of Commissioners

### Educational Background

- Master of Public Administration (MPA), National University of San Diego, USA
- Bachelor of Arts in Political Science, Chulalongkorn University Training
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organizations (Class 22), King Prajadhipok's Institute
- Senior Executives Program on Energy Literacy for a Sustainable Future (Class 14/2019), Thailand Energy Academy
- Senior Executives Program (Class 25/2017), Capital Market Academy
- Senior Executives on Justice Administration Program, National Justice Academy (Class 20/2016), the Judicial Training Institute, Office of the Judiciary
- Training Course on Administrative Justice for Senior Executives (Class 6/2015), Administrative Justice College, Office of the Administrative Courts
- Diploma, National Defence Course (Class 56), National Defence College, National Defence Studies Institute
- Advanced Certificate Course in Politics and Governance in Democratic Systems for Senior Executives (Class 16/2012), King Prajadhipok's Institute

#### Work Experience

- Deputy Permanent Secretary, Ministry of Transport
- Head of Inspectors General, Ministry of Transport
- Director General of the Marine Department, Ministry of Transport
- Inspector General, Ministry of Transport
- Deputy Director General, Department of Land Transport, Ministry of Transport

### Knowledge/Expertise

- Transportation Laws
- Public Vehicle Regulation
- Public Terminal Management
- Land Transport Management
- International Transportation Management
- Strategic Planning
- Budget Management
- Maritime Transport Management
- Public Relations

### Professional Skills (at least three years of work experience in the field)

- Laws
- Transportation
- Human Resource Management
- Remark: Information from The Director's Pool for State

Enterprises in fiscal year 2018 (Rev. 1)

Holding a minimum of 10 percent of shares with voting rights in companies having the same nature of business as the PAT None

Connected Transactions with other Commissioners None



#### Current Position

Advisor, Tongkah Harbour Public Company Limited Retired Government Official

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

#### Educational Background

- Master of Political Science (Public Affairs), Faculty of Political Science, Thammasat University
- Bachelor of Economics (second-class honors), International Economics, Faculty of Economics, Ramkhamhaeng University Training
- Diploma, Corporate Governance for Executive (CGE) (Class 16/2020), Thai Institute of Directors
- Diploma, Risk Management Program for Corporate Leaders (RCL) (Class 21/2020), Thai Institute of Directors
- Diploma, Corporate Governance Program for Directors and Senior Executives of State Enterprises and Public Organizations (Class 17/2017), King Prajadhipok's Institute
- Diploma, Director Certification Program (DCP) (Class 220/2016), Connected Transactions with other Commissioners Thai Institute of Directors
- Diploma, Maritime Transport Management 1988, WES Institute, Kingdom of Belgium
- Senior Executives Program (2009), Office of the Civil Service Commission
- Graduate Diploma Program in Public Law (Class 13/2002), Thammasat University

### Mr. Somsak Hommuang Commissioner Date of Birth: 2 April 1959

Age: 62 years

#### Work Experience

- Chairman of the Board of Commissioners, the Port Authority of Thailand
- Director General of the Marine Department,
- Ministry of Transport • Deputy Permanent Secretary, Ministry of Transport
- Inspector General, Ministry of Transport

### Knowledge/Expertise

- Economy
- Finance and Public Affairs

Professional Skills (at least three years of work experience

- in the field)
- Logistics
- Maritime Transport

Remark: Information from the additional Director's Pool for State Enterprises in fiscal year 2016 (Rev. 1)

- in companies having the same nature of business as the PAT None
- None



# Mr. Woraphot AiemruksaCommissionerAçDate of Birth: 13 September 1958

Age: 63 years

### Current Position

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020 • Advisor, Ship Expert Technology Co., Ltd.

- Educational Background
- Master of Arts (Political Science), Ramkhamhaeng University
- Bachelor of Laws, Ramkhamhaeng University Training
- Professional Executives' Thinking Skills Program (Class 3/2008), the collaboration of Chulabhorn University and Department of Local Administration in Thailand and Japan
- New Public Management Program B.E. 2550 (2007), Krungthai Bank Public Company Limited
- Mini Master of Public and Private Management (MINI MPPM) (Class 3)
- Program in Public / Private Sector Management Development B.E. 2548 (2005), National Institute of Development Administration
- Senior Administrator Training Course (Class 45/2007), Damrong Rajanubhab Institute, Office of the Permanent Secretary for Interior
- Program for Government Finance / Accounting Officials (Class 62/2004), the Comptroller General's Department, Ministry of Finance

- District Chief Officer Program (Class 44/1997), Institute of Administration Development
- Civil Aid Service Program B.E. 2533 (1990) Hong Kong Special Administrative Region of the People's Republic of China

### Work Experience

- Expert on Local System, Standards, and Planning, Department of Local Administration, Ministry of Interior
- Inspector General, Department of Local Administration, Ministry of Interior
- Secretary, Department of Local Administration, Ministry of Interior
- Inspector General, Department of Disaster Prevention and Mitigation, Ministry of Interior
- Finance Director, Department of Disaster Prevention and Mitigation, Ministry of Interior

### Knowledge/Expertise

- Financial Management
- Budgeting
- Laws
- Professional Skills (at least three years of work experience in the field)

Holding a minimum of 10 percent of shares with voting rights in companies having the same nature of business as the PAT

- None
  Connected Transactions with other Commissioners
- None



### Ms. Chunhachit Sungmai Commissioner Date of Birth: 27 October 1961

Age: 60 years

### Current Position

Chief Inspector General, Ministry of Finance Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2020

- Member of the Board of Commissioners, the Port Authority of Thailand
- Member of the Board of Directors, the Expressway Authority of Thailand
- Member of the Board of Directors, Small and Medium Enterprise Development Bank of Thailand

#### Educational Background

- Master of Business Administration, the Faculty of Commerce and Accountancy, Chulalongkorn University
- Bachelor of Economics, Thammasat University
- Postgraduate Diploma in Information Management (University of Strathclyde), United Kingdom

#### Training

- Diploma, Director Certification Program (DCP) (Class 298/2020), Thai Institute of Directors
- Senior Executive Program (Class 29/2019), Capital Market Academy
- Anti-Corruption Strategic Management for Senior Executives (Class 8/2017), NACC Administrator College, Sanya Dharmasakti National Anti-Corruption Institute
- Senior Executives Program (Class 7/2015), Office of the Civil Service Commission
- Diploma, National Defence Course (Class 56), National Defence College, National Defence Studies Institute

- Senior Executives on Justice Administration Program, National Justice Academy (Class 17/2012), the Judicial Training Institute, Office of the Judiciary
- Senior Executives Program : Leaders with Vision (Class 45/2005), Office of Civil Service Commission

#### Work Experience

- Inspector General, Ministry of Finance
- Advisor of Fiscal and Financial System Development, Comptroller General's Department, Ministry of Finance
- Deputy of Comptroller-General, the Comptroller General's Department, Ministry of Finance
- Director, Office of Government Procurement, the Comptroller General's Department, Ministry of Finance

#### Knowledge/Expertise

- Monetary and Financial Management
- Monetary and Financial Management
- Information Technology

Professional Skills (at least three years of work experience in the field)

- Law
- Finance

Remark: Information from the Director's Pool for State Enterprises in fiscal year 2020

Holding a minimum of 10 percent of shares with voting rights in companies having the same nature of businesas the PAT

- None Connected Transactions with other Commissioners
  - None

Remark: Position held until November 26, 2020

Roles, Duties, and Responsibilities of the PAT Board of Commissioners



The PAT Board of Commissioners has been appointed by the Cabinet in accordance with Section 22 of Port Authority of Thailand Act, B.E. 2494 (A.D. 1951) (amended by Section 10 of Port Authority of Thailand Act, (No. 2), B.E. 2499 (A.D. 1956). The PAT Board of Commissioners consists of one Chairman and other members of not less than six persons but not exceed ten persons. At least one of them shall be knowledgeable and well-versed in port business, and economics or treasury. The PAT Board of Commissioners has the duty to lay out the plans and monitor overall PAT business as stipulated under Section 29.

The PAT Board of Commissioners is a panel of people who is elected to represent the shareholders in government agency and must possess qualifications in terms of appropriate knowledge and competency to drive the PAT towards sustainable growth in line with government shareholders' guideline. Therefore, the PAT Board of Commissioners shall commit to perform their duties and responsibilities with due professional expertise in port business and water transportation, as well as uphold ethical standards. Key duties and responsibilities of the PAT Board of Commissioners are to define PAT's directions; to review and approve the PAT's Corporate Plan and Annual Action Plan; to set up sub-committees for assisting the PAT Board of Commissioners' tasks; to participate in the PAT Board of Commissioners meetings with full commitment; to evaluate the performance of the PAT Board of Commissioners and sub-committees for deciding suitable compensation and self-assessment; to enhance knowledge and understanding of PAT's business among both new and old board members; to evaluate the performance of the PAT Director General and other high-level executives (two lower-level positions under the supervision of the PAT Director General); to draw up a clear and comprehensive succession plan for the PAT Director General and other executives; and to govern the PAT business in compliance with applicable laws, regulations, rules, and standards.

### **The PAT Board of Commissioners**

1. Duties and responsibilities in compliance with Code of Ethics of the State Enterprise Commissioners (State Enterprise Policy Office: SEPO), the Ministry of Finance, B.E. 2562 (A.D. 2019) are as follows:

1.1 To establish the PAT's directions policies, and play a key role in formulating the PAT's Corporate Plan and Annual Action Plan before approving them at least one month ahead of the beginning of the new accounting year;

1.2 To supervise and enhance the standard of the PAT's Internal Control System, Internal Audit System, Risk Management System, Information Technology and Digital System, Human Resources Management System in line with international standards and guidelines as endorsed by the State Enterprise Policy Office (SEPO), the Ministry of Finance to ensure efficiency and transparency in operations and in compliance with ethical standards;

1.3 To monitor both financial and non-financial operating results on a regular basis, at least once a quarter, and to ensure that reports submitted to the PAT Board of Commissioners are of good quality with adequate information for decision-making. Reports must include essential information, namely analysis and summary of operating results that are compared against the objective and performance result in the previous year; factors that thwart goals; obstacles/ problems; recommended solutions. Reports must be comprehensive and presented to the PAT Board of Commissioners without interfering in the decisionmaking and administration of the PAT Management;

1.4 To evaluate the performance of the PAT Director General and other high-level executives (two lower-level positions under the supervision of the PAT Director General) on an annual basis;

1.5 To attend the PAT Board of Commissioners meetings on a monthly basis and perform their duties for providing meaningful remarks and recommendation, independent opinions with their best effort dedication, honesty, carefulness, and with government shareholders' and national interests in mind;

1.6 To supervise PAT's good governance in line with international standards and guidelines endorsed by the State Enterprise Policy Office (SEPO), the Ministry of Finance;

1.7 To formulate port business guidelines with due regard to meet expectations of all stakeholders;

1.8 To disclose the PAT's information in an accurate, comprehensive, transparent, and timely manner;

1.9 To evaluate and improve current and new PAT Board of Commissioners' performance on a yearly basis; and

1.10 To promote and apply innovation management into practices for the PAT's sustainable

growth in parallel with sustainable development of Thailand's economy, society, and environment.

2. The PAT Board of Commissioners Meetings

The PAT Board of Commissioners has laid down guideline on the PAT Board of Commissioners meetings to ensure efficiency, focusing on enabling the PAT Commissioners to carry out their duties and provide useful opinions to the fullest of their abilities with independence, dedication, honesty, caution, and always take the interests of the PAT, the nation, and all stakeholders into account. The guideline can be summarized as follows:

2.1 Issuing the meeting agenda to the PAT Board of Commissioners in advance, with the details of meeting date and arranging the meeting at least once a month, so that they can manage their schedules and participate in the meeting consistently;

2.2 The PAT Board of Commissioners shall devote importance to attend at the PAT Board of Commissioners meetings with more than 80 percent of the total meetings;

2.3 The Chairman of the PAT Board of Commissioners shall consult with the PAT Director General in preparing the meeting agenda for the PAT board of Commissioners meetings to ensure comprehensiveness as well as effective and timely monitoring of PAT's financial and non-financial performance. The meeting agenda shall be submitted to the PAT Board of Commissioners seven days ahead of the meeting;

2.4 The PAT Board of Commissioners shall act on the meeting agenda that has been circulated in advance. They shall not remove, postpone, add, or recycle meeting agendas. Also, they shall not seek any ratification that will make the PAT Board of Commissioners and PAT Management's performance run against generally accepted good governance principle;

2.5 The PAT Board of Commissioners shall have convenient access to PAT's financial and non-financial information that is essential for the supervision of the PAT's operations. Such information must be accurate, complete, reliable, transparent, accountable, timely, and adequate for careful decision-making. Data sources must cover documents, digital sources, and relevant parties and agencies. When persons are data sources, they shall provide complete and accurate information in line with good practice, free from conflict of interest as necessary and appropriate, the PAT Board of Commissioners may seek the independent opinion of advisor/external special at the expense of PAT;

2.6 To promote the PAT Board of Commissioners' efficient expression of opinions, meeting materials shall be sent to them approximately seven days (including holidays) ahead of each meeting. The PAT Board of Commissioners shall receive the meeting materials in advance so that they have enough time to review the information before expressing their opinions/ recommendations and issuing resolutions correctly. During the PAT Board of Commissioners meetings, the chairman of the PAT Board of Commissioner shall encourage board members to express their opinions independently with interests of government shareholders and all groups of stakeholders in mind in a balanced, fair, and transparent manner;

2.7 The PAT Board of Commissioners shall supervise Meeting Report System to ensure that reports on its meetings, sub-committee/committee meetings, and their internal meetings are complete and accurate; and

2.8 The PAT Board of Commissioners has a policy to hold non-executive meetings as deemed necessary, in order to discuss the PAT's operations without presence of the PAT executives and management team. After such meeting, the PAT Board of Commissioners shall inform PAT Director General of meeting results. The PAT Board of Commissioners appoints Board members as members of committees and sub-committees to oversee and supervise PAT's operations as follows:

### **The PAT Audit Committee**

has duties and responsibilities in accordance with the criteria as assigned by the Cabinet and the Ministry of Finance as set out in clause 10 of the Ministry of Finance's Regulation on Audit Committee and Internal Audit Unit of State Enterprise, B.E. 2555 (A.D. 2012).

### **The PAT Document Consideration Committee**

has equal authority to the Management Committee as follows:

 To support the PAT Board of Commissioners for supervising the PAT's operations in line with the objectives, policies, strategies, and business plans, and compliance with applicable laws and regulation;

2. To review and approve proposed issues before presenting to the PAT Board of Commissioners;

3. To review and approve procurements pursuant to its applicable power and related regulations;

4. To review the PAT's business plans and implementation plans;

5. To perform other tasks as assigned by the PAT Board of Commissioners; and

6. To invite related parties to clarify and provide information, advice any recommendations, as well as to request documents from related agencies to support the Committee's consideration as deemed necessary.

### The PAT Director General Nomination Committee

has the authority and duty to select a person who possesses knowledge, competence, and experience to be qualified as the PAT Director General for nomination to the PAT Board of Commissioners for consideration according to the Act on Qualification Standards for Directors and Officials of State Enterprise, B.E. 2518 (A.D. 1975) and its amendments.

### The Sub-committee on the Preparation of the Contracts and Remunerations of the PAT Director General

has the authority and duty to issue the contracts and determine the remuneration for the PAT Director General and then presents the matter to the PAT Board of Commissioners for consideration to further obtain consent from the Ministry of Finance, according to Section 8 (4) in the Act on Qualification Standards for Directors and Officials of State Enterprise, B.E. 2518 (A.D. 1975) and its amendments.

### The Sub-committee on Plan Consideration and Evaluation of the PAT Director General's Performance

has duties and responsibilities as follows:

 To consider plans proposed by the PAT Director General before presenting to the PAT Board of Commissioners for authorization;

 To present the details, criteria, and methods for the assessment of the PAT Director General's performance to the PAT Board of Commissioners for approval;

3. To evaluate the PAT Director General's performance to ensure consistency with the contract, criteria, and methods approved by the PAT Board of Commissioners and to submit evaluation results for the PAT Board of Commissioners; and

4. To consider the adjustment of annual fixed and special remuneration in accordance with the PAT's performance and assessment results, and report to the PAT Board of Commissioners for approval.

### The PAT Risk Management and Internal Control Committee

has duties and responsibilities as follows:

 To consider and approve the PAT Risk Management and Internal control Framework, and the PAT Business Continuity Management Framework;

 To make consideration in regulating the charter in order to integrate with the Audit Committee;

3. To consider and approve the PAT Risk Management Plan, Risk Management Action Plan, Internal Control Action Plan, and Business Continuity Management Plan;

4. To supervise and evaluate the efficiency of the PAT Risk Management, Internal Control, and Business Continuity Management in accordance with the PAT's Risk Management, Internal Control, and Business Continuity Management Policies;

5. To define a guideline for conducting the review of the PAT Strategic Plan;

 To review the PAT's Corporate plan, plans, projects, and action plans before presenting to the PAT Board of Commissioners for making consideration;

 To monitor and ensure the implementation of the PAT's corporate plan in line with the PAT's strategy;

8. To appoint sub-committees or working groups as required;

 To invite related parties to clarify and provide information, advice, and recommendations, as well as to request documents from related agencies to support the Committee's consideration as deemed necessary;

10. To report the results of the PAT Risk Management and Internal Control and the PAT Business Continuity Management performance including opinions to the PAT Board of Commissioners in a timely manner; and

11. To carry out any assignment given by the PAT Board of Commissioners.

### The PAT Corporate Governance and Corporate Social Responsibility Committee

has duties and responsibilities as follows:

 To consider and approve the PAT's policies and guidelines for Good Corporate Governance and Corporate Social Responsibility, anti-corruption as well as ethics before presenting to the PAT Board of Commissioners for approval prior to a new fiscal year ahead;

2. To consider and approve the PAT's long-term work plan for Good Corporate Governance, annual work plan for Good Corporate Governance, long-term work plan for Corporate Social Responsibility, annual work plan for Corporate Social Responsibility, long-term work plan for anti-corruption, and annual work plan for anti-corruption for approval prior to a new fiscal year ahead;

3. To monitor and report the result of the PAT's operation to ensure compliance with policies and guidelines for Good Corporate Governance and to accomplish PAT's plans for Good Corporate Governance, Corporate Social Responsibility, as well as anti-corruption to the PAT Board of Commissioners on a quarterly basis;

4. To constantly promote participation in the PAT Good Corporate Governance and Corporate Social Responsibility activities of the PAT Board of Commissioners, executives, and officials;

5. To work with the PAT Risk Management and Internal Control Committee for the integration of Governance, Risk Management, and Compliance (GRC);

6. To appoint sub-committees or working groups who are responsible for supporting activities concerning Good Corporate Governance, Corporate Social Responsibility, and anti-corruption as deemed appropriate; and

7. To perform other tasks as assigned by the PAT Board of Commissioners concerning Good Corporate Governance, Corporate Social Responsibility, and anti-corruption.

### The PAT Committee on Knowledge, Technology, and Innovation Management

has duties and responsibilities as follows:

 To formulate policies and operational guidelines on knowledge, technology, and innovation management;

2. To supervise the formulation and revision of the PAT Digital Action Plan to ensure compliance with the PAT's strategies, the Ministry of Transport's Digital Transport Plan, the plan on digital development for economy and society, and relevant government policies;

 To supervise the provision and improvement of the PAT's master plan and action plan concerning knowledge, technology, and innovation management;

4. To supervise the PAT's Information Technology Governance (ITG);

5. To supervise the PAT's information security management;

6. To supervise knowledge, technology, and innovation management for resource optimization management;

7. To monitor the operational results of master plan and action plan concerning knowledge, technology, and innovation management, as well as digital action plan;

To promote, support, develop, and upgrade
 PAT knowledge, technology, and innovation
 management;

9. To set up sub-committees or working groups as deemed necessary;

10. To invite relevant parties to provide information, advice, recommendations, as well as to request documents from related agencies for consideration as deemed necessary; and

11. To report the performance result to the PAT Board of Commissioners in a timely manner.

### The Sub-committee on Human Resources of the PAT

has duties and responsibilities as follows:

 To provide policy recommendations on the PAT human resources;

2. To consider human resources master plan before presenting to the PAT Board of Commissioners;

3. To set up a Replacement System and criteria for promotions to the executive level; and

4. To perform other tasks concerning human resources management as assigned by the PAT Board of Commissioners.

### The PAT Public and Business Relations Committee

has duties and responsibilities in accordance with Article 23 of the State Enterprise Labor Relations Act, B.E. 2543 (A.D. 2000).

### The Sub-committee on Legal Affairs and Contracts of the PAT Board of Commissioners

### has duties and responsibilities as follows:

1. To give advice, recommendations and scrutinize legal matters, draft rules, draft regulations, draft contracts, as well as to consider legal and contract issues for the PAT Board of Commissioners;

2. To invite related persons or PAT officials to provide information, opinions, recommendations, and legal matters, or request for documents related to the PAT Board of Commissioners' performance;

3. To invite external specialists to provide recommendation as deemed appropriate;

4. To set up a working group to assist the PAT Board of Commissioners' tasks as deemed appropriate;

5. To regulate charter on law and contract in correspondence with the PAT's responsibility with approval from the PAT Board of Commissioners and review the charter at least once a year;

6. To submit meeting minutes to the Office of the Secretary of the PAT Board of Commissioners and the PAT Board of Commissioners' secretary before presenting to the PAT Board of Commissioners for acknowledgement; and

7. To perform other duties as assigned by the Chairman of the PAT Board of Commissioners.
Policy and Remuneration for the PAT Board of Commissioners



Payments of remuneration and meeting allowances to the PAT Board of Commissioners and Sub-committees are in accordance with the Remuneration and Meeting Allowance Payment Regulation prescribed by the State Enterprise Policy, the Ministry of Finance which was approved by the Cabinet's resolution on April 24, 2019. Details are as follows:

### 1. Monthly Remuneration

The chairperson of the board of a state enterprise shall receive two times the amount of remuneration paid to each member of the board of commissioners as follows:

- Chairman: 20,000 Baht per month
- Commissioner: 10,000 Baht per month

In an event that a commissioner does not work for a full month, the monthly remuneration shall be paid proportionately based on the period of time he or she has been in office.

### 2. Meeting Allowances

2.1 The meeting allowance shall be paid to the PAT Board of Commissioners who attend meetings once a month. The Chairman of the PAT Board of Commissioners shall receive meeting allowance at a higher rate than other commissioners by 25 percent.

- Chairman: 25,000 Baht per month
- Commissioner: 20,000 Baht per month

However, if deemed appropriate, the meeting allowance can be paid more than one meeting per month, but not more than 15 meetings per year.

2.2 The meeting allowance shall be paid to the PAT Board of Commissioners who were appointed as a member of the committees/sub-committees/ working groups at 0.5 times of the normal rate. Whereby, each of the PAT Board of Commissioners shall receive the meeting allowance of not more than 2 committees/sub-committees/working groups, each of which is not more than once a month.

- Chairman: 12,500 Baht per month
- Commissioner: 10,000 Baht per month

### 3. Bonus

Payment of financial remuneration based on state enterprises' performance evaluation system in the form of bonus for state enterprises' board of directors aims at providing motivations. Taken into account for bonus determination are net profit and performance scores state enterprises have got in line with the criteria set by the Ministry of Finance.

The chairman and vice chairman shall receive a bonus at a higher rate than other board members by 25 and 12.5 percent, respectively, where as the PAT Board of Commissioners who are absent form the meetings for more than three months shall receive a bonus as the following rule:  Absence from the board meetings for more than 3 months but not exceeding 6 months: 25 percent reduction of the bonus;

2. Absence from the board meetings for more than 6 months but not exceeding 9 months: 50 percent reduction of the bonus; and

3. Absence from the board meetings for more than 9 months: 75 percent reduction of the bonus.

No.	Name	Number of Attended Meetings	Meeting Allowance (Baht)
1.	Adm. Sophon Wattanamongkol	15	375,000
2.	Mr. Krichthep Simlee	13	260,000
3.	Pol. Lt. Gen. Jaroenvit Srivanit	13	260,000
4.	Mr. Chanin Kanhirun	15	300,000
5.	Mr. Vuttikrai Leewiraphan	14	280,000
6.	Mr. Chirute Visalachitra	13	260,000
7.	Mr. Somsak Hommuang	15	300,000
8.	Mr. Woraphot Aiemruksa	15	300,000
9.	Ms. Chunhachit Sungmai	1	20,000
	Total		2,355,000

# PAT Board of Commissioners' Meetings in the Fiscal Year 2020, PAT Board of Commissioners convened 15 meetings (between October 2020 and September 2021).

Remarks: - Chairman and other members of the PAT Board of Commissioners were appointed on December 24, 2019.

- In March, August and September 2021, two meetings were held each month.
- The PAT Board of Commissioners No. 9 Ms. Chunhachit Sungmai resigned on November 27, 2020

# Committee/Sub-committee's Meetings

In the fiscal year 2021, the meeting attendances of the PAT Board of Commissioners are as follows:

Sub-committee on Legal Affairs and Contract of the PAT Board of Commissioners			8/8					
The PAT Public and Business Relations CommoD		12/12						
seources on PAT Human Resources				6/6			6/6	
PAT Knowledge, Technology and Innovation Management Committee			11/11			11/01		
PAT Corporate Governance and Corporate Social Responsibility Committee	4/5				3/5	5/5		
PAT Risk Management and Internal Control Committee	10/11		11/01				11/11	
Sub-committee on Plan Consideration and Performance Evaluation of the PAT Director General				4/4	4/4			L/L
PAT Director General Nomination Committee	2/3		3/3		3/3			
eettimmo⊃ noitorabizno⊃ tnemuzoO TA9	15/15		15/15				15/15	
eettimmo⊃ tibuA TA9		2/2				2/2		2/2
Name	1. Mr. Krichthep Simlee	2. Pol. Lt. Gen. Jaroenvit Srivanit	3. Mr. Chanin Kanhirun	4. Mr. Vuttikrai Leewiraphan	5. Mr. Chirute Visalachitra	6. Mr. Somsak Hommuang	7. Mr. Woraphot Aiemruksa	8. Ms. Chunhachit Sungmai

Remarks : - Chairman and other members of the PAT Board of Commissioners were appointed on December 24, 2019.

- The PAT Board of Commissioners No. 9 Ms. Chunhachit Sungmai resigned on November 27, 2020.





Lt. JG. Kamolsak Promprayoon, R.T.N. Director General

Age: 59 years Date of Birth: 13 November 1961 Date of Appointment: 25 February 2019

### Educational Background

- Bachelor of Science in Naval Science, Royal Thai Naval Academy
- Diploma, National Defence College, the Joint State-Private Sector Course, Class 26

9 March 2004:	Administrator 13, Bangkok Port	
20 January 2005:	Director of Harbour Services Department,	
	Bangkok Port	
1 January 2008:	Administrator 15, Administration Attached	
	to the Director General	
30 March 2010:	Deputy Managing Director, Bangkok Port	
28 December 2011: Administrator 16, Administration		
	Attached to the Director General	
1 October 2012:	Deputy Director General (Engineering)	
1 October 2014:	Deputy Director General	
	(Asset Management and Business	
	Development)	
25 February 2019:	Director General	



### **Pol. Sub. Lt. Montree Lergchumniel** Managing Director, Laem Chabang Port

Age: 57 years Date of Birth: 27 May 1964 Date of Appointment: 1 October 2015

### Educational Background

- Master of Public Administration, National Institute of Development Administration (NIDA)
- Bachelor of Science in Naval Science, Royal Thai Naval Academy

### Work Experience

13 February 1997:	Director, Engineer Division,
	Laem Chabang Port
9 March 2004:	Administrator 13, Laem Chabang Port
1 October 2010:	Assistant Managing Director,
	Laem Chabang Port
1 October 2012:	Deputy Managing Director,
	Laem Chabang Port
1 October 2015:	Managing Director, Laem Chabang Port
1 March 2019:	Deputy Director General (Engineering)
1 April 2020:	Managing Director, Laem Chabang Port



Lt. JG. Dr. Chamnan Chairith, R.T.N. Deputy Director General (Asset Management and Business Development) Age: 57 years Date of Birth: 3 January 1964 Date of Appointment: 1 October 2016

### Educational Background

- Doctor of Philosophy in Political Science, Eastern Asia University
- Master of Public and Private Management Program (M.P.P.M.), National Institute of Development Administration (NIDA)
- Bachelor of Science in Naval Science, Royal Thai Naval Academy

1 October 2011:	Deputy Director of Support Services
	Administration Department, Bangkok Port
28 December 2011	: Director of Support Services
	Administration Department, Bangkok Port
31 July 2012:	Deputy Managing Director,
	Bangkok Port
1 October 2016:	Managing Director, Bangkok Port
1 November 2017:	Administrator 16, Administration
	Attached to the Director General
1 March 2019:	Deputy Director General
	(Asset Management and Business
	Development)





Mrs. Achana Promprayoon Deputy Director General (Human Resources Management and Corporate Governance) Age: 58 years Date of Birth: 15 June 1963 Date of Appointment: 1 March 2019

### **Pol. Sub. Lt. Tanin Ampawapalin** Deputy Director General (Engineering)

Age: 58 years Date of Birth: 12 September 1963 Date of Appointment: 1 March 2019

### Educational Background

- Master of Public Administration, Chulalongkorn University
- Bachelor of Arts, Chulalongkorn University
- Diploma in Spanish Language and Culture, University of Madrid (Spain)
- Diploma, National Defence College, the National Defence Course, Class 59

### Work Experience

6 June 2008:	Director, Office of Secretary of the
	Board Commissioners
30 March 2010:	Director of Human Resources Management
	Department
31 July 2012:	Inspector, Administration Attached to the
	Director General
1 October 2013:	Assistant Director General
	(Human Resources Management
	and Finance)
1 March 2019:	Administrator 16, Administration Attached
	to the Director General
1 April 2020:	Deputy Director General (Human Resources
	Management and Corporate Governance)
(Declarad on 1	April 2021)

(Resigned on 1 April 2021)

### Educational Background

- Bachelor of Public Administration, Sukhothai Thammathirat Open University
- Bachelor of Science in Navigation, Royal Thai Naval Academy

12 March 2012:	Deputy Director of Marine Department
	(Engineering)
1 October 2013:	Director of Marine Department
	(Engineering)
1 October 2014:	Assistant Director General (Engineering)
1 March 2019:	Deputy Director General
	(Human Resources Management and
	Corporate Governance)
1 April 2020:	Deputy Director General (Engineering)



Mr. Angkool Luanprapant Administrator 16, Administration Attached to the Director General Age: 60 years Date of Birth: 2 February 1961 Date of Appointment: 1 March 2019

Lt. JG. Yutana Mokekhaow, R.T.N. Deputy Director General (Financial Management and Corporate Strategy) Age: 56 years Date of Birth: 21 June 1965 Date of Appointment: 1 March 2019

### Educational Background

• Bachelor of Business Administration (Accounting), Ramkhamhaeng University

### Work Experience

18 December 2008:	Director of Office of Accounting,
	Finance and Accounting Department
	(Human Resources Management
	and Finance)
28 December 2011:	Director of Finance and Accounting
	Department (Human Resources
	Management and Finance)
1 October 2015:	Assistant Director General
	(Human Resources Management
	and Finance)
1 March 2019:	Deputy Director General
	(Financial Management and Corporate
	Strategy)
1 April 2020:	Administrator 16, Administration
	Attached to the Director General

### Educational Background

- Master of Business Administration, Burapha University
- Bachelor of Science in Navigation, Royal Thai Naval Academy

10 October 2013:	Director of Office of Operation,
	Laem Chabang Port
1 October 2015:	Assistant Managing Director,
	Laem Chabang Port
1 November 2017:	Deputy Managing Director,
	Laem Chabang Port
1 March 2019:	Managing Director, Laem Chabang Port
1 April 2020:	Deputy Director General (Financial
	Management and Corporate Strategy)



Mr. Bundit Sakonwisawa Managing Director, Bangkok Port

Age: 59 years Date of Birth: 15 October 1961 Date of Appointment: 1 April 2020

### Educational Background

• Bachelor of Industrial Technology (Electronics Technology), King Mongkut's Institute of Technology Ladkrabang

### Work Experience

10 October 2013:	Deputy Director of Harbour Services and
	Mechanical Handling Equipment
	Department, Bangkok Port
1 October 2015:	Director of Harbour Services and
	Mechanical Handling Equipment
	Department, Bangkok Port
1 March 2019:	Deputy Managing Director,
	Laem Chabang Port
• 1 April 2020:	Managing Director, Bangkok Port

### **Pol. Lt. Prajak Sriwatthana** Assistant Director General (Audit)

Age: 60 years Date of Birth: 22 September 1961 Date of Appointment: 1 October 2015

### Educational Background

• Bachelor of Science in Naval Science, Royal Thai Naval Academy

12 February 2008:	Deputy Director of Marine Department,
	Bangkok Port
28 December 2011	Inspector, Administration Attached
	to the Director General
31 July 2012:	Director of Human Resources
	Management Department (Human
	Resources Management and Finance)
1 October 2012:	Administrator 14, Administration
	Attached to the Director General
1 October 2015:	Assistant Director General
	(Asset Management and Business
	Development)
1 March 2019:	Assistant Director General (Human
	Resources Management and Corporate
	Governance)
1 May 2020:	Assistant Director General (Audit)





Lt. JG. Poom Sangkham, R.T.N. Deputy Managing Director, Bangkok Port

Age: 56 years Date of Birth: 18 December 1964 Date of Appointment: 1 October 2015

### Educational Background

• Bachelor of Science in Naval Science, Royal Thai Naval Academy

### Work Experience

1	7 August 2012:	Deputy Director of Harbour Services and
		Mechanical Handling Equipment
		Department, Bangkok Port
1	October 2013:	Director of Harbour Services and
		Mechanical Handling Equipment
		Department, Bangkok Port
1	October 2015:	Deputy Managing Director,
		Laem Chabang Port
1	November 2017:	Deputy Managing Director,
		Bangkok Port
1	March 2019:	Assistant Director General (Audit)
1	May 2020:	Deputy Managing Director, Bangkok Port

Lt. Ruth Sookpreedee, R.T.N. Deputy Director General (Human Resources Management and Corporate Governance) Age: 57 years Date of Birth: 9 May 1964

- Educational Background • Bachelor of Science in Naval Science, Royal Thai
  - Naval Academy

Date of Appointment: 1 May 2021

22 October 2010:	Deputy Director of Harbour Services and			
	Mechanical Handling Equipment			
	Department, Bangkok Port			
31 July 2012:	Director of Support Services Administration			
	Department, Bangkok Port			
1 October 2016:	Director of Ship and Cargo Operations			
	Department, Bangkok Port			
1 March 2019:	Deputy Managing Director, Bangkok Port			
1 May 2020:	Assistant Director General			
	(Human Resources Management and			
	Corporate Governance)			
1 May 2021:	Deputy Director General (Human Resources			
	Management and Corporate Governance)			





Mr. Ruangsak Bamnetpan Assistant Director General (Engineering)

Age: 58 years Date of Birth: 22 December 1962 Date of Appointment: 1 March 2019

### Mr. Apiseta Pongsuwan Assistant Director General (Financial Management and Corporate Strategy) Age: 57 years Date of Birth: 30 May 1964 Date of Appointment: 1 March 2019

### Educational Background

- Master of Science (Computer Science), Rangsit University
- Bachelor of Economics, Ramkhamhaeng University

### Work Experience

10 September 2010: Deputy Director of Information					
	Technology Department				
	(Organization Development and				
	Information Technology)				
1 October 2011:	Deputy Director of Information				
	Technology Department (Engineering)				
1 October 2013:	Director of Information Technology				
	Department (Engineering)				
1 March 2019:	Assistant Director General (Engineering)				

### Educational Background

- Bachelor of Business Administration (Accounting), Ramkhamhaeng University
- Naval War College, Class 50

10 October 2013:	Deputy Director of Audit Department
30 January 2015:	Director of Audit Department (Audit)
1 March 2019:	Assistant Director General (Financial
	Management and Corporate Strategy)



Mr. Somchai Hemthong Assistant Director General (Asset Management and Business Development) Age: 59 years Date of Birth: 18 November 1961 Date of Appointment: 1 March 2019

Lt. Kan Maenaruji, R.T.N. Deputy Managing Director, Laem Chabang Port

Age: 58 years Date of Birth: 31 March 1963 Date of Appointment: 1 May 2020

### Educational Background

- Master of Science (Business Economics), Kasetsart University
- Bachelor of Economics, Ramkhamhaeng University

### Work Experience

12 March 2012:	Director of Office of Regional Ports			
	(Asset Management and Business			
	Development)			
10 October 2013:	Deputy Director of Business Development			
	and Asset Management Department			
	(Asset Management and Business			
	Development)			
1 October 2016:	Director of Business Development and			
	Asset Management Department (Asset			
	Management and Business Development)			
1 March 2019:	Assistant Director General			
	(Asset Management and Business			
	Development)			

### Educational Background

 Bachelor of Science in Naval Science, Royal Thai Naval Academy

1					
10 October 2013: Deputy Director of Marine Department					
	(Engineering)				
1 October 2014:	Director of Marine Department (Engineering)				
1 October 2016:	Director of Support Services				
	Administration Department, Bangkok Port				
1 March 2019:	Director of Harbour Services and				
	Mechanical Handling Equipment				
	Department, Bangkok Port				
1 May 2020:	Deputy Managing Director,				
	Laem Chabang Port				



Pol. Lt. Chaichan Chutong Assistant Director General (Human Resources Management and Corporate Governance) Age: 58 years Date of Birth: 1 February 1963 Date of Appointment: 1 May 2021

### Educational Background

- Master of Public and Private Management Program (M.P.P.M.), National Institute of Development Administration (NIDA)
- Bachelor of Science in Naval Science, Royal Thai Naval Academy

14 October 2014:	Deputy Director of Support Services
	Administration Department, Bangkok Port
1 March 2019:	Director of Support Services
	Administration Department, Bangkok Port
1 May 2020:	Administrator 14, Administration Attached
	to the Director General
1 May 2021:	Assistant Director General
	(Human Resources Management and
	Corporate Governance)



### Plan and Performance Evaluation of the PAT Director General

The Sub-committee on Plan Consideration and Evaluation of the PAT Director General's performance comprises three members of the PAT Board of Commissioners, namely Mr. Chirute Visalachitra, who serves as the sub-committee's chair, and Mr. Vuttikrai Leewiraphan, sub-committee members. The Director of Human Resources Department, Mr. Thanawat Salikarin serves as the secretary to the sub-committee, and Mrs. Prapassorn Butbundhit, Director of Corporation Plan Division, serves as the assistant secretary.

