

SMART PORT CONNECTING FUTURE







SMART PORT SMART CITY

CONNECTING TECHNOLOGY WITH QUALITY OF LIFE

INCREASING THE POTENTIAL OF BEING A COMMERCIAL CENTER, DEVELOPING THE PORT TOWARDS BEING A SMART CITY FOR BETTER MANAGEMENT

COSCO SHIPPING

REGIONAL HUB CONNECTING EVERY SUCCESS

ENHANCING TRANSPORTATION CAPACITY, STRENGTHENING THE ECONOMY

EMPHASIZING THE ROLE OF THE PORT AS AN IMPORTANT STARTING POINT IN LOGISTICS, DRIVING THE ECONOMY, AND ADOPTING SUPERIOR TECHNOLOGY IN OPERATIONS





CREATING INNOVATIONS FOR SUSTAINABILITY TO A NEW DIMENSION OF THE LOGISTICS INDUSTRY





GREEN PORT

AIMING TO BE A WORLD-CLASS, STATE-OF-THE-ART PORT,

STAYING AHEAD OF ALL TRANSPORTATION, REDUCING ENVIRONMENTAL IMPACT FOR THE FUTURE AND GROWTH OF THE BUSINESS



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TYPE OF BUSINESS/NATURE OF BUSINESS

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 (1951), PAT is the main maritime transport organization with key responsibilities of receiving ships and cargo, dredging and maintaining water channels and basins, control the loading and unloading of cargo, lifting, moving, storing, and delivering cargo to the cargo owners. PAT also plays a major role in supporting economic development, trade, and enhancing the country's competitiveness in the global trade arena. The objectives of PAT establishment according to the Port Authority of Thailand Act, B.E. 2494 (1951), Section 6 are as follows:

- 1) Taking over port businesses from Bangkok Port Office under the Transport Department, Ministry of Transport.
- 2) Operating and promoting port businesses for the benefits of the state and the people.
- 3) Carrying out other businesses related to port operations.

In addition, the Port Authority of Thailand has the authority and duty within the scope of the objectives specified in Section 6 and has the authority to carry out operations including:

- (1) To build, purchase, procure, sell, rent, lease, and operate activities related to port services and facilities.
- (2) To purchase, procure, rent, lease, hold ownership, occupy, sell or operate activities related to movable property 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 for port business.
- (6) To dredge and maintain water channel within the 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 a limited company or public limited company to operate port and other businesses within the scope of the objectives of Port Authority of Thailand. Such limited company or public limited company shall not be held by an alien under the law governing foreign business more than forty-nine percent of the registered capital of that company.
- (11) To enter into business with other persons or hold shares in limited company or public limited company for the benefit of the Port Authority of Thailand's business.





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VISION

TO BE WORLD-CLASS PORT WITH EXCELLENT LOGISTICS SERVICES FOR SUSTAINABLE GROWTH IN 2030

STRATEGIC POSITIONING OF THE PORTS UNDER PAT'S RESPONSIBILITY:



BANGKOK PORT To be a world-class river port, creates added value, promotes trade and investment, and support SMEs.



LAEM CHABANG PORT To be a world-class port that seamlessly connects logistics networks to global trade.



CHIANG SAEN COMMERCIAL PORT/ CHIANG KHONG PORT To be a port that support trade and transportation links in the Mekong sub-region.



RANONG PORT Transportation on the Andaman sea side



Developing port services and infrastructure to meet world-class standards to support and be a mechanism to drive the economic system and promote the country's competitiveness.



Developing towards Intermodal Transport Hub connecting cargo networks and logistics system both domestically and regionally.



Maximizing asset utilization to generate added value to business and gain proper rate of return ensuring the organizational growth.



Developing into a high-performance organization to support excellent services and operations.



Building confidence and acceptance from stakeholders and surrounding communities on port operations and their important role in national development to create sustainable growth and livelihoods.

– i II MISSION



CORE VALUE





Operate with good governance and meet international standards (Operate with responsibility and sense of duty with transparency and integrity and perform to meet international standards)



MASTERY

Work as professionally as a high-performance organization (Perform the work with knowledge and competence with dedication and do the best to achieve high quality results while focusing on self-improvement to continuously improve work efficiency)



AGILITY

Embracing change by creating innovation (Be ready to adapt to the changing processes and ways of working according to the changing environment efficiently and be able to take the initiative to innovate to develop and apply in the work to create value for the organization)



RESPONSIBILITY

Social and stakeholders' responsibility (Operate with consciousness and be responsible for duties, organizations, society, environment, and country)



TEAMWORK

Commitment to collaboration (Collaborate with respect and trust and brainstorm rational opinions to achieve the organization's goals efficiently)

LINKAGE OF VISION, MISSION, AND STRATEGIC OBJECTIVES

VISION

To be World-Class Port with Excellent Logistics Services for Sustainable Growth in 2030 1. Developing port services and infrastructure to meet world-class standards to support and be a mechanism to drive the economic system and promote the country's competitiveness. **MISSION** 2. Developing towards Intermodal Transport Hub connecting cargo networks and logistics system both domestically and regionally. 3. Maximizing asset utilization to generate added value to business and gain proper rate of return ensuring the organizational growth. 4. Developing into a high-performance organization to support excellent services and operations. 5. Building confidence and acceptance from stakeholders and surrounding communities on port operations and their important role in national development to create sustainable growth and livelihoods. Short-term (2023-2024) Medium-term (2025-2027) Long-term (2028-2030) Improve infrastructure and standardized Enhance organizational capability Create a competitive advantage through organizational management and with digital technology and quality collaboration with partners through manage assets and expenses efficiently. standards in all dimensions. asset management and innovation. SO1 Upgrade the port to meet world-class standards. \$1.1 Develop infrastructure/port management system to meet world-class standards. SO2 Enhance service capabilities with digital technology and innovation. Strategies \$2.1 Provide customer-oriented and user-oriented services. \$2.2 Maintain/expand business partners to increase the competitiveness of the organization. \$2.3 Develop cargo network connectivity and logistics systems. \$2.4 Adjust processes with digital technology and innovation. SO3 Create strategic opportunities through efficient asset and investment management. \$3.1 Seek opportunities to use assets and invest in commercial businesses. SO4 Enhance organizational management efficiency to support sustainable growth. S4.1 Review and update rules and regulations to be in accordance with the operational and competitive context. \$4.2 Create a quality organizational structure and human resources for sustainable growth. \$4.3 Develop participatory operations for sustainable growth. Value CC1: Ability to connect marine transportation system with other modes of transportation comprehensively. CC2: (Short-term future): Ability to manage assets and investments through commercial exploitation.

SMART pat : standard, mastery, agility, responsibility, teamwork

MESSAGE FROM THE MANAGEMENT

LAEM CHABANG

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IMPROVING OPERATIONS AND SERVICE MODELS BY ADOPTING TECHNOLOGY AND INNOVATION TO ACHIEVE SUSTAINABLE DEVELOPMENT AND GROWTH,

as well as enhancing its capability and standard level as a leading world-class port, and reducing logistics cost to help increase the country's competitiveness.





MESSAGE FROM THE CHAIRMAN OF THE PAT BOARD OF COMMISSIONERS

As a state enterprise under the Ministry of Transport, the Port Authority of Thailand (PAT) plays an important role in driving the country's economic system and ensuring connection of international and domestic cargo transportation in accordance with policies of the government and the Ministry of Transport with the responsibility to manage and develop its ports to be ready to provide efficient services that are satisfactory and acceptable to port users, and upgrade itself to become one of the world's leading ports and a maritime transport hub that concretely links transportation networks.

In the fiscal year 2023, logistics industry was growing and developing rapidly. To support the goal of reducing logistics costs and creating national competitiveness, PAT has a policy to improve its services and infrastructure to meet the international standards and to become an Intermodal Transport Hub linking cargo transportation networks and logistics systems both domestically and internationally; develop efficient logistics services that are satisfactory and acceptable to port users; manage assets for maximum benefits, as well as create added value and appropriate returns for PAT's business.

Meanwhile, the PAT Board of Commissioners has placed importance on good corporate governance by establishing policies that focus on managing organization with good governance, improving operations and service models by adopting technology and innovation to achieve sustainable development and growth, as well as enhancing its capability and standard level as a leading world-class port, and reducing logistics cost to help increase the country's competitiveness.

Finally, the PAT Board of Commissioners would like to extend sincere appreciation to all port users and stakeholders for their continued support of the PAT's operations. In addition, I would also like to thank all executives and employees who performed their duties perfectly to achieve the objectives of PAT, and look forward to your continued cooperation.

Parinya Saengsuwan (Mr. Parinya Saengsuwan) The Chairman of the PAT Board of Commissioners

PAT HAS GIVEN PRIORITY TO ITS EMPLOYEES WITH REGARD TO THE WELFARE AND SAFETY AND RECOGNIZED THE IMPORTANCE OF BUILDING CONFIDENCE AMONG USERS.

PAT's employees have contributed to the development of the organization to meet ISO 22301, resulting in the highest turnover and profit in 72 years



MESSAGE FROM THE DIRECTOR GENERAL OF THE PORT AUTHORITY OF THAILAND

The Port Authority of Thailand (PAT), as the country's main state enterprise operating in maritime transportation business, has been operating, developing, and growing for 72 years. The PAT has accumulated experience, expertise in maritime transportation and remain committed to develop in every aspect to achieve the vision of "To be World-Class Port with Excellent Logistics Services for Sustainable Growth in 2030".

In 2023, the PAT has accelerated the development of various projects to increase service capacity, connect cargo networks and reduce logistics costs, and to promote the country's economic potential in the global trade arena. This included the development of the Semi-Automated Container Terminal at Bangkok Port's west guay, the Laem Chabang Port Phase 3 Development Project, the Single Rail Transfer Operator (SRTO) Development Project at Laem Chabang Port, and the Infrastructure and Service Capacity Development Project at Ranong Port for Andaman Sea routes. There were also a project to develop an area for the establishment of Bangkok Port Free Zone and the Dry Port Project in Khon Kaen Province which were concrete projects that develop the PAT's market potential and also create value for port users.

I am proud that all executives at all levels and PAT's employees have contributed to the development of the organization to meet ISO 22301; the standards of the business continuity management system, resulting in the highest turnover and profit in 72 years. All this was due to the cooperation of all sectors. This year, the PAT received the "Outstanding Labor Relations" and "Honor Organization" Awards, both of which are due to the fact that the PAT has given priority to its employees with regard to the welfare and safety and recognized the importance of building confidence among users by providing opportunity for stakeholders to express their opinions and engaged in many activities. The PAT has managed the organization based on morality and ethics principles along with the employees' commitment to work in accordance with SMART values. The PAT has also driven the organization creatively with innovation towards Smart Port and Green Port, conserving the environment for a good quality of life for Thai and global society and being an organization with sustainable growth.

In conclusion, I would like to express my sincere gratitude to all executives, employees, and all groups of stakeholders for their cooperation and support in the implementation of policies and projects to achieve the goals effectively, resulting in positive and beneficial effect on the public and the nation forever.

Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General of the Port Authority of Thailand

PAT BOARD OF COMMISSIONERS POLICY FOR THE FISCAL YEAR 2024

PAT focuses on managing with good governance and transparency, developing its operations and service models by adopting technology and innovation to achieve sustainable development and growth, as well as enhancing capacity and raising overall standards of the organization to be equivalent to the world's leading ports, and reducing logistics costs to enhance the country's competitiveness. Significant development approaches are to:

- Manage and supervise operations to be accurate, transparent, and accountable under good corporate governance principles in accordance with international standards and able to manage corporate risks.
- Develop and expand infrastructure capability and service models to support the country's economic growth in accordance with government's policies.
- Support and promote multimodal transport, as well as expedite, follow up, and collaborate with relevant agencies to ensure that transit and transshipment of goods can be carried out in a concrete way.
- Develop regional ports to be key mechanisms for supporting cargo transportation linking between major ports and other ports in the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC) and Greater Mekong Subregion (GMS) as well as seeking additional business opportunities to generate revenue or reduce overall operating expenses.
- Develop ports with digital technology and innovations in all functions (Digital Transformation) to upgrade the port to a Smart Port, increasing the capacity of the organization to respond to the needs and expectations of port users and relevant stakeholders in a timely manner.
- Focus on business/service development, new business models, including property management to generate income and added value for the organization
- Develop human resources' capacity to be proactive and competent in performing legal tasks, procurement and contract management to accommodate changes and business competition.
- Develop and build cooperation with all groups of stakeholders comprehensively to ensure that all aspects of the organization's operations are accepted and supported continuously.
- Give importance to sustainable port development by operating with awareness of potential impacts on the economy, society, community and environment so that we can grow together sustainably in the future.