### The sub-committee has authority and duty as follows:

1. To review plans proposed by the PAT Director General before presenting to the PAT Board of Commissioners for approval;

2. To specify the details, criteria, and methods for the evaluation of the PAT Director General's performance to the PAT Board of Commissioners for approval;

3. To evaluate the PAT Director General's performance ensuring consistency with the contract, criteria, and methods approved by the PAT Board of Commissioners, and report evaluation results for the PAT Board's review; and

4. To consider the adjustment of the fixed remuneration and annual special benefit based on his/her performance and evaluation results, before presenting to the PAT Board of Commissioners for consideration.

Remuneration and other benefits/welfare provided for the PAT high-level executives (from Level 14 up) including the Director General, covered 32 persons in 2021, are as follows:

			Unit: Baht
ltem	Year 2021	Year 2020	Year 2019
Total financial remuneration	62,650,860.40	58,129,673.50	59,092,865.82
Other forms of remuneration	12,052,449.22	11,075,176.92	9,489,890.31
Total	74,703,309.62	69,204,850.42	68,582,756.13

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In the fiscal year 2021, the PAT Board of Commissioners appointed the PAT Director General Nomination Committee, consisting of three PAT Commissioners namely Mr. Chanin Kanhirun as the committee chairman, Mr. Krichthep Simlee and Mr. Chirute Visalachitra as committee members, and two non-commissioner committee members, namely Mr. Wittaya Yamuang, Director-General of the Marine Department, and Mr. Kritpetch Chaichuay, the Inspector General of the Ministry of Transport. The Director of the Human Resources Management Department serves as the secretary of the Nomination Committee.

The PAT Director General Nomination Committee considered the nomination and selection criteria and process by adhering to the scope of responsibility assigned by the PAT Board of Commissioners. The committee selected persons with appropriate knowledge, capability and experience to be qualified as the PAT Director General and carefully nominated the candidates for PAT Board of Commissioners' consideration in accordance with the Standard Qualifications of State Enterprise Directors and Officials Act B.E. 2518 (1975) and amendments which also include assessment criteria of the nominated person's vision that supports PAT's strategy. The committee also improved operation procedure for enhanced transparency. In the fiscal year 2021, the PAT Director General Nomination Committee convened three times.



# HISTORY AND SIGNIFICANT ACHIEVEMENTS

# History of the Port Authority of Thailand (PAT)

The Port Authority of Thailand is a Public Facility Enterprise under the Ministry of Transport, established in accordance with the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951). The objectives were to carry out operations and bring about the advancement and prosperity of Port Authority business for the benefits of the State and the people. Currently, the PAT is responsible for the management of major ports including Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port, Chiang Khong Port, and Ranong Port.

Subsequent to Thailand's ruling changed from Absolute Monarchy to Constitutional Democracy in 1932, the initiative idea to build a modern State Port had emerged by Vice Admiral Phraya Rajawangsan, Defence Minister of such time. He proposed to dredge the sandbar at the mouth of the Chao Phraya River in order to promote maritime business and enable large sized ocean-going vessels to cruise through water channel to load and transfer cargoes from the Port conveniently and safely instead of transporting cargoes between Bangkok and Koh Sichang as originally done in the past. In addition, the previously existing condition of the Port was proposed to be improved to be a modern Port in order to promote trades with foreign countries. However, such Project was met with enormous variety of problems. Thai government, therefore, sent a Letter seeking assistance to the League of Nations Head Office in Geneva, Switzerland.

Two years later, the League of Nations dispatched experts to Thailand to conduct surveys on economic and trade conditions in Bangkok as well as the location for the construction of the Port of Thai government. The experts proposed the government to dredge water channel in Chao Phraya River and recommended 2 areas: namely; Paknam Samut Prakan and Klongtoey Sub-district for the construction of the Port. The government elected to construct the Port at Klongtoey Sub-district which is the territory of the Port Authority of Thailand, presently.



### 1935

The government established the Port Construction Committee, chaired by General Phra Boriphan Yuthakij, the Minister of Economic Development to carry out operations in dredging the sandbar at the mouth of the Chao Phraya River and construct a modern port at Klongtoey Sub-district as proposed by the League of Nations.

### 1936

The Port Construction Committee conducted a port construction design competition, won by German Professor Argus. Christiani & Nielsen Company was selected as construction contractor for the 20 million Baht construction project.

### 1938

The government established the Bangkok Port office. Luang Prasert Vitherath, a craftsman from the Department of Railways headed the Bangkok Port Office (1938 - 1943) and supervised the construction with consultation from Mr. Robert Schwager. The Bangkok Port office reported directly to the Ministry of Economic Development and the construction of Klongtoey Port was began.

### 1940

The government placed an order for a Sandbar Dredger named "Sandon 1" from the Netherlands and water channel dredging operations were subsequently followed. However, the water channel dredging work and Port construction were suspended due to World War II broke out. At which time, Klongtoey Port were seen equipped with only one 1.500-meter berth, four transit sheds, one 3-storey warehouse (the present bonded warehouse), and one Office Building: OB.



### 1947

The port was opened, with Luang Yuktaseveeviwat being the Director. The Cabinet appointed a Bangkok Port Office Committee on Planning and Supervision, chaired by the Minister of Transportation.

### 1948

Captain Luang Suphi Udhakathara, R.T.N. (Suphi Chanthamas), Director of Bangkok Port office, conducted war-time damage repairs and constructed additional buildings.

### 1951

The government obtained a loan from the World Bank for dredging the sandbar as a navigational water channel from the mouth of the Chao Phraya River in Samut Prakan Province to Klongtoey Port, a distance of about 66 kilometers, and also purchased loading equipment for Bangkok Port development.

### In May 1951

The Port Authority of Thailand Act, B.E. 2494 (A.D. 1951) was enacted to constitute the Port Authority of Thailand (PAT) as a state enterprise under the Ministry of Transport. Port business was transferred from Bangkok Port to the Port Authority of Thailand.

Since the Port Authority of Thailand's establishment in 1951, the marine transportation business has evolved steadily to the present. Initially, the port consisted of nine western berths for loading and unloading general and bulk cargoes. After cargo transports by container systems were spread to Thailand during 1975 - 1977, the eastern berth was constructed and opened in 1977 for multipurpose use and handling cargo containers.

Since 1977, cargo container transport and transshipment at the Bangkok Port has constantly increased year on year. Due to increased congestion at the Bangkok Port, which is a river port with limited capacity to handle large vessels, and rapid economic growth, Thailand demanded a bigger port to handle increasing traffic and cargo volume. The government, therefore, accelerated the construction of Laem Chabang Port, which was completed in late 1990 and opened for commercial operation in January 1991.

In 2003, the National Economic and Social Development Board (NESDB) proposed a port development plan as part of the regional transport network expansion. The PAT was assigned to manage and operate regional ports to support the government's economic expansion policy and a goal to become the international trade and investment gateway. The PAT opened two regional ports in Chiang Saen and Chiang Khong to connect regional economic centers, increased transport convenience, and reduce transport costs for Thai goods export. Chiang Saen Port commenced its commercial operations on October 1, 2003 and Chiang Khong Port was officially opened on January 1, 2004. Chiang Saen Port is the center or the gateway to the Indochina region and the Sub Mekong Region that is a cooperation project among six countries on the Mekong River, including China, Laos PDR, Myanmar, Cambodia, Vietnam and Thailand. Ching Khong Port, which began its official operations on January 1, 2004, is another port supporting import and export of goods and trade among four partner countries namely China, Myanmar, Lao PDR and Thailand.

On April 1, 2002, the government built a new Chiang Saen Port and upgraded it to an international commercial port. Called Chiang Saen Commercial Port, it covers a large area of 387 rai, sufficient to handle significant increase of cargo volume transport between Thailand and southern China. Chiang Saen Commercial Port also has two cargo warehouses used as cargo distribution centers.

On March 25, 2003, the Cabinet resolved to assign the PAT to manage Ranong Port and make it the main port for cargo transport in the Andaman Sea, connecting trade between Thailand and South Asia, Africa and Europe.

After the official opening, Ranong Port has become widely known as a main port supporting not only international trade, but also natural gas exploration and production.

Throughout the past 70 years, the PAT has continuously improved the service efficiency of all ports under its responsibility. In addition, it has implemented modern port management system and technology. Advanced digital technology has been adopted to support Smart Port transformation. The Semi-Automated Operation System has been introduced to increase operational flexibility and efficiency as well as to support new related business expansion in the future. Standard certification systems were also implemented to enhance port users' confidence. Today, the PAT has become a state enterprise with significant role in the country's industrial, trade and economic development, one of the country's top 10 bestperforming state enterprises that generate the highest income to the country, and was recognized as an outstanding state enterprise appreciated by port users in and outside Thailand for several consecutive years.



- Research and Organization Development Division
- Organizational Appraisal Division



Human Resources Management and Corporate Governance

Engineering

Audit

# Manpower Structure The PAT employee headcount, as follows:

Department	Level 17	Level 16	Level 15	Level 14	Level 13	Level 12	Level 11	Level 10
Administration Attached to the Director General	-	1	-	3	3	4	2	4
Office of Secretary to the Board of Commissioners	-	-	-	-	1	1	2	2
Office of Risk Management and Internal Control	-	-	-	-	1	1	1	2
Audit	-	-	1	-	-	-	-	-
Audit Department	-	-	-	1	1	2	2	5
Administrative Affairs Department	-	-	-	-	1	5	10	16
Human Resources Management								
and Corporate Governance	-	1	1	-	-	-	-	-
Human Resources Management Department	-	-	-	1	1	5	6	20
Office of Medical Care and Health	-	-	-	-	1	3	2	4
Office of Corporate Governance	-	-	-	-	1	1	1	2
Financial Management and Corporate Strategy	-	1	1	-	-	-	-	-
Finance and Accounting Department	-	-	-	1	2	7	8	34
Corporate Strategy Department	-	-	-	1	1	4	4	7
Asset Management and Business Development	-	1	1	-	-	-	-	-
Business Development and Marketing Department	-	-	-	1	1	4	4	10
Office of Regional Ports	-	-	-	-	1	2	1	5
Engineering	-	1	1	-	-	-	-	-
Information Technology Department	-	-	-	1	1	4	3	9
Engineering Department	-	-	-	1	1	5	5	18
Marine Department	-	-	-	1	1	13	9	37
Bangkok Port	-	1	1	-	-	5	9	3
Ship and Cargo Operations Department	-	-	-	1	2	6	42	2
Harbor Services and Mechanical Handling								
Equipment Department	-	-	-	1	1	3	4	31
Support Services Administration Department	-	-	-	1	1	3	4	8
Laem Chabang Port	-	1	1	1	1	1	2	1
Office of Operation	-	-	-	-	1	5	5	24
Office of Support Services Administration	-	-	-	-	1	5	5	14
Filled Positions	-	7	7	15	25	89	131	258
Vacancies	1	-	-	-	-	4	4	20
Total Number of Positions	1	7	7	16	25	93	135	278

Remarks: - The outsourced staff hired under employment contract were 254 positions.

### (Under manpower structure: 171 positions/Additional: 83 positions) / PAT's Director General is a contract position.

			Level 5	Level 4	Level 3	Level 2	Level 1	Positions		for out- sourced Staff	Number of Positions
1	2	-	-	-	-	-	-	20	3	-	23
2	2	2	-	-	-	-	-	12	-	2	14
3	3	-	-	-	-	-	-	11	2	-	13
-	-	-	-	-	-	-	-	1	-	-	1
4	13	3	-	-	-	-	-	31	12	-	43
13	9	25	-	-	-	-	-	79	21	13	113
_	_	_	_	_	_	_	_	2	_	_	2
19	31	52	-	1	1	1	_	138	48	23	209
4	6	13	-	4	1	1	_	39	20	5	64
1	1	1	-	-	-	-	_	8	1	-	9
-	-	-	-	_	-	_	-	2	-	_	2
34	71	110	-	2	-	-	-	269	57	17	343
6	7	2	-	-	-	-	-	32	12	1	45
-	-	-	-	-	-	-	-	2	-	-	2
10	11	15	1	1	-	-	-	58	7	3	68
5	6	7	3	-	-	-	-	30	22	1	53
-	-	-	-	-	-	-	-	2	-	-	2
7	12	8	-	-	-	-	-	45	14	1	60
17	55	30	12	8	4	-	1	157	95	38	290
17	27	50	44	16	34	17	1	267	104	17	388
4	15	23	16	-	-	-	-	77	13	1	91
52	290	307	309	17	6	-	1	1035	376	18	1,429
13	133	343	28	17	17	42	1	634	171	16	821
10	20	28	-	4	9	-	-	88	50	15	153
-	-	2	-	-	-	-	-	10	1	-	11
2	32	16	16	12	17	12	-	142	42	_	184
4	26	42	-	-	-	-	-	97	12	-	109
228	772	1,079	429	82	89	73	4	3,288	-	-	-
9	44	427	291	264	115	51	23	-	1,083	171	-
237	816	1,506	720	346	204	124	27	-	-	-	4,542

Performance of Significant Projects, Plans and Activities

## 1) Laem Chabang Port (LCP) Phase 3 Development Project

Laem Chabang Port (LCP) Phase 3 Development Project has been initiated to enhance the port's capacity to better support rapid economic and trade growth. As the country observes higher volume of maritime transport, economic and trade growth, it is deemed necessary that Thailand needs ports with higher capacity to promote national competitiveness. Currently, the government has placed higher importance on domestic transportation and has included LCP phase 3 development project as an integral project of the Eastern Economic Corridor (EEC). the government policy, the Single Rail Following Transfer Operator (SRTO) at LCP phase 3 will be developed to be capable of handing a container throughput of 4 million TEUs per annum, an increase from the initial design capacity of 1 million TEU per year. This will maximize the proportion of container transported by rail to 30%. Meanwhile, container automation system is added. When Phase 3 is completed, the total container handing capacity at LCP will be boosted to 18.10 million TEUs per year, and container transport via rail system to 6 million TEUs per annum.

Budget: 114,046.93 million Baht for the fiscal years 2019-2036 (Terminal F will be the first to begin construction within 2025)

- The PAT invests 53,489.58 million Baht, (The PAT has already invested 3,952.75 million Baht)

- Private sector invests 60,557.35 million Baht Project progress :

Laem Chabang Port (LCP) Phase 3 Development Project (Terminal F): The joint investment contract with GPC Consortium was approved by the Office of the Attorney General, the EEC Policy Committee and the Cabinet. After that, the government signed the contract with the GPC Consortium, including Gulf Energy Development Public Co., Ltd. (GULF), PTT Tank Terminal Co., Ltd. (PTT Tank), and China Harbor Engineering Co., Ltd. Under this contract, the PAT will receive the minimum financial return in the form of fixed concession fee which equals net present value (NPV) of 29,050 million Baht, and a variable concession fee of 100 Baht per TEU. The GPC Consortium shall contribute to the Damage Compensation Fund at 5,000 Baht/rai/ year from the beginning of the contract throughout the 35-year contract period. The total private sector's investment is approximately 30,000 million Baht.

The PAT has entered into a contract with CNNC Joint venture valued 21,320 million Baht to undertake a land reclamation as the first part of construction under the LCP phase 3 Development Project. The off-shore construction will be carried out to support further construction, including the berth construction and basic infrastructure, such as container berth, muti-purpose berth, coastal berth, service craft berth, rail system and railways, which will be developed in the future. The PAT has already submitted the notification letter to the CNNC Joint Venture to start the construction from May 5, 2021. At present, the joint venture is preparing to seeking permission to construct building that encroach waterway, and waiting for imported machinery from oversea. It is expected to grant the permission in November. Once approved, the Joint Venture will immediately begin encroaching construction work. The PAT also hired Asian-Engineering Consultant Co., Ltd., and Chotchinda Consultants Co., Ltd. to oversee the construction works within 898 million Baht budget, starting from October 16, 2020.

# 2) Expressway Ramp connecting Bangkok Port and Bangna-Art Narong Expressway (S1) Development Project

In developing Bangkok Port, the PAT has considered possible economic and social impact, in particular transport sector. The PAT, therefore, has a plan to alleviate possible impact from the increasing traffic congestion at Bangkok Port and nearby area by connecting Bangkok Port with the Bangna-Art Narong Expressway (S1). This project will promote better flow of cargo trucks, thereby, significantly reducing traffic congestion in Bangkok and its suburbs and lessen time wasted on the roads for cargo trucks. As a result, people living in Bangkok and suburbs will have a better quality of life and happiness. The connection must also support the Bangkok Port's west quay development plan.

### Project progress:

- The PAT hired an advisor to conduct feasibility study on engineering, economic, finance and environmental impact, as well as to design the road plan details with the budget of 74.00 million Baht (for the 2019-2020 period). The Expressway Authority of Thailand (EXAT) is responsible for the hiring contract.

### 3) Smart Community Development Project for a Betterment of Klongtoey Community

The PAT has a policy to optimize the use of its assets while achieving a goal to take good care of nearby community. Under this policy, the PAT has introduced the Khlong Toey Smart Community Development Project in 26 communities, covering 13,000 households near Bangkok Port.

### Project progress:

- The PAT has conducted Information Operations (IO) activities to raise awareness and ensure acceptance from the communities. Activities introduced are as follows:

1) Communities have received necessary information about the project and understand the benefits brought to them in terms of better quality of life, better environment and physical improvement of the surroundings. The targeted communities also understand better the PAT's roles and responsibilities;

2) Communities were willing to participate in every step in the development under the project;

 Communities asked the PAT to clearly identify the three options of their rights to live in the communities; and

4) The 4<sup>th</sup> option was proposed, allowing communities to continue to live in the existing area and to manage the development activities by themselves.

- The PAT currently conducts population survey in Klongtoey area to support Khlongtoey Community Relocation Plan

## 4) PAT signed land lease agreement with PTT OR

On March 31, 2021, the PAT, represented by Lt. JG Kamolsak Promprayoon, R.T.N., Director General of the PAT, signed an agreement with PTT Oil and Retail Business Plc. (OR), represented by Ms. Jiraporn Khaosawad, OR's Chief Executive Officer, to lease buildings and berth at Phra Khanong - Bang Chak Warehouse. The ceremony was held on the 19<sup>th</sup> Floor, PAT's Headquarters. The contract not only increase economic value to the PAT's assets, but also supports OR, as a lessee that has a commitment to develop its business in parallel to social development with responsibility towards the society, community and the environment for sustainable growth. In addition, this will increase national energy stability and security to address the increasing energy demand of consumers in the central region according to the government policy, as well as to develop national energy center. The lease contracts for the two areas lasts for 15 years starting from February 1, 2021. The long-term contract and its benefits will increase national energy security in the future.

### 5) Dry Port Development Project

The PAT has planned for implementation of Dry Port in Chachoengsao, Khon Kaen and Nakhon Ratchasima Provinces, which will be served as the regional logistic hubs. The project will help promote the Eastern Economic Corridor (EEC) Project.

Initially, the PAT plans to develop an inland container depot (ICD) in Chachoengsao, as a pilot project. The PAT has established the Dry Port Development Steering Committee to ensure that the plan is implemented according to the Dry Port Development Master Plan of the Ministry of Transport. At the Meeting of the PAT Management Committee No.7/2021 on July 1, 2021, it was agreed to invite representatives from concerned government agencies to sit in the steering committee. Particparting agencies include the Bureau of Policy and Strategy, Ministry of Transport, the Office of Transport and Traffic Policy and Planing, Customs Department, Eastern Economic Corridor Office of Thailand, and the State Railways of Thailand. The committee prepared the dry port development plan and submitted to the PAT Board of Commissioners for consideration. After it is approved, the plan will be submitted to the Ministry of Transport for approval within July 2021.









The Office of Transport and Traffic Policy and Planing has conducted a feasibility study on engineering, economic, finance, the environment, and the preliminary design, including investment model of the Inland Container Depot Development Project to support EEC. The Chachoengsao ICD will serve as the center for goods consolidation and distribution to the northeast region and Cambodia through Sa Kaew province. It will also link up to logistic network in the EEC and the three ports, namely Laem Chabang Port, Sattahip Commercial Port and Map Ta Phut Port, which will upgrade the national logistic system as a comprehensive regional transportation hub.

### **Key Success Factor**

The success of dry port depends on the following factors :



### **Expected Benefits**

Dry port will concretely help lower national logistics cost corresponding to the government's policy. It will also perform as a distribution center and inland intermodal terminal in the Northeastern region to support EEC development. This will also serve as a logistics hub for the region, linking with CLMV countries, which increase port user's satisfaction for larger choices of logistic service.

### Project progress:

The PAT has submitted execution for the Dry Port Development Plan in Chachoengsao, Nakhon Ratchasima and Khon Kaen Provinces to the PAT's Executive Committees and Board of Commissioners for consideration and approval. The plan was also submitted to the Ministry of Transport for acknowledgement and later implemented.

Man brood m

# Current and Future Key Investment

# 1. Current Key Investment Projects

Projects/Activities	Budget	Objectives/Progress
	(Million Baht)	
1) Project on the development of	913.780	- To increase container handing efficiency of
Single Rail Transfer Operator (SRTO)		the rail transfer terminal at Laem Chabang
at Laem Chabang Port, Phase 2		Port and to support the government's policy
		on modal shift from road to rail
		- The Project is under the procurement process.
2) Procurement for construction of two	520.000	- To increase container handling and loading
units of Rail Mounted Shoreside Gant	ry	capacity, reduce maintenance time, lower
Cranes with lifting capacity of not		related expenses and to replace old and
less than 40 metric tonnes (replacem	ent	expired cranes
of Gantry Cranes No. 17 and 18)		- The Project is under the procurement process.
3) Procurement and installation of	135.514	- To improve Ranong Port Terminal 1 capacity
Mobile Harbour Crane with lifting		to handle container vessels and to develop
capacity of not less than 35 tonnes	at	transport system in supporting the Southern
Ranong Port (additional)		Economic Corridor development
		- The Project is under the procurement process.

	Projects/Activities	Budget (Million Baht)	Objectives/Progress
a 70-rai the cor	on the improvement of truck parking area and astruction of a toilet building n Chabang Port	90.861	<ul> <li>To improve 70-rai truck parking to handle higher cargo traffic, reduce risks of accident, lessen truck queuing on the roads, and enhance Laem Chabang Port image</li> <li>The Project is under the procurement process.</li> </ul>
	ment and installation of a ear for electrical substation 4 ement)	88.200	<ul> <li>To ensure safety of Laem Chabang</li> <li>Port's electricity system and to assure</li> <li>Terminal C port operator and nearby area</li> <li>of power transmission security</li> <li>The Project was completed in July 2021.</li> </ul>
improvir	ment of repair service for ng power distribution equipment cations of electrical substations ement)	68.557	<ul> <li>To ensure safety, security and stability of electricity transmission at the Bangkok Port, and to reduce power blackout issue during power system maintenance</li> <li>The Project is currently being executed by the contractor and is scheduled for completion in April 2022</li> </ul>
top loa	ment of 2 units of three-stack ders with lifting capacity of than 40 tones (replacement)	52.540	<ul> <li>To increase service efficiency, assure service quality satisfaction and to replace old ones</li> <li>The Project is scheduled for completion in December 2021.</li> </ul>
77 units	ment and installation of of 22kV power transformers n Chabang Port (replacement)	38.850	<ul> <li>To increase electricity distribution stability and security within Laem Chabang Port area, and to reduce CO<sub>2</sub> emissions from wasted power within the transmission system in order to be more environmentally friendly and become Green Port</li> <li>The Project is under the procurement process.</li> </ul>

Projects/Activities	Budget	Objectives/Progress
	(Million Baht)	
9) Annual major maintenance of	26.000	- To increase Sandon 8 dredger efficiency
Sandon 8 dredger for the fiscal		and ensure safety achieved through ability
year 2021		to maintain depth of the waterways in
		the Chao Phraya River and Laem Chabang
		Port, resulting in smooth, fast and safe
		transport. Such service efficiency and safety
		will enable the PAT to generate higher income
		from port duty and cargo handling duties.
		- The Project was completed in August 2021.
10) Procurement and installation of	23.414	- To ensure sufficiency of microcomputers,
microcomputers, printers and		printers and peripheral equipment required
peripheral equipment		for the Bangkok Port operations and services
		- The Project is scheduled for completion in
		December 2021.

# 2. Future Key Investment Projects

Projects/Activities	Budget (Million Baht)	Sources of Funding
<ol> <li>Replacement of underground high voltage cable and transmission equipment from Substations 4</li> </ol>	98.428	Port Authority of Thailand
to 115kV station 2. Improvement of road in front of Terminal C,	97.296	Port Authority of Thailand
Laem Chabang Port, from asphaltic road to 28-centimeter reinforced concrete		
3. Improvement of 70-rai truck depot and construction of a toilet building (Phase 2)	80.760	Port Authority of Thailand
<ol> <li>Improvement of electricity distribution equipment at 7 substations, Phase 2 (replacement)</li> </ol>	49.419	Port Authority of Thailand
5. Purchase 2 units of three-stack top loaders with lifting capacity of not less than 40 tones container lifting equipment	48.000	Port Authority of Thailand
6. Procurement of a mobile crane with lifting capacity of not less than 30 tonnes for Chiang Saen Commercial Port	21.500	Port Authority of Thailand



### **Capital and Shareholder Structure**

As of 30 September 2021, the PAT had an initial capital of 7,234 million Baht, the same amount as in the fiscal year 2020. The PAT's shares are solely held by the Ministry of Finance.

Unit: Million Baht

Item	Fiscal Year 2021	Fiscal Year 2020	Fiscal Year 2019
Initial Capital	7,234	7,234	7,234

### Loans

During fiscal years 2019 - 2021, the PAT had no outstanding loans.

### **Revenue Remittance (Levies)**

The PAT contributed 4,183.49 million Baht of its revenue to the state in the fiscal year 2021 and between fiscal years 2019 and 2021 as following details:

Unit: Million Baht

ltem	Fiscal Year 2021	Fiscal Year 2020	Fiscal Year 2019
Levies	4,183.49	6,230	4,760



Financial Management

The PAT aims to maximize efficiency in financial management in terms of budgeting and financial accounting, as well as cash management which is closely monitored and scrutinized by using proper financial instruments for data analysis to assist in decision making and administration. The key financial ratios are as follows:

Items	Fiscal Year		
	2021	2020	2019
Current Ratio	2.31 times	1.90 times	1.61 times
Return on Total Assets: ROA	12.23%	11.24%	10.93%
Debt to Total Assets	41.87%	44.10%	47.99%

During the fiscal years 2019 - 2021, the Current Ratio of the PAT ranged between 1.61 - 2.31 times. The figures show the PAT has had higher liquidity as its current assets exceed its short-term provisions. The PAT, therefore, has the ability to settle its short-term provisions.

For the fiscal years 2019 - 2021, the Return on Total Assets (ROA) rate of the PAT were at 10.93%, 11.24%, and 12.23% respectively. In the fiscal year 2021, the ROA rate and profit were higher than that recorded in 2020 and 2019, reflecting that the PAT's asset management efficiency was improved in the fiscal year 2021.

For the fiscal years 2019 - 2021, the Debt to Total Assets of the PAT were at 47.99%, 44.10%, and 41.87% respectively. As the PAT's total assets have exceeded its debt in value, it is indicated that the PAT has an ability to settle all its debts and has a low financial risk.

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The PAT Assets — land and buildings outside the Customs Area in Bangkok Port have been managed well to generate income to the PAT. A part of the area was allocated for other government and private organizations to rent for operating supporting business. To optimize the land use, the PAT has studied and drawn a direction on land development and preparation to support the project on developing expressway ramp connecting Bangkok Port and Bangna-At Narong Expressway (S1)

The area will be developed in Modern Port City concept, which is expected to generate appropriate returns, optimize investment and land use, and support the development of high-rise buildings for residences of people living near the Bangkok Port. The project was initiated to support the government's development policy under the 20-year National Strategy (2017 -2036) with hope to achieve the vision of becoming "a developed country with security, prosperity, and sustainability in accordance with the Sufficiency Economy Philosophy" with the ultimate goal being all Thai people's happiness and well-being and the best benefits of the country. In upgrading people's quality of life and increasing national income to become a developed country, the PAT also supports the government in creating happiness for all Thais, social security, equality, and fairness, which will enhance national economic competitiveness.

The PAT has introduced the Smart Community Development Plan for the fiscal years 2019 - 2023. The Business Development and Marketing Department was assigned to conduct a public hearing in the nearby communities to find out the people's actual need and recommendation on new residences under the Smart Community concept. The project focuses on community participation, starting from project initiation to infrastructure system design and good environment. The project will help improve quality of life of the community, making it a new urban core development project. Revenue from the asset management in the fiscal year 2021 included rental fees for land and buildings outside the Customs Area in Bangkok Port. Details are as follows:

	Estimated revenue/Year			
Item	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
	2021	2020	2019	2018
1. Revenue from land rental	264,739,231.27	325,093,973.67	296,563,770.58	242,622,173.68
2. Revenue from building rental	75,765,732.37	73,160,884.14	79,703,896.73	78,605,914.53
Total	340,504,963.64	398,254,857.81	376,267,667.31	321,228,088.21

# Performance on Human Resources Management

### **Human Resources Development and Retention**

### 1. Human Resource Development

In developing its human resources to ensure required capability and competency to cope with rapid changes today and in the future, the PAT has regularly reviewed and improved employee competency by including IT literacy in its training/ seminar plan. The PAT also places high importance on learning and capability improvement of its employees at all levels to ensure complete and equal development across the organization. The employee development plan can be categorized into 8 groups, including Functional Skill Career Path, Successors Developer, Talent, Technique, Knowledge for New Business, such as financial management and investment planning, property development and modern marketing, etc., and knowledge on related regulations and standards. The PAT has also developed new learning and training concept by applying e-learning and visual learning to fit the situation. Besides, knowledge management has been introduced to exchange and share knowledge within the organization and among stakeholders. With the PAT's commitment on this area, PAT employees' competency has been improved, which efficiently supports the organization's operations.



### 2. Recruitment and Selection

In 2021, the PAT held Open-Competitive Examination on general knowledge test, organized by Kasetsart University and the examination was conducted in line with the PAT's Regulation on Personnel Recruitment for Vacant Positions, B.E. 2563 (2020). Applicants were categorized into three groups according to their educational qualifications, namely Bachelor's Degree, High Vocational Certificate, Vocational Certificate, and Junior High School Diploma. The PAT completely finished the process of examination result announcement and fully complied with all required procedures. Applicants who passed the general knowledge examination must register for the next selection process, before the PAT arranged specific examination, in-depth interviews, and proceeded with the hiring process of the successful candidates.



### 3. Employee Performance Management System Development

• Human Resources Management Department has prepared a manual on Key Behavioral Indicator (KBIs) definition that reflects the job description in each unit. KBIs are divided into two groups : one for employees level 1-9 and the other for employees level 10-16. Each unit shall select the KBIs that best suit the scope of their works, which are used for employee performance evaluation together with KPI.

• The PAT has conducted the monitoring and auditing of KPI set up and communications in unit level and individual level. Performance evaluation focuses on output that can respond to the direction and goal of the PAT in 2021. The PAT also has in place the KPI identification plan and standard goal to be used for employee performance evaluation that corresponds with the PAT's direction in the following years. • The PAT has introduced information technology system to support performance evaluation system for both evaluators and evaluated employees by providing easier access via an online platform, https://pat.aos-app.com. The online performance monitoring system was improved, enable both evaluators and evaluated employees to see work progress. This system encourages open dialogue between both parties, enabling them to share information, help each other to improve work performance in the long run.

### 4. Succession Plan

Succession plan is a HR tool to equip the planned successor with the required knowledge, expertise, attitude and ability to perform duty in key position when it is vacant. The plan also motivates and retain high quality employees within the organization. This also enables the PAT to systematically prepare manpower plan. Since, 2013, the PAT has prepared and updated its succession plan on yearly basis. In the fiscal year 2021, the PAT has completed the succession plan for the executive level 14 up and executives who participated in the Ruam Jai Jak Ongkorn Project (Early Retirement Project).
#### 5. Short-Term and Long-Term Manpower Planning

Manpower planning is a significant human cost management that considers the right manpower to support organization's current and future activities, the demand and supply of manpower and replacement by technology. The plan enables the PAT to maintain appropriate manpower in terms of quality and quantity to achieve the existing and future missions. In the fiscal year 2021, the Human Resources Management Department identified the outline and work process, studied and analyzed related information and framework, and adjusted tools to match with the PAT's context. The entire work was launched in July and would be completed in the fiscal year 2022.

#### 6. Career Management

The Human Resources Management Department has reviewed the career management to increase opportunity for standard growth within and between job families. This enables its employees to have the right perception of their career path and can develop themselves towards their career goals. At the same time, it is useful to appropriate design personnel development plan for different groups. The plan will be introduced and completed within the fiscal year 2022.

#### 7. Human Resources Information System (HRIS)

Under the PAT's Digital Action Plan 2020-2024, the PAT places high importance on the IT system development to improve efficiency and support the management, practice and operations within the organization. The PAT has introduced a new HRIS to replace the existing one to meet with the increasing demand. The HRIS that better suits users' need is used for efficient planning and supporting the management's decision in terms of human resources management and development. In the fiscal year 2021, the PAT has collected information from related departments and users' requirement, and is conducting detail design and customization that better suit the specific demand. The project will be completed in 2022.

#### 8. Employee Retention

• Allocating 350 residential units of Flat 26-29 for PAT employees' accommodation, selling the PAT's 70th anniversary souvenirs to raise funds for employee benefits and enhance quality of life, and updating employee benefits terms to add more benefits to its employees

• Employee Engagement Program for the fiscal year 2021

In the fiscal year 2021, Labour Relations Division, Human Resources Management Department has carried out the program to promote employee engagement, enabling employees to feel satisfied and



happy at work. This will enable them to perform their duties efficiently, to have strong moral, to dedicate fully to achieving corporate goal, and to have loyalty towards the organization.

The Pat has implemented the Action Plan of Employee Engagement Program as follows:

## Employee Satisfaction and Engagement Development

1.1 Holding workshops for the representatives of Employee Satisfaction and Engagement Committee from 19 Department/Offices to review strategic plan for employee satisfaction and engagement improvement, and a plan to improve employee satisfaction and engagement. 2.1 Holding seminars to review factors that create employees' engagement and satisfaction based on different working groups and corporate context (Focus Group Testing). The PAT conducted Focus Group Survey to measure precision, and held the try out test among sampling employees identified by different corporate context.





1.2 Conducting site visits to monitor performance of the Committee on Employee Satisfaction and Engagement,totaling 19 Departments/Offices

• Survey on employee's satisfaction and engagement

2.2 Conducting a survey on employee's satisfaction and engagement by inviting employees level 1-6 to fill out online survey and sending a memo to employees level 8 and upper levels to participate in the online survey.







The result of the survey on employee's satisfaction and engagement in the fiscal year 2021 is as follows:

1. Satisfaction level is 84.3%

Job Family

2. Engagement level is 92.7%



The celegorizations of 17 job families were approved by the PAT Board of Commissioners' resolution No. 15/2581. It is in line with the PAT's organization structure that has 45 job functions and can be grouped into 17 job families, each containing jobs that have similar neture. The job family categorization takes into account job description, job objectives, and output/performance without affecting the chain of command in any way



Benefits	s of Job Family Categorization	The PA	T has 17 job families a	s follows
~	Providing qualification framework	Corporate Strategy	7 Marine Services	13 General Administration and Secretary
_	(knowledge, skills, and behaviore.)	2 Marketing and Business Development	<sup>8</sup> Corporate Governments and Control	M Recording
1	Designing career path	Cargo Operators	9 Sapelies and Procurent	15 Internation Technologi
	Designing job rotation	4 Mechanical Hending Baupment Operators	18 (figg8) 675 575 Fable Relations	16 Laws
~	Designing appropriate transing and	5 Paginesing /	11 Occupational Safety, Health and Environment	17 Method Care
_	development for employees in leach jub tamily		12 🏥 Human Resources	Man Enformation

# Stakeholders and Customers

The PAT has placed high value to its stakeholders and customers following the assessment criteria for the operation process and management (Enablers) of state enterprise. This is significant to support the current business operations, competition, demand, and customer expectation. This will enable the PAT to achieve improved operational efficiency and system, and all PAT stakeholders to better address the rapid changes in business environment, including to maintain strengths, improve weakness and add modern management issues. The vital performance are as follows:

#### Stakeholder-focus plan

The PAT has paid high importance to all stakeholders and has a plan to nurture good relations with them, communicate and listen to them on their opinions on the PAT's operations, resulting in their supports to the PAT's project development. In 2021, the PAT has executed 44 projects under the strategic stakeholders plan, covering five strategies under the A1000 Stakeholder Engagement Standard (AA1000SES). Success rate is 90.4%. The projects can efficiently address stakeholders' demand/expectation on economic, social, environmental matters. Project progress has been continuously monitored and reported to the PAT Board of Commissioners for reviewing and improvement in order to ensure sustainable organizational development.

Stakeholders	Government agencies public ownership	Customers/Port users	Community	Suppliers	NGO	Employees/workers/ labor union
Participation channel	Joint meeting with government agencies     Visit PAT's operations in port areas once a year	Online platform     Website/ journal/ PR media     CRM activities     Customer visit frequency     Annual satisfaction survey     Complaint channel	Online platform     Website     CSR activities     Public relations tools	Online platform     Website     Journal	Online platform     Meeting and having discussion on solve operation problems	Annual satisfaction survey     Loyalty enhancement activity     Creating corporate value and     culture     Joint meetings
Expectation of stakeholders	Improving the environment that has no impact on the society and the environment, and upgrade security and safety to meet standard Adhering to good governance principle, social and environmental responsibility Developing technology and innovation in increasing maritime transport capability Supporting and developing community and the environment to equally grow with the business and the country	Providing efficient, fast, filmely and high standard services     Adding electronic channel     Complying with corporate governance and social and environmental responsibility     Developing technology and innovation to increase maritime transport capability	Environmental and safety management with no impact on community and society Regular community relations enhancement activities • Career development for people in communities • Quality of life enhancement • Fair compensation for land expropriation	High standard safety and good environment Electronic communication channel Providing accurate, complete, reliable and fair information Ensuring correct, complete, fair and unbiased contract management and supervision	Supporting and developing community and the environment to support balance growth in parallel with business and national economy expansion Environmental and safety management with no impact on community and society	Developing operation systems and working procedures to meet with international standards     Appropriate returns and benefits     Encouraging participation among employees and workers     Stability, corporate reputation, pride     Preparing new generation to become leaders dealing with changes
Significant projects in 2021	Smart Green Port Development Plan	Che Stop Service operation enhancement with digital technology standard • Digital channel for communication, complaint and promotion	Community development activities, such as education scholanship, career development, sports competition, reforestation, etc., in communities surrounding PAT's areas	Development of communication, coordination and publicity channels by using modern technology     Transparent contract management and supervision	<ul> <li>Cooperation with important communities and NGOs to prevent and alleviate negative economic, social and environment impact from business operations and services</li> </ul>	Encourage participation among employees and workers to enhance relationship, loyality and unity     Enhance corporate culture
Benefits	Creating organization trust     Cooperation to increase efficiency     and operational development	Creating port satisfaction and enhancing the service efficiency     Developing technology and innovation to enhance service capability	Reducing environment impact from business operations     Promoting education, career development, generating incomes and community harmony	Trust in business operation     Strict compliance with contract     and conditions	Enhancing good relationship     Reducing impact on operation	Creating good relations within and outside the organization     Employees understand desired corporate behavior

#### Customer and Market Plan

In 2021, the PAT has introduced business and marketing promotion activity in accordance with customer and market strategy 2021-2026. Activities under the annual operation plan were introduced in support of the strategic goal, such as partner cooperation project to build opportunities and grow business network, customer demand analysis project to support innovation development, social media management and communication channel development project to support PAT's marketing activities, etc.

In addition, the PAT has regularly reviewed its customer classification by analysing the use of information technology systems, such as the CTMS, VCMS, and SAP. The PAT can identify different characteristics of individual customer and group. Such information used are transaction data and customer journey that enables the PAT to see their product and service consumption behaviors, demand and expectation. With information about customers' behavioral and firmographic factors, the PAT has identified and categorized its customers into groups as follows:

- 4 Segments:
  - $\checkmark$  shipping liners, agents, and cargo owners
  - $\checkmark$  Import and export agents
  - ✓ Terminal Leasing Company (TLC) at Laem Chabang Port
  - 🗸 Tenants

• 7 Sub-segments include premium shipping liners, other shipping liners, cargo owners, import and export agents, TLC, land tenants, and property tenants.

The PAT also prepared customer segment profile with clear characteristics or qualities of each group of customer. Such market categorization has enabled the PAT to address the different need and expectation of each customer group, to draw appropriate and efficient strategic product, service and innovation plans. The PAT has executed the activities/projects, developed new products, and improved/expanded and monitor old projects, such as

## Port facilities and service development



• Drive and expand the PAT Innovation Project to achieve concrete results, especially in applying for intellectual property protection (Petty Patent), and additional equipment for forklift water pump project. The PAT has already applied for intellectual property protection (Engineering Petty Patent).

• Electronic system for Truck Queuing System at Laem Chabang Port: This project was introduced in 2019. In 2021, the PAT has expanded the project further by providing a 90-rai plot for truck parking facility at Gate 2 in order to ease the congestion issue inside the Port and help decrease the waiting time for truckers leaving the port.

• Vessel & Invoice System (VIS): Launched back in 2018, the project is aimed at increasing convenience for shipping lines in obtaining berthing permission at Laem Chabang Port. In 2021, the PAT further expanded the project by raising the number of port users using this system to 73 out of 97 shipping lines calling Laem Chabang Port.

• Marketing Information System Development Project: In 2021, the PAT collected information about demand for IT system and services among related organizations. Internal information was used in drafting a TOR to invite private companies to develop the market IT system phase 1. The project was initially scheduled for completion in September but it was delayed during the procurement consideration process by the Ministry of Transport. It currently waits for approval before the bidding winners will be announced according to the regulation on the Government Procurement and Supplies Management Act B.E. 2560 (A.D. 2017).

Port Community System (PCS) Development
 Project: The project will increase speed of the country's development of transport and logistics system to meet with international standards, reduce the country's logistics cost, and become part of the country's ease of doing business factors. The project is crucial to making the PAT a world-class port,

and the center of intermodal transport. The PAT has completed and submitted the TOR to the Ministry of Transport on June 6, 2021. The plan is reviewed under the Ministry of Finance's Regulations on Government Procurement and Supplies for Management B.E. 2560 (A.D. 2017).

• e-Payment Development Project: The e-payment system is developed for collection on vehicle export container fee, container weighing service fees, and export container lift on charge as introduced on September 1, 2018. In 2021, the PAT introduced the e-payment system to increase convenience for port services and improved related programs in order to send SMS or e-mail directly to the port user mobile phone. The service provides port users with real time vessel information as the container has already passed through the gate of PAT's Terminal 1 and 2. The improved e-payment service was introduced on August 2, 2021.

• e-Service System: This online system enables port users to submit /track their requests for cargo/ fee credit. The system was introduced in August 2019. In 2021, the PAT has improved the system to increase port users' convenience in submitting the port duty payment form through the cross bank bill payment service. This has increased payment channels at the PAT's One-Stop Service. The system is scheduled for completion in November 2021.

• SRTO Project: Special train service was added between Laem Chabang Port and Bangkok Port. The service is offered to shipping liners who earlier planned to transport their cargo containers unloaded and stored at the terminal of Laem Chabang Port to Bangkok Port via other transport channel. Through this service, shipping lines do not have to move their vessels to berth at Bangkok Port or pay supplementary fee for rail transfer charges.

• Coastal Berth Project: The PAT has allowed coastal vessels to pick up import containers at international terminals when the number of containers exceeds the coastal berth (Terminal A) capacity and identified solution to cargo container backlog.

The PAT also encourages customers to use coastal berth located between the port of origin and destination (Bangkok Port-Laem Chabang Port). TDRI Co., Ltd. was hired to study the shipping cost of using coastal berth and the result will be used for the PAT consideration.

The PAT also ensured continuous services to its customers, especially during the outbreak of COVID-19 pandemic which has severe impact on port users. The PAT has introduced various online services, such as

- "Vessels Invoice System" application through its website

- Sending invoice to users of coastal berth at Laem Chabang Port via email

- Sending a report via email after cargo and container loading at Bangkok Port is completed

- Sending Entry and Exit Permit for the Customs Area via email

- Holding online meeting for ship management under the "PAT Vessel Management Group" which has 247 members, including from ship agents, shipping line agents and concerned PAT officials. The activities started in March 2020.

- Reducing land rental fees at Ranong Port, Chiang Saen Commercial Port and Chiang Khong Port down to 70% of the regular rate for three months from August 1, 2021 - October 31, 2021

• Ranong Port Project/Plans and Activities in 2021

1. Introducing customer relation management activities with supply-based customers to listen to problems and recommendations, and meeting with rubber product business operators in Ranong and Chumphon provinces to promote rubber product transport via container transport at Ranong Port 2. Holding the Joint Working Group Meeting under the MOU via video conference with Hambantota International Port of Sri Lanka, and Chennai Port Trust of India



3. Participating in the meeting of the Thailand-India Maritime Security Cooperation Working Group to connect strategic maritime transport routes

4. Meeting with shipping lines and import-export companies who are prospect customers at Ranong Port, namely Sealand-A Maersk Company, Ngow Hock Co., Ltd., MM Logistics Co., Ltd, Top Line Logistics Co., Ltd., and Bangkok Freight Forwarder Co, Ltd., to collect information about their need and opinion

5. Meeting with Planning Division, Marine Department, to collect information on port security IMO on safe piloting at Ranong Port under the Project on "Economic, Engineering and Environment on Water Channel Dredging and Maintenance at Ranong Multipurpose Port, Ranong Province", and preparing report in English version.

6. Discussing business opportunity with SCG Logistics Management Co., Ltd. to promote cement product transport from Ranong Port to Myanmar through the new normal logistics system. The PAT offered fee discount at Ranong Port for two years from May 17, 2021 - May 16, 2023, to help port users lower financial burden during the COVID-19 pandemic. The PAT also discussed business opportunities under the MOU between the PAT and SCG Logistics Management Co., Ltd.

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• PAT Customer and Stakeholder Satisfaction Survey in the fiscal year 2021

The PAT Customer and Stakeholder Satisfaction Survey in fiscal year 2021 was conducted to gauge customers' satisfaction, dissatisfaction, and loyalty towards the services provided by Ranong Port stakeholders. The survey result is used for preparing strategic plan and improving the PAT services and operations to better meet with customer demand as well as to efficiently strengthen relationship with customers and stakeholders.

Corporate Social Responsibility and Value
 Co-Creation Plan of the Business Development and
 Marketing Department in the fiscal year 2021

1. Fighting against COVID-19 Together Project

On May 13, 2021, Lt. JG. Kamolsak Promprayoon, R.T.N, Director General of the Port Authority of Thailand, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General - Asset Management and Business Development, and officials from the Business Development and Marketing Department, handed over food and necessities to the head of communities in 25 Klongtoey, totaling 12,300 households, to alleviate impact from COVID-19 pandemic. The community head would bring the donated food and necessities to every family in the communities. The event was held at the badminton court, PAT Club.

Klongtoey is a highly populated community surrounding the Bangkok Port. Most of the dwellers are low-income earner and the unemployed, and, therefore, severely financially affected by the pandemic. The donation is part of the PAT's efforts to show its social responsibility under the "Fighting against COVID-19 Together Project" and help communities survive the hard times together.













2. Scholarships for Students in Schools around Bangkok Port

On July 21, 2021, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General - Asset Management and Business Development, and PAT executives presented 3,000-baht scholarships to 200 students in six schools surrounding the Bangkok Port, totaling 600,000 baht. The six schools are Soon Ruam Nam Jai School, Wat Saphan School, Wat Khongtoey School, Thai Prasitsart School, Samakki Songkroh School and Chumchon Moo Ban Pattana School. Most students are young people living in communities surrounding the Bangkok Port who have financial difficulties and lack study aid, including education opportunity. The scholarship project has been continued for more than 10 years.









3. Klongtoey Community Development through Music Project 2021: Music For Life Foundation

The PAT presented donation under Klongtoey Community Development through Music Project to the Music for Life Foundation. The foundation provides musical instrument class to 7-13-year-old children in nearby community to play violin, viola, cello, double bass and guitar, as well as teaches them to play in an orchestra band. The children are from poor families in Klongtoey and nearby communities but have the passion for music. After school on Tuesdays - Fridays, from 16.00-20.00 hrs and on Saturday from 10.00-18.00 hrs., these children come to learn and practice music. Through the music classes, they spend free time cleverly and improve their music talent. Classic music also inspires the children to improve academic performance, enhance their concentration, create happiness, hope and inspiration, and become a good life choice that keep them away from drugs and crime.

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# Bangkok Port

Location: Located on the east side of the Chao Phraya River between km. +26.5 and km. +28.5, at the mouth of Phra Khanong Canal, Klongtoey District, Bangkok

Length of Offshore Area: The outer bar channel length is 18 kilometers (begin from km. -18 downstream to the Phra Chulachomklao Fort at km. 0). The inner bar channel length is 48 kilometers (begin from the Phra Chulachomklao Fort at km. 0 downstream to the Memorial Bridge at km. 48. The total area is 66 kilometers.

**Port entrance channel:** Bangkok Port water channel is 18 kilometer length, 150 meter wide in the straight channel, 250 meter wide in the curve water channel. Depth of the water channel has to be maintained at 8.5 meters from the average sea level. The depth of the water channel at the Bangkok Port is 8.5-11 meters above the average sea level. **Inland area:** The Bangkok Port and surrounding area covers 2,353.20 rai. This includes another 943.20 rai in the Bangkok Port custom area, which is used for commercial purpose. The area rented by government agencies is 160.26 rai, and by private sector of 516.50 rai. The social area includes PAT official buildings covering 117.86 rai, the area used by government agencies, such as the Customs Department, animal and plant quarantine, etc. covering 217.92 rai, communities of 197.93 rai, public roads of 199.54 rai, and rental offices of port related service providers, cargo storage in the customs zone and warehouse, etc.

**Dredging service** In 2020, the PAT has dredged and maintained the water channel within the Bangkok Port and Laem Chabang Port. Dirt dredged from the water channel was 2,187,985 cubic meters. The PAT also provided dredging service to the private terminals to ensure convenient and safe entry and exit, surveyed the water channels and maintained navigation signs at the Bangkok Port and the Laem Chabang Port.

**Cargo Operational** The 567.20-rai west quay is used for general cargo handling, and the international and domestic cargo terminals responsible by the Cargo Operation Division 1-3, and Cargo Warehouse Division.

# Berths/Dolphins/Buoy

Berth/Dolphin/Buoy	Length (Meters)	Number of Berths	Size of Vessel Length/Draught (Meters)	Capacity (Ship)
Container Berths (20A - 20F)	1,240	7 Berths	172.25/8.23	7
Coastal Berth (20G)	250	1 Berth	106.67/5.00	3
Conventional Berths (22B - 22H)	1,179	7 Berths	172.25/8.23	7
Domestic Coastal Berths (221 - 22J)	348	2 Berths	172.25/8.23	2
Cruise Ship Berth (22A)	133	1 Berth	172.25/8.23	1
Klongtoey Midstream Dolphin	1,360	34 Dolphins	172.25/8.23	7
Bang Hua Sua Midstream Dolphin	1,600	24 Dolphins	172.25/8.23	8
Sathu Pradit Buoy	1,580	5 Buoys	137.19/7.62	4
			91.46/7.00	1

# Cargo/Container Storage Area

	Transit Shed					
Area	Inside	Outside	Platform		Container Yard	
	(sq.m.)	(sq.m.)	(sq.m.)			
				(sq.m.)	(Ground Slots)	(T.E.U.s)
Transit Sheds (1 - 2)	10,400	7,200		7,200	230	460
Transit Sheds (3 - 8)	26,670	9,476	2,400	22,269	850	1,700
Transit Sheds (9, 11, 13, 15-17)	40,569	73,582	5,280	57,562	1,964	1,964
Outbound Container	5,569	17,376		6,380	200	200
Open Yard for Stuffing (Former)				107,200	2,625	2,625
Open Yard for Stuffing (45 rais)				72,000	777	777
Yard C				61,998	1,083	3,250
Integrated Container Depot						
(Koh Lao Area)				55,650	1,748	6,118
In-transit Warehouse	7,559	6,228		10,670		444
Bonded Warehouse 1	1,649					
Bonded Warehouse 2	3,120					
Warehouse (Overtime Cargo)	8,955			3,090		71
Vehicle Warehouse	1,890	1,890		5,120		210
Dangerous Cargo Warehouse	1,200			14,976		280
Jute, Cotton, Kapok Cargo Unit	6,240			7,700		138

Remarks: - Ground Slots refer to a net area occupied for a 20-foot container.

#### East Quay:

An area of 331 rai is used for container service and cargo container terminal as well as mechanical handling equipment. The Container Terminal 1 and 2 is responsible for managing and providing port services in this area.

Container Terminal 1				
Berth	4	Berths		
20A	162	Meters		
20AB	152	Meters		
20B	183	Meters		
20C	183	Meters		
Overall Length	680.00	Meters		
Water Depth	8.23	Meters		
Accommodation	10,000 - 12,000 DWT			

Container Terminal 2				
Berth	4	Berths		
20D	183	Meters		
20E	183	Meters		
20F	183	Meters		
20G	250	Meters		
Overall Length	799	Meters		
Water Depth				
- 20D, 20E, 20F	8.23	Meters		
- 20G	4.30	Meters		
Accommodation	10,000 - 12,000 DWT			

#### Container Yard & Gate

Container Yard	98,600	sq.m
Stacking Capacity	2,036	Ground Slots
Block A, B, C, and D	7,882	T.E.U.s.
Reefer Plugs	460	Units
Sub Gate-in	5	Units
Sub Gate-Out	3	Units

#### Equipment

40-Ton Rail Mounted Shoreside				
Gantry Crane	Units			
Rubber Tyred Gantry Crane				
- 4 Plus 1 - 1 Over 3 (35 Tonnes)	12	Units		
- 4 Plus 1 - 1 Over 4 (35 Tonnes)	11	Units		
Tractor for Container (35 Tonnes)	61	Units		
Container Chassis (45 Tonnes)	61	Units		

#### **Computer System Service**

Software	"NAVIS"	System	1 Unit

Service
343 Staff
24 Hours a Day, 7 Days a Week
In-house Customs Clearance

#### Container Yard & Gate

Container Yard	49,000	Square Meters
Stacking Capacity	1,372	Ground Slots
Block E, F, G, and H	4,755	T.E.U.s.
Reefer Plugs	320	Units
Sub Gate-in	4	Units
Sub Gate-Out	3	Units

#### Equipment

40-Ton Rail Mounted Shoreside				
Gantry Crane	6	Units		
Rubber Tyred Gantry Crane				
- 4 Plus 1 - 1 Over 4 (35 Tonnes)	5	Units		
- 6 Plus 1 - 1 Over 4 (35 Tonnes)	10	Units		
Tractor for Container (35 Tonnes)	43	Units		
Container Chassis (45 Tonnes)	43	Units		

Computer System Service						
Software "NAVIS" System	1 Unit					
Service						
273 Staff						
24 Hours a Day, 7 Days a Wee	ək					
In-house Customs Clearance						

# Mechanical Handling Equipment

ltem	Capacity (Metric Tonnes	) Quantity (Units)
Top Loader	40	31
Reach Stacker (empty container)	7	25
Mobile Crane	10	4
Mobile Crane	50	3
Tractor for Container	30	33
Forklift	2.5 - 25	245
Motor Truck	5 - 7	36
Multi-Tractor	30	34
Multi-Container Chassis	30	23
Chassis Truck (Semi-Trailer Bed Slope)	20	3
Chassis Truck	40 - 45	43

Boat type	Capacity	Quantity (Ship)
Trailing Suction Hopper Dredger	2,500 cubic meters	3
Dredger	206.47 - 1,000 metric tonnes	3
Hopper Barge	120 - 300 cubic meters	6
Coastal Tug	200 - 1,000 horsepower	4
Buoy Tender	593 Gross Tonnage	1
Survey Boat	194.37 - 250 horsepower	3
Rong Nam Boat (boat for supporting marine activities)	150 - 240 horsepower	1
Water Service Boat	140 tonnes	1
Workshop Boat	15 - 18 metric tonnes	2
Oil Services Boat	21.5 metric tonnes	1
Rua Tarua (Tug Boat)	270 - 420 horsepower	2
Tug Boa	2,400 - 3,200 horsepower	9
Garbage Boat	160 - 200 horsepower	2
Rope Boat	150 - 187 horsepower	8
Water Tanker	500 horsepower	1
Yacht	2,000 horsepower	1
Patrol Boat	250 horsepower	1

# Laem Chabang Port

## Sukhumvit Road, Thung Sukhla Sub-district, Si Racha District, Chon Buri, 20230 Tel: +66-3840-9135-5 Fax: +66-3849-0149 E-mail:pr@laemchabangport.com Website: www.laemchabangport.com

# **Mechanical Handling Equipment**

ltem	Capacity (Metric Tonnes)	Number (Unit)
Gantry Crane	36-61	55
Rubber Typed Gantry Crane (RTG)	38-41	160
Rail Mounted Gantry Crane (RMG)	38-41	2
Reach Stacker	40-45	33
Top Loader	8-30.5	32
Mobile Crane	48-160	3
Trailer	40-45	286
Yard Tracktor	-	378
Forklift	2.5-16	76

Remark: Mechanical handling equipment of private operators are included. Information as of September 8, 2021

# Service Crafts

Category	Capacity (HP)	Number (ship)	Drawbar Power
1. Tug Boat			
• Rua Tarua 203	3,000	1	40
• Rua Tarua 206	800	1	12
•Rua Tarua 207	800	1	12
• Rua Tarua 301	3,550	1	40
• Rua Tarua 302	4,340	1	50
• Rua Tarua 303	5,914	1	70
• Rua Tarua 304	4,400	1	50
• Rua Tarua 305	4,400	1	50
• Rua Tarua 306	4,400	1	50
2. Waste Collecting Barge			
• Chalalai Laem Chabang 01	188	1	
3. Rope Boat			
• Rope Boat 5	210	1	
• Rope Boat 6	210	1	

Remarks: 1. The number excludes 11 tug boats owned by private entities.2. Information as of January 2021



#### Laem Chabang Port Phase 1

#### **The Northern Berths**

1. Berth AO: Coastal and Multi-Purpose Berth has a berth length of 590 metres with a handing capacity of 0.75 million tons for general cargoes transported by barges, coastal vessels and general cargo vessel per year and a container-handling capacity of 0.30 million TEUs per year.

2. Berth A1: Passenger and RO/RO Berth with 365-metre length and -14.00-metre MSL in depth can accommodate a vessel of 70,000-DWT, serving international passengers and cargo RO/RO vessels, and handle 0.25 million tons of automobiles per year.

3. Berth A2: Multi-Purpose Berth with 400-metre length and -14-metre MSL in depth for handling general cargo and containers, can support a vessel of 50,000-DWT, and has a handing capacity of 0.60 million tons, and 0.40 million TEUs of containers per year.

4. Berth A3: Multi-Purpose Berth with 350-metre length and -14.00-metre MSL in depth has a capacity to handle 0.40 million TEUs of containers cargo per year.

5. Berth A4: Conventional Berth is 350-metre length and -14.00-metre MSL in depth. The berth can serve a general cargo including sugar and molasse, and has a capacity to handle a vessel of 40,000-DWT with approximately 0.70 million tons of general cargo per year.

6. Berth A5: RO/RO Berth for handing automotive export and general cargo with 450-metre length and -14.00-metre MSL in depth can accommodate a 70,000-DWT vessel and automobile exports of approximately 0.70 million vehicles per year. 7. Shipyard: Located in the northern most area of Berth A Zone, the shipyard comprises two floating docks with a capacity to repair 140,000 and 50,000-DWT vessels, and one fully-equipped dry dock to handle a vessel of not less than 13,000 gross tons.

#### **The Southern Berths**

1. Berth B1: Container Berth is 300-metre length with a depth of 14 metres below MSL. It can accommodate vessels of 50,000-DWT and support container throughput of 0.60 million TEUs per year.

2. Berth B2: Container Berth 300-metre length with a depth of 14 metres below MSL. It can accommodate vessels of 50,000-DWT and support container throughput of and 0.60 million TEUs per year.

3. Berth B3: Container Berth 300-metre length with a depth of 14 metres below MSL. It can accommodate vessels of 50,000-DWT and support container throughput of and 0.60 million TEUs per year.

4. Berth B4: Container Berth 300-metre length with a depth of 14 metres below MSL. It can accommodate vessels of 50,000-DWT and support container throughput of and 0.60 million TEUs per year.

5. Berth B5: Container Berth 400-metre length with a depth of 14 metres below MSL. It can accommodate vessels of 120,000-DWT and support container throughput of and 0.80 million TEUs per year.



#### Laem Chabang Port Phase 2

1. Berth CO: RO/RO and Conventional Berth which has a maximum container - handling capacity of not exceeding 50 TEUs per trip, is operated by Laem Chabang International RO-RO Terminal Co., Ltd. The berth has a capacity to handle general cargo vessels with a total of 1 million revenue tons and RO/RO vessels with a total capacity of 1.10 million vehicles.

2. Berth C1 and C2: Container berths with berth lengths of 700 metres and 500 metres respectively, and with a depth of 16 metres below MSL is operated by Hutchison Laem Chabang Terminal Co., Ltd.

3. Berth C3: Container berth with 500-metre length and 15-metre below MSL in depth has a capacity to handle 80,000-DWT vessel and 0.60 TEUs of containers per year. The berth is operated by Laem Chabang International Terminal Co., Ltd.

**4. Berth D1-D3:** Container Berth with a length of 1,700 metres is operated by Hutchison Laem Chabang Terminal Co., Ltd. and located in the Laem Chabang Port Phase 3

## Coastal Berth Development Project (Berth A) at Laem Chabang Port

At present, there is no specific coastal berth to facilitate international transhipment services by coastal vessels at Laem Chabang Port, causing frequent problems. Mostly, coastal vessels have to wait for a long time at an international berth (for cargo export) to unload the transshipped cargo to the mother vessel, causing higher cost from waiting time for available window. More importantly, the operators of international berths generally give higher priority to international cargo vessels due to high volume of container transshipment or other obligations they have. In many cases, coastal vessels have to dock at other berths, resulting in double handling costs because they have to pay lift on lift off charges for moving cargo to a container yard at the berth that the mother vessel will dock.

The berth is located in the vicinity of the first mooring basin between Berth A1 and Berth A0 at Laem Chabang Port with a length of approximately and a supporting area of 150 metres 43 rai, which is a waterfront area. Although the length is limited, this waterfront area has high potential to be developed as a small coastal berth. This will help generate more value to the PAT than other forms of utilization, while supporting the government's policy to develop the country's total logistics system, and supporting the shift from road transport to maritime transport through coastal shipping. The shift in such transport mode will also lower the country's total logistic costs, leading to greater benefits to the overall national economy and less energy consumption.

# Chiang Saen Commercial Port

888 Ban Saeo Sub-district, Chiang Saen District, Chiang Rai, 57150 Tel: +66-5318-1750 Fax: +66-5318-1747 E-mail: chiangsaenport@hotmail.com

## **Facilities**

#### • Berths

- 2 of two-level sloped berths with 300-meter length for accommodating 50-meter ships and 2-3 general cargo loading and unloading at the same time. - A vertical berth with 200-meter length for accommodating two 50-metre long of general cargo and container vessels at the same time

- A berth for fuel transfer with 150-meter length for accommodating two 50-meter tankers at the same time





#### Mechanical Handling Equipment

ltem	Capacity (Metric Tonne)	Quantity (Unit)
Mobile Crane	30	1
Forklift Truck	5	2
Plugs and Sockets for reefer containers		70

Remark: Information as of September 2021

- 20,000 square meters Outdoor Container Yard
- Truck parking area for up to 100 trucks
- 200 x 800 meters Vessel Basin
- 30 x 30 meters Transit Shed: 2 units
- Oil transferring space of 32,000 square meters (15 rais)
- 9,600 square meters General Cargo Area: 2 units
- Information Technology System for Cargo Services
- CCTV 14 Points for safety measures

#### Services

Chiang Saen Commercial Port provides one stop service at its One Stop Service Building, including the Chiang Saen Commercial Port Office, Regional Office of the Marine Department (Chiang Rai), Chiang Saen Customs Checkpoint, Chiang Saen and Chiang Khong Food and Drug Checkpoint, Chiang Saen International Communicable Disease Control, Chiang Saen Immigration Checkpoint, Chiang Saen Plant Quarantine Station, Chiang Saen Animal Quarantine Station, and Fish Quarantine and Inspection Regional Center 1 (Chiang Rai).

#### **Transport Network**

Waterway network: Serving transportation form Guanlei Port (the southernmost port of China), China, Myanmar and Lao PDR.

#### Road Access:

1. Highway No. 1290 (Mae Sai-Chiang Saen -Chiang Khong)

2. Rural Road Chor Ror 1063 (Chiang Rai -Chiang Saen)

Moo 1, Wiang Sub-district, Chiang Khong District, Chiang Rai, 57140 Tel: +66-5379-1719 Fax: +66-5379-1719 E-mail: ck\_port@hotmail.com

# Chiang Khong Port

Location: It situated in Chiang Khong District, Chiang Rai, on the Mekong River bank, facing Muang Huay Sai, Bo Kaew Sub-distric, Lao PDR. At the back of the port is Highway No. 1290 linking Chiang Saen and Chiang Khong districts. The port enhances efficiency in import and export of goods as well as promotion of border trade between Laos PDR and Thailand.

Chiang Khong Port can accommodate small cargo ship, approximately 90 percent of the total ships calling at the port is from Laos PDR. Cargo handling is manually operated and the cargo owners are responsible for labor recruitment. Also, One-Stop Service is available at Chiang Khong Port, where port users can proceed customer clearance, immigration, quality check and other services Chiang Khong Port office Building that opens from 08.00-18.00 hrs. every day except Sunday.

#### **Facilities/Services**

- The port with concrete block structure, 24 meter wide, 108 meter long, can accommodate three 80-150 tons ships at a time
- The truck yard in the port which can handle 5-10 trucks a time
- Five plugs and sockets for reefer containers
- Providing other government offices in the area of One Stop Services at Chiang Khong Port, such as Customs Department, Excise Department, Department of Marine Transport, Immigration Checkpoint, Health Checkpoints, Plant and Animal Quarantine office, etc.
- Opens 24 hours, and can handle small cargo ship, approximately 90 percent of the total vessels calling the port is from Lao PDR. Cargo handling is mainly done manually by cargo owners.

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# Location: The port is located on the east bank of Kra Buri River, Pak Nam-Tha Ruea Sub District, Mueang District, Ranong province. The port covering 193 rai area comprises one multi-purpose terminal that is 134 meters length, 26 meters width, and a container terminal Berth spanning 150 meters length and 30 meters width. Depth of the water channels at both terminals is 8 meters which accommodate a cargo vessel of not exceeding 12,000 DWT at a time. An Access bridge connecting coastal side is 212 meters length and 7.5 meters width while the access bridge connecting with the multi-purpose terminal is 40 meters length and 8.5 meters width.

**Mechanical Handing Equipment** For convenience and safety, Ranong Port has prepared all facilities and port equipment, such as mobile crane and other equipment for cargo lifting and transferring. Warehouses Ranong Port has allocated separate areas for general cargo and containers cargo as follows: 1,500-sq.m Transit Shed, 7,200-sq.m general cargo storage, 11,000-sq.m containers cargo storage and 19,000-sq.m Open Storage Area.

Ranong

Port

In terms of safety and security, Ranong Port has provided full electricity and lighting system and close circuit TV system to monitor the safety and security at the port and for the goods stored within the port. With the security measures standards, Ranong Port can assure port users of safety and security.

Navigation channel begins on the west of Koh Chang to the terminal spanning 28 kilometers. The depth is 8 meters from the lowest tide level and 120 meters width. Along the navigation channel, the port has installed navigation signals for enhanced safety.

#### Inland Transport Network

- Road Transport: Taking Highway No. 4 (Phet Kasem, Bangkok - Chumphon - Ranong) for a distance of 568 kilometers, then making a right turn to Highway No. 4010 at Ban Nam Tok and continue for 13 kilometers to reach Ranong Port.
- Rail Transport: Cargoes can be transported from all regions via rail to Chumphon Province and transferred to Ranong Port by road for a distance of 110 kilometers. This route can save transportation cost while the Government is planning to develop a railway system to connect Ranong Port directly.
- Water Transport: Connecting goods transport from the Gulf of Thailand to Ranong Port through Prachuap Khiri Khan and Surat Thani and then transferred to Ranong Port via roads.
- Air Transport: There is a commercial airport with direct flights between Ranong Province and Bangkok.

#### **Facilities/Services**

Ranong Port provides a full range of cargo services including loading/unloading, transferring, storage, and delivery services. To give convenience to port users, One-stop service is available at One Stop Service Building where port users can make payment for port charges, immigration customs clearance, or other transactions conveniently. The building is located in front of the entrance of Ranong Port.

To support container cargo transport system, the PAT has adopted a computerized system to control container cargo, invoice and tariff, and provided facilities and utilities like electricity, water supply, and telecommunications for port users's convenience.

Thanks to the strategic location on the Andaman Sea and fully equipped facilities, the Ranong Port plays a significant role in natural oil, gas exploration, and production in the Gulf of Mottama.