Parinya Saengsuwan (Mr. Parinya Saengsuwan) Chairman of the PAT Board of Commissioners



THE PAT BOARD OF COMMISSIONERS FOR THE FISCAL YEAR 2023

(Tenure: 25 April -30 September 2023)



MR. PARINYA SAENGSUWAN Chairman

Age 60 years Date of Birth 24 September 1963

Current Position

Director General, Department of Airports

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Director, S.R.T. Electrified Train Company Limited during 20 January 2022 30 September 2023
- Director, Suvarnabhumi Airport Hotel Company Limited during 30 August 2022 25 January 2023

Educational Background

- Master of Engineering (Civil Engineering), Chulalongkorn University
- Bachelor of Engineering (Civil Engineering), Chiang Mai University

Training

- The Civil Service Executive Development Program: Visionary and Moral Leadership (Class 77), Office of the Civil Service Commission (During 20 December 2012 - 25 April 2013)
- Diploma, National Defence Course (Class 58/2015), National Defence College, National Defence Studies Institute

Work Experience

- Chairman of the Supervisory Committee for the Hydrant Aviation Fuel Pipeline Transportation System Project at Suvarnabhumi Airport (30 March 2021-30 September 2023)
- Chairman of the Supervisory Committee for the Into-Plane Aviation Fuel Service System Project at the Suvarnabhumi Airport (30 March 2021-30 September 2023)
- Inspector General, Ministry of Transport
- (February 2021 October 2021)
- Chief Engineer, Professional Consultant in Civil Engineering (Construction), Civil Engineer (Advisory Level), Department of Highways, Ministry of Transport (January 2017 - February 2021)
- Director, Office of Highways 3 (Sakon Nakhon), Department of
- Highways, Ministry of Transport (December 2010 January 2017)Director, Inter-City Motorway Division, Department of Highways,
- Ministry of Transport (January 2008 December 2010)

Knowledge/Expertise

- Civil Engineering (Construction Supervision)
- Transportation and Logistics

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

- Transportation and Logistics

Remark: Information from the Director's Pool for State Enterprises in the fiscal year 2020 (Rev.1)

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





MR. KRICHTHEP SIMLEE

COMMISSIONER Age 64 years Date of Birth 26 June 1959

Current Position Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Director, the Airports of Thailand Public Company Limited
- Member of the Civil Aviation Board

Educational Background

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

Training

- Risk Management Program for Corporate Leaders (Class 25/2021), Thai Institute of Directors (IOD)
- Diploma, Director Accreditation Program (DAP) (Class 149/2018), Thai Institute of Directors (IOD)
- Diploma, Ethical Leadership Program (ELP), Thai Institute of Directors (IOD)
- Senior Administration Program (Class 54/2010), Damrong Rajanupab Institute, Interior College, Office of the Permanent Secretary for Interior
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 9/2009), King Prajadhipok's Institute
- Middle-level Executive Training Program (Class 6/1998), Department of Public Works and Town & Country Planning
- Diploma, National Defence Course (Class 53), National Defence College, National Defence Studies Institute
- Study Visit Program on Design and Maintenance of Overpass and Underpass, Norway (1996)
- Middle-level Executive Training Program (Class 18/1990), Department of Public Works and Town & Country Planning

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 the 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 PAT None



POL. LT. GEN. JAROENVIT SRIVANIT COMMISSIONER Age 63 years Date of Birth 6 September 1960

Current Position Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

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

Training

- Certificate, the Executives Program in Energy Literacy for a Sustainable Future, (Class 17/2023), Thailand Energy Academy (TEA)
- Diploma, Director Accreditation Program (DAP) (Class 186/2021), Thai Institute of Directors (IOD)
- 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)

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





MR. CHANIN KANHIRUN COMMISSIONER Age 64 years Date of Birth 16 August 1959

Current Position

Head of the Phattana Nititham Law Office

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Board of Commissioners, the Civil Aviation Authority of Thailand
- Vice Chairman of the Audit Committee, the Civil Aviation Authority of Thailand
- Chairman of the Law, Legal case, and Contracts Submittee, the Civil Aviation Authority of Thailand
- Chairman of the Director General Performance Appraisal Subcommittee, the Civil Aviation Authority of Thailand
- Subcommittee on the Civil Service Subcommission of the Ministry of Transport
- Subcommittee on Agenda Screening for the Civil Aviation Board, Civil Aviation Board
- Member of the Land Transportation Policy Committee, Ministry of Transport
- Member of National Maritime Navigation Line
- Chairman of the Subcommittee on Southern Economic Corridor (Landbridge between the Gulf of Thailand and Andaman Sea) on Public and Private Partnership and Law
- Subcommittee on the Executive Committee, the State Railway of Thailand
- Member of the Appeal Body Club Licensing, Football Association of Thailand, Asian Football Confederation (AFC)

- Chairman of Legal International Management Company Limited
- Chairman of B-E Communication Company Limited
- Chairman of Bangkok Technology Engineer and Business Company Limited
- Legal Counsel, Erawan-Insurance Public Company Limited

Educational Background

- Bachelor of Laws, Ramkhamhaeng University

Training

- Diploma, Super Series "Leadership & Effective Corporate Culture" (Class 3/2022) Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Board Essentials Program (BEP) (Class 1/2022) Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organization (Class 24/2022), King Prajadhipok's Institute
- Diploma, Risk Management Program for Corporate Leaders (Class 25/2021) Thai Institute of Directors (IOD)
- Diploma, Director Accreditation Program (DAP) (Class 188/2021) Thai Institute of Directors (IOD)
- Diploma, Board Nomination & Compensation Program (BNCP) (Class 12/2021) Thai Institute of Directors (IOD)
- 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

- Member of the Sub-committee on Complaints and Disputes Adjudication, Office of the Election Commission of Thailand
- Board of Commissioners, the Civil Aviation Authority of Thailand
- Head of the Phattana Nititham Law Office
- Executive Director of Aber-LIM Company Limited
- Chairman of Bangkok Technology Engineering and Business Company Limited
- Member of the Board of Directors, PEA ENCOM International Company Limited

Knowledge/Expertise

- Laws and Corporate Fraud Auditing
- Information Technology
- Government Procurement and Supplies Management

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

- Laws
- Information Technology
- Other Professional Skills in Government Procurement and Supplies Management

Remark: Information from the Director's Pool for State Enterprises in the fiscal year 2022 (Rev.1)

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

Connected Transactions of PAT Board of Commissioners None

Remark: Appointed as a commissioner, effective from 25 April - 27 September 2023



MR. VUTTIKRAI LEEWIRAPHAN COMMISSIONER Age 57 years Date of Birth 15 September 1966

Current Position

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

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

- Master of Science in Administration (Organizational Policy), Boston University, USA
- Bachelor of Political Science (Public Administration), Chulalongkorn University

Training

- Diploma, Financial Statements for Directors (FSD) Online (DLCP) (Class 45/2022), Thai Institute of Directors (IOD)
- Diploma, Director Leadership Certification Program (DLCP) Online (Class 4/2022), Thai Institute of Directors (IOD)
- Diploma, Role of The Chairman Program (RCP) Online (Class 49/2022), Thai Institute of Directors (IOD)
- Diploma, Director Certification Program (DCP) (Class 295/2020), Thai Institute of Directors (IOD)
- Diploma, e-Government Program for Chief Executive Officer (e-GCEO) (Class 8), Digital Government Development Agency (Public Organization) (DGA)
- 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 Academy
- Certificate, 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
- 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, Ministry of Commerce
- Commercial Advisor, Ministry of Commerce
- Director of the Prince Chandaburi Narunath Institute
- 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 - e-Commerce

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

- Information Technology
- Organization Management
- Human Resource Management

Remark: Information from the Director's Pool for State Enterprises in the fiscal year 2022 (Rev.1)

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





POL. LT. GEN. KRITSADA KANCHANA-ALONGKON COMMISSIONER Age 52 years Date of Birth 31 May 1971

Current Position

Commissioner, Office Attached to the Commissioner General

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

- Master of Social Science (Development Administration), University of Birmingham, United Kingdom
- Master of Business Administration, Sasin Graduate Institute of Business Administration, Chulalongkorn University
- Bachelor of Laws, Sukhothai Thammathirat Open University

Training

- Advanced Police Administration (Class 38/2014), Police College
- FBI National Academy 196th Session (1999), FBI Academy, Quantico Virginia, USA
- Justice Administration Program (1999), The University of Virginia, USA

Work Experience

- Deputy Commissioner of the Immigration Bureau, Royal Thai Police
- Commander, Immigration Division 4, Royal Thai Police
- Commander, International Law Enforcement Academy, Royal Thai Police
- Deputy Commander, Investigation Division Provincial Police Region 1, Royal Thai Police

Knowledge/Expertise

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

- Laws
- Public Administration
- Business Administration

Remark: Information from the Director's Pool for State Enterprises in the fiscal year 2023 (Rev.1)

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



MR. WORAPHOT AIEMRUKSA COMMISSIONER Remark: Appointed as a commissioner, effective from 25 April - 27 September 2023 Age 65 years Date of Birth 13 September 1958

Current Position Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

- Master of Arts (Political Science), Ramkhamhaeng University
- Bachelor of Laws, Ramkhamhaeng University

Training

- Diploma, Super Series "Leadership & Effective Corporate Culture" (Class 3/2022), Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organization (Class 24/2022), King Prajadhipok's Institute
- Professional Executives' Thinking Skills Program (Class 3/2008), the collaboration of Chulabhorn University and Department of Local Administration

- New Public Management Program (2007), Krungthai Bank Public Company Limited
- Mini Master of Public and Private Management (MINI MPPM) (Class 3)
- Program in Public/Private Sector Management Development (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 (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 and Department of Disaster Prevention and Mitigation, Ministry of Interior
- Secretary, Department of Local Administration and 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)

- Laws
- Finance

- Other Professional Skills in Budgeting Work

Remarks: Information from the Director's Pool in the fiscal year State Enterprises for 2022 (Rev.2).

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





MR. WIBOON RATTANAPORNWONG COMMISSIONER Age 63 years Date of Birth 15 September 1960

Current Position

Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Advisor to the Board of Directors, the Public Administration Association of Thailand

Educational Background

- Doctor of Philosophy (Public Administration), School of Management Science, Sukhothai Thammathirat Open University
- Master of Development Administration (Project Management) Graduate School of Public Administration, National Institute of Development Administration
- Graduate Diploma in Public Law, Faculty of Law, Thammasat University
- Bachelor of Law, School of Law, Sukhothai Thammathirat Open University
- Bachelor of Political Science (Public Administration), Faculty of Political Science, Thammasat University

Training

- Diploma, Financial Statements for Director (FSD) (Class 49/ 2023) Thai Institute of Directors (IOD)
- Inspector General Program 2018, Office of the Permanent Secretary, Prime Minister's Office
- Advance Master of Budget Management Program, (Class 3/2015), Budget Bureau
- Senior Administrator Training Course (Class 51/2007), Damrong Rajanubhab Institute, Office of the Permanent Secretary for Interior, Ministry of Interior

Work Experience

- Governor, Office of the Permanent Secretary for Interior, Ministry of Interior
- Inspector General, Office of the Permanent Secretary for Interior
- Deputy Governor, Office of the Permanent Secretary for Interior
- Director, Institute of Administration Development, Department of Provincial Administration, Ministry of Interior
- District Chief, Department of Provincial Administration, Ministry of Interior

Knowledge/Expertise

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

- Laws
- Public Administration
- Corporate Management

Remarks: Information from the Director's Pool for State Enterprises in the fiscal year 2021 (Rev.1)

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



MR. CHIRUTE VISALACHITRA COMMISSIONER Age 58 years Date of Birth 22 August 1965

Current Position

Director General, Department of Land Transport, Ministry of Transport

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- 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 (Political Science), Chulalongkorn University

Training

- Rule of Law for Democracy (Class 11), College of the Constitutional Court
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organization (Class 22/2022), 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
- Chief Inspector General, Ministry of Transport
- Director General, 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)

- Transportation
- Public Administration

Remark: Information from The Director's Pool for State Enterprises in the 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 PAT None





MR. WAROTAI KOSOLPISITKUL COMMISSIONER Age 55 years Date of Birth 18 August 1968

Current position

International Economic Advisor, Fiscal Policy Office, Ministry of Finance

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Member of the Board of Directors and Chairman of the Corporate Governance and Sustainability, Export-Import Bank of Thailand (EXIM)
- Director and Chairman of the Good Corporate Governance Committee, NEP Realty and Industry Public Company Limited

Educational Background

- Doctor of Economics and Social Science, University of Innsbruck, Austria
- Master of Arts (Economics), University of Memphis, USA
- Bachelor of Economics (Monetary Economics and Public Finance), Chulalongkorn University

Training

- Diploma, Advance Audit Committee Program (AACP) (Class 33/2019), Thai Institute of Directors (IOD)
- Diploma, How to Develop a Risk Management Plan (HRP) (Class 17/2018), Thai Institute of Directors (IOD)
- Diploma, Director's Certificate Program (DCP) (Class 242/2017), Thai Institute of Directors (IOD)
- Advanced Insurance Program (Class 8/2018), Office of Insurance Commission
- Senior Executive Program, Capital Market Academy (Class 24/2017)
- CLMVT Bankers' Leadership Program (Class 1/2016), Thai Bankers' Association and Bank of Thailand
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 10/2012), King Prajadhipok's Institute

Work Experience

- Executive Director, Asian Development Bank (ADB)
- Chair of the Development Effectiveness Committee, Asian Development Bank (ADB)
- Former Chair of the Audit Committee, Asian Development Bank (ADB)
- The Vice-Chair of the Human Resources Committee, Asian Development Bank (ADB)
- Fiscal Policy Advisor, Fiscal Policy Office, Ministry of Finance
- Deputy Director General, Fiscal Policy Office, Ministry of Finance
- Director, Bureau of Tax Policy, Fiscal Policy Office, Ministry of Finance

Knowledge/Expertise

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

- Risk Management
- Public Administration
- Economics

Remark: Information from The Director's Pool for State Enterprises in the fiscal year 2023 (Rev.1)

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



THE PAT BOARD OF COMMISSIONERS FOR THE FISCAL YEAR 2023

(Appointment of the Chairman and other members of the PAT Board of Commissioners since 24 December 2019. Term expired on 23 December 2022)