Item	Capacity (Tonne)	Quantity (Units)
Forklift truck	2.5-15	5
Top Loader	30-40	2
Reach Stacker (empty container)	7	1
Container chassis	30	2
Multi-chassis	30	6
Mobile Crane	50	1
Mobile harbor crane	45	1
Weight of least 63 Metric Tonne	(Radius 20 metres)	
Trailers	-	6
Plugs and sockets for reefer containers		30

#### **Mechanical Handling Equipment**

#### **Other facilities**

- General cargo storage of 6,200 sq.m, container cargo storage of 11,000 sq.m, bonded warehouse (Open Storage Area) of 19,000 sq.m.
- Transit Shed covering 1,500 sq.m, checking post, Customs Office, Harbour and Cargo Services Section, and One-Stop-Service building
- 3 lighting towers at the cargo and container yards, 14 Lateral Buoy and 3 pairs of Leading lights



# Operational Performance







## **Vessels and Cargoes Statistics**

at Bangkok Port and Laem Chabang Port

Container Throughput at Bangkok Port and Laem Chabang Port (Unit: TEUs)

Fiscal Year	2021	2020	2019	2018	2017
Bangkok Port					
Import Container	894,342	864,476	880,139	880,911	868,333
- Loaded Container	874,311	847,547	868,910	864,893	846,084
- Empty Container	20,031	16,929	11,229	16,018	22,249
Export Container	543,506	570,589	570,992	616,533	629,586
- Loaded Container	529,439	552,328	536,331	583,444	611,885
- Empty Container	14,067	18,261	34,661	33,089	17,701
Total	1,437,848	1,435,065	1,451,131	1,497,444	1,497,919
Laem Chabang Port					
Import Container	4,188,698.50	3,787,384	3,997,581	3,955,688	3,753,493
- Loaded Container	2,628,392.25	2,353,495	2,473,271	2,312,909	2,168,898
- Empty Container	1,517,894.50	1,372,450	1,482,546	1,600,699	1,541,675
- Transshipment Contain	er 42,411.75	61,440	41,764	42,080	42,920
Export Container	4,146,685.25	3,810,516	4,066,403	4,060,192	3,923,786
- Loaded Container	4,032,288.50	3,658,707	3,941,174	3,960,491	3,822,600
- Empty Container	70,564.75	90,537	84,685	58,450	58,714
- Transshipment Contain	er 43,832.00	61,272	40,544	41,252	42,472
Shifting Container	83,327.50	44,047	43,632	0	0
Total	8,418,711	7,641,947	8,107,615	8,015,880	7,677,279

# Number of Vessel Calls at Bangkok Port and Laem Chabang Port (Unit: Calls)

Flscal Year	2021	2020	2019	2018	2017
Bangkok Port					
At Wharf	4,170	3,822	3,803	3,266	3,008
At Klongtoey Dolphin	85	109	128	144	447
At Bang Hua Sua Dolphin	11	27	47	54	49
At Sathupradit Mooring Buoys	6	7	12	19	26
Private Wharves (Bangkok)	4,624	5,128	6,001	5,649	5,256
Laem Chabang Port	11,041	11,092	12,391	13,310	13,461

112,238

2021

128,686.00

103,971.98

24.00

2021



92,229

154,220.98

2020

Chiang Saen Commercial Port Chiang Khong Port Ranong Port

82,735.00

2,551.48

2020

Volume of Cargoes at Bangkok Port and Laem Chabang Port (Unit: Million Tonnes)

Fiscal Year	2021	2020	2019	2018	2017
Bangkok Port					
Import Cargo	13.275	12.867	13.297	13.027	12.887
Export Cargo	7.910	8.285	8.180	9.024	9.327
Total	21.185	21.151	21.477	22.051	22.214
Laem Chabang Port					
Import Cargo	38.919	34.43	36.693	34.738	32.575
Export Cargo	50.566	46.87	52.510	51.082	50.286
Transshipment Cargo	1.000	1.657	0.954	0.986	1.028
Total	90.485	82.958	90.157	86.806	83.889

#### Number of Vehicles through Laem Chabang Port (Unit: Units)

Fiscal Year	2021	2020	2019	2018	2017
Inbound	112,238	92,229	102,916	80,018	69,858
Outbound	948,742	774,021	1,112,604	1,171,143	1,147,107
Total	1,060,980	866,250	1,215,520	1,251,161	1,216,965

#### Volume of Cargoes at Regional Ports (Unit: Metric Tonnes)

Fiscal Year	2021	2020	2019	2018	2017			
Chiang Saen Commercial	Chiang Saen Commercial Port							
Import Cargo	5,805.28	4,069.70	1,721.90	3,249.40	5,311.36			
Export Cargo	98,166.70	150,151.28	242,069.91	251,474.21	192,874.61			
Total	103,971.98	154,220.98	243,791.81	254,723.61	198,185.97			
Chiang Khong Port								
Import Cargo	24.00	57.00	111.00	201.00	0.00			
Export Cargo	0.00	2,494.48	52,834.90	71,266.93	78,445.51			
Total	24.00	2 <i>,</i> 551.48	52,945.90	71,467.93	78,445.51			
Ranong Port								
Import Cargo	13,268.00	16,889.00	24,832.00	17,878.00	12,321.00			
Export Cargo	115,418.00	65,846.00	110,188.00	74,912.00	53,751.00			
Total	128,686.00	82,735.00	135,020.00	92,790.00	66,072.00			



#### Container Throughput at Ranong Port (Unit: TEUs)

Fiscal Year	2021	2020	2019	2018	2017
Import Cargo	2,007	1,382	1,880	1,163	1,304
Export Cargo	2,166	1,345	1,835	1,159	1,225
Total	4,173	2,727	3,715	2,322	2,529

Economic, Maritime Transport and Port Industry Analysis

#### 2021 Economic Overview and 2022 Trend

The International Monetary Fund (IMF) forecasted that the global economy would expand by 5.9% in 2021 pending the uncertainty in recovery of supply chain and global production (October 2021). Thai economy expanded by 1.2% (The Office of the National Economic and Social Development Council (NESDC), November 2021) and experienced slow pickup due to the government's policy to reopen the country for foreign visitors in 2021 following the relaxation of COVID-19 prevention and control measures.

In 2022, the global economy is projected to continuously expand compared to 2021, caused by the economic recovery in major economies, like the US, European countries, the United Kingdom and NIEs, that propose the casing of COVID-19 restrictions. Besides, progress of vaccine rollout plan and anti-virus medicine development have contributed to enhanced confidence that accelerate economic recovery. However, uncertainty also remains elevated with the emergence of new COVID-19 variants that may affect the recovery of the service sector (IMF, October 2021).



The Thai economy in 2022 will clearly continue to recover and grow further from 2021 where economic growth was low. Domestic demand has increased after improved pandemic situation and effective vaccine rollout plan. The travel and tourism sector 1 has shown positive recovery sign following the government's plan to reopening the country with the loosening of travel restrictions. The export and industrial production sectors have also expanded in line with the increasing global economic and trade volume.



Global containerized trade, 1996 - 2021 (UNCTAD, Nov 2021)

#### Industry Sector

Maritime transport is a major transport mode for international trade and global economy as it accounts for 80% of the total international trade volume. The outbreak of COVID-19 pandemic has greatly affected the related industries and maritime transport sector. In 2021, global maritime trade expanded by 4.3% (UNCTAD, November 2021) and it is expected that this trend will continue in 2022. Maritime trade, however, will continue to face risks related to the COVID-19 pandemic that started in 2020, such as shortage of empty containers, higher freight rates, changes in global trade format, interruption in the supply chain and port congestion.

Containerized Trade: The global container cargo is expected to expand by 7-10% after a shrink in 2020. In Thailand, container throughput handled in the country expanded by 10% (Statista, 2021) driven by positive global economic factors and recovery trade volume in major trade partner countries. In ASEAN, the Volume of throughput container handled in Thailand is ranked the 5th largest after Singapore, Malaysia, Indonesia and Vietnam. In 2021, the total container throughput handled in Vietnam significantly expanded driven by rapid economic and foreign investment growth. The cargo volume handled at ports in vietnam, therefore, enjoyed higher growth rate compared to that of Thailand. In the fiscal year 2021, the total volume of containers handled by PAT expanded by 8.6%. It is expected that container volume will continue to grow according to the recovery of economy in major counterparts, such as the US, China and Japan.

Laem Chabang Port and Bangkok Port are the country's major ports and the market leaders. From 2020-2021, the Bangkok port has enjoyed improved market share, while Laem Chabang Port lost market share to Kerry, a private terminal operator and a key competitor. The major reasons for such changes are the KSSP service that offers higher convenience, more competitive price, etc. However, the improvement and development of infrastructure and facilities remain the key strategy to help Laem Chabang Port maintain its market share.



Port Industry Trend: Business growth is driven by continuous investment in port - related businesses. This will reduce risks from single business concentration. Collaboration with business partners remain a major strategy adopted by several businesses in the port sector. Investment expansion in the country and overseas also becomes a major strategy as many countries are investing in new markets with high economic growth. For example, Duisburg Port in Germany built an inland container terminal in cooperation with COSCO Shipping Lines to support increasing cargo volume transported by railway between China and Europe. PSA with investment in several ports in many countries has driven sustainable business growth without depending on any particular market. In addition, the PAT will refine its strategies to keep up with the rapid change in modern technology under the Smart Port and Green Port Development.

## Economic and Industrial Impact on PAT's Operations

In the fiscal year 2021, the PAT's vessels, cargo and container handling performance is as follows: The number of vessels calling at ports was 13,840 calls, an increase of 1.9%. Cargoes handled at ports was 111.639 million tonnes, an increase of 6.9%, while container throughput handled at ports was 9.857 million TEUs, an increase of 8.6%. The increasing container volume was driven by continuous growth in Thailand's export due to economic recovery in trading partner countries, resumed production in Thailand, and improved domestic and international demands. This contributed to the enhancement of PAT's performance in terms of service, cargo and container volume. The slight improvement in terms of vessels reflected the fact that the size of vessels calling at ports is larger or that the cargo/container volume per vessel has increased. The PAT's performance in regard to vessels, cargoes, containers at Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port, Chiang Khong Port and Ranong Port are as follows:



Bangkok Port:	The port handled 4,170 vessel calls, a 9.1% increase; total cargo volume was		
	21.185 million tonnes, a 1.2% reduction; and container throughput was 1.438		
	million TEUs, an increase of 0.2%.		
Remarks:	1. Vessels calling at Bangkok Port were general cargo vessels, container vessels		
	and coastal vessels.		
	2. Cargo volume at Bangkok Port includes general cargo, containerized cargo		
	(import and export) and oversized cargo at Klongtoey.		
Laem Chabang	The port handled 9,670 vessel calls or 1.0% reduction; total cargo volume was		
Port:	90.445 million tonnes, an increase of 9.0%; and container throughput was 8.419		
	million TEUs or a 10.2% increase.		
Remarks:	Vessels calling at Laem Chabang Port included international cargo ships, coastal		
	cargo ships, general cargo vessels, RO-RO vessels and bulk cargo vessels.		
Office Regional Ports			
Ranong Port:	The port handled 248 vessel calls, an increase of 15.9%; total cargo volume was		
	128,686 tonnes, an increase of 55.5%; and container throughput was 4,173 units		
	or a 53% increase.		
Remarks:	Ranong Port saw higher volume of cargo and containers compared to the		
	previous year due to higher demand from new petroleum production site where		
	demand for material and equipment export increased.		
Chiang Saen	The port handled 2,231 vessel calls, a 10.5% decrease; total cargo volume was		
Commercial	103,972 tonnes, 32.6% reduction; and container throughput was 5,064 TEUs, a		
Port:	32.3% decrease.		
Remarks:	1. Myanmar closed Sob Luay Port because it is not a port under the Agreement		
	on Commercial Navigation on Lancang-Mekong River. Business operators,		
	therefore, cannot ship their goods on this route.		
	2. Lao PDR, Myanmar, China and Chiang Rai in Thailand closed borders as part		
	of the COVID-19 control measures. As a result, the volume of vessels and		
	cargo was lower.		
Chiang Khong	The port handled 5 vessel calls, a 96.6% decrease; total cargo volume was		
Port:	28 tonnes, or a 98.9% decrease.		
Remarks:	Chiang Rai province issued an order No. 1380/2563 on Temporary Prohibition of		
	Entry and Exit of Persons, Vehicles and Goods at Checkpoints, Checkpoints for		
	Border Trade and Other Channels along the border in Chiang Rai province		
	which caused the Chiang Khong Port to suspend its service accordingly.		



The PAT has entered into bilateral and multilateral cooperation agreements with various organization with aim to establish a good relationship and promote the development of port operation and maritime transport. Cooperative activities have been conducted in various field, including marketing promotion information technology, human resources development, exchange of information, knowledge and experts, along with the arrangement of meetings/ seminars/training in Thailand and overseas as follows:

#### **Bilateral Cooperation**



The PAT has signed 21 bilateral cooperation agreements with organizations in 10 other nations (as shown in the picture). In the fiscal year 2021, bilateral cooperation led to the following activities:

- Sister Port Agreement between the PAT and the Port of Rizhao, China
  - The PAT and the Port of Rizhao exchanged information on development projects, especially World Class Port development projects, related business framework and operational guidelines and measures for port during the COVID-19 pandemic.
  - The PAT sent written and video messages to congratulate Ruchao Port on the first anniversary of the establishment of the Shandong Port Group Co., Ltd. (SPG) which was set up according to the Shandong Government policy.
- Memorandum of Understanding between the PAT and the Busan Port Authority, the Republic of Korea
  - The PAT and the Busan Port Authority jointly conducted a feasibility study on new logistics business related to port operations, and cooperation opportunity.
  - The PAT and the Busan Port Authority held a joint meeting to discuss and exchange information on development projects, especially the World Class Port development and marketing.
- Memorandum of Understanding between the PAT and World Maritime University (WMU), Kingdom of Sweden
  - The PAT and WMU cooperate on academic development by organizing a lecture on "Towards a Smartainable Port" for students at WMU and Shanghai Maritime University (SMU) through online system on May 27, 2021.

In addition, the PAT has exchanged useful information with allied ports, such as port development guidelines towards a World Class Port, truck management, and preventive measures against for ports during the COVID-19 pandemic.

#### **Multilateral Cooperation**

- 1) Cooperation with The ASEAN Ports Association (APA)
  - The PAT jointly developed and updated the APA website, and published its information on the platform to promote the Authority.
- 2) Asia-Pacific Economic Cooperation (APEC) Framework
  - The PAT participated in the 50<sup>th</sup> APEC Transportation Working Group (APEC-TPT-WG 50) meeting by joining the Maritime Experts Group (MEG) and delivered a lecture on PAT's COVID-19 preventive measures on March 5, 2021.
  - The PAT submitted proposal on the Promoting Safety for Dangerous Goods Transportation in APEC Region to seek funding from APEC. The project is aimed at studying trend of dangerous cargo volume and categories in APEC region, and conducting GAP analysis to compare efficiency of hazardous goods handing within ports in terms of laws/regulations, operation procedure and technology used in handling hazardous goods. The proposal also includes emergency response and recommendation on emergency preparedness and response procedure. The project will enhance efficiency in hazardous goods handling within port area and promoting safe and sustainable transport within APEC Region.

#### 3) APEC Port Services Network (APSN)

- The PAT participated in meetings and held lecture on PAT's COVID-19 preventive measures on October 20, 2020.
- The PAT and APSN jointly prepared the project on "Best Practices on Port Service Quality and Performance for APEC Ports", aiming at learning from real case study at leading ports and prepare basic indicators.
- Bangkok Port participated in the Green Port Award System (GPAS) under the APEC Port Services Network (APSN). The project aims at promoting green port development and environmentally friendly operation in the APEC Region that corresponds with the APEC leaders and transport ministers. This also enables the port to pass 2021 annual assessment.

#### 4) ASEAN Maritime Cooperation

- The PAT participated in the working group for organizing the 40<sup>th</sup> and 41<sup>st</sup> ASEAN Maritime Transport Working Group Meeting (MTWG) held on March 9-10, 2021 and October 4, 2021 at the Marine Department.
- The PAT participated in the 50<sup>th</sup> ASEAN Senior Transport Officials Meeting (STOM) and the 26<sup>th</sup> ASEAN Transport Ministers Meeting (ATM) on November 24, 2021, at the Ministry of Transport.
- The PAT participated in the meeting and presented on the PAT's COVID-19 preventive measures at the 18<sup>th</sup> ASEAN Japan Port Technology Group (PTG) Meeting on February 24, 2021.
- The PAT presented the Development of the Guidelines on Smart Port Project with the aims to set and implement technology and innovation indicators as a tool to analyze the status and positioning on port technology and innovation. This also allows

the PAT to compare its operational status against that of other leading ports, assess the gap, and consider ways to improve port efficiency in order to become a smart port.

#### 5) International Maritime Organization (IMO)

- The PAT joined the national committee in coordinating with IMO, the IMO commissioners (with the PAT Director General serving as the Chairman of the Sub-committee), including the key working group in preparing to be an IMO Commissioner candidate for the 2022 - 2023 period, and regularly joined the meeting.
- The PAT held an election campaign activities such as seminars, preparing souvenirs and public relations media as well as publish such content in the PAT's online channels.

#### 6) Asia Pacific Model E-Port Network (APMEN)

 The PAT joined the Asia Pacific Model E-Port Network (APMEN) Project with an aim of promoting knowledge and understanding of the E-Port system development to support paperless trade with the help of ICT infrastructure. The PAT also developed and connected logistics information with the channels of concerned stakeholders in each procedure. The activity can reduce steps and documents involved in transaction. The PAT participated in the APMEN Working Group meeting on August 6, 2021.







# Transformation to Digital Port: A strategic challenge at Port Authority of Thailand

PRESENTATION ON TOWARDS A SMARTAINABLE PORT\* 27th May 2021

**Other International Trade Activities** 

The PAT participated in various international meetings/seminars, such as the Thematic Meeting on Cruise Industry, ACMECs, The COVID-19 and Maritime Transport: Resilience-Building and Preparedness, the 1<sup>st</sup> meeting of high-level officials from Thailand and Guangdong, the meeting on promoting interaction and trust building measures among Asian countries, the promoting cooperation in order to strengthen digitalization in the transport and logistics operations, the 3<sup>rd</sup> Community of Practice Forum on Maritime safety.

# PAT's Highlighted Activities of the Year

## Meeting on the Guideline for Driving Laem Chabang Port into the Global Market and the Delivery Ceremony Commemorating the Arrival of the First Monorail Trains

On October 1, 2020, H.E. Genenal Prayut Chan-o-cha, meeting on the Guideline for Driving Laem Chabang Port into the Global Market and presided over the Delivery Ceremony Commemorating the Arrival of the First heads of relevant agencies and organizations, including, Gen. Anupong Paochinda, Minister of Interior, along with Mr. Saksayam Chidchob, Minister of Transport, Mr. Atirat Ratanasate, Deputy Minister of Transport, Mr. Pakathorn Anuntasilpa, Director General of the Thai Customs Department, a group of executives from the Ministry of Transport, together with Adm. Sophon Wattanamongkol, the Chairman of the PAT Board of Commissioners, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, Pol. Sub. Lt. Montree Lergchumniel, Managing Director of Laem Chabang Port, Lt. JG. Dr. Chamnan Chairit, R.T.N., Deputy Director General (Asset Management and Business Development) also joined the meeting and ceremony that took place at Laem Chabang Port,

#### Chonburi







## The Robe-Offering Ceremony (Kathin Ceremony) at Wat Pa Srithavornnimit, Nakhon Nayok

The Port Authority of Thailand (PAT) co-hosted the annual Kathin Ceremony for the year 2020 on the occasion of the 70<sup>th</sup> anniversary of the PAT establishment and donated 1,000,000 baht as a merit-making, which made the total amount of 4,182,498 baht through Kathin Ceremony at Wat Pa Srithavornnimit, Nakhon Nayok.



MOU Signing Ceremony for Project Study to Increase the Efficiency of Container Transport System in Laem Chabang Port

On October 12, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the Port Authority of Thailand (PAT), and Mr. Auttapol Rerkpiboon, President and Chief Executive Officer of PTT Public Company Limited, attended the signing ceremony of Memorandum of Understanding (MOU) between the Port Authority of Thailand (PAT) and PTT Public



Company Limited on a project study to increase the efficiency of container transport system in Laem Chabang Port. Pol. Sub. Lt. Montree Lergchumniel, Managing Director of Laem Chabang Port, and Dr. Buranin Rattanasombat, Senior Executive Vice President, Downstream Petroleum Business Group Alignment, along with Mr. Krit Imsang, Chief Operating Officer of Downstream Petroleum Business Group, and Lt. Kan Maenaruji, R.T.N., Deputy Managing Director of Laem Chabang Port, also witnessed the ceremony which took place at Palang Thai Room, Building 1, 3<sup>rd</sup> Floor, PTT Public Company Limited.

This MOU aimed at studying and developing the efficiency of transport system within Laem Chabang Port in order to support and promote the development plan of 3 main projects, namely, the Laem Chabang Port (LCP) Phase 3 Development Project which is being implemented as a key feature of the Eastern Economic Corridor (EEC) Development Plan to serve the growth of demand for international maritime transport in the future; the Single Rail Transfer Operator (SRTO) Project at Laem Chabang Port, which is developed to serve freight transported by rail; and the Coastal Berth Development Project (Berth A) which link transport networks with Laem Chabang Port.



On October 31, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the Port Authority of Thailand (PAT), presided over the Kathin Ceremony at Khok Chedi, Tak, to commemorate its 70<sup>th</sup> anniversary of establishment. The Ceremony was also attended by the PAT executives and officials. In this regard, the PAT and its official made a merit making donation in the amount of 1,850,000 baht and the ceremony could raise 3,379,413 baht to the temple.





#### "PAT Mini Marathon" Charity Walk and Run

On December 13, 2020, Mr. Angkool Luanprapant, Administrator 16, Administration attached to the Director General of the PAT, presided over the opening ceremony of the 8<sup>th</sup> PAT Mini Marathon 2020, charity walk and run event. At the competition, the event welcomed several PAT's executives, officials and their families, together with business operators, representatives from the communities surrounding Bangkok Port and the general public. The event was held to promote good health and raise awareness at PAT's office building through the streets inside the Bangkok Port and along the Chao Phraya River with a total distance of 10 kilometers. Additionally, the PAT donated proceeds after deducting expenses, which derived from the Chairity to Somdej Phra Yuparat Hospital Foundation for further public health-related activities.


#### PAT Joins the Contract Signing Ceremony

On March 1, 2021, Mr. Saksayam Chidchob, Minister of Transport, presided over the signing ceremony of the consultant service contract for the feasibility study, preliminary design, environmental impact assessment and the analysis of investment development model of transportation infrastructure development project under the Southern Economic Corridor (SEC) scheme. Mr. Atirat Ratanasate, Deputy Minister of Transport, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), along with heads of related government and private sectors also witnessed

### Press Conference on the PAT's Performance Results on Policies and Operational Directions for the Year 2021

On March 24, 2021, the Port Authority of Thailand (PAT) held a press conference on the PAT's performance results on policies and operational directions in 2021 with a special talk entitled "The Role of PAT in Driving the Country's Economy". Mr. Atirat Ratanasate, Deputy Minister of Transport, presided over the opening ceremony and the attendants also included Admiral Sophon Wattanamongkol, Chairman of the PAT Board of Commissioners, Pol. Lt. Gen. Jaroenvit Srivanit, Mr. Woraphot Aiemruksa, members of the PAT Board of Commissioner, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, together with PAT' executives, related government and private agencies, related parties and stakeholders, and the media. The event took place at the Ballroom (B-C), Centara Grand Hotel at Central Plaza Ladprao, Bangkok. The PAT revealed that the volume of cargos and containers passing through the PAT's ports during the the signing ceremony. The project was initiated to build the integration of transport modes linking 2 ports including the new Ranong Port and Chumphon Port to be designed and developed to become a smart port. The project also involved the development of Motorways and double-track railway as well as the setting of a pipeline transportation system linking between the Gulf of Thailand and the Andaman Sea to help drive Thailand towards becoming a regional maritime transport hub. The signing ceremony took place at Ratchadamnoen Room, Clubhouse and Auditorium, Ministry of Transport.





first quarter of the fiscal year 2021 decreased by 6.24 percent, equivalent to 25.762 million tons compared to the same period of the previous year. While overall container throughput dropped by 2.81 percent, or 2.311 million TEUs due to the COVID-19 outbreak. However, As the rollout of vaccinations in Thailand and many other countries, the volume of cargos and containers throughput is gradually recovering. Apart from that, the economic growth of major trading partners was also a key factor reflecting cargo volume growth. As a result, the cargo volume in January 2021 increased by 3.57 percent, or 9.253 million tons from 8.934 million tons, and the container throughput ports increased by 2.66 percent, or 773,055 TEUs from 753,042 TEUs.

Stepping into its 70<sup>th</sup> anniversary, the PAT aims to upgrade its services to become a leading world-class port that meet international standards by implementing strategies to drive the development of services and infrastructure to achieve global standards, positioning the ports as the country's major trade gateways and intermodal transport hubs, maximizing asset utilization to generate added to business, enhancing efficiency in services and operations that lead to a high performance organization by adopting Port Community System (PCS) or a data center with seamless linkage between waterway transport and land-base logistics system involving both public and private logistics sectors. According, this will support the network linkage of logistics at the international level, in accordance with its vision : "To be World Class Port with Excellent Logistics Services for Sustainable Growth in 2030."

### Buddhist Ordination Project in dedication to His Majesty King Rama X

On July 4, 2021, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the Port Authority of Thailand (PAT), presided over the Buddhist Ordination Ceremony for the PAT's officials to honor His Majesty King Maha Vajiralongkorm Phra Vajiraklaochaoyuhua and to cerebrate the 70<sup>th</sup> anniversary of the Pat establishment in 2021, which was held between July 1-18, 2021 at Wat Pa Srithavornnimit. Mr. Prajak Sriwattana, Assistant Director General (Audit), along with Mr. Somchai Hemthong, Assistant Director General (Asset Management and Business Development), Mrs. Achana Promprayoon, an executive of the PAT, together with PAT's officials also attended the ceremony.





### The Follow-Up on Progress in Building CommunityIsolationCenteratPAT'sWarehouse Stadium

On August 9, 2021, Mr. Atirat Ratanasate, Deputy Minister of Transport visited and monitored the progress of establishing a Community Isolation Center (CI) at PAT's Warehouse Stadium. His visit was welcomed by Adm. Sophon Wattanamongkol, the Chairman of the PAT Board of Commissioners, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, along with the PAT executives and officials, Director of Klongtoey District, community leaders, medical stapp, and public health officials at the Warehouse Stadium, the Port Authority of Thailand (PAT).

The CI Center through is established under the collaboration between PAT, Navavej Hospital, SCG, PTTOR, Metropolitan Electricity Authority (MEA), and Khlongtoey District Office. This center is located on a 15-rai plot of land at the warehouse stadium, the PAT and served as a community isolation center applicable for residents from the surrounding community and PAT's officials who test positive for COVID-19 with less severe symptoms (green group patients) to be hospitalized to curb the pandemic and reduce the spread of infections from the patients to family members, and to help patients to receive immediate treatment. As a result, it reduces the risk of the patients in developing severe symptoms and death. The PAT is responsible for providing financial support for the establishment of the CI Center in part of its environmental and utility management and necessary facilities. Inside the center, there are 3 field hospital tents that can accommodate 300 patients, equipped with paper field hospital beds from SCG, bedding from PTTOR, along with electrical system operation from the MEA, as well as other facilities from relevant agencies.

In addition, patients in CI centers will be treated in accordance with Department of Disease Control's COVID-19 Patients under Community Isolation (CI) Schemes, Ministry of Public Health, by medical team from Navavej Hospital around the clock to ensure safety and hygiene when receiving medical treatment. A patient showing severe symptoms will be immediately transferred to the hospital.

Deputy Minister of Transport said, "According to the Prime Minister's policy to allocate some governmental areas to be used as CI centers to help Thai people and recent follow-up results, I would like to appreciate the work process and coordination conducted by the PAT. Meanwhile, I would also like to emphasize that every step of the operation must be proceeded strictly in compliance with public health rules and conditions. This results in allowing working teams from all sectors to attend the meeting to receive details and proportional assignment. Therefore, please review it and let me know if anything is missing. It is expected that the center will be open to the public by August, 23 so that Klongtoey residents can come receive medical treatment at the center. I also want to thank and support PAT's staff, volunteers, medical personnel, nurses, public health workers and several agencies for their continued supports. I believe that we shall overcome this crisis through the cooperation of everyone."



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#### PAT's 300-bed Community Isolation Center for COVID-19 Patients in Klongtoey Community

On August 27, 2021, Mr. Atirat Ratanasate, Deputy Minister of Transport, presided over the opening ceremony of PAT's Community Isolation Center for COVID-19 patients, which was attended by Admiral Sophon Wattanamongkol, the Chairman of the PAT Board of Commissioners, Lt. JG. Kamolsak Promprayoon, R.T.N., the Director General of the PAT, PAT's executives and officials, Mrs. Prateep Ungsongtham Hata, Secretary-General of the Duang Prateep Foundation, and related agencies. The event took place at the Warehouse Stadium, the PAT.

PAT's Community Isolation Center for patients infected with COVID-19 was established as a shelter for community residents and PAT's officers who were diagnosed with COVID-19, or the green and yellow group patients with mild signs and symptoms for which PAT allocated a budget for the establishment of the center which includes utility system, the control system to prevent the COVID-19 infection and the spread of coronavirus disease, sanitation and environmental system, facilities, and necessary medical supplies according to the standards and guidelines of the Ministry of Public Health. Inside the area, there are 3 field hospital tents that can accommodate 300 patients, divided into a 240-bed field hospital (Separation of zones for male and female patients) which are under Kasemrad Hospital's responsibility, and a 60-bed field hospital under the responsibility of Navavej Hospital. Additionally, the center is supported by several agencies from both pubic and private sectors and foundations such as Metropolitan Electricity Authority (MEA), Metropolitan Waterworks Authority (MWA), SCG Foundation, PTTOR, Bangkok Metropolitan Administration (BMA), Ministry of Social Development and Human Security, Ministry of Public Health, Muang Thai Life Assurance, Madame Pang Foundation, and Boonyachinda Foundation.

The PAT would like to take part in supporting and promoting the operations of all sectors to increase the capacity in providing treatments and care for COVID-19 patients and also commit to serve as a driving force to stand side by side with Thai people to get through this crisis together.



# CORPORATE GOVERNANCE

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Good Corporate Governance Policy of the Port Authority of Thailand

1. The Port Authority of Thailand (PAT) is committed to upholding and implementing the Good Corporate Governance Principle and Guideline in order to fulfil its vision, missions, strategy, and long-term goals, which will boost its competitiveness and pave the way for its sustainable growth;

2. The PAT's good corporate governance is developed based on principles and guidelines in accordance with international standards that gained acceptance at domestic and international levels by adhering to the Organization for Economic Co-operation and Development (OECD) Principles on Corporate Governance 2015, as well as the corporate governance principles prescribed by the State Enterprise Policy Office (SEPO) and the Stock Exchange of Thailand. These principles have been applied to the PAT context, as shown in the PAT Good Corporate Governance Manual. This manual has 10 Sections, including: Section 1: Promotion of Government Shareholder's Roles; Section 2: Promotion of Fair Market Value; Section 3: Rights of Government Shareholders; Section 4: Roles of the PAT Board of Commissioners; Section 5: Roles of Stakeholders; Section 6: Sustainability and Innovations; Section 7: Information Disclosure; Section 8: Risk Management and Internal Control; Section 9: Ethics; and Section 10: Monitoring of Operational Performance;

3. The PAT Board of Commissioners and executives place a high value on good corporate governance and shall be the role models in performing their duties in compliance with principles and guidelines on good corporate governance;

4. The PAT employees shall earnestly carry out their duties to drive the PAT towards the achievement of pre-determined direction, goals, and strategy in line with the principles and guidelines on good corporate governance as an operational framework, which will cultivate a good organizational culture;

5. The PAT shall prepare a report on compliance with internationally-recognized good corporate governance principles, applicable laws, regulations, and procedures, and publicize to the government shareholders and the public on yearly basis;

6. The PAT shall regularly review and update its policy and guidelines on good corporate governance to ensure continuous improvement and up-to-date information.

This is hereby announced for public acknowledgement.



Corporate Governance for PAT 2022 Given on September 10, 2021 Somsak Hommuang (Mr. Somsak Hommuang) Chairman of the PAT Corporate Governance and Corporate Social Responsibility Committee

Policies and Good Governance

On August 26, 2021, PAT's Board of Commissioners appointed PAT's Committee on Corpoate Governance and Corporate Social Responsibility with the authority delegated to approve PAT's policies, and guidelines for good corporate governance and corporate social responsibility plan as well as anti-corruption. This includes integrating good governance with risk management and compliance with laws, rules, and regulations, and monitoring the operation of the PAT to ensure compliance with good governance policies and guidelines. In order to achieve the Good Governance Plan, the PAT Corporate Governance Committee hold 6 meetings in 2021 (January -October 2021) to examine policies, manuals, and action plans, then delivered the follow-up on the aforementioned results.



The Port Authority of Thailand (PAT) Good Corporate Governance Manual is conducted based on principle and guidelines in accordance with international standards that gained acceptance at domestic and international levels by adhering to the Organization for Economic Co-operation and Development (OECD) 2015 adopted by the State Enterprise Policy Office (SEPO), and the Stock Exchange of Thailand to serve as PAT's internal work management system framework, simultaneously with building ethical behavior of personnel which covers the following key practices:

Ethical Behavior Code of Conduct		Definition	
1.	Accountability	Responsibility for performance results	
2.	Responsibility	A sense of duty to have sufficient competence and efficiency	
3.	Equitable Treatment	Treating in good faith with fairness to stakeholders	
4.	Transparency	<ul> <li>It is advocated that transparency must be dealt with in the context of two requirements including,</li> <li>Transparency in accountability in all operations.</li> <li>Transparency of Information Disclosure which is the presentation of transparent performance results to all related parties.</li> </ul>	
5.	Value Creation	Creating added value for businesses both in the short term and long term for which any changes or added values must involve increasing competitiveness in all aspects.	
6.	Ethics	Promoting the development of good governance and ethics for business operation.	
7.	Participation	Participation includes promoting the distribution of opportunities for people to participate in giving their opinions on any action that may affect the environment, health, the community and local quality of life and well-being.	

For PAT's good governance system, a good practice has applied according to international standards, consisting of 10 sections, all of which involve determining the structure of people responsible for managing the system, management approach, promotion, examination, and follow-up, to be included in PAT's routine operations. Additionally, the PAT has implemented a good practice according to the guidelines as follows:

Section 1 Supporting roles of shareholders from public sector, the PAT has PAT developed policies and guidelines for performance reporting according to the policies and guidelines for good governance for shareholders from public sector. As a result, the performance results were reported on 3 issues, namely financial and non-financial performance, results of compliance with good corporate governance guidelines, and results of compliance with laws, rules and regulations related to the port business. Additionally, the process of performance reporting was set up along with the follow-up on the performance according to PAT's good governance plan proposed to PAT's Good Governance Committee and Board of commissioners for acknowledgment on a quarterly basis.

<u>Section 2</u> In support of fair marketing, the PAT has established policies and guidelines on fair marketing competition. According to PAT's good governance manual, the following actions have been taken:

- The PAT has established policies and guidelines for financial management based on market conditions covering key issues of guidelines for accessing and raising funds in a transparent and fair manner, financial accounting in accordance with wellrecognized standards, and commercial and social financial account separation.

- In the event that competitors and creditors are violated by law, the PAT, therefore, has established policies and guidelines by providing channels for receiving complaints and compensation. Additionally, the Information Division, Administrative Affairs Department is responsible for receiving complaints providing communication to all stakeholder, monitoring, and reporting on performance based on policies and guidelines for complaint-channel development in a systematic manner. - For anti-corruption and bribery that will lead to competitive advantages in the market, the PAT has established policies, measures, and action plans against corruption. The results of the plan were reported to the Good Governance Committee, the PAT's Board of Commissioners, the Office of the National Anti-Corruption Commission (NACC), and Ministry of Transport. The PAT also has taken part in Integrity & Transparency Assessment: (ITA) 2021 and received a total assessment score of 87.22.