ADM. SOPHON WATTANAMONGKOL CHAIRMAN Age 65 years

Age 65 years Date of Birth 9 October 1958

Current Position

Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Special Advisor to the U-Tapao International Airport and the Eastern Airport City Project (Until 31 October 2022)

Educational Background

- Master of Public Administration, Burapha University
- Bachelor of Science, Royal Thai Naval Academy

Training

- Executive Program in Energy Literacy for a Sustainable Future (Class 16), Thailand Energy Academy
- Director Certification Program (Class 291/2020),
- Thai Institute of Directors (IOD)
- 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, Ministry of Defense
- Chairman of the Advisory Board of the Royal Thai Navy, Ministry of Defense
- Special Advisor of the Royal Thai Navy, Ministry of Defense
- Deputy Chief of Staff of the Royal Thai Navy, Ministry of Defense
- Director of Naval Logistics Department, Royal Thai Navy, Ministry of Defense

Knowledge/Expertise

- Transportation and Logistics

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 PAT None





MR. KRICHTHEP SIMLEE COMMISSIONER

Age 64 years Date of Birth 26 June 1959

Current Position Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Director, the Airports of Thailand Public Company Limited
- Member of the Civil Aviation Board

Educational Background

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

Training

- Risk Management Program for Corporate Leaders (Class 25/2021), Thai Institute of Directors (IOD)
- Diploma, Director Accreditation Program (DAP) (Class 149/2018), Thai Institute of Directors (IOD)
- Diploma, Ethical Leadership Program (ELP), Thai Institute of Directors (IOD)
- Senior Administration Program (Class 54/2010), Damrong Rajanupab Institute, Interior College, Office of the Permanent Secretary for Interior
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 9/2009), King Prajadhipok's Institute
- Middle-level Executive (Class 6/1998), Department of Public Works and Town & Country Planning
- Diploma, National Defence Course (Class 53), National Defence College, National Defence Studies 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

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 the 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 PAT None



POL. LT. GEN. JAROENVIT SRIVANIT COMMISSIONER Age 63 years Date of Birth 6 September 1960

Current Position Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

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

Training

- Certificate, the Executives Program in Energy Literacy for a Sustainable Future, (Class 17/2023), Thailand Energy Academy (TEA)
- Diploma, Director Accreditation Program (DAP) (Class 186/2021), Thai Institute of Directors (IOD)
- 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, Royal Thai Police
- Deputy Commissioner of Provincial Police Region 4, Royal Thai Police
- Commander of Mahasarakham Provincial Police, Provincial Police Region 4, Royal Thai Police
- Deputy Commander of Loei Provincial Police, Provincial Police Region 4, Royal Thai Police

Knowledge/Expertise

- Law Enforcement for Public Order

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 PAT None





MR. CHANIN KANHIRUN COMMISSIONER Age 64 years Date of Birth 16 August 1959

Current Position

Head of the Phattana Nititham Law Office

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- Board of Commissioners, the Civil Aviation Authority of Thailand
- Vice Chairman of the Audit Committee, the Civil Aviation Authority of Thailand
- Chairman of the Law, Legal case, and Contracts Submittee, the Civil Aviation Authority of Thailand
- Chairman of the Director General Performance Appraisal Subcommittee, the Civil Aviation Authority of Thailand
- Subcommittee on the Civil Service Subcommission of the Ministry of Transport
- Subcommittee on Agenda Screening for the Civil Aviation Board, Civil Aviation Board
- Member of the Land Transportation Policy Committee, Ministry of Transport
- Member of National Maritime Navigation Line
- Chairman of the Subcommittee on Southern Economic Corridor (Landbridge between the Gulf of Thailand and Andaman Sea) on Public and Private Partne<u>rship and Law</u>
- Subcommittee on the Executive Committee, the State Railway of Thailand

- Member of the Appeal Body Club Licensing, Football Association of Thailand, Asian Football Confederation (AFC)
- Chairman of Legal International Management Company Limited
- Chairman of B-E Communication Company Limited
- Chairman of Bangkok Technology Engineer and Business Company Limited
- Legal Counsel, Erawan-Insurance Public Company Limited

Educational Background

- Bachelor of Laws, Ramkhamhaeng University

Training

- Diploma, Super Series "Leadership & Effective Corporate Culture" (Class 3/2022) Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Board Essentials Program (BEP) (Class 1/2022) Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organization (Class 24/2022), King Prajadhipok's Institute
- Diploma, Risk Management Program for Corporate Leaders (Class 25/2021) Thai Institute of Directors (IOD)
- Diploma, Director Accreditation Program (DAP) (Class 188/2021) Thai Institute of Directors (IOD)
- Diploma, Board Nomination & Compensation Program (BNCP) (Class 12/2021) Thai Institute of Directors (IOD)
- 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

- Member of the Sub-committee on Complaints and Disputes Adjudication, Office of the Election Commission of Thailand
- Board of Commissioners, the Civil Aviation Authority of Thailand
- Head of the Phattana Nititham Law Office
- Executive Director of Aber-LIM Company Limited
- Chairman of Bangkok Technology Engineering and Business Company Limited
- Member of the Board of Directors, PEA ENCOM International Company Limited

Knowledge/Expertise

- Laws and Corporate Fraud Auditing
- Information Technology
- Government Procurement and Supplies Management

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

- Laws
- Information Technology
- Other Professional Skills in Government Procurement and Supplies Management

Remark: Information from the Director's Pool for State Enterprises in the fiscal year 2022 (Rev.1)

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



MR. VUTTIKRAI LEEWIRAPHAN COMMISSIONER Age 57 years Date of Birth 15 September 1966

Current Position

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

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

- Master of Science in Administration (Organizational Policy), Boston University, USA
- Bachelor of Political Science (Public Administration), Chulalongkorn University

Training

- Diploma, Financial Statements for Directors (FSD) Online (DLCP) (Class 45/2022), Thai Institute of Directors (IOD)
- Diploma, Director Leadership Certification Program (DLCP) Online (Class 4/2022), Thai Institute of Directors (IOD)
- Diploma, Role of The Chairman Program (RCP) Online (Class 49/2022), Thai Institute of Directors (IOD)
- Diploma, Director Certification Program (DCP) (Class 295/2020), Thai Institute of Directors (IOD)
- Diploma, e-Government Program for Chief Executive Officer (e-GCEO) (Class 8), Digital Government Development Agency (Public Organization) (DGA)
- 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 Academy
- Certificate, 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
- 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, Ministry of Commerce
- Commercial Advisor, Ministry of Commerce
- Director of the Prince Chandaburi Narunath Institute
- 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
- e-Commerce

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

- Information Technology
- Organization Management
- Human Resource Management

Remark: Information from the Director's Pool for State Enterprises in the fiscal year 2022 (Rev.1)

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


MR. CHIRUTE VISALACHITRA COMMISSIONER

Age 58 years Date of Birth 22 August 1965

Current Position

Director General, Department of Land Transport, Ministry of Transport

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

- 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 (Political Science), Chulalongkorn University

Training

- Rule of Law for Democracy (Class 11),
- College of the Constitutional Court
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organization (Class 22/2022), 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
- Chief Inspector General, Ministry of Transport
- Director General, 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)

- Transportation and Logistics
- Public Administration

Remark: Information from The Director's Pool for State Enterprises in the 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 PAT None

Connected Transactions of PAT Board of Commissioners None



MR. SOMSAK HOMMUANG COMMISSIONER Age 64 years Date of Birth 2 April 1959

Current Position

- Vice Chairman, Raja Ferry Port Public Company Limited
- Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

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, Director Leadership Certification Program (DLCP) (Class 7/2022), Thai Institute of Directors (IOD)
- Diploma, Financial Statements for Directors (FSD) Online (Class 45/2022), Thai Institute of Directors (IOD)
- Diploma, Corporate Governance for Executives (CGE) (Class 16/2020), Thai Institute of Directors (IOD)
- Diploma, Risk Management Program for Corporate Leaders (RCL) (Class 21/2020), Thai Institute of Directors (IOD)
- 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), Thai Institute of Directors (IOD)
- 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
- Certificate in Public Law, Class 13 in Public Law, Faculty of Law, Thammasat University

Work Experience

- Chairman of the Board of Commissioners,
- the Port Authority of Thailand, Ministry of TransportDirector 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)

- Transportation and Logistics

Remark: Information from the additional Director's Pool for State Enterprises in the fiscal year 2021 (Rev.1)

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

Connected Transactions of PAT Board of Commissioners None





MR. WORAPHOT AIEMRUKSA COMMISSIONER Age 65 years Date of Birth 13 September 1958

Current Position

Retired Government Official

Other Appointments in the Board or the High-Level Management of State Enterprise/Company during Year 2022

Educational Background

- Master of Arts (Political Science), Ramkhamhaeng University
- Bachelor of Laws, Ramkhamhaeng University

Training

- Diploma, Super Series "Leadership & Effective Corporate Culture" (Class 3/2022), Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Corporate Governance for Directors and Senior Executives of Regulators, State Enterprises and Public Organization (Class 24/2022), King Prajadhipok's Institute
- Professional Executives' Thinking Skills Program (Class 3/2008), the collaboration of Chulabhorn University and Department of Local Administration

- New Public Management Program (2007), Krungthai Bank Public Company Limited
- Mini Master of Public and Private Management (MINI MPPM) (Class 3)
- Program in Public/Private Sector Management Development (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 (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 and Department of Disaster Prevention and Mitigation, Ministry of Interior
- Secretary, Department of Local Administration and 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)

- Laws
- Finance
- Other Professional Skills in Budgeting Work

Remarks: Information from the Director's Pool for State Enterprises in the fiscal year 2022 (Rev.2)

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

Connected Transactions of PAT Board of Commissioners None Ê.

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 (1951) (amended by Section 10 of Port Authority of Thailand Act (No.2) B.E. 2499 (1956). The PAT Board of Commissioners consists of one Chairman, and other members of not less than 6 persons but not exceed ten persons. At least one of them shall be knowledgeable and well-versed in port business, and another in economics or finance. The PAT Board of Commissioners has the authority to formulate policies and supervise overall PAT business as stipulated under Section 29.



The PAT Board of Commissioners is a panel of representatives of government shareholders who have been nominated and selected as qualified persons in terms of competency, skill, knowledge, and ability sufficient to drive PAT towards sustainable growth in line with government shareholders' guideline. Therefore, the PAT Board of Commissioners has a role, duty, and responsibility to commit to develop themselves to be proficient in port management and water transportation business, as well as to uphold the best practices standard of the state enterprise commissioners. Key duties and responsibilities of the PAT Board of Commissioners are to define PAT's direction; to review and approve PAT's Corporate Plan and Annual Action Plan; to establish sub-committees to support to performance of the PAT's Board of Commissioners; 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 in order to the systematically use the assessment results for determining remuneration and self-development; to enhance knowledge and understanding of PAT's business

among both newly appointed directors and the entire board of directors; to evaluate the performance of the PAT Director General and 2 levels of senior executives after the PAT Director General; to draw-up a clear and comprehensive succession plan for the PAT Director General; and to ensure that PAT's operations comply with relevant laws, regulations, rules, and standards.

The PAT Board of Commissioners

1. Duties and Responsibilities according to Principles and Guidelines on Corporate Governance for State-Owned Enterprises B.E. 2562 (2019) and practical guidelines on roles of the Board of Commissioners (State Enterprise Policy Office, Ministry of Finance) are as follows:

- 1.1 To establish PAT's directions, policies, and participate in the formulation of PAT's Corporate Plan and Annual Action Plan, and approve it at least one month ahead of the beginning of the next accounting year;
- 1.2 To supervise and enhance the standard of PAT's Internal Control System, Internal Audit System, Risk Management System, Information Management and Digital System, and Human Resources Management System, to comply with international standards and guidelines endorsed by the State Enterprise Policy Office (SEPO), Ministry of Finance to ensure efficiency and transparency in operations in accordance with the specified ethical standards;
- 1.3 To monitor financial and non-financial performance regularly at least once a quarty, and to ensure that the reports submitted to the PAT Board of Commissioners are of good quality with adequate information for decision-making. Reports must reflect material information including analysis and summary of performance compared against the goals and performance of the previous year; factors resulting in non-performance goals;

Attendance rate of the Boarc exceeds





problems/obstacles; as well as alternative solutions to the problems/obstacles. Report must be comprehensive and submitted to the PAT Board of Commissioners without interfering with the decision and administration of the management;

- To evaluate the performance of the PAT Director General and 2 levels of senior executives after the PAT Director General on an annual basis;
- 1.5 To attend the PAT Board of Commissioners meetings monthly with full capacity by providing substantive observations and suggestions, expressing opinions independently with dedication, honesty, prudence, and caution taking into account the interest of government shareholders and the country;
- 1.6 To supervise PAT's good governance in line with international standards as well as principles and guidelines endorsed by the State Enterprise Policy Office (SEPO), the Ministry of Finance;
- To formulate port business management guidelines with due regard to meet the needs and expectations of all stakeholders in a balanced, equitable, and fair manner;
- 1.8 To disclose 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 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 established guidelines for effective meetings of the PAT Board of Commissioners, focusing on enabling the PAT Commissioners to perform their duties and express useful opinions to the fullest of their abilities with independence, dedication, honesty, prudence, caution, taking into account the benefits of the PAT, the nation, and all stakeholders. The guidelines can be summarized as follows:



- 2.1 The schedule of the PAT Board of Commissioners meeting clearly specifying the meeting dates at least once a month shall be determined in advance and provided to the PAT Board of Commissioners to allow them to be able to participate in all meetings completely;
- 2.2 The PAT Board of Commissioners shall attach importance to attending the PAT Board of Commissioners meetings regularly to ensure that overall attendance rate of the PAT Board of Commissioners exceeds 80% per meeting of the PAT Board of Commissioners;
- 2.3 The Chairman of the PAT Board of Commissioners shall consult with the PAT Director General in determining the agenda of the PAT Board of Commissioners meeting 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 on average 7 days before the meeting.
- 2.4 The PAT Board of Commissioners shall follow the meeting agenda set forth and notified in advance without adding, removing, postponing, or seeking ratification. It also requires no ratification request that may cause the PAT Board of Commissioners and PAT Management's performance run against generally accepted good governance principles;
- The PAT Board of Commissioners shall be supported 2.5 to have access to PAT's financial and non-financial information necessary for the supervision of the PAT's operations with ease and flexibility. Such information must be accurate, complete, reliable, timely, transparent, accountable, and sufficient to make prudent and careful decision. The sources of information cover documentary sources, digital resources, and relevant persons/agencies where the person providing information must clarify and present the information completely and accurately in accordance with best practices without conflict of interest. If necessary, the PAT Board of Commissioners may seek independent opinions from external consultants or experts appropriate under the budget and operating expenses of PAT;
- 2.6 The PAT Board of Commissioners shall be encouraged to express opinions efficiently by sending meeting documents in advance to the PAT Board of Commissioners quickly, on average 7 days before the meeting so that they can try to understand before expressing their opinions, observations, and suggestions, and voting correctly. During the PAT Board of Commissioners meeting,

the Chairman shall encourage board members to express opinion independently taking into account the interests of government shareholders, and all relevant stakeholders and a balanced, transparent, and fair manner;

- 2.7 The PAT Board of Commissioners shall supervise a meeting recording system to ensure that the meeting reports are accurate and complete for the PAT Board of Commissioners meetings and sub-committees' meetings; and
- 2.8 The PAT Board of Commissioners has a policy to provide opportunity for non-executive commissioners to hold meetings among themselves as necessary to discuss the operations of the PAT without presence of the executive commissioner and management and to notify the PAT Director General of the outcome of the meeting.

The PAT Board of Commissioners has appointed Board members as members of committees and sub-committees to assist in supervising PAT's operations as follows:

The PAT Audit Committee

Has authority, duty, and responsibility in accordance with the criteria prescribed 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 (2012).

The Committee for Scrutinizing the Matter Submitting to the PAT Board of Commissioners

Has authority and duty as follows:

- 1. To support the PAT Board of Commissioners in formulating policies and supervising PAT's operations in accordance with its goals, policies, strategies, and business plans efficiently in compliance with applicable laws and regulations, including in accordance with the plans approved by the PAT Board of Commissioners.
- 2. To scrutinize and provide opinion on matters proposed to the PAT Board of Commissioners.
- 3. To scrutinize and provide opinion to the PAT Board of Commissioners for approval of procurement in accordance with relevant authority and regulations.
- To scrutinize PAT's business plan and work plan or other plans proposed to the PAT Board of Commissioners for approval.

- 5. To perform other tasks as assigned by the PAT Board of Commissioners.
- 6. To invite relevant parties to clarify, provide information or suggestions, and request documents from relevant agencies to support the Committee's consideration as necessary.

The PAT Director General Nomination Committee

Has authority and duty to nominate a person who possess knowledge, competence, and experience qualified to be the PAT Director General to the PAT Board of Commissioners for consideration according to the Standard Qualifications for Directors and Employees of State Enterprise B.E. 2518 (1975) Act and its amendments.

The Sub-committee for Preparation of an Employment Contract and Determining Remuneration of the PAT Director General

Has the authority and duty to prepare an employment contract and determine remuneration for the PAT Director General and propose to the PAT Board of Commissioners for consideration before submitting to the Ministry of Finance for approval according to Section 8 (4) of the Standard Qualifications for Directors and Employees of State Enterprise Act B.E. 2518 (1975) and its amendments.

The Committee for Work Plan Consideration and PAT Director General Performance Evaluation

Has authority and duty as follows:

- To consider work plan proposed by the PAT Director General to the PAT Board of Commissioners and submit the result of the consideration to the PAT Board of Commissioners for approval.
- 2. To determine details, criteria, and methods for evaluating the performance of the PAT Director General and submit to the PAT Board of Commissioners for approval.
- 3. To evaluate the performance of the PAT Director General at least once a year in accordance with the employment contract, criteria, method approved by the PAT Board of Commissioners before proposing to the PAT Board of Commissioners for further consideration.
- 4. To consider increment of the fixed remuneration and payment of an annual bonus in accordance with PAT's performance and the result of performance evaluation according to the criteria and guidelines for remuneration of the Chief Executive before submitting to the PAT Board of Commissioners for approval.





- 5. To appoint sub-committees or working groups as necessary.
- 6. To invite relevant parties to clarify, provide information or suggestions, and request documents from relevant agencies to support the Committee's consideration as necessary.

The PAT Risk Management and Internal Control Committee

Has the authority and duty as follows:

- 1. To consider regulating the charter in order to integrate with the PAT Audit Committee.
- To supervise the integration of Good Governance (G), Risk Management (R), and Compliance (C) (GRC) to support PAT in achieving its mission, vision, and goals in a confident and efficient manner with growth and sustainability.
- 3. To consider and approve PAT's policy framework for Risk Management, Internal Control, and Business Continuity Management.
- 4. To consider and provide opinions on determining PAT's Risk Appetite and Risk Tolerance before submitting to the PAT Board of Commissioners for approval.
- 5. To consider and approve PAT's Risk Management Plan, Risk Management Action Plan, Internal Control Action Plan, and Business Continuity Management Plan before proposing them to the PAT Board of Commissioners.
- 6. To supervise and evaluate the efficiency of PAT's Risk Management, Internal Control, and Business Continuity Management Plan to be in accordance with the Risk Management and Internal Control Policy and the Business Continuity Management Policy.
- 7. To establish guidelines for the preparation and review of PAT's Strategic Plan and supervise PAT's strategic planning process for maximum efficiency and benefit.
- 8. To scrutinize the PAT's Corporate Plan, Plans/Projects, and Action Plan before proposing to the PAT Board of Commissioners for consideration and approval.

- 9. To monitor the progress of the implementation of PAT's Corporate Plan to ensure compliance with strategic direction.
- 10. To ensure that guidelines for monitoring the performance of risk management and internal control in normal cases and when special events occur are in place comprehensively, systematically, and continuously.
- 11. To appoint sub-committees or working groups as necessary.
- 12. To invite relevant parties to clarify, provide information or suggestions, and request documents from relevant agencies to support the Committee's consideration as necessary.
- 13. To report the results of risk management and internal control, business continuity management, and provided comments to the PAT Board of Commissioners for acknowledgment in a timely manner.
- 14. To communicate and exchange information and coordinate risk management and internal control with the Audit Committee at least once a fiscal year.
- 15. To review, improve, and develop the integration of Good Governance (G), Risk Management (R), and Compliance (C) (GRC); Risk Management and Internal Control; and Business Continuity Management of PAT to be better continuously, and always up to date in line with PAT's policies and context and changing standards.
- 16. To carry out other tasks as assigned by the PAT Board of Commissioners and as prescribed in the regulations.

The PAT Corporate Governance and Corporate Social Responsibility Committee

Has authority and duty as follows:

1. To consider and approve PAT's policies and guidelines for Good Corporate Governance and Corporate Social Responsibility, anti-corruption, as well as the Code of Conduct before proposing to the PAT Board of Commissioners for acknowledgment before the start of the fiscal year.

- 2. To consider and approve PAT's long-term plans and annual action plans on Good Corporate Governance, Corporate Social Responsibility, and anti-corruption before proposing to the PAT Board of Commissioners for acknowledgement before the start of the fiscal year.
- 3. To monitor and report the performance of PAT to ensure compliance with the policies and guidelines for Good Corporate Governance and to achieve PAT's plans for Good Corporate Governance, Corporate Social Responsibility, and anti-corruption to the PAT Board of Commissioners for acknowledgement on a quarterly basis.
- 4. To encourage continuous participation of the PAT Board of Commissioners, executives and employees in good corporate governance and corporate social responsibility in PAT's processes.
- 5. To work with the Risk Management and Internal Control Committee in the integration of Governance, Risk Management, and Compliance (GRC).
- 6. To appoint sub-committees or working groups to support the work on good governance, corporate social responsibility, and anti-corruption as appropriate.
- 7. To carry out other tasks as assigned by the PAT Board of Commissioners in connection with good governance, corporate social responsibility, and anti-corruption.

The PAT Knowledge Management, Technology, and Innovation Committee

Has authority and duty as follows:

- 1. To formulate policies and operational guidelines on PAT's knowledge management, technology, and innovation.
- 2. To supervise the preparation and revision of the PAT's Digital Action Plan to ensure consistency and support strategies according to PAT's Corporate Plan, the Digital Transportation Plan of the Ministry of Transport, and the Thailand Digital Economy and Society Development Plan as well as relevant government policies.
- 3. To supervise the preparation and revision of the master plan and action plan on PAT's knowledge management and innovation.
- 4. To supervise PAT's IT Governance.
- 5. To supervise PAT's Information Security Management.
- 6. To supervise proper use of resources in PAT's knowledge management, digital technology, and innovation (Resource Optimization Management).

- 7. To monitor the implementation of the master plan and action plan for knowledge management, innovation, and implementation of the digital action plan.
- 8. To promote, support, improve, and enhance PAT's knowledge management, digital technology, and innovation.
- 9. To appoint sub-committees or working groups as necessary.
- 10. To invite relevant parties to clarify, provide information or suggestions, and request documents from relevant agencies to support the Committee's consideration as necessary.
- 11. To report the performance result to the PAT Board of Commissioners for acknowledgement in a timely manner.

The PAT Human Resources Committee

Has authority and duty as follows:

- 1. To formulate policies and guidelines for PAT's Human Resources Management and Development.
- 2. To supervise the preparation and revision of the Human Resources Master Plan to be consistent with and in support of the vision and strategy in PAT's Corporate Plan, including major work systems and work plans according to the organization's performance evaluation system before proposing to the PAT Board of Commissioners.
- 3. To supervise the implementation of human resources management which consists of the preparation of the organization's structure, preparation of short- and long-term manpower plan, personnel recruitment system, substitution system, career path management and PAT's performance management.
- 4. To supervise the implementation of human resources development which consists of establishing a competency system, development of employee capacity to meeting the organization's requirement, establishing a talent development system, and preparation of learning and development systems for PAT's employees.
- 5. To supervise the implementation of the environment that supports human resources management and development such as building employee satisfaction and engagement, creating organization values and culture, providing welfare systems consistent with the needs and legal requirements, and creating a human resource system with good governance.



- 6. To monitor the implementation of the human resources master plan and action plan.
- 7. To promote, support, improve, and enhance PAT's human resources management and development.
- 8. To appoint sub-committees or working groups as necessary.
- 9. To invite relevant parties to clarify, provide information or suggestions, and request documents from relevant agencies to support the Committee's consideration as necessary.
- 10. To report the performance result to the PAT Board of Commissioners for acknowledgement in a timely manner.

The PAT Relation Affairs Committee

Has authority and duty under Section 23 of the State Enterprise Labour Relations Act B.E. 2543 (2000).

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

Has authority and duty as follows:

1. To advice, recommend, and scrutinize legal work, 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 experts or specialists to provide recommendation as deemed appropriate.
- 4. To appoint a working group to assist in the implementation of the work as appropriate.
- 5. To prepare a charter on law and contract in accordance with the scope of PAT's operational responsibilities with approval from the PAT Board of Commissioners and review the appropriateness of the charter at least once a year.
- 6. To submit, by the Secretary, the report on the performance of the sub-committee on legal affairs and contract of the PAT Board of Commissioners to the Secretariat of the PAT Board of Commissioners for further reporting to the PAT Board of Commissioners.
- 7. To perform other tasked as assigned by the Chairman of the PAT Board of Commissioners.

Committees/Sub-committees' Meetings in the fiscal year 2023 (October - December 2022) Number of meeting attendance/Number of meetings are as follows:

Name	PAT Audit Committee	PAT Committee for Scrutinizing the Matter Submitting to the PAT Board of Commissioners	PAT Director General Nomination Committee	Sub-committee for Work Plan Consideration and PAT Director General Performance Evaluation	PAT Risk Management and Internal Control Committee	PAT Corporate Governance and Corporate Social Responsibility Committee	PAT Knowledge Management, Technology, and Innovation Committee	PAT Human Resources Committee	PAT Relation Affairs Committee	Sub-committee on Legal Affairs and Contracts of the PAT Board of Commissioners
1. Mr. Krichthep Simlee		3/3	0/0		3/3	1/1				
2. Pol. Lt. Gen. Jaroenvit Srivanit	3/3						3/3		3/3	
3. Mr. Chanin Kanhirun		2/3	0/0		3/3					1/1
4. Mr. Vuttikrai Leewiraphan				2/2				2/2		
5. Mr. Chirute Visalachitra			0/0	2/2		0/1				
6. Mr. Somsak Hommuang	3/3					1/1	3/3			
7. Mr. Woraphot Aiemruksa		3/3			3/3			2/2		
8. Ms. Chunhachit Sungmai										

Remarks: - Chairman and other members of the PAT Board of Commissioners were appointed on 24 December 2019.
 - Commissioner No. 9, Ms. Chunhachit Sungmai resigned from 27 November 2020.