- For fair procurement and non-discrimination towards business partners and suppliers, the PAT takes into account the importance of the procurement process based on the principles of good governance under transparency, accountability, and awareness of building public confidence towards procurement process. The PAT also adopts the same standards as other government agencies in compliance with the Government Procurement and Supplies Management Act, B.E. 2560 (A.D. 2017) and the Ministry of Finance Regulations on Government Procurement and Supplies Management Act, B.E. 2560 (A.D. 2017). In this regard, the action plan of procurement has been prepared and published on PAT's website. This also includes reporting the results of the implementation plan to the PAT executives, then present to the Ombudsman, simultaneously with measures established to promote transparency in procurement according to the PAT's Notice on Transparency Promotion in Procurement Process, issued on April 5, 2019 to ensure that its procurement process supports the National Strategy on Anti-Corruption Phase 3 (2017-2021), strategy No. 4 on Proactive Anti-Corruption Prevention System, and strategy No. 2, on Corruption a Prevent Mechanism Creation in order to provide the same guideline on procurement activities.

Section 3 the PAT has established policies and guidelines for the management of shareholders' rights based on both related laws and other regulations covering 3 different issues, such as prevention of the use of inside information, prevention of connected transactions, and prevention of conflicts of interest, according to the Act on Prevention and Suppression of Corruption B.E. 2561 (A.D. 2018) and Government Information Act, B.E. 2540 (A.D. 1997) for which PAT's directors, executives and officers must report conflicts of interest and sign a non-disclosure information agreement to the public by August every year. The PAT's Board of Commissioners, other sub-committees, and all attendees attending all committees must sign to show they're committed to transparency in the operation and vouch for confidential meeting, including prevent the use of internal and confidential information in the meeting for own and other's benefits. This also includes conducting a summary report to the Audit Department, along with the following-up and preparing a report on the said performance for submission to PAT's Good Governance Committee and Board of Commissioners for acknowledgment on quarterly basis.

Section <u>4</u> PAT's roles of stakeholders include recognizing the importance of social and environmental responsibility, especially corporate social responsibility in process (CSR in process) that will enable the PAT to steadily grow towards sustainability through the implementation based on established missions and objectives. This will result in building positive economic returns, awareness of the social well-being and he livelihood of stakeholders, and substantial environmental protection. The principle of PAT's social and environmental responsibility in the process (CSR in process) has been developed upon the principles and guidelines that are both domestically and internationally accepted, namely ISO 26000, which has been applied to PAT's context through policies and manuals on social and environmental responsibility within PAT's process of sustainability which consists of 7 principles, including 1) Accountability 2) Transparency 3) Ethical Behavior 4) Respect for Stakeholder Interests 5) Respect for the Rule of Law, 6) Respect for International Norms of Behavior, and 7) Respect for Human Rights. All of the above principle lead to 7 key internal processes as applied in accordance with 7 subjects of ISO 26000, including 1) Governance, 2) Human Rights, 3) Labor Practices, 4) Environment, 5) Fair Practices, 6) Consumer Issues, and 7) Community Participation and Development. The PAT has also established criteria for selecting important communities and coming up with the PAT's list of important communities in order to develop a plan to strengthen these important communities that contribute to PAT's special abilities, to be further included in PAT's long-term master plan and annual action plan on social and environmental responsibility, along with the follow-up on the performance as targeted before proposing to PAT's Good Governance Committee and Board of Commissioners for acknowledgment on quarterly basis.

Section 5 For information disclosure, the PAT has disseminated information on its website which covers important contents, including both financial and non-financial-related matters. The PAT also presented the annual report 2020 which involves information and contents, including the structure of shareholders, profile of the PAT's Board of Commissioners and executives, financial statements certified by auditors, analytical explanation of financial status, performance results, major changes, report of the Audit Committee's responsibilities for financial report, the major risks in operating business, strategic plans, the PAT's implementation of good governance and social responsibility. Additionally, the PAT disclosed important information on its website, such as policy directions of the PAT Board of Commissioners and executives, the PAT's good governance policies, important plans, procurement, key financial and non-financial performance, including annual reports, etc.

<u>Section 6</u> For roles of Board of Commissioners, the PAT's Board of Commissioners is a group of representatives in government shareholders who were appointed because of their sufficient qualifications, skills, knowledge, and abilities to drive the PAT towards sustainable growth according to the guidelines set by the shareholders in the government sector. Having such the important role, Board of Commissioners are committed to abide with role, duty, and responsibility to strive to become proficient in port management and water transportation, while adhering to good practices that enterprise directors are committed to follow. The important roles and responsibilities include participating in the determination process in direction, considering for approval of the PAT's enterprise plan and annual action plan; establishing various sub-committees to support the performance of the PAT's Board of Commissioners, attending Board of Commissioners' meeting in a potential manner, self-assessment of the Board of Commissioners and Sub-committees to receive assessment results used to determine remuneration in a systematic manner, and the enhancement of understanding about the PAT's structure which involves both newly-appointed Commissioners and Board of Commissioners, performance assessment of PAT's Directors General and high-level executives or executive of 2 levels below PAT's director-general, succession planning of PAT's Directors General and senior executives in a complete and vivid manner, and supervision to ensure that PAT complies with the laws, rules, regulations and relevant standards.

<u>Section 7</u> For risk management and internal control, the PAT always places importance to risk management and internal control as a tool to deal with internal and external risks that may affect its operations. Risk management is, therefore, considered an important factor to minimize any unwanted impact and also in fulfilling its business goals. Additionally, The PAT Board of Commissioners has established the PAT's Risk Management and Internal Control Committee and has entrusted it with the mission of formulating policies, risk management and internal control plan, monitoring the standards and effectiveness of the risk management including internal control system and giving guidelines to ensure the risk management is appropriate and efficient in achieving its business goals, complies with the PAT's vision and direction and reducing the impacts of uncertainties in the business environment.

<u>Section 8</u> For Code of Ethics, the PAT recognizes the importance of operating business based on integrity and ethics. This results in PAT to prepare and distribute Code of Ethics Manual to educate knowledge and understanding among Board of Commissioners, executives and employees and ensure that they can comply with the PAT's Code of Ethics. The PAT also conducted activities to raise awareness on integrity and ethics according to the action plan on anti-corruption and morality and ethics promotion, including education activity to promote integrity, ethics, religious activities, as well as an event held in recognition honoring individuals who of employees with good behavior, integrity, ethics, and transparency. This includes monitoring the implementation of such activities. In case of breach of the Code of Ethics under the PAT Board of Commissioner's Regulations on Code of Ethics for the Board of Commissioners, Director General and Employee, B.E. 2561 (A.D. 2018), enacted on November 8, 2018, the PAT shall strictly follow the complaint process which is clearly stated in the regulation. In 2021, there was no complaints related to ethics violation.

#### Section 9 Sustainability and Innovation

- With respect to innovation, the PAT has prepared/reviewed policies, a manual on creativity promotion and innovation management, PAT's master plan on innovation management, and annual action plan. A working group was appointed at the functional/division level to execute PAT's innovationrelated works and identified desirable behaviors in accordance with the values of creativity and innovation development as expected by the organization.

- With respect to sustainability, the PAT has formulated a policy on sustainability development by reviewing information on factors affecting PAT's sustainability as an input for a review and preparation of long-term strategic plan and action plan. The sustainable factors were used as an input for a review and preparation of PAT's strategic plan and annual action plan. Then, the approval was granted for a draft of a strategic framework that corresponds to PAT's sustainability factors to propose to the PAT Management Committee and Board of Commissioners to prepare an appropriate action plan. In addition, an operational manual for sustainability development was prepared to be in line with the organization's strategic planning process, along with the evaluation of strategic plan and action plan for completeness and accuracy according to PAT's strategic draft.

Section 10 With respect to the follow-up of performance results, the PAT's Board of Commissioners regularly monitored financial and non-financial performance on at least quarterly basis and supervised to ensure that the performance report presented to Board of Commissioners is of sufficient quality to make a decision in which it reflects the main points, such as the analysis and summary of performance results in comparison with goals and performance results of the past year, reasons that resulted in the performance did not meet the goals, problems/ obstacles, including alternative solutions/obstacles to be presented to Board of Commissioners in its entirety without intervening the decision-making and administration of the management team.



As the Port Authority of Thailand (PAT) always realizes the importance of risk management and internal control under changing circumstances from both internal and external factors that may affect PAT's operations, risk management and internal control are being implemented continually in accordance with the State Enterprise Assessment Model (SE-AM) criteria of the State Enterprise Policy Office (SEPO) and Section 79 of the State Fiscal and Financial Discipline Act, B.E. 2561 (2018) under the conceptual framwork of COSO – ERM 2017 (Enterprise Risk Management-Integrating with Strategy and Performance), which can create maximum value for the organization.

The PAT Board of Commissioners also appointed Risk Management and Internal Control Committee to supervise the risk management and internal control of the PAT, to drive and integrate risk management in parallel with the preparation of strategic plans to ensure efficient and effective risk management plan to be in line with the organization's goals and strategies. Its responsibilities include executing and building a risk culture, determining the organization's policies/strategies in risk management up to the level that reaches integrated risk management, as well as preparing a manual on policies, principles and guidelines for



integration, Governance, Risk, and Compliance (GRC) Policy, principle, and practices for the PAT in fiscal year 2022 to promote the internal control system, which is a working process that has been established for the management's reasonable assurance that the operation will achieve the objectives of effective and efficient internal control operation, ensuring the reliability of financial reports and compliance with applicable laws and regulations, which is the responsibility that every unit in the organization is committed to manage and control risks to an acceptable level.



#### **Internal Control**

The Port Authority of Thailand (PAT) stresses the importance of adopting the internal control system into its operations to achieve efficiency and goals and create a sustainable organization. As a result, PAT has established the internal control process according to the State Fiscal and Financial Discipline Act, B.E. 2561 (2018), Chapter 4: Accounting, Reporting and Auditing, stipulating that government agencies shall have internal auditing, internal control and risk management implemented according to Ministry of Finance's Rules on Standards and Internal Control Practice for Government Agencies, B.E. 2561 (2018). This also includes applying the principles of internal control in accordance with the Committee of Sponsoring Organizations of the Treadway Commission, COSO 2013 standard, which consists of 5 components and 17 principles as a guideline for arranging an internal control system for PAT to suit the nature, size and complexity of responsibilities, simultaneously with monitoring, evaluating and improving internal control covering activities in an adequate and appropriate way for business operation in order to achieve 3 objectives: Operational Objectives, Reporting Objectives, including reliability of financial reports, and Compliance Objectives, all of which will be used to prepare an annual internal control assessment report for the PAT for submission to PAT's Internal Control Committee to review the adequacy and appropriateness before submitting to Ministry of Transport within the specified period.

The Risk Management and Internal Control Committee, appointed by the PAT Board of Commissioners, are responsible for determining risk management and internal control framework, risk management plan, internal control plan and business continuity plan as well as laying down charter in compliance with PAT's Audit Committee. The Committee is also in charge of scrutinizing and conducting assessments of risk management, internal control and business continuity performances, to ensure that all these activities fully comply with PAT's GRC framework and adhere to international principles of OCEG. In addition, the Committee looks into the integration of related information management system involving human resources, information technology and digital innovation which play important part in GRC management. The Committee shall ensure that PAT's GRC framework is always up-to-date and properly communicated among staff members so that they are concretely executed.

The PAT established its Internal Control Office and designated the Internal Control Committee to supervise the operation of internal control, ensuring that it is executed in compliance with its organization's framework and international standards. The Committee's main responsibilities are to set up guidelines for assessment procedure, scrutinize and summarize the assessment result of their internal control implementation. The Committee is also required to consider the compatibility of assessment results of Control Self-Assessment: CSA and Internal Audit's. The assessment results in all 5 aspects of internal control are as followings:

#### 1. Control Environment

The internal control policy, guideline and practices are exercised based on the principles of honesty and ethics in business operation, while the monitoring and assessment process are timely executed. Punishment measures are clearly stated in the organization's code of conduct with the consent of all staff members.

The Internal Control Committee can perform their duties independently. Their main responsibilities include scrutinizing the organization management as well as setting up policy and business strategies to achieve PAT's business goals. A number of designated committees with different areas of responsibility have been set up. Scope of roles and responsibilities for Committees, management and staff members are clearly defined in written statement and thoroughly disseminated among all, while the indicators for staff evaluation are set up as a guideline for their proper practice. The efficiency of internal control management are consistently monitored and assessed, while the annual targets are reviewed regularly. The PAT firmly insists its determination against corruptions and adheres to good corporate governance in compliance with international standards which are served as a guideline for staff members to follow. There is also clear statements regarding the matter of 'Conflict of Interest' as well as punishment measure to prevent any activity that may lead to such conflicts. Personnel trainings are regularly conducted to promote staff's understanding and awareness in their roles and responsibilities in the area of internal control, to fulfill the authority's objectives.

#### 2. Risk Assessment

PAT's risk management exercises are carried out in compliance with COSO Enterprise Risk Management Integrating with Strategy and Performance 2017 (COSO-ERM 2017) principles along with the organization's strategies adoption, to secure business achievement, law and regulation fulfillment and reliable report under the changing circumstances that have impacts on business operations. A well-defined risk management plan with clear objectives has been developed to deal with possible risks in all areas of business operations including strategy risk, operational risk, financial risk and compliance risk as well as information technology disruption that may affect business activities. The possibilities of committing corruptions and variations of external factors are also covered in the plan. The performance of risk management is reported quarterly along with business performance report. A particular committee has been appointed to regulate risk management and internal control administration - their duties are to determine risk management frameworks as well as the degree of Risk Appetite (RA) and Risk Tolerance (RT). Risk management exercise is under the supervision of executive management in that area of operation.

The PAT has executed various control measures and activities to minimize risk of failing to achieve the organization's goals to an acceptable level. The activities start from determining policy and regulations, setting up line of organization's structure as well as specifying their roles and responsibilities in a written statement which will be disseminated to all staff members who monitor transactions of directors, executives and connected persons. The process must get approvals in accordance with specified requirements including PAT's regulations, the State Fiscal and Financial Disciplines Act, B.E. 2561 (2018), the Rule of the Ministry of Finance on Standards and Internal Control Practice for Government Agency, B.E. 2561 (2018), Government Procurement and Supplies Management Act, B.E. 2560 (2017) and related rules and regulations regarding supplies management. To develop effective power balancing system in the organization, PAT's executive managements regularly review performances of control operation to make sure that it is appropriate, adequate, traceable and verifiable in accordance with related rules and regulations as well as operation manual. Meanwhile, the policy and framework of the information security management practices are conducted in accordance with ISO 27001 standard.

#### 4. Information & Communication

The PAT regularly improves its operation process by implementing information technology in accordance with its Information and Communication Technology Master Plan. A scope of internal and external information required for business operation is defined for the analysis and determination of a business activity. The PAT has secured appropriate and adequate information and communication technology system that enable external access to necessary information in the organization, to support internal control operation. To drive economy growth, the PAT continually improves services and infrastructures to be a World Class Port with various developments such as Data Logistic Chain connection with Port Community System. The organization has also adopted innovation and technologies in accordance with Thailand 4.0 strategy in line with Eastern Economic Corridor: EEC scheme. The PAT has developed Port Community System (PCS) as a centralized hub for all stakeholders in sea freight transportation for export and import business to manage their transactions with all ports under PAT's management. This integrated digital platform links with all government and private bodies related to this activity, while transaction report is submitted to the committee on monthly or quarterly basis. The organization has initiated communication process for external stakeholders with public and confidential channels for communications provided, while the Anti-Corruption Operation Center will be the center for taking petitions and providing necessary information.

#### 5. Monitoring Activities

The PAT has regularly improved the monitoring and assessment process in accordance with its schedule, to make sure that the operation of internal control has been fully and appropriately executed in all aspects of internal control standard. The organization also focuses on assessment process of which any defects or weakness of internal control activity found will be promptly addressed to the responsible person and reported to PAT Executives and PAT Board of Commissioners for a timely resolution.

#### **Risk Management**

The PAT fully operates risk management to conform with the guideline of State Enterprise Policy Office (SEPO) and the COSO Enterprise Risk Management Integrating with Strategy and Performance 2017 (COSO-ERM 2017) that covers 5 areas of operation as followings:

#### 1. Corporate Governance and Culture

The PAT emphasizes on good corporate governance with shared responsibility and integrated risk management exercise. At the same time, the authority has developed organizational culture that focuses on promoting ethnic and morals as well as comprehension in risk management among its staff members. The organization has adopted Governance, Risk, and Compliance: GRC policy, while the operational structure as well as the roles and responsibility of internal control and risk management have been carefully set. In addition, the PAT has determined Risk Appetite (RA) criteria, developed a comprehensible manual for internal communication, created suitable circumstances, culture and awareness of risk management with systematic assessment process of staff's acknowledgement in this matter.

The organization also encourages motivation in risk management operation in line with substantial performance.

#### 2. Strategy & Objectives Setting

Risk management has been conducted in parallel with business operation in accordance with strategic plan, to ensure that the business goals can be achieved. The PAT has developed strategic planning process and investment strategies in relation with corporate risk management procedure, while the level of risk that deems acceptable (Risk Appetite) in accordance with strategic targets has been defined. The PAT has also adopted Value Creation and Value Enhancement practices to add more values to the organization.

#### 3. Risk Management Performance

To deal with potential risks that may affect business achievement, the PAT has carefully performed its risk management, to secure its targets fulfillment. The authority has determined the list of potential risks that the organization may encounter (Risk Universe) during business operation, carried out risk assessment of internal control performances and risk severity





by using existing data for risk analysis, to prioritize enterprise risk management and initiate risk response strategy in compliance with the Risk Correlation Map. The PAT has also developed Portfolio View of Risk that enables the organization to be able to analyze and perform risk management effectively ensuring good practices and achievement of organizational goals.

#### 4. Review & Revision of Risk Management

Whenever the performance risk management fails to achieve the target, a review and revision of risk management is necessary. The PAT has implemented risk reporting process in alignment with organization's performance report that enables the authority to examine new issues as well as significant changes in the process. Review of risk management has been conducted regularly while amendment is taken when necessary.

#### 5. Information, Communication & Reporting

To integrate all risk management exercises in the organization, risk communication, risk reporting, and internal control assessment are all necessary. The PAT has conducted risk performance reporting process and disseminated the information through various internal and external communication platforms. Meanwhile, the individual and collective assessments are carried out to review and revise the efficiency of risk management and internal control operations. The authority also focuses on information technology for management for good risk management.

### The PAT categorizes types of risk into 4 dimensions as follows:

 Strategy Risk: S concerns with the decisions on business strategy under key external and internal factors that enable achievement in business goals and strategic objectives and healthy business returns as well as the ultimate use of resources allocation. In general, this kind of risk is concerning with reputation, stakeholder, market structure, governance and economic and political matters, for instance. 2. Operational Risk: O refers to potential risks involved with operation process, routine work techniques, asset, personnel, information technology, and internal control process. It also relates to operational work to meet the specified standard with efficient cost control and effective use of resource to generate maximum benefits according to business objectives. The operational risk covers risk in the area of information technology, knowledge, operational process, physical asset, people, and etc.

3. Financial Risk: F refers to any risk concerning financial operation process and policy as well as monetary and investment management system and technique, such as risk regarding capital structure, accounting and reporting, like loss from mistake or delay in accounting and financial reporting, liquidity and market prices such as currency exchange, interest rates, commodity prices, and etc.

4. Compliance Risk: C refers to risk regarding to the application of legal requirements, rules and regulations as well as environmental procedure, health and safety law and other rules for worker's protection from operation impacts, such as risk concerning legal and regulatory.

#### **Business Continuity Management**

The PAT is a state enterprise under the general supervision of the Ministry of Transport with a determination to improve its operations and services to meet international standards, while promoting innovation and good corporate governance to secure popularity and recognition among stakeholders in accordance with corporate strategy number 8 under its corporate plan for fiscal year 2019 - 2023. To achieve corporate goals, the PAT deliberately implemented the enterprise's Business Continuity Management Project for the year 2015 - 2018 in compliance with ISO 22301:2012 standard which comprises of Crisis Management Plan (CMP), Support Group Plan, and Business Continuity Plan (BCP). In preparation for immediate response to any possible disaster that may affect the continuity of port's operations, the PAT has executed its Business Continuity Plan, certified with ISO 22301:2012 in the fiscal year 2018, at 4 areas under PAT's administration, namely Bangkok Port and its support units, Laem Chabang Port, Chiang Saen Commercial Port and Chiang Khong Port as well as Ranong Port. In fiscal year 2019 and 2020, the PAT carried out assessment of business continuity performances to monitor and maintain the standard in all ports under its supervision to conform with ISO 22301; 2019 standard.

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Code of Ethics of the PAT Board of Commissioners, Executives, and Employees

The PAT Board of Commissioners encouraged PAT's employees to perform their duty with the Code of Ethics. Actions taken are as follows:

1. Setting up the PAT Corporate Governance and Corporate Social Responsibility Committee which comprises three members of the Board of Commissioners and 1 senior executive. The scope of responsibility of the committee is to approve the Corporate Governance plan, Corporate Social Responsibility plan, and anti-corruption of the PAT;

2. The PAT's Committee on Corporate Governance and Corporate Social Responsibility set up the PAT Ethics and Code of Conduct Sub-Committee which comprises 5 members executives by having the duties to promote, practical advice, and monitor the implementation of such activities. In case of breach of the Code of Ethics under the PAT Board of Commissioners' Regulation on Code of Ethics of the Board of Commissioners, Director General, and Employees, B.E. 2561 (2018) enacted on November 8, 2018, PAT shall strictly follow the complaint process which is clearly stated in the regulations. In 2021, there was no complaint related to ethics violation; 3. Preparing and distributing Code of Ethics Manual with international standard for all levels of the PAT Board of Commissioners, executives and employees. This guideline is passed on to all personnel through all available commutating channels including intranet, Line official, PAT's, Line PAT Network, HRD Facebook page, and New Wave journal;

4. Organizing activities to raise awareness on integrity and ethics according to the action plan on anti-corruption and ethics promotion, including education activity to promote integrity and ethics, religious activity, as well as an event held in recognition of employees with good behavior, integrity, ethics, and transparency.



PAT's Anti-Corruption Policy has been set up in accordance with the guideline of National Anti-Corruption Commission (NACC)'s National Anti-Corruption Strategy Phase III (2017 - 2021). The principles, to be adopted by all personnel from directors, executives to staff members, are as follows:

 To comply with the PAT's Anti-Corruption Policy, apart from avoiding a violation of the constitution, laws, rules, regulations, announcements, and orders;

2. The PAT Board of Commissioners, Director General, and employees have the duties and responsibilities to uphold anti-corruption. They, therefore, must be cooperative to strictly adhere to the applicable systems, processes, activities and guidelines;

3. To neither engage in corruption nor perform any act with corrupt intent for own benefits or one's relatives, in all forms, whether directly or indirectly, and to not encourage or participate in the corruption with other person;



4. To not ignore or neglect any activity that may constitute a corrupt practice related to the PAT. It is considered the duty of all PAT staff to report such act to their superior or those responsible for countering it, and to give cooperation in an examination of facts; and

5. To prioritize common interest over self-interest, and to carry out one's duties for only the benefits of the PAT only so as to prevent conflict of interest Conflict of Interest

PAT understands the importance of the implementation of good governance principle. It requires its executives and employees to avoid any action which may have a conflict of interest with PAT, according to the PAT's Regulation on Conflict of Interest, B.E. 2564 (2021). The two regulations have laid out the guidelines for practice related to a conflict of interest for its executives and employees to comply with. An audit is carried out in every fiscal year. All employees at all levels are required to prepare report on a conflict of interest, as in provided form. The Director General will report to the Chairman of the PAT Board of Commissioners, while employees report to their direct supervisors up to the Director General. The Human Resources Department will next take action in order to ensure that all employees are strictly adhered to and follow the regulations in order to achieve the desired result, maintain the standard, and comply with Code of Ethics, integrity, and accountability.





1. The PAT has defined connected transaction policy as a mechanism for good governance to generate transparent, justified and verifiable scrutinizing process, in order to make sure that all business transactions are free from conflict of interest. "Connected transaction" means any transaction made between the PAT and its connected persons, while 'Connected Person' refers to a person who may have led to the conflict of interests of the PAT Board of Commissioners, the PAT executives, their related persons and close relatives, any juristic person with major shareholders and any person whose actions can be indicated as a proxy of the PAT's Board of Commissioners and the PAT executives.

2. The connected transactions can be classified into 5 categories as follows:

Туре	Description	Examples
Normal business	Commercial transactions that the PAT or its unit/	Selling goods, buying raw
transactions	subsidiary normally makes to operate the business	materials, and providing services
	under general commercial conditions	
Supporting normal	Transactions made to support ordinary business	Hiring for goods shipment, and
business transactions	under general commercial conditions	advertisement production,
		management contract, and
		receiving technical assistance
Real estate rental	Real estate rental transactions with a contract	Renting an office building,
transactions for a period	period of no longer than 3 years, and without	renting a building or land
of no longer than 3 years	proof of general commercial conditions	for warehousing
Transactions relating	Transactions about the acquisition or disposition	Buying machines, buying capital
to assets or services	of assets, the right, to provide or receive services	investment, selling a building,
		selling the land leasehold,
		or acquiring concession
Transactions about	Giving financial assistance	Offering loans and guarantees
giving or receiving		
financial assistance		



3. The PAT commissioners and executives must notify the PAT of relationships or connected transactions that may cause a conflict of interest;

4. Any connected transaction with the PAT commissioners and executives or with a connected person that may lead to a conflict of interest with the PAT must be avoided;

5. In case the PAT commissioners and executives enter into any connected transaction, they shall not be allowed to take part in the decision-making process of the said transaction;

6. In case the PAT commissioners and executives are required to enter into a connected transaction, the following rules must be exercised:

- In case the PAT commissioners finds himself concerning with any connected transaction, he shall stop participating in the approval process of such transaction immediately and notify the authorized commissioners of this matter for acknowledgement. - In case the PAT executive finds himself concerning with any connected transaction, he shall stop participating in the approval process of such transaction immediately and notify his direct supervisor of this matter for acknowledgement.

- If someone files an objection toward any of the PAT commissioners and executives for involvement with any connected transaction, they can continue scrutinizing the said transaction if he considers the objection is not valid, and they shall notify the authorized commissioners and his direct supervisor immediately for consideration.

- The direct supervisor or the authorized commissioner shall make a decision and approve a resolution without delay whether the PAT commissioner or executive who enters into the connected transaction will be allowed to participate in such transaction or not. Performance in Compliance with the Official Information Act, B.E. 2540 (A.D. 1997)

The PAT has complied with the Official Information Act, B.E. 2540 (A.D. 1997) in the following matters:

1. Setting up the PAT Information and General Services Division in handling Information under Part 1; Information Disclosure under Article 7 - 13, Part 2; Confidential Information under Article 14 - 20, Part 3; Personal Information under Article 21 - 25, and Part 4; Historical Information under Article 26 including Notice of Official Information Commission, Ministerial Regulations, and the Cabinet's resolutions issued under the Official Information Act, B.E. 2540 (A.D. 1997) arranged in categorized files for easy access by the general public;

 Revising PAT regulations, disciplines, orders, and notices: a total of 18 issues were published in the Government Gazette as follows:

- Regulations: none
- Disciplines: 4 issues
- Orders: none
- Notices: 14 issues

3. 3,549 items of Notices on Price Inquiry, bidding invitation e-Auctions, and a summary of purchasing/ contracting (Sor Khor Ror 1) were published;

4. Educating the PAT's staff by organizing training on "Information Provision Guideline";

5. Responding to people's requests for information and data and considering the matter of the non-disclosure of private information. In the fiscal year 2021, 144 Port users requested for information and data under the Official Information Act and that all information and data could be provided to all of them;

6. Improving PAT Information Technology System for information disseminations. The PAT has facilitated public to access and search for information and data via 5 channels:

6.1 Contact in person at Information and General Services Division, the PAT headquarters, 2<sup>nd</sup> Floor, B Building, near the PAT Library

6.2 Hotline number 0-2269-5555, extension number 1 for information requests, and extension number 3 for lodging complaints, or telephone number 0-2269-5464 for information requests, and number 0-2269-5465 for lodging complaints

6.3 Fax number 0-2269-5466

6.4 Mailing a letter to the Port Authority of Thailand (Information and General Services Division, Administrative Affairs Department) 444 Tha Ruea Road, Klongtoey, Bangkok 10110

6.5 Sending an e-mail to info@port.co.th and visiting website: www.port.co.th

The services under No. 6.1 and 6.2 are available during 08.30 - 16.30 hrs., Monday - Friday.

7. Regarding the proceeding of actions by the Information Disclosure Tribunal on the appeal in respect of information non-disclosure in the fiscal year 2021, no appeal on concealing information non-disclosure was lodged with the Official Information Commission;

8. A total of 29 complaints were lodged and resolved as follows:

- 8.1 Complaints on informal loan: issue
- 8.2 Complaints on services and giving advices: 4 issues
- 8.3 Complaints on cargo handling: 6 issues

8.4 Miscellaneous complaints: 19 issues

9. In the fiscal year 2021, none complaints related to procurement were received.

Procurement

The PAT considers that transparent and accountable procurement process is important to create confidence among the general public. It, therefore, adopts the same standard as other government organizations in compliance with the Government Procurement and Supplies Management Act, B.E. 2560 (A.D. 2017) and the Ministry of Finance Regulations on Government Procurement and Supplies Management, B.E. 2560 (A.D. 2017).

The PAT has adopted measures to promote transparency in the procurement process according to the PAT's Notice on Transparency Promotion in the Procurement Process issued on April 5, 2019 to ensure that its procurement process supports the National Strategy on Anti-corruption Phase 3 (2017 - 2021), strategy No. 4 on Proactive Anti-Corruption Prevention System, and No. 2 on Corruption Prevent Mechanism Creation in order to provide the same guideline on procurement activities.



## PAT Audit Committee Report for Fiscal Year 2021

The PAT Board of Commissioners appointed an Audit Committee according to the Order no.6 /2563 (2020), dated January 14, 2020, consisting of three independent commissioner as follows:

- Miss Chunhachit Sungmai Chairman of the Audit Committee
- 2. Pol. Lt. Gen. Jaroenvit Srivanit Committee member
- 3. Mr. Somsak Hommuang Committee member

Pol. Lt. Prajak Sriwatthana, Assistant Director General (Audit) acts as the Secretary to the Committee.

During the fiscal year 2021, Miss Chunhachit Sungmai, Chairman of the PAT Audit Committee resigned from the Board of Directors and all committees, effective on November 27, 2020. As her resignation affects the composition and performance of Audit Committee, the existing committee, therefore, convened to discuss the scrutinizing process of internal control operation in accordance with the Regulations of the Ministry of Finance regarding Audit Committee and Internal Audit of State Enterprises B.E. 2555 (A.D. 2012), and submitted the report to PAT's Board of Commissioners for consideration/ approval/acknowledgement of the internal audit performance before implementation according to the related regulations.

The Audit Committee conducts their duties in accordance with the Regulations of the Ministry of Finance regarding Audit Committee and Internal Audit of State Enterprises B.E. 2555 (A.D.2012), the guideline of Internal Audit Committee of State Enterprise Manual (Amendment B.E. 2555), regulated by the State Enterprise Policy Office (SEPO), State Enterprise Assessment Model (SE-AM), the Audit Committee Charter, and activities as assigned by the Board of Commissioners.

In the fiscal year 2021, the Audit Committee held two internal meetings and four consultations with PAT Director General. The meeting minute of each meeting was prepared at the end of each meeting. The Audit Committee's resolutions were passed onto persons involved for further action. The Audit Committee occasionally invited PAT's high level executives and inspection unit's officers to join the meeting as deemed necessary. In the past year, one meeting was held with external auditors, without attendance of the management representatives, for a consultation on financial and accounting issues and the information required for audit planning. ANS Audit Company Limited was hired as to audit the PAT's financial reporting with a service fee of THB 6.5 million. The significant performances in the fiscal year 2021 are as follows:

1. Review to ensure that the financial reports are accurate and reliable: The Audit Committee checked the financial report for fiscal year 2021 and jointly analyzed the financial statements with the Audit Department every three months to ensure that the PAT's financial reports provide sufficient, accurate and reliable information about its operating performance and financial positioning, which are in line with the generally accepted accounting principles, including relevant rules and regulations. In addition, the auditors were asked about the accuracy and completeness of the financial reports, the adjustment of important accounting transactions, including accounting estimate which affects financial reports, and the adequacy in the methods of accounting records. 2. Verifying the efficiency and effectiveness of risk management and the internal control, including giving recommendations to the Management to improve PAT's internal control system in the event that there are significant weaknesses, as well as making report on reviewing the internal auditor's the result of the reviews on the internal control assessment of the internal auditor 2020 (Por Kor 6 Form) for the year ended on September 30, 2020 to consider/order/follow up for improvement/correction of key weaknesses in internal control on a regular and continuous basis. This includes the review of the operation results according to PAT's risk management for the fiscal year 2021 in order to drive more efficiently.

3. Verifying the operational performance on Good Corporate Governance in order to ensure that PAT's operations are conformed with Good Corporate Governance Principles by reviewing the effectiveness of key financial and non-financial work processes/ systems, and reviewing the connected transactions or items that may have conflicts of interest for the purpose of boosting confidence in the PAT's operation.

4. Reviewing the audit reports to ensure efficiency and effectiveness. This includes reviewing the audit report to follow up on the progress in the implementation according to the resolutions/ observations/ recommendations of Audit Committee and Audit Department based on the review of the audit report on significant issues to ensure good governance and adequate internal control. This also involves reviewing the PAT's operations according to the manual for evaluating state-owned enterprises under the new evaluation system (State Enterprise Assessment Model: SE-AM) implemented by the NESDB.

Supervising the operations of management and internal audit. This includes reviewing the strategic plan, annual audit plan and a long-term audit plan, the implementation of the annual audit plan, report of the inspection results of each project. It also involves the follow up on the progress of the management results every three months, the follow up on improvements that the inspection unit has complied with the recommendations agreed upon in the audit report with additional observations and recommendations for corrective action on significant issues to achieve good governance and adequate internal control that leads to improvements in the operations of the PAT to be more efficient. It also includes reviewing to update the internal audit charter, reviewing the annual budget of Audit Department, promoting the development and training of auditors to gain professional knowledge and competence in internal auditing. It's also about continuously auditing information technology in management and other areas, confirmation of independence, assessment of the sufficiency and appropriateness of resources, performance measurement, including reviewing the annual merit of PAT's Assistant Director, Inspection Line and Director of Audit, and acknowledging the appointment, transfer, promotion, and promotion of internal auditors.

6. Maintain the effectiveness of the Audit Committee. This includes reviewing the Audit Committee Charter, the manual of Audit Committee to be consistent with the regulations criteria, guidelines and related manuals, and reviewing Audit Committee's Skill Matrix, as well as evaluating the performance of Audit Committee as a whole, individual self and individual crossovers according to the good practice guidelines of the State Enterprise Policy Office (SEPO) to ensure performance of Audit Committee to be efficient and achieve the results as specified. There are also guidelines for developing and improving the operations of Audit Committee, for which Audit Committee prepared a report on the results of the internal audit of Audit Committee to be proposed to PAT's Board of Commissioners to perceive every three months. In addition, Audit Committee attended 3 training courses with the Thai Institute of Directors (IOD), which are Corporate Governance for Executives (CGE), Risk Management Program for Corporate Leaders (RCL) and Director Accreditation Program (DAP).

7. Acknowledge the auditor appointment for fiscal year 2022 It was resolved to acknowledge the appointment of an auditor from Dharmniti Auditing Company Limited to be the auditor of PAT for fiscal year 2022, with the audit fee of 4,000,000 baht and proposed to PAT's Board of Commissioners to acknowledge the appointment of auditor and audit fees for fiscal Year 2022. In conclusion, Audit Committee has complied with the duties and responsibilities stated in the Audit Committee Charter by using knowledge, skills, prudence, transparency, and trust which the Audit Committee is of the opinion that financial reports are fully disclosed, accurate, adequate, reliable, in accordance with generally accepted accounting principles. In addition, the management and PAT's operations have developed and demonstrated good corporate governance, risk management, and adequate and appropriate internal control system, as well as supervision over compliance with laws, rules, regulations, and other relevant regulations. Audit Committee also have the freedom to express their opinions and giving direct advice to management and attendees by focusing on the benefits of PAT.