Committees/Sub-committees' Meetings in the fiscal year 2023 (April - September 2023)

Number of meeting attendance/Number of meetings are as follows:

Name	PAT Audit Committee	PAT Committee for Scrutinizing the Matter Submitting to the PAT Board of Commissioners	Sub-committee for Work Plan Consideration and PAT Director General Performance Evaluation	PAT Risk Management and Internal Control Committee	PAT Corporate Governance and Corporate Social Responsibility Committee	PAT Knowledge Management, Technology, and Innovation Committee	PAT Human Resources Committee	PAT Relation Affairs Committee	Sub-committee on Legal Affairs and Contracts of the PAT Board of Commissioners
1. Mr. Krichthep Simlee		5/5	1/1	5/5					
2. Pol. Lt. Gen. Jaroenvit Srivanit	5/5							4/5	
3. Mr. Chanin Kanhirun		5/5		5/5		4/4			3/3
4. Mr. Vuttikrai Leewiraphan						4/4	3/3		
5. Pol. Lt. Gen. Kritsada Kanchana-alongkon					1/2		3/3		
6. Mr. Woraphot Aiemruksa		5/5		5/5	2/2		2/2		
7. Mr. Viboon Rattanapornwong	5/5								
8. Mr. Chirute Visalachitra			1/1		2/2				
9. Mr. Warotai Kosolpisitkul	5/5								

Remarks: - Chairman and other members of the PAT Board of Commissioners were appointed on 25 April 2023.

- The meetings were convened twice a month in May, June, July, August, and September 2023.

- Commissioner No. 6 retired from the post on 13 September 2023.

- Commissioner No. 3 resigned on 27 September 2023.





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 state enterprise remuneration and meeting allowance payment principles prescribed by the State Enterprise Policy Office, the Ministry of Finance, and approved by the Cabinet's resolutions on 24 April 2019. Details are as follows:

1. Monthly Remuneration

The Chairman of state enterprise shall receive double monthly remuneration paid to each member of the Board of Commissioners as follows:

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

In an event that commissioners do not work for a full month, monthly remuneration shall be paid proportionately based on the period of time they are in office.

2. Meeting Allowances

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

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

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

2.2 The meeting allowance shall be paid to a member of the committees/sub-committees/working groups who attends the meeting at of 0.5 times of the meeting allowance's normal rate whereby each of the PAT Board of Commissioners shall receive the meeting allowance of not more than two committees/subcommittees/ working groups and each of which is not more than once a month.

- Chairman: 12,500 Bath per month.
- Commissioners: 10,000 Baht per month.

3. Bonus

Payment of financial remuneration based on the state enterprise's performance evaluation system, under the topic of incentive bonus payment for state enterprise's Board of Directors is considered from the net profit and state enterprise performance scores according to the criteria stipulated by the Ministry of Finance.

However, the chairman and vice chairman shall receive a bonus at a higher rate than other commissioners by 25 percent and 12.5 percent, respectively. Whereas other, commissioners who are absent from meetings for more than three months shall receive a bonus as the following rules:

- 1. Absence from meetings for more than 3 months but not exceeding 6 months: 25 percent reduction of the bonus.
- 2. Absence from meetings for more than 6 months but not exceeding 9 months: 50 percent reduction of the bonus.
- Absence from meetings for more than 9 months:
 75 percent reduction of the bonus.

The PAT Board of Commissioners' Meetings in the Fiscal Year 2023

The PAT Board of Commissioners convened 13 meetings (October 2022 - September 2023)

No.	Name	Number of Meetings attended	Meeting Allowance (Baht)
1.	Adm. Sophon Wattanamongkol	3	75,000
2.	Mr. Krichthep Simlee	3	60,000
3.	Pol. Lt. Gen. Jaroenvit Srivanit	3	60,000
4.	Mr. Chanin Kanhirun	3	60,000
5.	Mr. Vuttikrai Leewiraphan	3	60,000
6.	Mr. Chirute Visalachitra	3	60,000
7.	Mr. Somsak Hommuang	3	60,000
8.	Mr. Woraphot Aiemruksa	3	60,000
9.	Ms. Chunhachit Sungmai	-	-
	Total		495,000

Remarks: - Chairman and other members of the PAT Board of Commissioners were appointed on 24 December 2019.
 - The PAT Board of Commissioners No. 9, Ms. Chunhachit Sungmai, resigned on 27 November 2020.

No.	Name	Number of Meetings attended	Meeting Allowance (Baht)
1.	Mr. Parinya Saengsuwan	10	250,000
2.	Mr. Krichthep Simlee	9	180,000
3.	Pol. Lt. Gen. Jaroenvit Srivanit	9	180,000
4.	Mr. Chanin Kanhirun	10	200,000
5.	Mr. Vuttikrai Leewiraphan	8	160,000
6.	Pol. Lt. Gen. Kritsada Kanchana-alongkon	8	160,000
7.	Mr. Woraphot Aiemruksa	9	180,000
8.	Mr. Viboon Rattanapornwong	10	200,000
9.	Mr. Chirute Visalachitra	6	120,000
10.	Mr. Warotai Kosolpisitkul	8	160,000
	Total		1,790,000

Remarks - Chairman and other members of the PAT Board of Commissioners were appointed on 25 April 2023.

- In May, June, July, August and September 2023, two meeting were held each month.

- The PAT of Commissioners No.7, retired on 13 September 2023.

- The PAT of Commissioners No.4, resigned on 27 September 2023.



PAT HIGH-LEVEL EXECUTIVES

MR. KRIENGKRAI CHAISIRIWONGSUK DIRECTOR GENERAL Age: 50 years Date of Birth: 29 October 1973 Date of Appointment: 1 February 2022

Educational Background

- Master of Business Administration, Chiang Mai University
- Bachelor of Engineering (Electrical Engineering),
 - Chiang Mai University

Work Experience

1995 - 2001	Senior Engineer, Industrial Finance
	Corporation of Thailand (IFCT)
2001 - 2002	Lecturer in Business Administration
	Program (Management), Yonok University
2002 - 2010	Manager/Senior Manager, Thai Credit
	Guarantee Corporation (TCG)
2010 - 2012	Vice President, Thai Military Bank (TMB)
2012 - 2022	Vice President/Senior Vice President/
	Assistant President/Executive Vice
	President, Thai Credit Guarantee
	Corporation (TCG)
1 Feb 2022 - Present	Director General

Achievements and Awards

2013	Best Person Award from Thai Credit
	Guarantee Corporation (TCG), Talent
	Category
2014	Critic of the BOT Symposium (2014)
	Regarding Mechanisms for Credit
	Guarantee by the Public Sector and
	Access to Capital by SMEs.
2016	Excellent and Outstanding Performance
	Award from Thai Credit Guarantee
	Corporation (TCG)



POL. SUB. LT. MONTREE LERGCHUMNIEL

TO THE DIRECTOR GENERAL

Age 59 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

13 Feb 1997	Director, Engineer Division,
	Laem Chabang Port
9 Mar 2004	Administrator 13, Laem Chabang Port
1 Oct 2010	Assistant Managing Director,
	Laem Chabang Port
1 Oct 2012	Deputy Managing Director,
	Laem Chabang Port
1 Oct 2015	Managing Director, Laem Chabang Port
1 Mar 2019	Deputy Director General (Engineering)
1 Apr 2020	Managing Director, Laem Chabang Port
1 Jul 2022	Administrator 16, Administration
	Attached to the Director General
1 Jan 2023	Resigned from the position



POL. SUB. LT. TANIN AMPAWAPALIN

(ENGINEERING) Age 60 years Date of Birth 12 September 1963 Date of Appointment 1 March 2019

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

Work Experience

Deputy Director of Marine Department
(Engineering)
Director of Marine Department (Engineering)
Assistant Director General (Engineering)
Deputy Director General (Human Resources
Management and Corporate Governance)
Deputy Director General (Engineering)



LT. JG. YUTANA MOKEKHAOW, R.T.N.

DEPUTY DIRECTOR GENERAL (FINANCIAL MANAGEMENT AND CORPORATE STRATEGY) Age 58 years Date of Birth 21 June 1965 Date of Appointment 1 March 2019

Educational Background

- Master of Business Administration, Burapha University

- Bachelor of Science in Navigation, Royal Thai Naval Academy

10 Oct 2013	Director of Office of Operation,
	Laem Chabang Port
1 Oct 2015	Assistant Managing Director,
	Laem Chabang Port
1 Nov 2017	Deputy Managing Director,
	Laem Chabang Port
1 Mar 2019	Managing Director, Laem Chabang Port
1 Apr 2020	Deputy Director General (Financial
	Management and Corporate Strategy)





LT. RUTH SOOKPREEDEE, R.T.N.

DEPUTY DIRECTOR GENERAL (HUMAN RESOURCES MANAGEMENT Age 59 years Date of Birth 9 May 1964 Date of Appointment 1 May 2021

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

22 Oct 2010	Deputy Director of Harbour Services and
	Mechanical Handling Equipment
	Department, Bangkok Port
31 Jul 2012	Director of Support Services Administration
	Department, Bangkok Port
1 Oct 2016	Director of Ship and Cargo Operations
	Department, Bangkok Port
1 Mar 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)



LT. JG. POOM SANGKHAM, R.T.N. MANAGING DIRECTOR, BANGKOK PORT Age 59 years Date of Birth 18 December 1964 Date of Appointment 1 July 2022

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

17 Aug 2012	Deputy Director of Harbour Services
	and Mechanical Handling Equipment
	Department, Bangkok Port
1 Oct 2013	Director of Harbour Services and
	Mechanical Handling Equipment
	Department, Bangkok Port
1 Oct 2015	Deputy Managing Director,
	Laem Chabang Port
1 Nov 2017	Deputy Managing Director, Bangkok Port
1 Mar 2019	Assistant Director General (Audit)
1 May 2020	Deputy Managing Director, Bangkok Port
29 Oct 2021	Administrator 16, Administration
	Attached to the Director General
1 Jul 2022	Managing Director, Bangkok Port





MR. RUANGSAK BAMNETPAN

DEPUTY DIRECTOR GENERAL (INFORMATION TECHNOLOGY) Age 61 years Date of Birth 22 December 1962

Date of Appointment 29 October 2021

Educational Background

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

10 Sep 2010	Deputy Director of Information
	Technology Department (Organization
	Development and Information Technology)
1 Oct 2011	Deputy Director of Information
	Technology Department (Engineering)
1 Oct 2013	Director of Information Technology
	Department (Engineering)
1 Mar 2019	Assistant Director General (Engineering)
29 Oct 2021	Deputy Director General (Information
	Technology)



MR. APISETA PONGSUWAN

DEPUTY DIRECTOR GENERAL (ASSET MANAGEMENT AND BUSINESS DEVELOPMENT) Age 59 years Date of Birth 30 May 1964

Date of Appointment 1 July 2022

Educational Background

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

Work Experience

10 Oct 2013	Deputy [
30 Jan 2015	Director
1 Mar 2019	Assistan ⁻
	Manager
1 Jul 2022	Deputy Di

Deputy Director of Audit Department Director of Audit Department (Audit) Assistant Director General (Financial Management and Corporate Strategy) Deputy Director General (Asset Management and Business Development)





LT. KAN MAENARUJI, R.T.N. MANAGING DIRECTOR, LAEM CHABANG PORT Age 61 years Date of Birth 31 March 1963 Date of Appointment 28 June 2023

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

10 Oct 2013	Deputy Director of Marine Department
	(Engineering)
1 Oct 2014	Director of Marine Department
	(Engineering)
1 Oct 2016	Director of Support Services Administration
	Department, Bangkok Port
1 Mar 2019	Director of Harbour Services and
	Mechanical Handling Equipment
	Department, Bangkok Port
1 May 2020	Deputy Managing Director,
	Laem Chabang Port
28 Jun 2023	Managing Director, Laem Chabang Port



ACTING SUB LT. RUTTHAKORN KHIEWPAISAL

ADMINISTRATOR 16, ADMINISTRATION ATTACHED TO THE DIRECTOR GENERAL

Age 58 years Date of Birth 24 April 1966 Date of Appointment 28 June 2023

Educational Background

- Postgraduate Diploma in Maritime Affairs World Maritime University (WMU)
- Bachelor of Business Administration (Marketing), Siam University
- Bachelor of Accountancy (Accounting), Bangkok University

11 Jan 2013	Administrator 13, Administration Attached
	to the Director General
1 Oct 2015	Administrator 14, Administration Attached
	to the Director General
1 May 2020	Director of Business Development and
	Marketing Department (Asset Management
	and Business Development)
29 Oct 2021	Assistant Director General (Audit)
28 Jun 2023	Administrator 16, Administration
	Attached to the Director General





POL. LT. CHAICHAN CHUTONG

ASSISTANT DIRECTOR GENERAL (HUMAN RESOURCES MANAGEMENT AND CORPORATE GOVERNANCE) Age 61 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 Oct 2014	Deputy Director of Support Services
	Administration Department, Bangkok Port
1 Mar 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)



LT. JG. KITTIKUN JARUVATTANAYONT, R.T.N. ASSISTANT DIRECTOR GENERAL (ENGINEERING)

Age 52 years Date of Birth 8 June 1971 Date of Appointment 29 October 2021

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

11 Apr 2016	Director of Office of Regional Ports (Asse					
	Management and Business Development)					
1 Mar 2019	Director of Engineering Department					
	(Engineering)					
29 Oct 2021	Assistant Director General (Engineering)					