Pol. Lt. Gen. **Jaroenvit Srivanit** (Jaroenvit Srivanit) Committee member Somsak Hommuang (Mr. Somsak Hommuang) Committee member

Admiral **Sophon Wattanamongkol** (Sophon Wattanamongkol) Chairman of the PAT Board of Commissioners

# PAT's Creativity Promotion and Innovation Management Policy

1) The Port Authority of Thailand (PAT) gives high importance to creativity and corporate innovation. It, therefore, promotes creativity and innovation as a tool to added value and competitiveness, enabling the PAT to achieve its mission, vision and goals in sustainable manner.

2) The PAT has promoted creativity and systematic innovation management to enhance the organization's ability to create innovation. In order to achieve this goal, the PAT focuses on driving creativity and excellent innovation management, formulating innovation strategy, promoting creativity and port user-and market-centric innovation development, strengthening organizational culture that emphasizes on creativity and innovation development, encouraging creativity and innovation development process, ensuring resource allocation to support creativity and innovation, monitoring and assessing success on creativity and innovation development, and setting clear direction for intellectual property management. 3) The PAT's Board of Commissioners and executives pay high importance to becoming a role model in promoting creativity and innovation within the organization. The organization has prepared a creativity and innovation management manual with clear explanation and details. The manual provides a guideline on educating and ensuring concrete implementation of such knowledge and understanding across the entire organization.

4) The PAT ensures pleasant work environment and sufficient incentives to support creativity and innovation. This is aimed to build a strong corporate culture and supports PAT Ideators development.

5) The PAT shall follow up, review and improve its activities on annual basis to boost success and ensure that such practice is more advance and modern. At the same time, it still complies with the PAT's policy and context.

6) Details and explanation, as well as operational practice are done in compliance with Manual on the PAT's creativity and innovation management.

#### Chanin Kanhirun

(Mr. Chanin Kanhirun) Chairman of the PAT's Committee on Knowledge, Technology, and Innovation Management

## PAT's Sustainability Development Policy

To achieve its vision of being a leading port with logistic service excellence and sustainable growth in 2030, the PAT is committed to driving its organization and operating its business through efficient management for sustainable growth as follows:

- 1. Operate the business in compliance with the corporate governance, corporate risk management and related rules and regulations by strictly adhering to the Code of Ethics
- 2. Maintain economic, social and environmental balance, including ensuring trust and equitable treatment of all stakeholders;
- Develop port infrastructure so as to become a transport hub connecting the entire logistics system, both in and outside the country, that meet international standards and the national development strategy;
- Promote the development of innovation and digital technology to improve the entire operations, competitiveness and resource maximization to better respond to the stakeholders' demand and to bring sustainable benefits to the society and environment;
- 5. Ensure personnel management system that focuses on performance enhancement in order to equip personnel with high competency and capability to support the PAT's mission and to cope with the rapidly changing customers' needs and technology development;
- Realize the importance of the environment by supporting environmentally friendly operations, and ensure efficient management of the environment, safety and occupational health as well as the eco-efficiency; and
- Disclose financial and non-financial information on sustainability development performance and operations that are reliable and in compliance with international standard in order to ensure continuous development



# RESPONSIBILITIES TOWARDS THE COMMUNITY, SOCIETY, ENVIRONMENT, AND COUNTRY

SECOR.

## Policy on Corporate Social and Environmental Responsibility

1. The Port Authority of Thailand (PAT) has recognized the importance of the social and environmental responsibility and has placed a high value especially on conducting a Corporate Social Responsibility in process (CSR in process), which will promote the PAT's sustainable growth on the basis of operations that not only respond to its missions and founding objectives but also generate good economic returns, pay attention to the well-being of stakeholders and society, as well as sincerely take care of the environment.

The PAT's CSR in process has been developed based on domestically-and internationally-accepted principles of the ISO 26000 standard. The PAT has applied the standard to its context by publishing the PAT Manual on Implementation of Corporate Social and Environmental Responsibility in process for the Sustainability, which prescribes seven principles, namely: 1) Accountability; 2) Transparency; 3) Ethical Behavior;
 Respect for Stakeholder Interests; 5) Respect for the Rule of Law; 6) Respect for International Norms of Behavior; and 7) Respect for Human Rights. These principles are based on the seven subjects of the ISO 26000 which are 1) Organizational Governance; 2) Human Rights; 3) Labor Practices; 4) Environment;
 Fair Operating Practices; 6) Consumer Issues; and 7) Community Involvement and Development.

3. The PAT Board of Commissioners and executives have accorded importance to good governance and have served as good role models with strong commitment and determination to adhere to the principles of the CSR especially, the in-process social and environmental responsibility of the organization.

4. The PAT employees shall earnestly carry out the Corporate Social Responsibility and their duties in pursuit of prescribed organization's goals and strategies while taking into account the CSR in process which has been a shared value and deeply rooted in the organizational culture.

5. The PAT will constantly review, improve, and update its CSR policy and plans, especially the implementation of the CSR in process.

This is hereby announced to be acknowledged by all.

Given on September 29, 2020 Somsak Hommuang (Mr. Somsak Hommuang) Chairman of the PAT's Committee on Corporate Governance and Corporate Social Responsibility

N BOOOD

# Summary of PAT's Environmental Activities

The PAT aims to become an organization with high-standard port management and environmentally friendly management. It therefore, introduced and promoted the Green Port Project in support of its mission and strategy to operate the port business while taking good care of the environment and to win acceptance from all stakeholders for the purpose of building growth and sustainable mutual coexistence. The PAT has pursued the goals of reducing carbon dioxide (CO) emissions and constantly improving its environmental management. Presently, the PAT has implemented eco-efficiency assessment based on ISO 14045 standard so as to maintain the balance between business growth in terms of profitability and the generation of added value and ecological care by means of reducing the use of resources or in-process minimization of environmental impacts Eco-Efficiency, after all, is recognized the PAT as an indicator of economic-environment ties that focus on Sustainable Development Goals (SDGs), which are long-term goals of foreign countries.

Since 2016, the PAT has consistenly taken action to reduce  $CO_2$  emissions and reduce  $CO_2$  emissions by 8,254 tons of CO2 equivalent (tCO\_2). Details are as follows:

1) Mechanical Handing Equipment Group: the procurement of electric forklifts, Hybrid RTGs and Euro5 top Loader which help reduce  $CO_2$  emissions by 481 tCO\_e

2) Intermodal Transport in the 20G Coastal Berth Project has reduced CO<sub>2</sub> emission by 4,304 tCO<sub>2</sub> e

3) Dredging Sandon was operated by using cruising speed, enabling the PAT to reduce  $CO_2$  emission by 50 tCO\_e

4) Electricity Group: the installations of solarpower light bulbs/LED spotlights, the reduction of wasted electricity in the electricity distribution system, and the installation of solar power system, help lower CO<sub>2</sub> emission by 2,457 tCO<sub>2</sub>e.

5) Planting Group: growing pernial plants and mangrove forest helps lower  $CO_2$  emission by 956 tCO\_e.

6) Waste Management Group: Bangkok Port introduced waste separation for recycle, which reduce CO<sub>2</sub> emission by 6 tCO<sub>2</sub>e Summary of Environmental Activities/Projects in Fiscal Year 2021

#### 1. Tree-Planting to offset carbon emissions 1

### 1.1 Mangrove Reforestation and **Preservation Project in Ranong Province**

The PAT held a mangrove forest growing activity at Moo 1, Bang Rin Sub-district, Mueang District, Ranong, on December 15, 2020, with 37,100 mangrove trees were planted in 53 rai area. The activity was participated by heads of government offices, army officials, government sector, private sector, the PAT's employees, officers from the Ministry of Natural Resources and Environment, local leaders, the general public and students, totaling 800 people.

**1.2** Reforestation and Forest Conservation **Project at Chiang Saen Commercial Port's** Surrounding Areas.

District, Chiang Rai, government and private sectors and local communities in organizing reforestation and forest conservation activity on August 11, 2021. The activity was held in two areas covering 35 rai, including 5-rai area near Pra That Pha Ngao Temple, and 30-rai area in Ngew Thao Village, Sri Don Moon Sub-district, Chiang Saen District, Chiang Rai Province.









# 1.3 Mangrove Forest and Coast Conservation at Laem Chabang

Laem Chabang Port introduced a project to conserve mangrove forest and Laem Chabang coastal area in Thung Sukhla Sub-district, Sri Racha District, Chonburi Province, growing mangrove trees and donating money to support the survey on mangrove forest density and richness. The activity has been held continuously since 2008 in support of HM the King's mangrove forest and coastal resource conservation initiative. In addition, such activity created a sustainable learning center about the nature for young people and the general public. The Laem Chabang Port usually holds this event every year on June 5, which is the World Environment Day. The event format varies every year, such as garbage collection from the sea, waste collection on land, releasing marine animals to the sea, etc. This year, however, the PAT changed the event format due to the COVID-19 pandemic. The PAT, therefore, bought seedlings and distributed them to community leaders for growing on the World Environment Day. On August 12, 2021, Laem Chabang Port officials joined village heads to grow 500 mangrove trees.

# 2. Sustainable energy and electricity to support emissions reduction

## 2.1 Solar-energy and LED Lighting System Project at Chiang Saen Commercial Port

The PAT replaced 80 road lamps in the Chiang Saen Commercial Port entrance and inside the port with solar - power and LED light bulbs.

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#### 2.2 LED Light Bulbs Replacement Project at Ranong Port

Ranong Port changed 24 lamps on two high mast poles from metal-halide lamps to LED light bulbs.





# 3. Promotion of participation in environmental protection

## 3.1 Community Participation in Monitoring and Protecting the Environment in the Chiang Saen Commercial Port Project

Chiang Saen Commercial Port cooperated with Chiang Rai Rajabhat University to promote community participation in monitoring and protecting the environment in and surrounding Chiang Saen Commercial Port. The purpose is to create community awareness and encourage local communities and local administration to cooperate in monitoring environment quality related to the port operations. In 2021, Chiang Saen Commercial Port organized a workshop on environmental monitoring and the environment for the community heads. Held on July 24, 2021, the event was participated by 70 persons, including Chiang Saen District Governor, community leaders, youths, and representatives from Ban Saew Municipality. Under this project, quality of the water (in Mekong River) before and after the project launch was analyzed and the results were used as project achievement indicators.


#### 4. Environment management standard and efficiency improvement

#### 4.1 Eco-efficiency Assessment under ISO 14045 Standard Project Phase 2

The PAT conducted Eco-efficiency Assessment under ISO 14045 Standard Project Phase 2 to improve plans/projects that can improve eco-efficiency through gap analysis and interior energy audit. Such plans/ projects were included under the PAT's eco-efficiency direction approved by the Executive Committee. Meanwhile, the PAT has used the eco-efficiency index for the fiscal year 2021 as the baseline. Such index include revenue indicator and the Global Warming indicator, which totaled 0.2731 million baht per tCO e.



#### 4.2 Port Safety, Health and Environmental Management System (PSHEMS) Project

Bangkok Port and Laem Chabang Port have reviewed their policies on safety, health and environment to ensure compliance with PSHEMS Code Level 2. The two ports passed the offsite audit and received Certificate of Recognition for PSHEMS Level 2 compliance

#### 4.3 Environmental Information System (EIS)

The PAT's Environmental Information System (EIS) has been continuously carried out for years. The information collected in the EIS includes fuel consumption, electricity consumption, tap water consumption, waste volume, number of trees planted, and the result of environment quality measurement. In 2021, the system was improved by adding the following features:

1) Importing the information about oil consumption at PTT gas station in the PAT premises into the PAT's EIS. The EIS helped shorten operation process and reduce data errors in assessing  $CO_{2}$  emissions, etc.

2) Connecting the electricity meter system at PAT's Office building by applying Internet of Things (IoT) technology, enabling the PAT to measure, collect and present the real-time information about electricity consumption on each floor. This has led to analysis plan and energy conservation plan.



4.4 Environment Quality Monitoring under Environmental Impact Assessment (EIA) Report

Considering that its operations may have impact on the environment, quality of life of its employees, port users and nearby communities, the PAT has continuously monitored the quality of air, waste water, sound and other environment impact at Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port and Ranong Port. The monitoring is conducted on yearly basis.





#### 4.5 Smoke-free Port Project

Bangkok Port has procured two vehicle emissions measurement equipment to measure exhaust emissions from trucks passing through the port once a week. The measure is to analyze and monitor the PM2.5 from trucks. 5.2 Waste Management Extension Project Bangkok Port received funding from the European Union and the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany to extend the Bangkok Port waste management project. Bangkok Port has, therefore, cooperated with Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ) and Expertise France (EF) to develop online Waste Notification and Management System (WNMS) and studied incentives for cost recovery system (CRS). These has increased convenience for port users in submitting the waste notification form.

# 5.3 Hazardous Waste Management at Bangkok Port

Bangkok Port has hired a company to appropriately treat and handle hazardous wastes from Bangkok Port operations in compliance with related laws.

**Warming Project** 

Port Authority of Thailand











Highlighted Activities on Responsibility towards the Community, Society, Environment, and Country



#### Handover of Petanque Tracks to 10 Schools Surrounding Laem Chabang Port

Mrs. Sirima Keeratayakom, Director of the Office of Support Service Administration, Laem Chabang Port, and Laem Chabang Port employees handed over petangue tracks to 10 schools near Laem Chabang Port on October 12, 2020. These included Tetsaban Nakhon Laem Chabang Schools 1, 2, and 3, Wat Chook Cher School, Ban Bang Lamoong School, Wat Manorom School, Chak Yai Jeen School, Thung Sukhla Pittaya School, Ban Na Wang School, and Bang Lamoong Kindergarten. The activity is a part of the basic petanque training program for school children, which is the second phase of the basic petanque training program held for students in schools near the port. The program aimed at promoting petanque in the community and improving quality of life of young people through sports.









#### "Klongtoey Dee Jung" Opening Ceremony

On November 1, 2020, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), presided over the "Klongtoey Dee Jung" community art festival held by Klongtoey Dee Jung Group. The PAT supported this project by allowing people in communities to use the field near Flat 25 for their art and music performances, which promoted their creativity and happiness.









#### **Donation to "Music for Life Foundation"**

On November 27, 2020, Adm. Sophon Wattanamongkol, Chairman of the PAT Board of Commissioners, chaired the ceremony to present donation to the "Music for Life Foundation" to operate the "Klongtoey Community Quality of Life Improvement through Music Project 2021". Joining him were Mr. Somsak Hommuang, PAT's Commissioner and the Chairman of the Good Governance and Social Responsibility Committee, Lt. JG. Kamolsak Promprayoon, R.T.N., PAT's Director General, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), along with PAT executives and staff members, Father Joseph Maier, Chairman of the Mercy Centre, Mrs. Prateep Ungsongtham Hata, Chairperson of the Duang Prateep Foundation, Mr. Jonathan Mann of Immanuel Orchestra, and the general public. Mr. Warin Artwilai (Khru Ton Kluay), Chairman of the Music for Life Foundation, represented the foundation in receiving the donation. Music for Life Foundation has been teaching classical music to over 30 young people in Klongtoey community and nearby area as well as children of PAT's employees to encourage young children to embrace music, increase music skill, and spend their free time creatively and happily. They can also further study music in their higher education level or adopt music as their career, which will in the end earn Klongtoey Community reputation in the future. The foundation also provided undergraduate level scholarships to three students, with total scholarship value of 950,000 baht. At the event, young players of Immanuel Orchestra performed classical music to entertain the participants at the main lobby of Building A, PAT's Headquarters.

The PAT has been supporting activities under the Klongtoey Community Quality of Life Improvement through Music Project for two consecutive years.













#### "Good Deeds for Dad-Bring Happiness to Klongtoey Children" Project

On December 4, 2020, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), chaired the opening ceremony of the "Good Deeds for Dad-Bring Happiness to Klongtoey Children" Project for fiscal year 2021. The event was held to commemorate the birthday of the late King Bhumibol Adulyadej, celebrate National Day and Father's Day, and to bring happiness and enhance quality of life and the environment of the surrounding communities. In addition, the event promoted positive thinking about living among children in nearby communities, namely Nong Mai Community, Pattana Mai (Khua Prik) Community, Hua Khong Community, Rom Klao Community, Rim Khlong Wat Saphan Community, and Ruam Jai Patthana Community. Joining the event were about 100 participants including PAT executives and employees, PAT information operation (IO) team, members of the Royal Volunteer 904, and community volunteers.

The event also included a special talk on "A Good Volunteer" at Immanuel Lutheran Church, Klongtoey, Bangkok.









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#### Financial Support to Kanjanabaramee Foundation for a Purchase of Mobile Mammography Vehicle

On December 23, 2020, the PAT presented donation to Kanjanabaramee Foundation to support the latter's plan to purchase a Mobile Digital Mammography Vehicle. The donation is in support of HM King Maha Vajiralongkorn's medical and public health promotion initiative. With the mobile mammography vehicle, vulnerable and underprivileged women in remote areas will have easy access to mammography service and initial breast cancer screening. Lt. JG. Kamolsak Promprayoon, R.T.N., PAT Director General, together with PAT executives and employees, represented the PAT in presenting 33,000,000 baht to Dr. Somyos Deerassamee, M.D., Ph.D., President of the Kanjanabaramee Foundation. The event was held at the Conferance Room, 19th FI, PAT's headquarters. The mobile mammography vehicle is equipped with 2D full-field digital mammography system to capture and display a high definition image for technicians to see abnormality in the breast structure, and AI solution for automatically detecting abnormality in breast tissue.

















#### **PAT Supports Navy Triathlon Season 3**

On December 25, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., PAT Director General, presented 1,000,000 baht donation to support the Navy Triathlon Season 3 that was held to commemorate the late King Bhumibol Adulyadej, and to honor HM King Maha Vajiralongkorn and the royal institute. The event also promotes physical and mental health of navy officers and the general public, while encouraging people to play more sport with fair competition. Meanwhile, the Triathlon will promote local tourism and generate income to local residents, which support the government's economic stimulation policy. The ceremony was held at the meeting room, Royal Thai Navy Headquarters where Adm. Chatchai Srivorakan, the Commander-in-Chief of the Royal Thai Navy, is represented to receive the donation.





#### PAT Supports English Skill Development Program for Youth at Laem Chabang Port

On 25 June 2021, Pol. Lt. Col. Thanabodi Thoopthianrat, Assistant Managing Director of Laem Chabang Port, presented 3,150,000 baht donation to support English Skill Development Program during the 1<sup>st</sup> semester of the academic year 2021 for youth living in the community nearby Laem Chabang Port. The donation was presented to Mr. Thanee Kiatpipattanakul, Deputy Mayor of Laem Chabang Municipality, Mr. Mitchai Prakobtham, Deputy Mayor of the Takian Tia Municipality, Mrs. Nattinee Cherdchai, Deputy Mayor of Bang Lamoong Municipality. Witnessing the event are Mrs. Sirima Keeratayakom, Administration Officer 14 attached to the Office of the PAT Director General, Mrs. Porntipa Taweenuch, Director of the Administration Office of Laem Chabang Port, community representatives and the principals of the seven schools, namely Ban Bang Lamoong School, Wat Mai Noen Phayom School, Wat Chook Kracher School, Bang Lamoong Kindergarten, Ban Na Wang School, Ban Rong Hip School, and Ban Pong Saket School. The ceremony was held at Trae Thong Room 1, Laem Chabang Port Club. Laem Chabang Port has continuously supported this project for ten years. Despite COVID-19 pandemic, Laem Chabang Port continues to focus on promoting youth education, providing them with opportunities to improve their English skill.







#### Scholarships Granted to Youth in Community Surrounding Bangkok Port

On July 21, 2021, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), and the PAT's executives presented 3,000-baht scholarships to 200 students in six schools near Bangkok Port, totaling 600,000 baht. The six schools are Soon Ruam Namjai School,



Samakki Songkroh School, Wat Saphan School, Wat Klongtoey School, Thai Prasitsat School, and Chum Chon Moo Ban Pattana School. Most of the students in those schools are underprivileged children living in communities surrounding Bangkok Port and have limited financial support, learning equipment and continuous education opportunity. The scholarship presentation ceremony was held at the PAT headquarters.



#### PAT Donates 1 Million Baht for Electrical Oxygen Concentrator Purchase for COVID-19 Patients in Klongtoey

On August 25, 2021, Lt. JG. Kamolsak Promprayoon, R.T.N., PAT Director General, and PAT executives, presented 1,000,000 baht donation to Public Health Service Center 41 Klongtoey to support the plan to buy 40 electrical oxygen concentrators for COVID-19 patients in Klongtoey community. Receiving the donation was Dr. Khajit Choopanya, President of the Foundation for Community Health under the Royal Patronage of HRH Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra. The ceremony was held at the Meeting Room, 17<sup>th</sup> FI, PAT Headquarters. Electrical oxygen concentrators are used for elderly patients, patients in hospitals and home isolation program, and community residents who got COVID-19 infection. The donation is part of the PAT's commitment to patient care in Klongtoey community.



# Handover of Electrical Oxygen Concentrators to Foundation for Community Health

On September 3, 2021, Mr. Somchai Hemthong, PAT Assistant Director General (Asset Management and Business Development), presented 40 electrical oxygen concentrators and medical equipment to Dr. Khajit Choopanya, President of the Foundation for Community Health under the Royal Patronage of HRH Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra. The equipment are required to help COVID-19 patients in Klongtoey Community and nearby area. The presentation ceremony was held at the Public Health Service Center 41 Klongtoey.

Unity Million Paht

# Analysis Report on Performance Result and Financial Position

#### **Performance Result**

For the year ended September 30, 2021

	Bangkok	Laem	Chiang Saen	Ranong	Port
Items	Port	Chabang	Commercial Port	Port	Authority
		Port	and Chiang		of Thalland
			Khong Port		
Operating Revenues	6,074.157	7,255.474	7.465	22.461	13 <i>,</i> 359.557
Other Operating Revenues	608.469	1,661.912	0.067	11.644	2,282.092
Total Revenues	6,682.626	8,917.385	7.532	34.105	15,641.649
Operating Expenses	4,365.787	1,292.227	19.783	22.618	5,700.415
Other Expenses	2,224.502	1,424.141	4.294	18.564	3 <i>,</i> 671.501
Total Expenses	6,590.289	2,716.368	24.077	41.182	9,371.916
Net Profit (Loss)	92.337	6,201.018	(16.545)	(7.077)	6,269.733
Other Comprehensive Income					
Actuarial Gains on Employee					
Benefits Project	-	-	-	-	-
Total Revenues	92.337	6,201.018	(16.545)	(7.077)	6,269.733

#### Performance Analysis of the Fiscal Year 2021 Compared to the Fiscal Year 2020

#### Net Profit

In the fiscal year 2021, PAT's net profit was 6,270 million Baht, up by 640 million Baht (11.36%) from a year earlier.

#### <u>Total Revenue</u>

In the fiscal year 2021, PAT's total revenue was 15,642 million Baht, increased by 1,010 million Baht (6.90 %) compared to 2020. Income related to cargo handling increased by 960 million Baht while service income increased by 37 million Baht, other income also increased by 58 million Baht but income related to vessel decreased by 76 million Baht.

#### Total expenses

In the fiscal year 2021, PAT's total expenses were 9,372 million Baht, an increase by 370 million Baht (4.11 %) compared to 2020. In the fiscal year 2021, the PAT's expenses related to the early retirement benefit project was 182 million Baht, rail and port development expenses increased by 79 million Baht, fuel and energy expenses increased by 86 million Baht, maintenance and repair expenses increased by 36 million Baht and other expenses increased by 57 million Baht.

#### **Financial Position**

As of September 30, 2021

				Unit	: Million Baht
	Bangkok	Laem	Chiang Saen	Ranong	Port
Items	Port	Chabang	Commercial Port	Port	Authority
		Port	and Chiang		of Thailand
			Khong Port		
Assets					
Current Assets	9,646.079	12,839.134	6.913	21.175	10,930.146
Non-Current Assets	6,976.965	33,278.558	9.243	49.944	40,314.710
Total Assets	16,623.044	46,117.692	16.156	71.119	51,244.856
Liabilities and Owner's Equity Liabilities					
Current Liabilities	1,533.709	3,244.240	4.878	8.313	4,734.561
Non-Current Liabilities	27,962.360	93.864	58.046	134.442	16,722.136
Total Liabilities	29,496.069	3,338.104	62.924	142.755	21,456.697
Owner's Equity					
Capital	309.510	6,925.035	-	-	7,234.545
Retained Earning	(13,182.537)	35,854.553	(46.767)	(71.636)	22,553.613
Total Owner's Equity	(12,873.026)	42,779.588	(46.767)	(71.636)	29,788.158
Total Liabilities and Owner's Equity	16,623.044	46,117.692	16.156	71.119	51,244.856

<u>Note:</u> Connected transaction was made which Laem Chabang Port recorded as current assets valued 11,526 million Baht while Bangkok Port, Chiang Saen Commercial Port and Chiang Khong Port, and Ranong Port recorded them as non-current liabilities of 11,526 million Baht.

#### Total Assets

As of September 30, 2021, PAT's total assets were 51,245 million Baht, increased by 1,170 million Baht (2.34%) from the previous year.

#### Total Liabilities

As of September 30, 2021, PAT's total liabilities were 21,457 million Baht, decreased by 625 million Baht (-2.83%) from the previous year, resulting from a decrease in obligations of employee benefits in the fiscal year 2020.

## Notice of the Port Authority of Thailand

#### Subject: The Port Authority of Thailand's Financial Statements

For the Year Ended September 30, 2021

The Office of the Auditor General has already audited and certified the Port Authority of Thailand's Statement of Financial Position as of September 30, 2021, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows for the same accounting period.

It is hereby publicly announced.

Announced on February 10, 2022

#### Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General

## Report on the PAT Board of Commissioners' Responsibility for Financial Statements

The PAT's Financial Statements were prepared in accordance with the Generally Accepted Auditing Standards in Thailand and were audited by the Office of the Auditor General of Thailand.

The PAT Board of Commissioners is responsible for the accuracy and comprehensiveness of its accounting information and ensuring that its accounting records are accurate and comprehensive enough to maintain its assets and to prevent corruption and mismanagement in its operations in any significant way. Sufficient crucial information should be provided in the Notes to Financial Statements in accordance with accounting standards.

Admiral Sophon Wattanamongkol (Sophon Wattanamongkol) Chairman of the PAT Board of Commissioners Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General



# AUDITOR'S REPORT AND FINANCIAL STATEMENTS



## Auditor's Report

#### **To: PAT Board of Commissioners**

#### Opinions

I have conducted the audits of Financial Statements of the Port Authority of Thailand consisting of Statement of Financial Position as of September 30, 2021, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows on the same year-end date, including Notes to Financial Statements and significant accounting policy.

I came to the conclusion that the abovementioned Financial Statements showed the Port Authority of Thailand's financial position as of September 30, 2021, operating performance and the cash flow in correspondence with the key essence of the Thai Financial Reporting Standards.

#### Basis for the Opinions

Upon conducting the audits, I have complied with the State Auditing Standards and General Auditing Standards. My responsibility is stated in the clause on the auditor's responsibility toward Financial Statement Auditing in the Office of the Auditor General's Report. According to the auditing standards formulated by the Office of the Auditor General and the Federation of Accounting Profession's Terms of the Code of Ethics related to auditing, I am independent of the organization. I have also complied with other Code of Ethics in accordance with the State Auditing Standards and related Code of Ethics. I believed that audit evidence obtained are sufficient and appropriate for me to provide a reasonable basis for his or her opinions.

#### Significant Events and Information

I highlighted the Notes to Financial Statements No. 33 on Obligations and Contingent Liabilities that although the Contingent Liabilities are described as uncertainty related to result of the lawsuit filed against the PAT demanding compensation for damages, my opinion remains unchanged.

#### Others

The Port Authority of Thailand's financial statements for the year ending September 30, 2020, is presented in comparison for audit by other auditors according to the report dated January 26, 2021, that expressed opinions without condition and emphasis on uncertainty about the legal cases where the PAT was sued for compensation.

#### Other Information

The Management shall be responsible for other information, which appears in the Annual Report, excluding the Financial Statements and the Auditor's Report. The Management shall prepare the Annual Report for my review after the date stated in the Auditor's Report.

My opinions do not cover other information and I do not express confidence in other information.

I am responsible for audit-related activities, including the review and consideration whether other information is contradictory to the Financial Statements or facts I obtained from the audit or the Annual Report presents information that is in contradictory to the facts.

After reviewing the Annual Report, should I conclude that misstatements that are contradictory to the facts are found, I shall inform the concerned regulators of the issue.

#### Management's Responsibility for Financial Statements

The Management shall be responsible for the preparation and presentation of the correct financial statements in compliance with the financial reporting standards, as well as the internal control activities considered important in order to prepare and present the Financial Statements without contradiction to significant information caused by either fraud or mistake.

In preparing the Financial Statements, the Management shall be responsible for assessing the PAT's capability to operate its business continuously, disclosing the operating performance as deemed appropriate, and adopting the accounting principles for continuous operation, except when the Management intends to wind up or terminate the business or cannot continue the operations.

The regulator is responsible for supervising the financial report preparation process of the organization.

#### Auditor's Responsibility for Financial Statement Audit

I perform the audit with an objective to achieve reasonable confidence that the consolidated Financial Statements are free from material that is inconsistent with the facts whether it is caused by corruption or errors, and present the Auditor's Report including the opinions of the Office of the Auditor General.

Reasonable confidence means high confidence but does not guarantee that the audits performed based on the State Auditing and General level of Auditing Standards would unveil the information that is in contradiction to the facts.

Contradictory information that could have arisen consequently as a result of a corruption or an error is considered material when there is a reasonable projection that each or all of the contradictory items shall influence economic decision making of the Financial Statements readers.

In performing the audit according to the State Auditing Standards and General Auditing Standards, I have considered, observed, and questioned as professional practices of auditors. The auditing process includes:

Identifying and assessing risks from presenting information that is contradictory to the significant facts in the Financial Statements which may be caused by either corruption or error; designing and performing the audit to best address such risks and obtaining supporting evidences that are sufficient and appropriate to form the basis for my opinions. The risk of not finding the information contradictory to the significant fact that is arisen from corruption is higher than that occurred as an error because a corruption may involve conspiracy, document and evidence forgery, an intention to conceal information, or to present information that is inconsistent with the fact, or internal control intervention;

- Understanding the internal control system related to the audit in order to design the audit method that best suits the situation, but not for the purpose of expressing opinions on the effectiveness of such internal control system;
- Assessing the appropriateness of the Accounting Policy adopted by the Management and the sensibility of the accounting estimates as well as disclosure of related information prepared by the Management;
- Summarizing the appropriateness of the accounting criteria for continuous operation implemented by the Management, and the received audit evidences; and summarizing the significant uncertainty related to the event or situation that may cause material question toward the PAT's capability to continue its operation. Should I conclude that there is a significant uncertainty; I shall mention this in the Auditor's Report, providing a remark on the disclosure of information in the related Financial Statements. In case the information disclosure is insufficient, I may have different opinions. The summary of the Office of the Auditor General depends on the audit evidences received until the date presented in the Auditor's Report. However, future event or circumstance may cause the interruption of business operations;

 Assessing whether the presentation structure and content of Financial Statements, including disclosure of information, shows accurate and appropriate items and events

I have communicated with regulators on different matters, including the scope and timeframe of the audit as planned, significant issues discovered during the audit, and significant weakness in the internal control system discovered during the audit.

> Mr. Atipong Atipongsakul (Mr. Atipong Atipongsakul) Certified Public Accountant No. 3500 ANS Audit Co., Ltd. Bangkok, December 27, 2021

#### Port Authority of Thailand

# **Statement of Financial Position**

As of September 30, 2021

			Unit: E
	Note	2021	2020
Assets			
Current Assets			
Cash and cash equivalents	6	6,981,569,517.89	7,713,071,928.2
Accounts receivable	7	1,101,343,621.50	793,189,431.
Other debtors	8	12,517,738.33	419,055.
Inventories	9	58,184,250.39	77,714,306.
Other current assets	10	73,838,127.12	184,602,774.
Other current financial assets	11	2,702,692,548.08	10,617,659.
Total current assets		10,930,145,803.31	8,779,615,156.
Ion-Current Assets			
Debtor account of provident fund (not overdue)	12	60,210,155.76	84,647,921.
Deferred income from rent	13	16,902,617,688.52	17,012,168,933.
Real estate for investment	14	4,862,053,061.00	5,252,606,947.
Property, plant and equipment	15	12,159,206,946.94	12,150,457,565.
Assets under construction and installation	16	1,036,512,102.69	1,511,256,445.
Right of use asset		33,687,941.87	-
Deferred debit of assets of community project	17	333,223,704.01	333,499,331.
Intangible assets	18	188,231,589.60	177,012,438.
Other non-current assets	19	4,738,967,103.78	4,774,168,503.
Total non-current assets		40,314,710,294.17	41,295,818,088.
Total Assets		51,244,856,097.48	50,075,433,244.

The accompanying notes are integral part of these financial statements.

# **Statement of Financial Position** (Continued)

As of September 30, 2021

			Unit: Bo
	Note	2021	2020
Liabilities and Owner's Fruity			
Liabilities and Owner's Equity			
Current Liabilities		(00.007.(05.40	(7) 040 001 (
Accounts payable		690,997,635.49	671,240,281.6
Other payables	20	1,237,390,366.23	1,344,700,559.4
Accrued remittance	21	2,383,255,000.00	2,091,745,000.0
Current portion of lease liabilities		12,191,140.85	-
Other current liabilities	22	410,727,206.22	511,945,718.2
Total Current Liabilities		4,734,561,348.79	4,619,631,559.3
Non-Current Liabilities			
Deferred income from donated assets	23	146,439,950.29	169,793,938.0
Accrued saving deposit & deposit & accrued interest	24	364,764,755.18	416,119,191.0
Obligations of employee benefits	25	16,163,634,825.03	16,829,024,314.2
Provisions	26	24,963,957.60	47,438,820.9
Lease liabilities		22,332,906.76	-
Total Non-Current Liabilities		16,722,136,394.86	17,462,376,264.3
Total Liabilities		21,456,697,743.65	22,082,007,823.6
Owner's Equity			
Capital	27	7,234,545,409.65	7,234,545,409.6
Retained earning			
Appropriated			
Reserve for expansion and investment		8,625,662,587.26	8,625,662,587.2
Insurance fund	29	2,700,290,990.26	2,683,814,917.9
Unappropriated		11,227,659,366.66	9,449,402,505.7
Total Owner's Equity		29,788,158,353.83	27,993,425,420.5
Total Liabilities and Owner's Equity		51,244,856,097.48	50,075,433,244.1

The accompanying notes are integral part of these financial statements.

Lt.JG. Yutana Mokekhaow, R.T.N.

(Lt.JG. Yutana Mokekhaow, R.T.N.) Deputy Director General (Financial Management and Corporate Strategy) Acting Director General Viwat Amarit (Mr. Viwat Amarit) Director of Finance and Accounting Department

#### **Port Authority of Thailand**

# **Statement of Comprehensive Income**

For the Year Ended September 30, 2021

			Unit: B
	Note	2021	2020
Revenues			
Ship handling		1,858,951,512.16	1,935,453,224.9
Cargo handling		11,046,587,552.53	10,086,327,758.4
Services		454,017,731.21	417,368,155.6
Land, building and warehouse rental		1,489,581,009.73	1,491,371,135.7
Fuel sold for charters		529,807,447.41	416,708,177.8
From provident fund	28	10,114,873.13	13,600,794.4
From insurance fund	29	20,151,761.55	42,364,977.0
Gain on sale of fixed assets		-	21,067,175.
Interest earned		36,000,699.94	69,964,909.2
Other revenues	30	196,436,202.79	137,617,384.
Total Revenues		15,641,648,790.45	14,631,843,694.0
xpenses			
Personnel expenses		4,014,237,578.40	4,025,928,132.0
Repair and maintenance		1,125,363,092.15	1,089,628,133.
Fuel and electricity		797,127,219.16	711,431,149.2
Fuel sold for charters		520,009,670.00	407,935,070.0
Depreciation and amortization		1,681,111,559.05	1,705,488,385.9
Public utilities		54,838,427.48	51,346,525.7
Stationery and book expenses		17,617,210.66	18,977,850.0
Safety equipment expenses		4,643,618.43	4,814,341.3
Public relations and marketing cost		71,284,994.54	50,480,272.2
Expert and outsource workers' wages		403,788,083.22	395,598,291.4
Contracting private tug boat services cost		191,860,446.03	187,251,960.4
Expenses from the railway and coastal berth development project		98,836,784.23	19,533,083.0
Aid fund of employees and workers	28	31,856,846.02	33,783,167.
Asset Insurance fund	29	3,675,689.22	3,426,562.
Loss from disposal of assets		28,787,649.32	-
Other expenses	32	326,876,989.27	296,132,136.
Total Expenses		9,371,915,857.18	9,001,755,062.2
Net Income for the Year		6,269,732,933.27	5,630,088,631.8
Other Comprehensive Income:		-	-
Total Income for the Year		6,269,732,933.27	5,630,088,631.8

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# **Statement of Changes in Equity**

For the Year Ended September 30, 2021

						Unit: Baht
				Retained Earnings		
			Approp	Appropriated		
	Note	Capital	Reserve for Expansion	Insurance Fund	Unappropriated	Total
			and Investment			
Account balance as of October 1, 2019		7,234,545,409.65	8,625,662,587.26	2,644,876,502.86	8,164,343,288.99	26,669,427,788.76
Total Income for the year		ı	I	ı	5,630,088,631.80	5,630,088,631.80
Reserve for remittance - 2020	21	ı	ı	ı	(4,045,284,624.69)	(4,045,284,624.69)
Reserve for remittance $-$ 2019 (Additional)	21	ı	ı	ı	(4,346,000.00)	(4,346,000.00)
Reserve for remittance $-$ 2020 (Additional)	21	ı	ı	ı	(256,460,375.31)	(256,460,375.31)
Contribution to the Insurance Fund	29	ı	ı	38,938,415.07	(38,938,415.07)	ı
Account balance as of September 30, 2020		7,234,545,409.65	8,625,662,587.26	2,683,814,917.93	9,449,402,505.72	27,993,425,420.56
Account balance as of October 1, 2020		7,234,545,409.65	8,625,662,587.26	2,683,814,917.93	9,449,402,505.72	27,993,425,420.56
Total Income for the year		ı	ı	ı	6,269,732,933.27	6,269,732,933.27
Reserve for remittance - 2021	21	ı	ı	ı	(4,475,000,000.00)	(4,475,000,000.00)
Contribution to the Insurance Fund	29	ı	I	16,476,072.33	(16,476,072.33)	ı
Account balance as of September 30, 2021		7,234,545,409.65	8,625,662,587.26	2,700,290,990.26	11,227,659,366.66	29,788,158,353.83

The accompanying notes are integral part of these financial statements.

#### Port Authority of Thailand

# **Statement of Cash Flows**

For the Year Ended September 30, 2021

			Unit: E
	Note	2021	2020
Cash Flows from Operating Activities		( 0 ( 0 700 000 07	
Net Profit		6,269,732,933.27	5,630,088,631.8
Net Profit on cash increase (decrease)			
from operating activities			
Credit loss (Reversing Entries)		(15,341,445.79)	3,714,889.
Depreciation expenses		15,279,922.88	4,545,584.
Depreciation and amortization		1,681,111,559.05	1,705,488,385.
Write-off of assets in Housing and Community Project		275,627.83	-
(Gain) Loss on sale of assets		28,787,649.32	(21,067,175.5
Employee benefits obligation		790,743,145.75	799,336,980.
Provisions (Reversing Entries)		(15,469,356.17)	33,594,339.
Interest receivable		(36,000,699.94)	(69,964,909.2
Revenue from provident fund		(10,092,515.98)	(12,063,527.3
Provident fund expenses		32,298,251.32	33,781,306.
Revenue from insurance fund		(20,151,761.55)	(42,364,977.6
Deferred income		109,551,245.47	79,673,797.
Income from donated assets		(23,353,987.78)	(23,374,767.3
Operating profit before changes in operating assets and liabilities		8,807,370,567.68	8,121,388,558.
Decrease (increase) in operating assets			
Accounts receivable		(292,819,339.02)	167,911,580.
Other debtors		(12,092,087.21)	1,799,155.
Inventories		4,250,133.35	5,357,044.
Debtor account (Provident Fund)		24,437,765.32	6,264,291.
Other current assets		111,348,626.92	(126,353,052.4
ncrease (decrease) in operating liabilities			
Accounts payable		29,377,593.13	2,677,547.
Other liabilities		(107,310,193.19)	(9,023,362.6
Other current liabilities		(101,218,512.00)	63,839,546.
		8,463,344,554.98	8,233,861,309.
Cash from interest		65,660,997.51	130,090,103.
Cash from employee saving		11,750,598.04	13,052,442.4
Cash paid for savings and accumulated interest		(95,403,285.20)	(33,659,253.8
Cash paid for employee benefits obligations		(1,456,132,634.96)	(1,173,090,858.5
Cash payment for debt litigation		(7,005,507.21)	(16,334,452.4
Net cash from operating activities		6,982,214,723.16	7,153,919,290.

#### **Port Authority of Thailand**

# Statement of Cash Flows (Continued)

For the Year Ended September 30, 2021

			Unit: Baht
	Note	2021	2020
Cash flows from Investment activities			
Other current financial assets (Increase) decrease		(2,692,074,888.78)	2,903,481,365.99
Proceeds from sales of fixed assets		17,619,770.68	25,666,261.69
Investment in property, plant and equipment		(17,942,661.99)	(11,522,443.53)
Investment in assets under construction and installation		(826,804,340.17)	(3,023,928,800.79)
Cash investment in intangible assets		(80,134.08)	(100,044.75)
Net cash spending in investment activities		(3,519,282,254.34)	(106,403,661.39)
Cash flows from financing activities			
Contribution to state remittance		(4,183,490,000.00)	(6,230,000,000.00)
Cash paid for lease liabilities		(10,944,879.17)	-
Net cash spending in financing activities		(4,194,434,879.17)	(6,230,000,000.00)
Increase (Decrease) in cash and net cash equivalents		(731,502,410.35)	817,515,629.38
Cash and cash equivalents at beginning of year	6	7,713,071,928.24	6,895,556,298.86
Cash and cash equivalents at end of year	6	6,981,569,517.89	7,713,071,928.24
Additional information on cash flows			
Unpaid purchase of lands, buildings and equipment		4,009,683.34	2,251,237.30
Unpaid acquisition of asset during construction and installation		95,507,772.04	106,886,457.40
Increase in Right of Use assets due to lease liabilities		45,468,926.78	-

The accompanying notes are integral part of these financial statements.

### Port Authority of Thailand Notes to the Financial Statements

For the Year Ended September 30, 2021

#### 1. General Information

The Port Authority of Thailand (PAT) is a public utility state enterprise under the supervision of the Ministry of Transport. It was established by the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951) with the status of a juristic person. Its objective is to carry out operations and bring about the growth of port business for the State and public interest. The Ministry of Transport is the authority to monitor and supervise the management policy and business development plan of the PAT to correspond with the Government Policy, and has the duty to select the PAT Board of Commissioners.

The main duties of the PAT are providing services and facilities to accommodate vessels and cargoes, conducting dredging and maintenance of the bar channels and basins, supervising stevedoring, handling, moving, storing and delivering cargoes to the consignee, coordinating and cooperating with the government agencies concerned and international ports, as well as developing its organization to keep up with the current economic situation.

At present, the PAT takes charge of the following ports:

- (1) Bangkok Port is the main river port providing services and facilities to conventional and container vessels. All terminals are operated and managed by the PAT.
- (2) Laem Chabang Port is the major deep sea port. The PAT takes charge of the overall administration while all terminals are operated by private sectors.
- (3) The Regional Ports were constructed by the Marine Department. Upon completion, each regional port must be assigned to the Treasury Department and registered as state property. The PAT has managed and operated the following regional ports according to the Cabinet's resolution on March 25, 2003.

Regional Ports include:

- Chiang Saen Commercial Port, which has been operating since April 1, 2012;
- Chiang Khong Port, which has been operating since January 1, 2004; and
- Ranong Port, which has been operating since January 1, 2004.

On January 18, 2011, the Cabinet had a resolution approving the PAT to manage Chiang Saen Commercial Port (the second Chiang Saen Port) for cargo handling. The first Chiang Saen Port, which has been operating since October 1, 2003, has then become the cruise/passenger terminal. The PAT has started operating Chiang Saen Commercial Port since April 1, 2012 and transferred the first Chiang Saen Port back to the Treasury Department before it was handed over to the Municipality of Wiang Chiang Saen Subdistrict for management on January 10, 2013.

#### 2. Key Events During the Reporting Period

COVID-19 outbreak, which began in early 2020, has upset global economy, manufacturing, product distribution, as well as many businesses. In such situation, the impact of COVID-19 outbreaks has brought about a general deterioration in PAT's operating result, which varies upon volumes of import-export. During the period of October to September, the PAT's container throughput stood at 9.86 million T.E.U.s, an increase of 8.58% or 639.64 million Baht, declined by 11.36% compared to the same period last year.

#### 3. Criteria for Consolidating the Financial Statements

#### 3.1 Criteria of Practices

These financial statements were prepared in compliance with the Accounting Standards, Financial Reporting Standards as well as Interpretation of Accounting Standards being announced by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King, related rules and notices of the State Enterprise Policy Office (SEPO), which meet the generally accepted accounting principles of Thailand. The Federation of Accounting Professions issued the new revision of Financial Reporting Standards which would be enforceable over the accounting period cycles commencing on or after January 1, 2020 and January 1, 2021. The Standards are disclosed in the Notes to the Financial Statements, item No. 34

#### 3.2 Criteria for Valuation

These financial statements have been prepared under the accrual basis of accounting.

#### 3.3 Estimation and Use of Discretion

On preparation of these financial statements based on the Financial Reporting Standards, the PAT Executives have to apply the discretions, estimations and several assumptions, which affect the determination of the accounting policy and reporting of the amount relating to the assets, debts, income and expenses. The actual outcomes may differ from the estimation.

Estimations and assumptions using in preparation of the financial statements shall be reviewed continuously. Updating of the accounting estimations shall be recorded in the estimated accounting period and in the affected future period, the data relating to the estimation of uncertainty and important assumptions to determine the accounting policies affects substantially against the acknowledgment of the amount in the financial statements as follows:

#### Allowance for expected credit loss from doubtful accounts

Allowance for expected credit loss from doubtful accounts set on the first day that the account receivables are recognized in PAT's financial statements is considered based on history information, current situation, and future economic projection.

#### Plant, Equipment and Intangible Asset

The executives estimate the lifetime and remaining value for the plant, equipment and intangible asset of the PAT, mostly referring to the technical data of the assets and including the disposal of the deteriorated or out-of-use assets by means of sale or disuse.

#### Estimation of Debts for Employee Post-Retirement Benefits Project

The PAT provides benefits to employees after their termination or retirement in accordance with the related law; State Enterprise Labour Relations Committee's Announcement, B.E. 2549 (A.D. 2006) or Thai Labour Law. The current value of debt estimation is calculated by using several assumptions, including the discount rate, increasing rate of the employee's salary and changing rate in the number of employees. Changes in these rates result in the estimation of costs and debts of the employee's post-retirement benefits project.

#### 4. Thai Financial Reporting Standard issued by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King adopted by PAT

The PAT has adopted the Thai Financial Reporting Standard (TFRS) issued by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King that are effective in the accounting period or after January 1, 2020. The TFRS have been improved or issued to match with the international financial reporting standards. Most of them are clarification on accounting practice and guidelines for implementation. The Management considered that such TFRS have no significant effect on the PAT's financial statements, except the TFRS 16 on Leases whose essence in the changes can be summarized as follows:

#### **TFRS, Financial Instruments**

The TFRS on Financial Instruments comprises 5 standards and interpretation of the standards, namely

#### Financial Reporting Standards

Issue 7 Financial Instruments: Disclosure

Issue 9 Financial Instruments

#### Accounting Standards

Issue 32 Financial Instruments: Presentation

#### Interpretations Financial Reporting Standards

- Issue 16 Hedges of Net Investment in Foreign Organizations
- Issue 19 Extinguishing Financial Liabilities with Equity Instruments

The aforementioned TFRS on Financial Instruments specifies the criteria on category and measurement of financial instruments through fair value or amortized costs, considering financial instruments, cash flow characteristics and business model, the principle of calculating financial instrument impairment losses from doubtful accounts, hedge accounting principles, and the presentation and disclosure of financial instruments.

#### **TFRS 16: Leases**

TFRS 16: Leases has been used replacing the TAS 17: Lease Contract and interpretation of related accounting standard. This standard specifies the principle of income recognition, value measurement, presentation of items, and disclosure of lease contract. It requires tenants to recognize assets and debts for every lease contract with over 12 months period, except the case that reference asset value is low.

The requirement for lessors do not contain significant changes from TAS 17. A lessee continues to categorize the lease contract as an operating lease or capital lease. Similar principle as TAS 17 are mostly retained.

#### **Financial impact**

The PAT has adopted both financial reporting standards since October 1, 2020 by applying modified retrospective approach without updated information comparison. New categorized items and updated items from accounting policy changes will be recognized in the financial reports on October 1, 2020.

The impact of the first implementation of the new financial reporting standards on the financial report as of October 1, 2020 is as follows:

			U	nit: Million Baht
		Financial	Financial	
		Reporting	Reporting	
	30 Sep 2020	Standards 9	Standards 16	1 Oct 2020
Statement of Financial Position				
Current Assets				
Other current financial assets	-	10.62	-	10.62
Temporary investment	10.62	(10.62)	-	-
Non - Current Assets				
Right-of-use assets	-	-	39.16	39.16
Total Assets	10.62	-	39.16	49.78
Current Liabilities				
Lease liabilities due payment within 1 year	-	-	10.53	10.53
Non - Current Liabilities				
Lease liabilities	-	-	28.63	28.63
Total liabilities	-	-	39.16	39.16

#### **Financial Instruments**

#### Category and measurement

As of October 1, 2020 (the first date of implementation), the PAT management assessed the business model used for managing assets and financial debts, as well as categorized and measured the value of assets and financial debts using amortized cost. Temporary investment assets are measured by fair value through profit and loss.

#### Impairment of financial assets

The PAT's doubtful accounts are as follows:

#### Trade account receivables

The PAT has adopted the simplified approach in measuring expected credit loss throughout the life of all trade account receivables.

In measuring the expected credit losses, the PAT has categorized trade account receivables according to the shared credit characteristics and overdue payment period. The expected credit losses is considered from payment history, credit loss from past experience and forward-looking information that may affect the expected credit loss rate.

Through such method, the PAT considered no impact on the allowances for expected credit losses from doubtful accounts as of October 1, 2020.

39.16

#### Lease contract

In implementing the TFRS 16 for the first time, the PAT recognized liabilities for the lease contract earlier categorized as the operating lease under TAS 17: Lease Contract as the right to use the assets whose value equals liabilities under the lease contract. The amount was updated using the amount due according to the prepaid lease contract or outstanding lease contract related to the contract recognized in the financial positioning report before the first implementation date. Liabilities according to such contract is measured by the present value of the total amount due according to the unpaid contract and discounted by the PAT's incremental loan interest rate. The incremental loan interest rate used in the calculation as of October 1, 2020 is 5.25 percent.

For the lease contracts according to the TFRS 17, the PAT recognized the value of the assets and liabilities under the contract before the date of implementation of the TFRS 16 as the accounting value of the right-to-use assets and liabilities according to the lease contract on the first implementation date.

The PAT's right-to-use assets and liabilities according to the lease contract as of October 1, 2020 as follows:

	Unit: Million Baht
Amount due according to the unpaid contract	43.21
Less Deferred interest	(4.05)
Liabilities in lease contract increase from implementation of TFRS 16	39.16
Liabilities in financial lease contract as of September 30, 2020	-
Liabilities in lease contract as of October 1, 2020	39.16
Including:	
Current lease liabilities	10.53
Non-current lease liabilities	28.63

Right-to-use assets are categorized by type of assets as follows:

	ι	Jnit: Million Baht
	30 Sep 2021	1 Oct 2020
Vehicle	33.69	39.16
Total Right-to-use assets	33.69	39.16

#### 5. Principle Accounting Policy

#### 5.1 Presentation of the Financial Statements

The PAT observes the Accounting Standard 1 (revision 2018) regarding the presentation of the financial statements under the requirements of the updated standards. The financial statements consist of:

- Statement of Financial Position

- Statement of Comprehensive Income
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to the Financial Statements

#### 5.2 Revenue Recognition

- Service Revenue Recognition

Being recognized on the accounting period of service provided

- Revenue from the private sector's operation (Fixed Fee) and additional compensation (Additional Fee) Revenue from the private sector's operation (Fixed Fee), including other minimum amount to be paid throughout the remaining period of the lease contracts, has been recognized in the Statement of Comprehensive Income by linear method throughout the lease contract period. For the additional compensation (Additional Fee) which will be paid based on the volume of contingent containers or cargo in each year under the classified rate in each contract, it is recognized as the contingent lease and the revenue in accounting period of that lease.

- Interest Received

1. Bank deposit interest is recognized on a time proportion basis.

2. Loan interest of Employee Aid Fund is recognized on payment period, except for 6 months overdue payment interest of the Employee Aid Fund which is recognized on a cash basis.

#### 5.3 Cash and Cash Equivalents

Cash and cash equivalents refer to cash on hand, all types of bank deposits; current accounts, saving accounts and fixed accounts of less than 3 months, excluding term deposits.

#### 5.4 Account Receivable and Other Debtors

#### Accounting policy implemented on October 1, 2020

Account receivables and other debtors show the amount of money paid by customers for good and services according to normal business practice

The PAT initially recognized account receivables with the amount of unconditional return to be received. In case this involves significant financial sourcing, the PAT shall recognize by fair value through the profit and loss statement.

The PAT uses simplified approach in measuring expected credit losses by considering the expected losses over the life of such debts and recognizing the losses at the time of account receivable recognition according to the projection based on economic history, current and future projection issued by other organization than government agencies or state enterprises. The PAT strictly complies with the Ministry of Finance's Regulations regarding State Enterprise's on Accounting and Finance, B.E. 2548 (A.D. 2005) and the criteria of the PAT's Board of Commissioners' resolution at its 9/2549 meeting on October 16, 2006.

#### Accounting policy implemented before October 1, 2020

Account receivables and other debtors are demonstrated as the price in the invoice of doubtful debt debt deduction. Allowance for doubtful debts is set as an amount of estimated loss from doubtful debts based on historical records and the current financial status of non-government and non-state enterprise debtors as of the date in the balance sheet, which is incompliance with the Ministry of Finance's Regulations regarding State Enterprise's Accounting and Finance, B.E. 2548 (A.D. 2005) and the criteria of the PAT Board of Commissioners' resolution at its 9/2549 meeting on October 16, 2006. The allowance for doubtful debt was set for non-government and non-state enterprise debtors at the following rates:

Length of Overdue	Allowance for Doubtful Debts (Percentage)
Over 3 months to 6 months	50
Over 6 months to 1 year	75
Over 1 year	100

The allowance for doubtful debts is recognized as an expense. When the bad debt is realized, it will be deducted from the allowance for doubtful debts.

#### 5.5 Assets and Financial Debts

#### Classification and Measurement of Assets and Financial Debts

Classification

Classification depends on the PAT's business model in financial asset management and characteristics of cash flow according to the financial asset contracts.

The PAT categorized financial assets based on the value measurement as follows:

• Items measured later through fair value (through other profit and loss or profit or loss), and

• Items measured by amortized costs

The PAT has recategorized investment in debt instruments only when the PAT changed business model in managing such assets.

Capital instruments can be categorized but cannot change according to the measurement type, including fair value measurement through profit and loss (FVPL), or fair value measurement through other comprehensive income (FVOCI), under which new items cannot be added to the profit or loss.

#### Measurement

At the initial item recognition, the PAT measures financial assets or financial debts that are not measured by considering fair value through profit and loss. The cost of the transaction directly related to the acquisition of or issuance of financial assets or financial debts shall be added or deducted from the fair value. The transaction cost of the financial assets measured by the fair value through profit and loss can be recognized as expenses under profit or loss.

Subsequent valuation of debt instrument comprises three approaches depending on the debt instrument categorized by the PAT.

• Amortized cost - Financial assets shall be valued by amortized cost when the PAT holds the ownership of such financial assets according to the business model with an objective to receive cash flow according to the contract, and when the condition in the financial contract generates cash flow which is the payment of the principal and interest on the balance of the principal on the specified date. Interest income from such financial assets shall be calculated using real interest rate calculation method. The profit or loss from write-off shall be directly recognized in profit or loss, and presented in other profit/(loss) together with profit or loss from exchange rate, losses from impairment is presented in profit or loss. • Fair value through other comprehensive income (FVOCI) - financial assets shall be valuated by fair value through other comprehensive profit and loss when the PAT owns the financial assets according to the business model with the purpose to receive cash flow according to the contract, to sell the financial assets, and to the conditions under the financial assets that create cash flow which is the payment of the principal and interest from the principle balance on the scheduled date. Changes of financial assets are recognized through other profit and loss except the losses from impairment, interest income, profit and loss from exchange rate, which are recognized as profit or loss. When a financial asset is write-off, accumulated profit or loss which used to be recognized in other comprehensive profit or loss shall be recategorized as profit or loss and presented in other profit/(loss). Such interest income from financial assets shall be calculated with real interest rate. Loss from impairment is presented separately in the profit and loss statement.

• Fair value through profit and loss (FVPL) - Financial assets which cannot be valuated using the FVOCI shall be valuated using FVPL method. Profit or loss from debt instruments with FVPL method shall be recognized as profit or loss, and presented as net item in other profit/(loss) in the accounting period that the item occurs.

For subsequent valuation of equity instruments, the equity instrument shall be presented using fair value. Profit or loss from changes of the fair value shall be recorded under profit or loss or other comprehensive profit and loss depending on the equity instrument category.

Derivatives are categorized and valuated using fair value through profit and loss except the derivative contract used for hedging.

Dividend received from investment shall be recognized as profit or loss and presented as other income when the PAT has the right to receive the dividend.

#### Impairment

Expected credit losses from financial assets valuated through amortized cost method or fixed income measured by FVOCI and assets derived from credit limit commitment and financial guarantee contract shall be valuated without waiting for credit to occur. The PAT uses general approach in considering the allowances for loss from impairment with exception on account receivables that are considered by the simplified approach by the PAT.

#### 5.6 Inventories

Inventories at the end of fiscal year are recorded as a cost on the basis of the moving-average method or net realizable value, whichever is the lower. Deteriorated spares and handling equipment are recorded as actual costs.

#### 5.7 Other current financial assets

Other current financial assets mean fixed deposits between 3-12 months after receiving

#### 5.8 Property, Plant and Equipment

Property, plant and equipment valued over 30,000 Baht are recorded at the cost on acquiring date or upon its completion, deducted the accumulated depreciation and impairment loss on asset. Those valued below 30,000 Baht is recognized as expense in the accounting period of the acquiring date.

The land transferred to the PAT upon its establishment in 1951 was recognized at fair value on the date of acquisition.

The cost price includes the direct cost relating to the acquisition of assets, construction cost, assets built by PAT as well as cost of the materials, direct labor and other direct costs relating to the supply of assets, to maintain the assets ready to use as required. The elements of each particular of land, plant and equipment with an unequal exploitation lifetime must be recorded separately, as well as the depreciation assessment of assets is also determined separately if each component is substantial.

Assets donated by persons, groups of persons, or agencies shall be recorded as follows:

In events of obligation-free donations, the acquired assets shall be recognized at a fair value and recognized as revenue at the equal value. In events of obligations-attached donations, assets shall be recognized as acquired donation assets that are deferred liabilities. Their value shall be gradually recognized as revenue which is equivalent to the depreciation of asset from donation. In accounting, it is also possible to deduct the asset value by the amount of subsidy granted in support of the said assets.

Profit or loss from the sale of property, plant and equipment is the difference between the net compensation from the sales and accounting value of property, plant and equipment by means of the net recognition as other revenue in the Statement of Comprehensive Income.

Categorization of the real estate is arranged as the investment property.

Upon changes of the available real estate to be the investment property, the real estate shall be re-categorized as the investment property with the accounting value.

#### Subsequent Costs

Costs of substitution of the elements shall be recognized as an integral part of the accounting value of the particular property, plant and equipment. High possibly that the PAT shall receive economic benefits in the future and the value of the cost could be measured reliably; the substituted parts shall be disposed based on the accounting value. The costs for restoration or maintenance of the property, plant and equipment being regularly incurred shall be recognized for the profit or loss upon occurrence.

#### Depreciation

The depreciation is calculated from the deterioration value of the assets, consisting of the cost price of the assets or cost price for other substitution and deducted with the remaining value of the assets.

The depreciation is recorded as the expense in the Statement of Comprehensive Income by linear method throughout the approximate lifetime criteria of the elements of each particular of assets which is 2 - 30 years.

The residual value of the land, building and equipment must be estimated by the value which the PAT expects to receive from the dispositions of the assets at present as if such assets have had the lifetime and conditions anticipated to be at the end of useful life. Furthermore, the residual value and useful life are reviewed, at least once by the end of every year.

#### 5.9 Right-to-use Assets

A lease contract shall last longer than 12 months and the value per item equals or is more than 300,000 Baht. A contract comprising several assets that have to be used together and cannot be separated shall be considered as one item. In case the value of other expenses stated in the contract cannot be recorded individually, the item shall be recorded as an asset cost.

#### Interest Rate for Lease Contract

If a contract does not include an interest rate, Krungthai Bank's minimum loan rate on the contract effective date shall be used as reference.

#### Depreciation

Depreciation of non-owned lease asset shall be calculated according to the contract period or the asset life cycle, whichever amount is lower. In case of owned lease asset, depreciation shall be calculated according to the asset life cycle.

#### 5.10 Intangible Assets

The Projects for the Development of a Financial and Accounting Administration System, the Administration Accounting System as well as the Organizational Resources Planning including the license fee of the SAP software program are expenses of upgrading the Financial and Accounting Administration System, the Administration Accounting System, the Human Resources Management System, the Storing System, the Maintenance System and the Information Technology System for the organizational management. The expense will be set as an expense in 3 - 10 years.

#### 5.11 Real Estate for Investment

The real estate for investment, i.e. real estate occupied for exploitation from the rental or increased value or both, not for sale on the regular course of business or used in manufacturing or products supply or service or used for management.

The cost price of the real estate for investment includes the direct cost to acquire the real estate for investment and the construction cost of the PAT as well as the raw material cost, direct wage and other direct costs to maintain the condition of real estate for investment to be ready for use.

The real estate for investment being shown in the cost price, less the cumulative depreciation cost and loss from the depreciation cost shall be recorded in the Statement of Comprehensive Income by linear method throughout the approximate lifetime of each particular of the assets.

#### 5.12 Lease Contract

#### Accounting policy adopted from October 1, 2020 Lease contract - the PAT as a lessee

At the start of the contract, the PAT considers whether it is or includes a lease contract. The contract shall be a lease contract or include a lease contract when the contract offers the right to control the use of such assets for a period of time in exchange of something in return.

The PAT recognized right-to-use assets and debts according to the lease contract on the contract effective date. Right-to-use assets are valuated on costs, comprising total amount of lease debts as initial valuation in the lease contract, adjusted by payment according to the lease contract as of the effective date or before the effective date, initial direct costs, projected cost of lessee related to demolishing and moving reference assets, renovation of the reference asset location, or the activities to maintain the condition of the reference assets less incentives received according to the contract.

Lease liabilities are measured at present value of unpaid lease payment on the effective date, discounted by the interest of the lease contract if the rate can be specified anytime. If the rate is not specified anytime, the PAT shall use the PAT's marginal borrowing rate.

Lease payment included in the debt valuation according to the lease contract comprises of:

• Fixed payment, including fixed payment by content

• Variable payment depending on the index or rate. The initial value measurement is based on the index or rate as of the contract effective date

• Amount expected to be payable under the residual value guarantee

• Purchase price: with reasonable certainty for the PAT to exercise the right to purchase and the price is lease payment expected to be payable during the contract renewal period and

• Fine payment to terminate lease contract in case there is a reasonable certainty that the PAT will terminate the lease contract

The PAT shall measure right-to-use asset valuation by calculating cost less accumulated depreciation and loss from accumulated impairment, and adjusted by the measurement of debt value according to the new lease contract. The PAT shall calculate the right-to-use asset depreciation using the straight-line method from the contract effective date until the end of the right-to-use asset life cycle or the end of the lease contract depending on which date arrives first. However, according to the lease contract, if the reference asset ownership is transferred to the PAT at the end of the contract or if the cost of the right-to-use asset reflects that the PAT will exercise the purchase price, the PAT shall calculate asset depreciation from the effective date of the lease contract until the end of the right-to-use asset. The right-to-use asset use life is calculated based on the same principle used for considering the use life of land, building and equipment.

Liabilities according to the lease contract shall be reevaluated when there is changes in the amount expected to be payable in the future, which may result from the following changes:

- Changes in index or rate used for determining such payment
- Changes in the amount expected to be payable under the residual value guarantee

• The PAT changed right-to-purchase, right to renew contract and right to cancel the lease agreement.

When lease liabilities are revaluated to reflect the payment changes, the PAT shall recognize the amount of lease liabilities under the new lease contract by updating the right-to-use assets. In case the book value of the right-to-use asset is zero, and the value continues to decrease further from the new lease liability amount, the PAT shall recognize the balance of the revaluated value in profit or loss.

#### Short-term lease contract and lease contract of low-value assets

The PAT may choose not to recognize the right-to-use assets and lease liabilities for the short-term lease contract with 12-month period or less, or lease contract of reference assets with low value. The PAT shall recognize the payment of the lease contract as expenses using straight line calculation method throughout the contract period.

#### Lease contract - PAT as the lessor

The PAT shall consider at the beginning whether it is the financial or operating lease contract. In categorizing the contract, the PAT shall consider if the contract transfers almost all the risks and returns of the reference assets that the owner shall receive. If this is the case, such contract is considered as a financial lease contract. If not, it shall be considered as an operating lease contract.

Leased assets under financial lease contract is recorded as financial lease account receivables at present value of the payment under the contract. The difference between the total preliminary receivables and the present value of account receivables is recorded as accrued financial income. Income from long-term lease contract is recognized throughout the contract period using net investment method which reflects fixed returns in all installment payment. Initial direct cost included in the financial lease receivable valuation is gradually recognized as a reduction in revenue throughout the contract period.

The lease assets under the operating lease contract is presented in the financial positioning statement under land, building and equipment. The depreciation throughout the asset life is deducted using the same criteria as the land, building and equipment that has similar nature. Lease income (net from incentives paid to the lessee) is recognized using the straight line method throughout the lease period.
#### 5.13 Employee's Benefits

The obligations of the PAT and benefits for the employee are recognized and measured for the benefits of employee in each category as follows:

1. Short-term benefits for employees: the PAT acknowledges the debts and expenses from the annual leave being carried forward to the next year by recognizing the cost price, which is expected to carry forward the annual leave without updating of the discount rate.

2. Long-term benefits for employees

2.1 Post-retirement benefits programs

2.1.1 Retirement compensation and medical coverage after retirement program by using the estimation techniques based on the Actuarial Science and calculating the benefits to determine the present value of the obligations, current service cost, past service cost by recognizing as the liabilities in the Statement of Financial Position and the expenses in Statement of Comprehensive Income. Any profit and loss from the estimation based on the Actuarial Science Principle are considered as the costs in the Statement of Comprehensive Income immediately.

2.1.2 Contribution funds according to the Project of Employee's Post-Retirement Benefits are provided by the PAT in 2 conditions:

- Aid Fund: the PAT pays the contribution in the certain amount in the fund established by PAT without separation as the juristic person from the PAT and additional amount equal to the obligations of the Employee's Post-Retirement Benefits by using the estimation techniques based on the Actuarial Science and calculating the benefits to determine the current value of the obligations for the pension and succeeded pension in 30 times of the current service cost and past service cost by recognizing as the liabilities in the Financial Statements and the expenses in Statement of Comprehensive Income promptly.

- Provident Fund: the PAT pays the contribution in certain amount separately and has no legally binding or obligation of payment of additional contribution. The obligations of the contribution in the project shall be recognized as the employee's cost in the Statement of Comprehensive Income during the period of employment at the PAT.

The PAT registered the PAT Provident Fund, with registration No. 4/2548, and became effective on June 7, 2005 as a juristic person with the objectives of promoting savings and providing security for member employees and their families in case of death, retirement, or resignation from the Fund. The Fund opened for membership application on July 1, 2005. The PAT Board of Commissioners' resolution No. 14/2548 dated November 25, 2005 approved the additional member application to the Fund starting from December 1, 2005. Both groups of applicants received additional monthly contribution at a fixed rate of 10% of their salary in the application month until the last day of their membership. The members are also eligible for additional capital and additional contribution based on salary in the fiscal year 2006. According to the Provident Fund's Provisions, members can choose to contribute at 5%, 10%, 12%, or 15% of their monthly salary to the Fund and the PAT will contribute between 5% - 12% of the employee's salary depending on their employment period.

2.1.3 Severance benefits upon termination shows the PAT intention to be clearly obliged and has no intention to terminate the project. Details on the termination prior to the original retirement date or encouragement of voluntary early-retirement have been clearly specified. The severance benefit is recognized as an expense when the PAT offers the benefit for voluntary resignation and its offer is likely to be accepted with a reasonably estimated number of acceptance. The cash flow is depreciated if the period of benefit payment exceeds 12 months from the date of reporting named as Early Retirement Project.

2.2 Other long-term benefits are estimated based on the Actuarial Science and calculating the benefits to determine the present value of the obligation, current service cost, past service cost by recognizing them as the liabilities in the Statement of Financial Position and the expenses in Statement of Comprehensive Income. Any profit and loss from the estimation based on the Actuarial Science are recognized as the costs in the Statement of Comprehensive Income immediately, i.e. remuneration for 15/25 years of services and welfare in case of disability or death in service.

#### 5.14 Provisions

Provisions shall be recognized when the PAT has the liabilities according to the law or from the estimation as a result of the past event and it is highly possible that the PAT shall lose economic benefits to pay for the aforementioned liabilities and based on the reliable estimation of the payable amount.

#### 5.15 Depreciation of the Assets

The accounting value of the PAT's assets is reviewed on every reporting date that the depreciation is indicated. In case of indication, the PAT would have estimated the value of the assets expected to be recovered. The loss from the depreciation is recognized when the accounting value of the asset is higher than the expected value to be recovered from the depreciation and recorded as expense in the reporting period.

#### Calculation of the value expected to be recovered

Expected value to be recovered means the value from use of the assets or fair value of the assets, after deducting the sale cost, whichever is higher. On assessment of the value from use of the assets, the estimation of the cash flow to be received in the future shall be calculated in the current value to reflect the assessable value in the current market, which varies upon the time and risk against the asset. For the asset, which does not cause the cash flow independently from other assets, shall consider the expected value to be recovered together with the asset unit causing the cash, which the asset relates to.

#### Reversion of the Depreciation

The loss from the depreciation shall be reversed in the case that the PAT recognizes the loss from depreciation in previous statement is lower or finished, which the PAT has expected the value to be recovered. The loss from depreciation shall be reversed only when the accounting value of the asset does not exceed the accounting value after deduction of the depreciation cost or disposal cost as if the loss from the depreciation were not recorded before.

#### 5.16 Insurance Fund

The Insurance Fund was established in accordance with the Port Authority of Thailand Insurance Fund Regulation, B.E. 2528 (A.D. 1985) by virtue of the section 29 (1) of the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951) with the main objective to insure the assets of the PAT.

Assets and liabilities of the Insurance Fund are shown in the PAT Assets and Liabilities; meanwhile, the fund appeared on inappropriate retained earnings statement, revenues and expenses of the Insurance Fund are recorded as Revenues and Expenses of the PAT.