MR. THAMSIN SRIBANGPLEENOI

DEPUTY MANAGING DIRECTOR, BANGKOK PORT Age 58 years Date of Birth 18 October 1965 Date of Appointment 29 October 2021

- Educational Background Bachelor of Public Administration, Sukhothai Thammathirat Open University
- Vocational Certificate in Commerce, Mittraphap Technical Commercial School

22 Mar 2019	Deputy Director of Ship and Cargo
	Operations Department, Bangkok Port
1 May 2020	Director of Ship and Cargo Operations
	Department, Bangkok Port
29 Oct 2021	Deputy Managing Director, Bangkok Port



MS. PANITTA CHAROENPHOL ASSISTANT DIRECTOR GENERAL, AUDIT Age 57 years Date of Birth 19 April 1966 Date of Appointment 28 June 2023

Educational Background

- Master of Science in Maritime Affairs (Port Management), World Maritime University
- Bachelor of Economics, Chiang Mai University

8 Oct 2015	Director, Office of Secretary of the Board					
	of Commissioners					
1 Oct 2016	Inspector, Administration Attached to					
	the Director General					
1 Mar 2019	Director, Corporate Strategy Department					
	(Financial Management and Corporate					
	Strategy)					
28 Jun 2023	Assistant Director General (Audit)					





MR. WERAYUT SWANGCHAENG

DEPUTY MANAGING DIRECTOR, LAEM CHABANG PORT Age 58 years Date of Birth 27 June 1965 Date of Appointment 28 June 2023

Educational Background - Bachelor of Laws, Ramkhamhaeng University

18 Nov 2020	Deputy Director of Ship and Cargo
	Operations Department, Bangkok Port
29 Oct 2021	Director of Ship and Cargo Operations
	Department, Bangkok Port
28 Jun 2023	Deputy Managing Director,
	Laem Chabang Port



POLICY AND REMUNERATION FOR THE PAT HIGH-LEVEL EXECUTIVES

Work Plan and Performance Evaluation of the PAT Director General

The Sub-committee on Plan Consideration and Performance Evaluation of the PAT Director General's comprises two commissioners, namely Mr. Krichthep Simlee as the chairman of the sub-committee and Mr. Chirute Visalachitra as a member of the sub-committee. The sub-committee also include Mrs. Intira Phokpoonyarak, advisor to the Chairman of the PAT Board of Commissioners, serves as a sub-committee member and the Director of Human Resources Management serves as the secretary to the sub-committee.

The sub-committee has authority and duty as follows:

1. To review work plans propose by the PAT Director General to the PAT Board of Commissioners, and then present the results to the PAT Board of Commissioners for approval;

2. To specify the details, criteria, and methods for 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 once a year to ensure consistency with the contract, criteria, method approved by the PAT Board of Commissioners, and report evaluation results for PAT Board's review;

4. To consider adjustments of the fixed remuneration and annual special benefit base on his/her performance and evaluation results according to the criteria and guidelines for the remuneration of top executives, and present the results to the PAT Board of Commissioners for consideration;

5. To appoint sub-committees or working groups as deemed necessary; and

6. To invite related parties to clarify and provide information, consultations or suggestions, as well as to request documents from related to support the committee's consideration as deemed necessary.

Remuneration and other benefits/welfare provided to 31 PAT high-level executives from level 14 and above and the PAT Director General, who hold position in 2023 are as follows:

Item	2023	2022	2021
Total monetary remuneration	61,416,258.34	60,832,886.24	62,650,860.40
Other forms of remuneration	13,665,691.96	15,309,706.62	12,052,449.22
Total	75,081,950.30	76,142,592.86	74,703,309.62



HISTORY AND ORGANIZATION DEVELOPMENT

HISTORY OF THE PORT AUTHORITY OF THAILAND

The Port Authority of Thailand (PAT) is a State-owned Public Facility Enterprise under the Ministry of Transport, established under 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, 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 the project to dredge the sandbar at the mouth of the Chao Phraya River in order to promote maritime commerce 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, it was also proposed to improve the existing ports to be modern ports in order to promote foreign trades. However, such Project was faced with many obstacles. Therefore, Thai government sent a letter requesting for 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 the Chao Phraya River and proposed two areas for the construction of the Port, namely Paknam Samut Prakan and Klongtoey Sub-district. The government chose Klongtoey Sub-district as the site for the construction of the port, which is the territory of the Port Authority of Thailand, presently.



In 1935, the government established the Port Construction Committee, chaired by General Phra Boriphan Yuthakij, the Minister of Economic Affairs, 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. In 1936, the Port Construction Committee conducted a port construction design contest and German Professor Argus's port construction design had been selected. Christiani & Nielsen Company was selected as a port construction contractor for the twenty million Baht construction project.

------ **1938**-

In 1938, the government established the Bangkok Port office. Luang Prasert Vitherath, an engineer from the Department of Railways, was appointed as the head of the Bangkok Port office (1938-1943) to supervise the construction with Mr. Robert Schwager as the consultant engineer. The Bangkok Port office reported directly to the Ministry of Economic Affairs and the construction of Klongtoey Port was began.





· 1940 · · · · · 1947 · · · · · 1948 · · · · · 1951

In 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 operation and the port construction were suspended due to the outbreak of the World War 2. At which time, Bangkok 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.

In 1947, the port was opened, with Luang Yuktaseveeviwat being the Director. The Cabinet appointed a committee to formulate policy and supervise Bangkok Port office, chaired by the Ministry of Transport.

In 1948, Captain Luang Suphi Udhakathara, R.T.N. (Suphi Chanthamas), Director of Bangkok Port office, conducted war-time damage repairs and constructed additional buildings.

In 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 total distance of about 66 kilometers, and also purchased cargo handling equipment for Bangkok Port development.



In May 1951, the government enacted the Port Authority of Thailand Act B.E. 2494 (A.D. 1951), establishing the Port Authority of Thailand 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 day. Initially, goods transported by sea were general cargoes and bulk cargoes. The existing berths at that time included nine western berths for loading and unloading general and bulk cargoes. After cargo transports by container systems were spread to Thailand during 1975-1977, PAT constructed the eastern berth 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, as well as economic growth, bigger port must be developed to accommodate 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, National Economic and Social Development Board (NESDB) proposed a port development plan as part of the regional transport network expansion. PAT was assigned to manage and operate regional ports to support the government's economic expansion policy and serve as the international trade and investment gateway. In order to provide port services that can connect with business centers in other regions, create convenience and reduce transportation costs for Thai goods, PAT has expanded its business to open new trade routes by opening two regional ports, namely Chiang Saen Port which was officially opened on 1 October 2003, and Chiang Khong Port was officially opened on 1 January 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 the People's Republic of China, Lao People's Democratic





Republic, Union of Myanmar, Cambodia, Viet Nam, and Thailand. Chiang Khong Port, which was officially opened on 1 January 2004, is another port focusing on import and export services and promotes international trade under the 4-party agreement consisting of People's Republic of China, Union of Myanmar, Lao People's Democratic Republic, and Thailand.

On 1 April 2012, the government constructed a new Chiang Saen Port and expanded its services to become an international commercial port under the name "Chiang Saen Commercial Port". It covers an area approximately 387 rai, which is sufficient to handle significant increase of cargo volume transport between Thailand and southern China. Chiang Saen Commercial Port has a berth and 2 cargo warehouses serving as a distribution center.

On 25 March 2003, the Cabinet resolved to assign PAT to manage Ranong Port as the main port for cargo transport in the Andaman Sea, connecting trade routes with countries in South Asia, Africa, and Europe.

After its official opening, Ranong Port has become increasingly well-known. Not only as a port that supports international trade activities, but also as a port that supports the growth of natural gas drilling and exploration industry.

Throughout the past 70 years, PAT has continuously improved the service efficiency of all ports under its responsibility. In addition, PAT has adopted modern port management system and modern technology by developing digital technology to keep up with changes and move towards becoming a Smart Port adopting the Semi-Automated Operation system for operational flexibility and support new related business expansion in the future; and implementing quality standard certification systems to strengthen port users' confidence. Today, PAT has become a state enterprise that plays a significant role in the country's industrial, trade and economic development, one of the country's top 10 best-performing state enterprises that generate the highest income to the country, and was recognized as an outstanding state enterprise for several consecutive years, and is accepted by both domestic and foreign users.





PAT Corporate Governance and Corporate Social Responsibility Committee



- Organization Appraisal Division

<u>Remarks:</u>

••••••• Report to • Report to PAT Director General

- Financial Management and Corporate Strategy
 Asset Management and Business Development
- Engineering
- Human Resources Management
 and Corporate Governance

- Bangkok Port
- Laem Chabang PortAudit

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MANPOWER STRUCTURE

AND PAT EMPLOYEE HEADCOUNT AS FOLLOWS:

Department	Level 17	Level 16	Level 15	Level 14	Level 13	Level 12	Level 11	Level 10	Level 9	
Administration Attached to the Director General	-	1	-	3	3	3	2	4	1	
Office of Secretary to PAT Board of Commissioners	-	-	-	-	-	1	2	2	2	
Office of Risk Management and Internal Control	-	-	-	-	1	1	1	2	3	
Audit	-	-	1	-	-	-	-	-	-	
Audit Department	-	-	-	1	1	2	1	6	4	
Administrative Affairs Department	-	-	-	1	1	5	10	17	14	
Human Resources Management and Corporate Governance	-	1	1	-	-	-	-	-	-	
Human Resources Management Department	-	-	-	1	1	4	6	19	19	
Office of Medical Care and Health	-	-	-	-	1	3	3	4	4	
Office of Corporate Governance	-	-	-	-	1	1	1	2	1	
Financial Management and Corporate Strategy	-	1	-	-	-	-	-	-	-	
Finance and Accounting Department	-	-	-	1	2	7	8	34	34	
Corporate Strategy Department	-	-	-	1	1	4	4	8	6	
Asset Management and Business Development	-	1	-	-	-	-	-	-	-	
Business Development and Marketing Department	-	-	-	1	1	4	4	10	10	
Office of Regional Ports	-	-	-	-	1	2	1	5	5	
Information Technology	-	1	-	-	-	-	-	-	-	
Engineering	-	1	1	-	-	-	-	-	-	
Information Technology Department	-	-	-	1	1	4	3	10	8	
Engineering Department	-	-	-	1	1	5	5	19	16	
Marine Department	-	-	-	1	1	12	7	36	15	
Bangkok Port	-	1	1	-	-	5	9	3	4	
Ship and Cargo Operations Department	-	-	-	1	2	6	40	4	50	
Harbour Services and Mechanical Handling Equipment Departmer	it -	-	-	1	1	3	4	31	13	
Support Services Administration Department	-	-	-	1	1	3	3	9	10	
Laem Chabang Port	-	1	1	1	1	1	2	1	-	
Office of Operation	-	-	-	-	-	5	5	26	3	
Office of Support Services Administration	-	-	-	-	1	5	5	16	3	
Filled Positions	-	8	5	16	23	86	126	268	225	
Vacancies										
	-	-	2	-	2	7	6	13	13	


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1,465 704

Level 8	Level ó	Level 5	Level 4	Level 3	Level 2	Level 1	Filled Positions	Vacant Positions	Position for outsourced staff	Total No. of Positions
2	-	-	-	-	-	-	19	4	-	23
2	-	-	-	-	-	-	9	3	2	14
2	-	-	-	-	-	-	10	3	-	13
-	-	-	-	-	-	-	1	-	-	1
8	1	-	-	-	-	-	24	19	-	43
9	18	-	-	-	-	-	75	25	12	112
-	-	-	-	-	-	-	2	-	-	2
34	52	-	1	-	-	1	138	53	18	209
6	14	-	4	1	1	-	41	15	8	64
1	-	-	-	-	-	-	7	1	1	9
-	-	-	-	-	-	-	1	1	-	2
74	83	-	2	-	-	-	245	81	17	343
3	5	-	-	-	-	-	32	13	-	45
-	-	-	-	-	-	-	1	1	-	2
12	14	-	3	-	-	-	59	7	2	68
8	8	-	-	-	-	-	30	22	1	53
-	-	-	-	-	-	-	1	-	-	1
-	-	-	-	-	-	-	2	-	-	2
14	6	-	-	-	-	-	47	11	1	59
54	33	13	7	4	-	1	159	93	38	290
28	53	34	12	22	21	3	245	126	17	388
16	21	15	-	-	-	-	75	15	1	91
274	357	232	13	6	-	1	986	425	18	1,429
163	281	35	11	9	26	1	579	226	16	821
18	30	-	4	12	-	-	91	46	16	153
-	2	-	-	-	-	-	10	1	-	11
34	20	20	8	17	7	-	145	39	-	184
26	41	-	-	-	-	-	97	12	-	109
788	1,039	349	65	71	55	7	3,131	-	-	-
81	426	355	285	135	67	17	-	1,242	168	-

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PERFORMANCE

OF KEY PROJECTS/PLANS/ACTIVITIES

1. Laem Chabang Port Phase 3 Development Project

The development of Laem Chabang Port Phase 3 will increase the capacity of the port to accommodate the increasing demand for international maritime shipping in the future by constructing deep-water dock and other facilities, including improving facilities to solve traffic problem within the port as well as the necessary network and intermodal transportation system in Laem Chabang Port area to be sufficiently connected to the outside and ready to support the expansion of the volume of vessels and different types of cargo. Currently, Laem Chabang Port Phase 1-2 has a combined container capacity of 11.10 million TEU. If the construction of Terminal F is completed, it will be able to handle 4.00 million TEU containers per year. As a result, Laem Chabang Port's capacity increased to 15.10 million TEU per year

Investment Amount (entire project): 114,046.93 million Baht (PAT invested 53,489.58 million Baht, and private sector invested 60,557.35 million Baht)

Project Duration: Fiscal Year 2019-2038 (Expected to start operation: The F1 container terminal will be opened first as planned within 2027)

Current Status: Selection of private sector's investment in public affairs: It has been completed by signing agreement with GPC International Terminal on 25 November 2021.

Construction of infrastructure and utilities:

- Land Reclamation (Part 1):

PAT hired CNCC a joint venture (consisting of Zhongyang Construction Group Co., Ltd., N.T.L. Marine Co., Ltd., and Nathalin Co., Ltd.) as a contractor for the construction of Laem Chabang Port Phase 3 Development Project (Part 1 : Land Reclamation) for a total value of 21,320.00 million Baht (including VAT) and signed the contract on 3 September 2020. The construction shall be completed within 1,460 days after the receipt of the notification letter from PAT on 5 May 2021, scheduled for completion on 3 May 2025. The project is being executed by the contractor. The F1 Terminal area is expected to be delivered in 2027.

- Construction of Buildings, Terminals, Roads, and Utility System (Part 2):

PAT publicized the draft tender document for construction work for the 1st time from 13 to 22 June 2023 and there were 5 reviewers. The 2nd time was done from 8 to 19 September 2023. It was expected that approval for procurement process (announcement of purchasing the Bid Document and date of bidding) would be obtained by December 2023.

2. Dry Port Development Project for Commercial Purposes

The Dry Port Development Project for Commercial Purposes is under the Dry Port Development Master Plan, which is in line with the Ministry of Transport's main policy to drive and support multi modal transportation to connect land, rail, and water transportation seamlessly and support the Laem Chabang Port Phase 3 Development Project.

Investment Amount: 34 million Baht (working budget) (Hire a consultant to study engineering feasibility) Project Duration: Fiscal Year 2023 - 2030 Current Status:

Khon Kaen Province

- The consultant is in the process of conducting feasibility study on engineering, economic, investment, and environmental aspects, and preparing a study report on the commercial development of the dry port in Khon Kaen province within a duration of 210 days (scheduled for delivery in April 2024).



Nakhon Ratchasima Province

- It is in the process of proposing a review of suitable areas to the Ministry of Transport for acknowledgement before proceeding with hiring a consultant.

3. Smart Community Development Project

PAT has a policy to develop the potential of asset utilization with maximum efficiency while taking care of and improving well-being of communities surrounding the port. Therefore, PAT has developed a project to develop housing as a Smart Community for 26 communities surrounding Bangkok Port with 13,000 households.

Investment Amount: 79.157 million Baht (Hire a consultant to study Detail Design and EIA)

Project Duration: Fiscal Year 2019 - 2037

Current Status: The consultant is conducting a Detail Design and EIA study, together with creating the right perception to the Khlong Toey community.

4. The Semi-Automated Container Terminal Development Project at Bangkok Port's West Quay

The Semi-Automated Container Terminal Development Project is a project that utilize high-performance advanced technology to provide services that will allow for efficient handling of container yard and make full use of the mechanical handling equipment to reduce truck fuel consumption from shorter travelling distances. In addition, it will reduce the number of unrelated cargo vehicles entering the container yard as well as reduce future staff costs of PAT. The project will expand the container capacity of Bangkok Port, reduce the time for ships to dock at the port, maintain the main customer base, and add new customers, as well as enhance the organization's image to enhance service efficiency to meet international standards, and create high customer satisfaction in the future.

Investment Amount (entire project): 3,641.600 million Baht (Hire a consultant to make a Detail Design for 66 million Baht, and hire a consultant to conduct an Environmental and Health Impact Assessment (EHIA) Report for 20 million Baht) Project Duration: Fiscal Year 2024-2033 (The project will be officially opened for service in 2030 and fully opened in 2033) Current Status:

- On 26 July 2022, the PAT Board of Commissioners at its meeting no. 9/2022 approved a budget for detail design of 66 million Baht and a budget to hire a consultant to prepare an EHIA Report of 20 million Baht.
- It is currently in the process of procurement for detail design and hiring consultant to prepare EHIA Report.

5. Multimodal Transport & Distribution Center Development Project

The Bangkok Port Multimodal Transport & Distribution Center Development Project is to raise the standard and increase efficiency of warehouse services; expand warehouse services to support the needs of customers such as LCL warehouse users, SMEs, e-Commerce, or Free Zone customers; and reduce the service process of Bangkok Port to have a system to organize cargo trucks to be able to manage cargo trucks more quickly, which will bring convenience and speed to customers.

Investment Amount: 42 million Baht (Hire a consultant for feasibility study and conceptual design) Project Duration: Fiscal Year 2024 - 2029

Current Status:

- On 26 July 2022, the PAT Board of Commissioners at its meeting no. 9/2022 approved the budget for conducting feasibility study on engineering, economic, finance, and environmental impact for the development of distribution center, office buildings, and support area of Bangkok Port amounting 42 million Baht.
- It is in the process of hiring a consultant to conduct feasibility study and conceptual design.

6. The Project on Expressway Ramp Construction connecting Bangkok Port and Bang Na - At Narong Expressway (S1)

The Project on Expressway Ramp Construction connecting Bangkok Port and Bang Na - At Narong Expressway (S1) is the project to alleviate impact caused by traffic congestion within Bangkok Port and the nearby areas by connecting Bangkok Port with Bang Na - At Narong (S1) Expressway which will allow better flow of cargo trucks to other routes around it. The project development model will be linked to the improvement of the gate system at Bangkok Port to have enough gates for trucks entering for services. The gates will be shifted to have enough waiting line for the operation time to pass the gate which will reduce the impact of waiting lines both inside and outside Bangkok Port. There will be a connection between Bangkok Port and the Bang Na - At Narong (S1) Expressway for the benefit of discharging outbound trucks heading to Burapha Withi Expressway and Kanchanaphisek Road and inbound trucks coming to Bangkok Port.

Investment Amount (entire project): 4,445.80 million Baht

Project Duration: Fiscal Year 2023 - 2029

Current Status:

- The Environmental Impact Assessment (EIA) Report has been successfully reviewed by the Office of Natural Resources and Environmental Policy Planning.
- Discussion is underway to consider the proportion of investment with the Expressway Authority of Thailand.

7. The Single Rail Transfer Operation (SRTO) Development Project at Laem Chabang Port

The Single Rail Transfer Operation (SRTO) Development Project at Laem Chabang Port is the construction of core infrastructure with necessary facilities to support and promote the shift mode of transportation from road to rail to reduce overall burden of transportation costs, traffic congestion, and road accidents. It can also reduce the cost of energy used to transport goods by connecting to the State Railway of Thailand's double-track railway construction project from Laem Chabang Railway Station to the project area. The distance is about 4.3 kilometers.

Investment Amount (entire project): 2,944.930 million Baht

Project Duration: Fiscal Year 2015 - 2025 (Construction of the project and installation of the Handling Equipment have been completed. It officially opened on 25 October 2018.)

Current Status:

It is currently in the process of reporting the results of the consideration of the draft announcement and the draft tender document before publication of the draft to purchase the Handling Equipment (Phase 2).

8. Ranong Port Infrastructure Capacity and Service Development Project

Ranong Port Infrastructure Capacity and Service Development Project is a project that strengthen the capacity of the terminal and enhance service level of Ranong Port in the long term. This is to respond to the needs of port users and stakeholders and to support the expansion of the logistics port industry and international trades that tends to expand continuously. However, the development of the project is also an important contribution to promote Ranong Port as a major trade gateway on the Andaman coast. It connects transportation to BIMSTEC countries as well as respond to the country's Southern Economic Corridor (SEC) Development strategy.

Investment Amount (entire project): 2,149.998 million Baht

Project Duration: Fiscal Year 2021 - 2043 (Open for Phase 1 service in 2026 and open for phase 2 in 2040.) **Current Status:**

- The consulting company has already delivered the detail design and environmental impact study.
- The Office of Natural Resources and Environmental Policy and Planning is in the process of certifying the results of the study.



9. Data Logistic Chain Connection with the Port Community System (PCS)

Data Logistic Chain Connection with the Port Community System (PCS) is to improve operational processes by adopting digital technology to support port operations. The Port Community System (PCS) is used to manage information related to both public and private agencies. It serves as an integrated information link hub for logistics and cargo transportation activities by water from upstream to downstream of the entire stakeholder system. It links government-to-government data (G2G) related to imports, exports; links business-to-government data (B2G), and link business-to-business (B2B) data in the form of an international standard e-logistics platform that allows businesses to automatically and seamlessly link data with all departments located in different systems to help reduce cost, time, and expenses of entrepreneurs at every stage of operations.

Investment Amount (entire project): 438.99 million Baht

Project Duration: Fiscal Year 2022- 2026

Current Status:

- The consultant presents the results of the revised conceptual design to stakeholders and submits the complete Conceptual Design and the draft of Detail Design.



CAPITAL STRUCTURE

Capital and Shareholder Structure

As of 30 September 2023, PAT had an initial capital of 7,234.54 million Baht, the same amount as in the fiscal year 2022 and 2021. PAT's shares are solely held by the Ministry of Finance as follows:

			Unit: Million Baht
ltem	Fiscal Year 2023	Fiscal Year 2022	Fiscal Year 2021
Initial Capital	7,234.54	7,234.54	7,234.54



Loans

During fiscal years 2021-2023, PAT had no outstanding loans.

Revenue Remittances (Levies)

PAT contributed 7,245.00 million Baht of its revenue to the state in the fiscal year 2023. Details of remittances (levies) during 2021-2023 are as follows:

			Unit: Million Baht
ltem	Fiscal Year 2023	Fiscal Year 2022	Fiscal Year 2021
Levies	7,245.00	2,610.00	4,183.49

Remark: The revenue remittance (levy) for the fiscal year 2022, submitted to the state in the fiscal year 2023, totaled 4,879.00 million Bath.





FINANCIAL MANAGEMENT

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Financial Management

PAT aims to maximize efficiency of 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:

Item	Fiscal Year				
nem	2023	2022	2021		
Current Ratio	1.91 times	1.74 times	2.31 times		
Return on Total Assets: ROA	12.25%	11.41%	12.23%		
Debt to Total Assets	33.78%	37.41%	41.87%		

Current Ratio:

During the fiscal years 2021-2023, the current ratio of PAT ranged between 1.74-2.31 times. In the fiscal year 2023, the current ratio was 1.91 times, an increase from the current ratio of 1.74 times in 2022, indicating that PAT had better liquidity as its current assets exceeds short-term liabilities. PAT, therefore, has the ability to settle its short-term liabilities.

Return on Total Assets (ROA):

During the fiscal years 2021-2023, the Return on Assets (ROA) rate of PAT were at 12.23%, 11.41%, and 12.25% respectively. In the fiscal year 2023, the ROA was higher than that of the fiscal years 2022 and 2021, indicating that PAT's asset managing efficiency was improved in the fiscal year 2023.

Debt to Total Assets:

During the fiscal years 2021-2023, the Debt to Total Assets of PAT were at 41.87%, 37.41%, and 33.78% respectively. PAT total assets exceeded its debt in value, indicating that PAT has a low financial risk and has an ability to settle all its debts. In the past three years, PAT Debt to Total Assets ratio has decreased.



<u>...</u>

ASSET MANAGEMENT

PAT Assets - land and buildings outside the Customs area in Bangkok Port have been managed well to generate income to 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, PAT has studied and drawn a direction on land development and preparation to support the project on developing expressway ramp connecting Bangkok Port and Bang Na - 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 Bangkok Port. The project was initiated to support the government's development policy under the 20-year National Strategy (2017-2036) with an aim to achieve the vision of becoming "a developed country with security, prosperity, and sustainability in accordance with the Sufficiency Economy Philosophy" and with the ultimate goal to create all Thai people's happiness, well-being and best benefits of the country". In upgrading people's quality of life and increasing national income to become a developed country, PAT also supports the government in creating happiness for all Thais, social security, equality, and fairness, which will enhance national economic competitiveness. Therefore, PAT initiated an implementation plan under the housing development plan to become a Smart Community.

PAT has developed the project to ensure good public utilities and facilities as well as environmental conditions to raise the quality of life of the community to a standard as part of the New Urban Core Development Project. PAT has already prepared design, architectural and structural engineering work, as well as detailed designs, and has prepared an Environmental Impact Assessment (EIA) expected to be completed in September 2024. Revenue from the asset management in the fiscal year 2023 was from the collection of benefits from land and building from government and private agencies that lease and utilize the area outside the Customs area in Bangkok Port. Details are as follows:

ltem	Revenue/Year						
nem	Fiscal Year 2023	Fiscal Year 2022	Fiscal Year 2021	Fiscal Year 2020			
Revenue from Land Rental	393,540,415.23	369,355,380.65	335,179,940.09	325,093,973.67			
Revenue from Building Rental	78,970,370.09	76,000,402.19	75,927,537.06	73,160,884.14			
Total	472,510,785.32	445,355,782.84	411,107,477.15	398,254,857.81			





HUMAN RESOURCES MANAGEMENT IMPLEMENTATION IN THE FISCAL YEAR 2023

Human Resources Development

PAT develops personnel under the 20-year National Strategy (2018-2037), PAT's Corporate Plan, and PAT's key plans such as 5-year Human Resources Master Plan, which is input in the preparation of training programs/seminars for the fiscal year to carry out the development of personnel capacity/competency to be ready for competition, as well as to create values and corporate culture to be ready for changes in order to support the organization's operations to achieve the organization's mission and vision by organizing trainings/seminars/meetings/lectures/study visits in classroom and non-classroom formats domestically and internationally. Digital technology was used to support the learning system by creating e-Learning and visual learning courses that emphasize more active learning to enable employees to access their personal development conveniently without affecting their operations. Each course provides training evaluations and follow-ups on the use of knowledge for post-training operations in PAT's core curriculum as well as having a Return of Investment (ROI) analysis in order to use the results of the evaluations to further improve the personnel development system.