## 6. Cash and Cash Equivalents consist of the followings:

	Unit	Unit: Million Baht	
	2021	2020	
Cash	105.53	95.85	
Bank deposits			
- Current account	(2.77)	(13.01)	
- Saving account	6,878.79	4,259.16	
- Non-refundable 3-month fixed deposit	0.02	3,371.07	
Total	6,981.57	7,713.07	

Out of the total amount of cash and cash equivalents of 6,981.57 million Baht, the amount of 6,694.92 million Baht belongs to the PAT, 280.15 million Baht belongs to the Provident Fund, and 6.50 million Baht belongs to the Insurance Fund.

## 7. Account Receivables consist of the followings:

	Unit: Million Baht	
	2021	2020
Trade Account Receivables	793.29	622.86
Contact Assets	549.93	427.55
Less Allowance for Credit Loss	(241.88)	(257.22)
Trade Account Receivables - Net	1,101.34	793.19

Trade account receivables and or Contact Asset are categorized based on the debt aging as follows:

	Unit: Million Baht	
	2021	2020
Debt		
Contact Assets	549.93	427.55
Undue - Over 3 months	460.39	364.01
Over 3 months - 6 months past due	83.00	1.52
Over 6 months - 1 year past due	16.53	3.49
Over 1 year past due	233.37	253.84
Total	1,343.22	1,050.41

Credit loss totaled 241.88 million Baht comprises account receivables of port tariff at 207.04 million Baht, land rental, building rental, electricity and water supply of 34.47 million Baht, and port due insurance of 0.37 million Baht.

# 8. Other Account Receivables consist of the followings:

	Unit: Million Baht	
	2021	2020
Advanced Loan	1.10	0.05
Claim	0.15	0.15
Land and Building Tax	11.10	-
Miscellaneous	2.60	2.66
Total	14.95	2.86
Less Allowance for credit loss	(2.43)	(2.44)
Other Account Receivables - Net	12.52	0.42

## 9. Inventories consist of the followings:

	Unit: Million Baht	
	2021	2020
Handling Equipment Parts	120.96	128.34
Vessel Parts	0.87	2.75
Electrical and Phone Equipment	5.54	5.21
Building Repair Materials	2.67	2.62
Fuel and Lubricant	6.84	6.60
Stationery and Consumable Supplies	5.88	5.76
Waterworks Equipment and Sanitation	1.06	1.02
Car and Mechanical Parts	0.17	0.10
Handling Equipment Parts - Regional Ports	2.63	2.68
Medicine and Medical Supply Cost	6.28	4.92
Others	10.60	7.75
Total	163.50	167.75
Less Inventory Obsolescence Reserve	(105.32)	(90.04)
Total	58.18	77.71

In 2021, the PAT has reversed the allowance for Inventory Obsolescence Reserve of 1.89 million Baht resulting from a requisition. This year, the PAT has set allowance for inventory obsolescence reserve at 17.17 million Baht.

### 10. Other Current Assets consist of the followings:

	Unit: Million Bah	
	2021	2020
Accrued Bank Interest Receivable	14.32	13.73
Prepaid Expense	10.43	5.68
Deposit	0.53	0.53
Undue Input-Tax	35.10	164.57
Revenue Department receivable	13.05	-
Other Current Assets	0.41	0.09
Total	73.84	184.60

## 11. Other Current Financial Assets consist of the followings:

	U	Unit: Million Baht	
	2021	2020	
Over 3-month fixed deposit			
- Refundable	0.30	0.30	
- None-refundable	2,702.39	10.32	
Total	2,702.69	10.62	

The refundable over-3 month fixed deposit totals 0.30 million Baht was used for an electricity guarantee. The non-refundable over-3 month fixed deposit totals 2,702.39 million Baht belongs entirely to the Bangkok Port's deposit of 10.41 million Baht and the Insurance Fund's deposit of 2,691.98 million Baht.

## 12. Undue Employee Aid Fund Debtors are as follows:

	Unit: Million Baht	
	2021	2020
General Loan	47.06	69.64
Housing Loan	1.83	2.31
Vehicle Loan	0.04	0.06
Special Loan	13.02	14.82
Total	61.95	86.83
Less Allowance for credit loss	(1.74)	(2.18)
Undue Aid Fund Debtors	60.21	84.65

As of September 30, 2021, allowance for credit loss of doubtful debt of the Employee Aids Fund that may cause damage according to the preset criteria was 1.74 million Baht.

# 13. Income From the Pending Rent consist of the followings:

	Unit: Million Baht	
	2021	2020
Bring Forward	17,012.17	17,091.84
Plus Income based on the linear method	3,177.60	3,509.11
Less Payment received based on the contracts	(3,287.15)	(3,588.78)
Amount Carried Forward	16,902.62	17,012.17

The PAT has 55 contracts with a period of over 10 years as follows:

Bangkok Port L	Total	
(Contracts)	(Contracts)	
4	39	43
-	12	12
4	51	55
	(Contracts)	4 39 - 12

# 14. Investment Properties consist of the followings:

			Unit: Million Baht	
	In	Investment Properties		
	Land	Building	Total	
Cost Price				
As of October 1, 2020	296.92	13,869.82	14,166.74	
Less Sale	-	(175.64)	(175.64)	
Less Transfer	(0.13)	-	(0.13)	
As of September 30, 2021	296.79	13,694.18	13,990.97	
Accumulated Depreciation				
As of October 1, 2020	-	8,914.14	8,914.14	
<u>Plus</u> Depreciation for the year	-	344.47	344.47	
Less Sale	-	(129.69)	(129.69)	
As of September 30, 2021	-	9,128.92	9,128.92	
Book Value - Net				
As of October 1, 2020	296.92	4,955.68	5,252.60	
As of September 30, 2021	296.79	4,565.26	4,862.05	

Depreciation of investment properties for the year was 344.47 million Baht, including 16.08 million Baht of depreciation of donated assets.

#### Investment Properties as of September 30, 2021 are as follows:

Unit: Million Baht

	Accounting Value as of September 30, 2021			
	Investment Properties			
	Capital	Cumulative	Price Based	
Port Authority of Thailand		Depreciation Cost	on the Net Account	
Land occupied by the PAT for earning				
the revenue from rental fee and future				
price increase				
Bangkok Port				
Empty land under the land lease contract	15,984,868.67	-	15,984,868.67	
Laem Chabang Port				
Empty land under the land lease contract	231,819,739.61	-	231,819,739.61	
Land of the Housing Authority/Accommodation	20,168,283.63	-	20,168,283.63	
	251,988,023.24	-	251,988,023.24	
Empty land	28,818,347.62	-	28,818,347.62	
Total land value	296,791,239.53	-	296,791,239.53	
Leased building group under the lease and operating contract				
Bangkok Port				
Commercial buildings and community flats	805,906,572.67	(648,399,163.34)	157,507,409.33	
In-transit warehouse building	16,200,833.75	(16,198,447.76)	2,385.99	
Office building	31,545,892.97	(21,571,617.39)	9,974,275.58	
	853,653,299.39	(686,169,228.49)	167,484,070.90	
Laem Chabang Port				
Building on the leased areas	12,840,526,411.96	(8,442,748,661.39)	4,397,777,750.57	
Total buildings and structures value	13,694,179,711.35	(9,128,917,889.88)	4,565,261,821.47	
Total	13,990,970,950.88	(9,128,917,889.88)	4,862,053,061.00	

Investment Properties of the PAT consist of the followings:

Lands in the total areas of 4,263.37 rais are held by the PAT for the revenues from the rents and the increments of the price in the future. 676.57 rais of land is located at Bangkok Port and 3,586.80 rais at Laem Chabang Port. They have been leased to the third parties under both short and long term Land Lease Agreements. As of September 30, 2021, the accounting value of such lands was 267.97 million Baht, and the fair value was 41,328.61 million Baht. The value for the land at Bangkok Port was referred to 2017 - 2021 land appraisal price of the Treasury Department. For the land at Laem Chabang Port, the appraisal price was specifically assessed by Provincial Land Office for Laem Chabang Port for 2017 - 2021.

Empty land belonging to the Authority located at Laem Chabang Port totaling 432 rais is not available for services or business operation. As of September 30, 2021, the empty land has an accounting value at 28.82 million Baht and fair value at 432.47 million Baht calculated based on the land assessed value of the Treasury Department for 2017 - 2021.

Unit: Million Baht

Commercial buildings, community flats, office buildings and warehouses in Bangkok Port were leased out to the third parties under the lease contracts. As of September 30, 2021, the cost price of the land was 853.65 million Baht with accounting value of 167.48 million Baht and fair value of 1,900.00 million Baht, which was determined and assessed with the compensation method by considering the depreciation from the physical depreciation, utilization, and depreciation due to the external or economic factors.

Assets; land and building under the lease and operating contracts of 13 berths at Laem Chabang Port were leased out to private berth operators. As of September 30, 2021, the cost price of assets was 12,840.53 million Baht with accounting value of 4,397.78 million Baht and fair value of 55,916.15 million Baht, which was appraised using the Income Method (DCF Technique).

The amount of money which relevant to the investment properties recognized in the Statement of Comprehensive Income consists of the followings:

	Unit	: Million Baht
	2021	2020
Revenue derived from lands, buildings and warehouses rental	1,489.58	1,491.37
Direct operating expenses arising from investment properties rental		
for the year	344.47	345.10

As of September 30, 2020, the PAT has investment properties, that the fair value were disclosed, and measured into three broad levels as follows:

			onn. Ivillion ban
	Level 1	Level 2	Level 3
Investment Properties			
Lands - Held by the PAT for rental	41,328.61		
- Empty land at Laem Chabang Port	432.47		
Commercial buildings, community flats, office buildings			
and Bangkok Port warehouse		1,900.00	
Buildings under the lease and operating contracts			
of 13 berths at Laem Chabang Port			55,916.15

# 15. Land, Plant and Equipment consist of the followings:

							Unin.	
						Other Asset	S	
			Floatable	Handling		Provident	Insurance	-
	Land	Building	Assets	Equipment	PAT's	Fund's	Fund's	Total
Cost Price								
As of October 1, 2020	73.58	9,219.13	7,911.08	10,788.85	4,477.52	0.06	0.04	32,470.26
Purchase	-	0.28	-	1.47	17.95	-	-	19.70
Transfer from assets under								
construction and installation	-	844.70	80.79	49.08	295.78	-	-	1,270.35
Transfer from real estate								
for investment	0.13	-	-	-	-	-	-	0.13
Sales	-	(1.95)	(65.13)	(149.60)	(69.60)	-	-	(286.28)
As of September 30, 2021	73.71	10,062.16	7,926.74	10,689.80	4,721.65	0.06	0.04	33,474.16
Accumulated Depreciation								
As of October 1, 2020	-	4,904.00	4,026.40	7,914.36	3,474.92	0.06	0.04	20,319.78
Depreciation for the year	-	315.30	300.72	448.37	216.59	-	-	1,280.98
Sales	-	(1.72)	(65.13)	(149.60)	(69.38)	-	-	(285.83)
As of September 30, 2021	-	5,217.58	4,261.99	8,213.13	3,622.13	0.06	0.04	21,314.93
Allowance for Depreciation								
As of October 1, 2020	-	-	-	-	0.02	-	-	0.02
Allowance for depreciation								
for the year	-	-	-	-	-	-	-	-
As of September 30, 2021	-	-	-	-	0.02	-	-	0.02
Accounting Value-Net								
As of October 1, 2020	73.58	4,315.13	3,884.68	2,874.49	1,002.58	-	-	12,150.46
As of September 30, 2021	73.71	4,844.58	3,664.75	2,476.67	1,099.50	-	-	12,159.21

For the year ended September 30, 2021, the PAT has depreciation cost for the year at 1,280.98 million Baht. Out of this, the depreciation for the donated assets was 7.88 million Baht.

Unit: Million Baht

#### 16. Assets under Construction and Installation consist of the followings:

				Unit: I	Villion Baht
	2021				2020
	Bring Forward	Increased	Decreased	Carry Forwa	rd Total
Construction work in progress	1,375.37	479.05	(994.44)	859.98	1,375.37
Assets pending in procurement process	133.45	270.51	(245.66)	158.30	133.45
Maintenance work in progress	2.44	101.07	(85.28)	18.23	2.44
Total	1,511.26	850.63	(1,325.38)	1,036.51	1,511.26

For the year ending September 30, 2021, the PAT had additional works of 850.63 million Baht.

### 17. Deferred Debit of Assets of Housing Community Project consist of the followings:

		Unit: Million Baht
	2021	2020
Deferred Debit of Assets of Housing Community Project	333.50	333.50
Less Conversion during the year	0.28	-
Total	333.22	333.50

Deferred Debit of Assets of the Housing Community Project is an expense of Klongtoey's Community Development Project undertaken by the PAT in conjunction with the National Housing Authority. It aim to relocate the 4,200 resident families of slum communities and 600 resident families in Block 7-12 community out of the PAT area in order to develop the area for port business. In this regard, port of the PAT area was allocated for completed the construction of the 1,680 flat units, PAT also provided the empty land plots out side the area of the PAT by purchasing the vacant land at Soi Watcharapol and Nong Chok District Area. This will be recorded as expenses when the residents in Klongtoey move to the new residential projects and the ownership are completely transferred. In 2021, the title deeds of four land plots in Soi Watcharapol, covering 78 sqm., have been transferred. The land price is 3,533.69 Baht per square wa, totaling 275,627.83 Baht.

In the accounting period of the year 2021, there are vacant lands in Soi Watcharaphon that have not been transfered totaled 24-3-47.70 rai or 9,947.70 square meters worth 35.15 million Baht, and in Nong Chock District covering 214 rais which is divided into 2,140 plots with a total value of 298.07 million Baht. However, there has not yet been moving in or ownership transfer.

# **18.** Intangible Assets consist of the followings:

			Unit: Million Baht
Administre	ation Accounting and Human	Licenses of	
	Systems Resources Planning	Other Software Programs	Total
Cost Price			
As of October 1, 2020	82.98	629.68	712.66
Purchase	-	0.08	0.08
Trasferred from assets under			
Construction and installation	-	55.03	55.03
As of September 30, 2021	82.98	684.79	767.77
Accumulated Depreciation Depreciation			
As of October 1, 2020	82.98	452.67	535.65
Amortization	-	43.89	43.89
As of September 30, 2021	82.98	496.56	579.54
Accounting Value - Net			
As of October 1, 2020	-	177.01	177.01
As of September 30, 2021	-	188.23	188.23

In the end of September 30, 2021, the PAT recorded annual amortization of assets at 43.89 million Baht, including the amortization of assets from donation of 0.66 million Baht.

# 19. Other Non-Current Assets consist of the followings:

		Uni	t: Million Baht
	Note	2021	2020
Land Advance Payment	33	2,660.49	2,660.49
Other Advance Payment		2,069.12	2,104.32
Other		9.35	9.35
Total		4,738.96	4,774.16

# 20. Other Payables consist of the followings:

	Unit: Million Bal		
	2021	2020	
Accrued wages and overtime wages	32.53	181.70	
Accrued bonus for commissioners and port personnel	614.94	591.74	
Accrued pension and inherited pension	13.42	4.94	
Accrued Expenses	86.80	87.98	
Land, building and warehouse leasing fee	22.83	25.58	
Profit sharing (Fixed Fee) and additional benefits (Additional Fee)	466.83	449.27	
Automatic port access fee	0.04	0.04	
Other	-	3.45	
Total	1,237.39	1,344.70	

# 21. Accrued Remittance consist of the followings:

	Unit	: Million Baht
	2021	2020
Accrued Remittance		
As of the date of the beginning period	2,091.74	4,015.65
<u>Plus</u> Reserve for Remittance		
- From annual net profit	4,475.00	4,045.28
- Additional reserve from the year 2019	-	4.35
- Additional reserve from the year 2020	-	256.46
Total	6,566.74	8,321.74
Less Remittance submitted to the Ministry of Finance	(4,183.49)	(6,230.00)
As of September 30	2,383.25	2,091.74

As of September 30, 2021, the PAT has reserved 65% or 4,475.00 million Baht from annual net profit for remittance to Treasury.

On May 31, 2021, the PAT paid 1,973.49 million Baht as the first state remittance for Year 2021 and the second remittance on August 24, 2021 of 2,210.00 million Baht.

## 22. Other Current Liabilities consist of the followings:

	U	nit: Million Baht
	2021	2020
Department of Revenue Payable	-	63.71
Deposit and Guarantee	325.05	306.76
Deposit	14.70	13.16
Withholding Tax	5.93	5.06
Deferred Income Tax	47.06	39.21
Withholding Corporate Income Tax	1.59	20.77
Berth Entrepreneur's Payable	1.61	-
Cheques	4.50	53.67
Deposit Land & Building Tax	7.01	8.05
Other Current Liabilities	3.28	1.56
Total	410.73	511.95

## 23. Unrealized Revenue from Donated Assets consist of the followings:

	Ur	nit: Million baht
	2021	2020
Bring Forward	169.79	193.17
Less Revenue Recognition	(23.35)	(23.38)
Balance Forward	146.44	169.79

# 24. Accrued Saving Deposit and Accrued Interest Payable consist of the followings:

				Unit: Million baht
		2021		2020
	Accrued Saving	Accrued Interest		
	Deposit	Payable	Total	Total
Bring Forward	155.69	260.43	416.12	402.94
Plus Augmentation during the Year	11.75	32.29	44.04	46.84
Total	167.44	292.72	460.16	449.78
Less Installment during the Year	(34.13)	(61.27)	(95.40)	(33.66)
Balance Forward	133.31	231.45	364.76	416.12

As of September 30, 2021, accrued saving deposit and accrued interest payable of 364.76 million Baht will be paid by the PAT to employees when they retire or are dismissed.

# 25. Obligations of Employee Benefits

The amount recognized in the Statement of Financial Position as of September 30, 2021 and 2020 are as follows:

	Unit	: Million baht
	2021	2020
1. Employee Short-Term Benefits		
Accumulated Annual Leave Day program	49.34	47.24
2. Employee Long-Term Benefits Obligations		
Employee Post-Retirement Benefits Project		
Retirement Compensation Plan	1,387.92	1,459.39
Aid Fund Project	10,295.06	10,943.61
Medical Coverage Plan after Retirement	4,363.22	4,315.66
Total Obligations of Employee Benefits After Retirement Project	16,046.20	16,718.66
Obligations for Other Long-Term Benefits Project		
Long-Service Rewards	10.90	9.56
Compensation Program for Work-Related Death	57.19	53.56
Total Obligations for Other Long-Term Benefits Project	68.09	63.12
Total Obligations for Employee Benefits	16,163.63	16,829.02
Obligation of Employee Long-Term Benefits		
Net present value of long-term obligation of employee benefits	16,114.29	16,781.78

Changes to the obligations for employee long-term benefits as of September 30, 2021 and 2020 are as follows:

	Ur	nit: Million baht
	2021	2020
Obligations for employee benefits at the beginning of fiscal year on 1 October	16,829.02	17,202.78
Current service cost	350.11	246.71
Interest cost	440.63	446.75
Previous service cost	-	105.87
Actual expenses	(1,456.13)	(1,173.09)
Obligations for employee benefits on the period ending date on 30 September	16,163.63	16,829.02

Expenses recognized in the Statement of Comprehensive Income for the year ending September 30, 2021 and 2020 are as follows:

	Unit: Million baht	
	2021	2020
Accumulated Annual Leave Days Program	6.99	6.52
Retirement Compensation Plan	105.49	99.99
Aid Fund Project	253.03	482.80
Medical Coverage Plan after Retirement	236.03	202.13
Long-Service Rewards Project	1.81	2.13
Compensation Program for Work-Related Death	5.67	5.76
Early Retirement Special Compensation Project	181.72	-
Total Expenses Recognized in the Statement of Comprehensive Income	790.74	799.33

Main assumptions of the estimation based on the Actuarial Science Principles are as follows:

	2021	2020
	percentage	percentage
Discount Rate		
Retirement Compensation Plan	2.03	2.03
Aid Fund Project	2.40 and 3.40	2.40 and 3.40
Medical Coverage after Retirement	2.40 and 3.40	2.40 and 3.40
Long-Service Rewards Project	2.03	2.03
Compensation Program for Work-Related Death	2.03 and 2.40	2.03 and 2.40
Increasing Rate of the Future Salary (Average)	7.12	7.12
Gold Price Trend Rate	3.85	3.85
Medical Cost Growth Rate	8.00	8.00
Turnover Rate of Employees		
Aged 0 - 20 years	-	-
Aged 21 - 30 years	1.30	1.30
Aged 31 - 40 years	1.05	1.05
Aged 41 - 50 years	0.30	0.30
Aged 51 - 60 years	-	-

Assumptions relating to the death refer to the Mortality Table, B.E. 2560 (A.D. 2017), as the statistical data being generally propagated and announced by the Office of Insurance Commission.

Sensitivity analysis of the main assumptions of the estimation based on the Actuarial Science Principles are as follows:

			Impact on Ol	oligation of the	e Employee Be	enefits Projects
	Assun	nption	Incre	asing	Decre	easing
	Cha	Changes		Assumptions		nptions
	2021	2020	2021	2020	2021	2020
	Percentage	Percentage	Million Baht	Million Baht	Million Baht	Million Baht
Mortality Rates of Beneficiary	20	20	(2.78)	(2.58)	3.35	3.11
Mortality Rates	20	20	(1,426.78)	(1,378.75)	1,890.75	1,827.20
Employee Turnover Rates	1	1	(562.68)	(522.83)	48.92	42.77
Workplace Mortality Rates	0.0001	0.0001	19.17	16.78	(19.34)	(16.93)
Discount Rates	1	1	(1,621.43)	(1,683.67)	1,955.33	2,035.29
Salary Increase Rates	1	1	410.94	381.04	(585.25)	(543.79)
Medical Expense Trend Rates	1	1	790.69	756.72	(646.63)	(616.92)
Gold Price Trend Rates	1	1	1.19	1.02	(1.01)	(0.86)

# 26. Provisions are as follows:

			Unit: Million Baht
	Lawsuit of	Other	
	Overtime Cases	Lawsuits	Total
As of October 1, 2020	20.08	27.36	47.44
Estimate of Increased Liabilities	0.77	5.92	6.69
Estimate of Decreased Liabilities	(20.28)	(1.88)	(22.16)
Payment of Liability Estimate	(0.57)	(6.44)	(7.01)
As of September 30, 2021	-	24.96	24.96

As of September 30, 2021, the PAT recognized the provisions of the two aforementioned lawsuits valued 24.96 million Baht.

Liabilities projected increase of 6.69 million Baht in accounting record as follows:

- Interest rate according to the court rulings on 49 cases, totaling 2.03 million Baht. These include 47 cases related to overtime payment of 0.77 million Baht, and two other cases totaling 1.26 million Baht.

- Liabilities under the compromise agreement of two other cases totaling 2.07 million Baht

- Liabilities according to the court rulings of another case worth 2.59 million Baht

Liabilities projected decrease of 22.16 million Baht in accounting record as follows:

- Reverse the provision of debts in 48 cases worth 22.16 million Baht, including 47 cases related to overtime payment of 20.28 million Baht and another case worth 1.88 million Baht

Settlement of debt provisions of five cases worth 7.01 million Baht, including one case related to overtime payment of 0.57 million Baht and four other cases worth 6.44 million Baht.

## 27. Capital consist of the followings:

	Unit	: Million Baht
	2021	2020
Bangkok Port's Capital		
First Set Capital	97.18	97.18
Sattahip Commercial Port's Operation	117.22	117.22
Economic Development	9.79	9.79
Loan and Interest Paid by the Government	82.08	82.08
The Chao Phraya River Bar's Maintenance Division's Operation	3.24	3.24
	309.51	309.51
Laem Chabang Port's Capital		
Government Budget	6,688.23	6,688.23
Reserve from Exception of Remittance for External Debt	40.00	40.00
Reserve from Economic Structure Adjustment Loan (SAL2)	96.74	96.74
Capital from Transfer of Sattahip Commercial Port's Fixed Assets	100.07	100.07
	6,925.04	6,925.04
Total	7,234.55	7,234.55

# 28. Aid Fund Project consist of the followings:

As of September 30, 2021 and 2020, assets and liabilities of the Fund are as follows:

	Uni	t: Milloin Baht
	2021	2020
Assets		
Cash and Cash Equivalents	280.15	282.18
Related Transactions PAT- Receivables with Obligations	10,339.12	11,002.87
Other Current Assets	0.52	0.24
Debtor Account (Provident Fund)- Undue Payment	60.21	84.65
Total	10,680.00	11,369.94
Liabilities		
Department of Revenue Payable	-	1.41
Other Payables	13.42	6.76
Other Current Liabilities	6.75	2.04
Obligations for Employee Benefits	10,295.06	10,943.61
Accrued Saving Deposit and Accrued Interests	364.77	416.12
Total	10,680.00	11,369.94

For the year ending September 30, 2021 and 2020, the revenues and expenses of the Aid Fund are as follows:

	Unit : Million Bah	
	2021	2020
Revenues		
Bank Deposit Interest	0.46	0.58
Aid Fund's Loan Interest	9.63	11.48
Miscellaneous Revenues	0.02	1.54
Total	10.11	13.60
Expenses		
Savings Deposit Interest	32.30	33.78
Aid Fund's Doubtful Debt	(0.44)	-
Total	31.86	33.78

# 29. Self-Insurance Fund consist of the followings:

As of September 30, 2021 and 2020, assets and liabilities of Self-Insurance Fund are as follows:

	Unit: Million Baht	
	2021	2020
Assets		
Cash and Cash Equivalents	6.50	2,681.53
Other Current Financial Assets	2,691.98	-
Bank Deposit Interest Receivable	1.81	2.29
Total	2,700.29	2,683.82
Liabilities and Self-Insurance Fund		
Self-Insurance Fund	2,683.82	2,644.88
Interim Appropriation Appropriated during the Year	16.47	38.94
Total	2,700.29	2,683.82

For the year ending September 30, 2021 and 2020, the Self-Insurance Fund's revenues and expenses are as follows:

	Unit:	Million Baht
	2021	2020
Revenues		
Interest Income	20.15	42.36
Total	20.15	42.36
Expenses		
Claims	3.68	3.43
Total	3.68	3.43

The Self-Insurance Fund was established in 1985 by virtue of section 29 (1) of the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951), and was set up to provide insurance coverage for the PAT's assets as applying for insurance with an insurance company. The PAT appropriates net profit from its annual operations to the Self-Insurance Fund.

## 30. Other Revenues consist of the followings:

	Unit: Million Baht	
	2021	2020
Revenue from Breach of Contract Penalties	29.67	59.71
Revenue from Donated Assets	25.62	23.38
Miscellaneous Revenues	122.90	50.27
Others	18.24	4.26
Total	196.43	137.62

## 31. Remuneration for Key Executives

The Executive means the executives in the position ranking from Assistant Director General of the PAT or equivalent and higher, including Director of Finance and Accounting Department and the PAT Board of Commissioners, totaling 26 persons.

	Unit: Million Baht	
	2021	2020
Remuneration for Key Executives		
Short-term Benefits	45.99	41.06
Benefits after Retirement	4.62	-
Total	50.61	41.06

## 32. Other Expenses consist of the followings:

	Unit: Million Baht	
	2021	2020
Travelling Expenses - Domestic	3.43	8.70
Travelling Expenses - International	0.03	5.41
Cost of Equipment and Appliances	3.32	3.28
Expenses on Computer System	19.09	20.04
Expenses on Controlled Office Supplies	8.28	18.68
Publication Cost	0.62	0.87
Environmental Research and Development Expenses	29.88	5.78
Expenses on Photocopier Rental and Photocopy	1.32	1.59
Expenses on Auditing	6.50	2.00
Expenses of Marine Pilot Boat Service at Laem Chabang Port	29.09	28.51
Sports Expenses	5.46	18.71
Other Car Rental	12.51	24.48
Fee	3.95	4.59

	2021	2020
Insurance Premium	4.35	4.59
Write-off of Assets in the Housing and Community Project	0.28	-
Entertainment Expenses	10.84	9.73
Association Contribution and Subsidies	42.19	18.50
Donation	67.18	40.01
Cost of Emergency - Flood, Fire Accident, etc.	6.11	6.26
Credit Loss Debtor (Reversing Entries)	(15.34)	3.71
Credit Loss Deferred Income	34.37	-
Compensation for Damages (Reversing Entries)	(17.47)	34.64
Land and Building Tax	17.38	11.86
Miscellaneous Expenses	1.70	1.55
Depreciable Supply Expenses	15.28	4.45
Others	36.53	18.19
Total	326.88	296.13

33. Commitments and Contingent Liabilities consist of the followings:

## Commitments:

1) As of September 30, 2021, the PAT has an obligation of guaranteeing electricity use through a 12-month fixed deposit account at Krungthai Bank of 0.30 million Baht.

2) The Cabinet has passed a resolution on November 12, 1985, permitting the Treasury Department to allow PAT to use state property, registration No. Chor Bor 341, in Thung Sukhla, Si Racha District, Chon Buri. The Cabinet also enacted the Royal Decree on State Property Status Withdrawal and sold the plot to PAT at a more favorable price. The Treasury Department, therefore, permitted the Ministry of Transport to use the area of 755 acres (1,910-0-09 rais) for Laem Chabang Deep Sea Port construction while the royal decree and the sales were under process.

The Treasury Department resolved to correct the area of the state property plot No. Chor Bor 341 from 755 acres (1,910-0-09 rais) to 767 acres (1,941-2-15 rais) (an increase of 12 acres (31-2-06 rais)) after a land survey was conducted to prepare an appendix for the Royal Decree on State Property Status Withdrawal for State Use, especially the state property plot No. Chor Bor 341 in 2003.

Later, the Royal Decree on State Property Status Withdrawal for State Use, B.E. 2548 (A.D. 2005), especially the state property in Thung Sukhla, Si Racha District, Chon Buri, was enforced on an area of 576 acres (1,456-0-83 rais). The withdrawal was not effective on the remaining 192 acres (485-1-32 rais) because a number of locals contended on land right.

The Ministry of Finance agreed to sell the particular plot of state property covering 767 acres (1,941-2-15 rais) at 1.83 million Baht per rai. When considering the 576 acres (1,456-0-83 rais) area to be withdrawn under the royal decree, the total value was 2,660.49 million Baht. PAT was allowed to pay in four installments of 665.12 million Baht for each installment and had to complete the transaction within four years. On June 27, 2019, the PAT has already paid the final installment to the Ministry of Finance.

Unit: Million Baht

On August 7, 2019, representatives from the Treasury Department, Department of Lands, and PAT held a joint meeting to discuss the framework for land title deed issuance for the plot No. Chor Bor 341 in Thung Sukhla, Si Racha District, Chon Buri, covering 576 acres (1,456-0-83 rais) to prepare for sales to the PAT. The meeting resolution is as follows:

1) The Treasury Department's Legal Office worked with PAT in checking whether the area to be withdrawn from state property was involved in lawsuits and under the consideration of civil court or administrative court, as well as the number of total cases. If the Ministry of Finance had to withdraw the status as a state property while the cases were not final, was it possible to do so and what impact on the cases would be.

2) The Treasury Department was assigned to clarify with the Department of Lands whether the area of 576 acres (1,456-0-83 rais), which would be withdrawn from state enterprise and whose legal land rights was transferred and already used by PAT since 1985, was already transferred to PAT according to legal provision. The plot did not have land title deed as required by Land Act and should not be registered for ownership transfer according to the Land Code.

3) Preparing the guideline for action on the plot in case that the status as a state property is withdrawn but the land title deed cannot be applied. In addition, the case is under consideration by the court and shall wait until the case is final.

For the state property plot No. Chor Bor 341 covering 192 acres (485-1-32 rais) whose status as a state property has not yet been withdrawn, the Treasury Department applied for Nor Sor Lor document from the Department of Lands. After the document was obtained, the Treasury Department shall apply for withdrawal of its status as a state property for state use before selling to PAT. While the process was underway, the Treasury Department would collect land use fees from the PAT from the date that the PAT started to occupy and use the land in 1988. The land title deed issuance shall be completed as soon as possible so that the land right would be transferred to PAT in accordance with the Cabinet's resolution.

On October 16, 2020, The PAT issued a letter No. PAT 6025/2924 to follow up on a result from a consultation between the Treasury Department and the Land Department on the transfer of a Ratchaphatsadu land title deed No. Chor Bor 341 in Thung Sukhla, Si Racha District, Chon Buri Province. The land plot mentioned covers 1,456- 0-83 rais of land. Currently, the PAT has not yet received any response from the Treasury Department and November 1, 2021, the management of the PAT resolved to order the Laem Chabang Port to follow up with the Treasury Department on the land transfer.

#### Contingent Liabilities:

As of September 30, 2021, the PAT is involved in 636 legal cases with a total value of 19,449.79 million Baht, details of which are as follows:

1) The PAT was prosecuted for 635 cases with a total value of 2,129.05 million Baht. Details are as follows:

1.1 General cases totaling 15 such cases, with plaintiffs filed lawsuits against the PAT demanding compensation of about 764.87 million Baht (excluding interest). These cases are under court consideration and are not yet final. The PAT has recorded 24.96 million Baht provisions for these cases.

1.2 Overtime payment cases totaled 609 cases with a total value of 1,321.93 million Baht (excluding interest). During 2005 - 2021, PAT employees filed lawsuits against the PAT on breach of Labor Law on compensation on overtime payment, compensation for work on holiday, and overtime payment on holidays. At present the case is under Labor Court trial.

1.3 Cases related to provident fund compensation totaling 11 cases. The plaintiffs filed lawsuits against PAT for a total of 42.25 million Baht (excluding interest). The cases are under court consideration and are not yet final.

2) The PAT is involved in one case where the Arbitrator had a final ruling, demanding the PAT to pay compensation of 1,033.59 million Baht (excluding interest). The party filed a lawsuit against the PAT demanding additional compensation of 16,287.15 million Baht or a total of 17,320.74 million Baht (excluding interest). After receiving the ruling, the PAT submitted a petition to the Administrative Court requesting the revocation of arbitration. The case is under consideration of the Administrativae Court.

# 34. Thai Financial Reporting Standards (TFRS) issued by the Federation of Accounting Professions that the PAT has not implemented before the effective date

#### Effective in the accounting period beginning on or after January 1, 2021

The Federation of Accounting Professions announced the revised financial reporting standards and interpretation of these standards in 2020. These standards shall apply to PAT for an accounting period starting on or after January 1, 2021. The revision of the standards has been made based on key principles as follows: **Revised conceptual framework for financial reporting standards** 

Financial Reporting Standards	Topics
TAS 1	Presentation of Financial Statements
TAS 8	Accounting Policies, Changes in Accounting
	Estimates and Errors
TAS 34	Interim Financial Reporting
TAS 37	Provisions, Contingent Liabilities Assets and
	Contingent Assets
TAS 38	Intangible Assets
TFRS 2	Share-based Payment
TFRS 3	Business Combinations
TFRS 6	Exploration for and Evaluation of Mineral Resources
TSIC 32	Intangible Assets — Web Site Costs
TFRIC 12	Service Concession Arrangements
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments
TFRIC 20	Stripping Costs in the Production Phase
	of a Surface Mine
TFRIC 22	Foreign Currency Transactions and Advance
	Consideration

	Definition of materiality	
	Financial Reporting Standards	Topics
TAS 1		Presentation of Financial Statements
TAS 8		Accounting Policies, Changes in Accounting
		Estimates and Errors
TAS 10		Events after the Reporting Period
TAS 34		Interim Financial Reporting
TAS 37		Provisions, Contingent Liabilities and Contingent Assets
TFRS 3		Business Combinations

Interest Rate Benchmark Reform	
Financial Reporting Standards	Topics
TFRS 7	Financial Instruments: Disclosure
TFRS 9	Financial Instruments

#### Effective in the accounting period beginning on or after January 1, 2022

The Federation of Accounting Professions announced amendments of some Thailand Financial Reporting Standard (TFRS) which will be applied to financial statements for the accounting period starting on or after January 1, 2022. Such TFRS are improved or prepared to match with international financial reporting standards. Most of them are clarification on accounting practice. In some financial reporting standards, the practice is relaxed while offering temporary exemption for standard users.

At present, PAT executives are in the process of assessing the possible impacts from the enforcement of the revised financial reporting standards.

#### 35. Financial Report Approval

The financial statements were approved on December 27, 2021 by the PAT's Director General as authorized by the PAT's Board of Commissioners.



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