In the fiscal year 2023, PAT has developed its personnel to build skills in support of current and future operations as follows:

- 1. Number of PAT Employees Development Course: 537 courses
- 2. Number of Trainees:
- 3. Total Training Hours:
- 13,430 people 127,624 hours











Establishment of Sandbox Structure

Human Resources Management Department together with the consultant organized meeting for each line of work to determine the details of the units to be operated in the Sandbox Structure, where PAT Director General has communicated for understanding and provided a policy for developing an organization structure under the conceptual design to executives from level 13 and above on 7 November 2022. In addition, workshops with various units were held (during November - December) to learn about current issues and the necessity of defining units to support the mission and defining the unit structure in order to create an organization structure and define unit objectives, missions, and indicators. Furthermore, orders and principles have been prepared for experimental implementation of the Sandbox Structure consisting of:

- The Order of PAT on Sandbox Structure of the pilot unit by dividing the work and assigning authority up to the division level.
- 2) The Order of PAT on Assigning employees to perform additional duties according to the Sandbox Structure, as well as determining indicators, analyzing value of the job, and evaluating effectiveness of the experimental units in the Sandbox Structure. At present, the designated units in the Sandbox Structure have tried to perform their actual work according to their roles and duties. The first performance evaluation of the units designated in the Sandbox Structure has been completed.
- 3) Principles for the Implementation of Sandbox Structure

Establishment of Sandbox Structure is to design and experiment the organizational structure, evaluate, and improve the organizational structure before seeking approval and formal promulgation in the next step to ensure that PAT restructuring is consistent with its mission and can be efficiently and effectively managed and operate the business flexibly. It will also help to reduce the potential impact from organizational restructuring.



Preparation of Short- and Long-Term Manpower Plan

Th Human Resources Management Department has developed short- and long-term manpower plan to identify the number of manpower that are suitable for the workload and to estimate the number of manpower that should be available both at present and to support future work. This is done by analyzing demand (considering the demand for the use of manpower of each unit), analyzing the supply of manpower (showing manpower flow/manpower loss/adopting technology to improve process) and related inputs such as principles and guidelines on public sector manpower management (2023-2027), various plans and policies of PAT, and other related factors in order to analyze the difference in the manpower and formulate strategy to deal with the shortage and excess manpower, as well as the process of increasing the capacity of existing manpower. This is to ensure that PAT will have both qualitative and quantitative manpower that are appropriate to be able to achieve the current and future missions of the organization. The plan will be used as information for consideration in the preparation of appointment, shortage/excess manpower management planning, preparation in terms of numbers/capacity of personnel as well as forecasting potential impacts on manpower in the future to be able to plan and prepare for the manpower in the next step.







Recruitment and Selection

The Human Resources Management Department has a recruitment and selection process at both management and operational levels, with a recruitment period to fill the vacancies twice a fiscal year. This is divided into internal and external recruitment from employees and external parties. The appointment to fill the vacancies will be for necessary position according to short- and long-term manpower plan.

1. Internal recruitment consists of:

- The recruitment examination from employees is carried out in accordance with PAT Regulations on Personnel Recruitment to Fill Vacancies, B.E. 2563 (2020). The examination is used for starting level of the field of work from Levels 1-6 as a path of progress.
- 2) The selection is carried out in accordance with Principles for the Selection of Persons in Leadership Positions which clearly defines the procedures, factors, and weight of consideration, such as KPI evaluation score of 10% and a performance score of 30%. The selection is divided into 3 levels as follows:
 - Positions at Levels 14-16 are selected by the PAT Board of Commissioners. In addition, PAT has prepared a succession plan for positions at Level 14 and above.
 - Positions at Levels 11-13 are considered by the selection committee at the line of work level chaired by the PAT Director General.
 - Positions at Levels 8-10 must be considered by the selection committee at the Office/ Department level (depending on the case) before proposing for the consideration and selection by the selection committee at the line of work level chaired by the PAT Director General.

2. External recruitment is carried out by means of recruitment examination in accordance with the PAT Regulations on Personnel Recruitment to Fill Vacancies, B.E. 2563 (2020). Internal recruitment from employees will be considered first. In case there are no qualified employees, the external recruitment will then be carried out.

Succession Plan

The Succession Plan is a human resource (HR) tool for managing human resources to have knowledge, expertise, attitude, leadership skills and ability to hold key strategic positions immediately when positions become vacant while creating motivation at work and enabling retention of quality personnel in the organization, thereby enabling PAT to plan manpower and human resources systematically. According to the resolution of the PAT Human Resources Committee No. 2/2023, the Succession Plan Project Committee is responsible for formulating policy, operational methods, successor development method, method for evaluating and monitoring performance of successor, as well as determining key strategic positions, namely Levels 14-16, which are positions that are responsible for determining organizational strategies, policies and making decisions in various operational processes. The preparation of a succession plan will enable PAT to develop and prepare personnel to be ready to fill key positions immediately when the position become vacant, which will ensure the continuity of the PAT's operations and achieve strategic objectives, missions, and goals.

In 2023, the Human Resources Management Department has improved the process and criteria for appointment at Levels 14-16 by adding a process for interested and qualified employees as announced by the Human Resources Development Department to apply for vacant Level 14-16 positions, and adding a process for employees who apply for selection to present their visions, ideas for management and development of the PAT's work process as well as updating the criteria for appointment in Level 14-16 to be in line with the improved process. The improvement of such process and criteria will ensure that PAT process and criteria for appointment consideration is clear; can verify the assessment scores; is transparent; and operates with good governance and in line with PAT values "S M A R T" - S or Standard which operates with good governance and international standards as well as good governance plan (OECD) which are principles of Ethics and Transparency. The process and criteria for appointment of successor have been proposed to the PAT Human Resources Committee for approval. Currently it is being proposed to the PAT Board of Commissioners for approval.



Review of Career Management

PAT Career Management aims to enable employees to plan their career growth and develop themselves towards their target positions. In addition, the Personnel Management and Personnel Development Policy Committee, consisting of PAT Deputy Director General representing all lines of works and Director of Human Resources Management Department as the secretary, is responsible for ensuring that PAT career management is transparent, fair, and achieve the goals. It starts with creating a managerial career path that requires employees to have the necessary experience before taking the managerial positions to ensure that employees are ready and able to work immediately when they are appointed to the positions. In addition, it creates career paths based on job family that focus on increasing career growth opportunities both within and between the job families. Furthermore, the career path manual and the process of developing employee's personal career path have been developed.

The preparation of criteria for entry into positions (both promotion/relocation) of PAT requires employees to meet 2 criteria namely prerequisites (JS, length of service in the current position, KPI) and specific qualifications for the position (Success Profile). The establishment of such criteria will enable PAT to appoint employees with knowledge, skills, and experience suitable for the position and able to work immediately upon appointment. In 2023, Human Resources Department conducted study visits to other state enterprises on career path and job rotation before applying it with the result of the upgrade project and use it for PAT. The result of the implementation will be reported in the fiscal year 2024.



Human Resource Information System (HRIS)

In 2023, PAT developed a Human Resource Information System covering HR database system of personnel and of the line of work completely in terms of personal data, working history, training history, knowledge, abilities, talents, outstanding performance information, including disciplinary action, preparing of orders, checking of vacant positions, man power structure, job description, performance evaluation for human resource management on a single platform that respond to the needs of the unit and users. In addition, information can be used to plan and assist in executive decision-making, both in human resource management and human resource development, efficiently and facilitate employees by providing services through an easily accessible Web Base Application. HR data is used to analyze and consider for making decision as follows:

- 1. Short-term and long-term workforce planning by considering workforce condition data by operational area for the past 5 years (2023-2027).
- 2. Consideration of improving alternative welfare arrangements for employees according to the welfare cafeteria system development plan based on PAT employee's data 5 years in advance divided by generation.
- 3. Improvement of criteria and succession plan according to the resolution of the Human Resources Committee No. 3/2023 from the consideration of data of PAT employees aged 55-60 years

(2023-2027) divided by level and affiliation.

4. Improvement/revision of procedure in case employees are absent from work for 15 consecutive days without good reason, issued in accordance with the PAT Board of Commissioners' regulations on Discipline and Punishment of PAT Employees, B.E. 2564 (2021), based on information of PAT employees who absent from work for more than 15 days without good reasons due to increasing proportion of discharge/remove from such incidents.

In this regard, PAT has linked the HR digital technology systems through the HRIS system. In 2023, it was linked in terms of remuneration, performance evaluation, medical expenses, welfare, etc., and started by linking the performance management system with talent management. In the fiscal year 2024, there is a continuous integration plan in accordance with the action plan to develop Integrated PMS system, career management system, recruitment and application system, and system for pension employee. This includes establishment of HRIS Clinic as a channel for communication, reporting problems and obstacles, providing advice and assistance for using HRIS system such as annual performance evaluation, checking of salary and leave, medical expense reimbursement, training, etc.



Improvement of Employee Database Processes

In the fiscal year 2023, the Human Resources Management Department has systematically adjusted employee database processes by increasing the frequency of checking qualifications/licenses or certificates twice a year. Further inquiries were made and included in the employee's profile. In addition, permission has been granted to link data from the Department of Provincial Administration, the Marine Department, the Department of Land Transport, and National Health Security Office (NHSO) to carry out employee database operation and comply with the Personal Data Protection Act, B.E. 2562 (2019) (PDPA) to be accurate and beneficial to manpower management in terms of recruitment and operations. In addition, it can also link such data into the HRIS system efficiently.

PAT's Salary Rate Adjustment

As a Group 3 state enterprise, PAT uses a salary structure based on wage rate structure of state enterprise employees (53 steps) according to the Notification of the State Enterprise Labour Relations Committee, determining the remuneration rate of each level and position differently according to the value of the job based on the result of the remuneration structure analysis which consists of job analysis (considering duties/responsibilities/ qualifications of the employee) and job valuation.

In 2023, PAT reviewed the remuneration structure by reviewing the original job valuation in 2012 together with considering various factors in 2023, such as increased missions, increased efficiency, and inflation, etc. In addition, a survey of the remuneration structure compared to the labor market in the transportation and logistics industry and other state enterprises found that the average remuneration of the PAT was 1.5% lower. Therefore, the Human Resources Management Department has proceeded as follows:

1. Adjusting the highest salary rate

for employees in Levels 14-16 by 6.5 steps according to the Cabinet resolution at its meeting on 25 October 2022 and considering an approach to adjust the highest salary rate structure for employees in Levels 1-13 by adopting the needs of employees in Level 1-13 through their requests through the Labour Union which requested 3 steps increase as a factor in considering an approach for obtaining approval from the PAT Board of Commissioners. the PAT Board of Commissioners at its meeting No. 8/2566 (2023) on 31 August 2023 resolved to approve the revision of the salary structure of PAT employees in Levels 1-12 by adjusting the highest salary rate of the PAT employees in Levels 1-13 by 3.5 steps, effective according to the Cabinet resolution on 25 October 2022 as proposed by PAT, as well as the Order of PAT Board of Commissioners No. 19/2566 (2023) on Determination of Salary Rate Structure of PAT Employees.

2. Adjusting the employee remuneration rate to be not less than the minimum wage rate

by taking into account the needs of lower level operating employees who received remuneration below the minimum wage rate, which was proposed through the Labour Union for PAT to consider paying the remuneration for employees who received less than the minimum wage rate, which was originally paid as an extra surcharge to be paid as part of their salary in order to provide a basis for calculating remuneration and other benefits. According to the resolution of PAT Management Meeting No. 6/2566 (2023) on 7 June 2023, it was agreed to adjust the minimum wage rate of employees and to use the sum of salary received as the basis for calculating different benefits and proposed to PAT Board of Commissions for consideration. The PAT Board of Commissioners resolved to approve at its meeting No. 6/2566 (2023) on 25 July 2023.



PAT Performance Management System



PMS Model

PAT has implemented a Performance Management System (PMS) to link individual performance to the achievement of organizational outcomes. The process has been established to transfer Corporate KPI to unit level KPI and Individual KPI in line with the corporate strategic plan, the plan of the line of work/unit, and individual responsibilities. The Corporate Strategy has been transformed into competency and behavioral indicators and will be evaluated together with individual KPI as a factor for compensation management.

The integration of Performance Management System (PMS) with other human capital management systems includes:

- Talent Management;
- Succession Plan;
- Individual Development Plan (IDP) for Successor Candidates;
- Design of follow-up and evaluation methods after successors take office and feedback to successors for self-improvement;

- Talent Management Plan;
- Talent Development according to the Individual Development Plan (IDP);
- Preparation of career paths with clear job rotation criteria and systematically define eligibility for cross-functional transfers within relevant job families;
- Preparation and development to provide human resources with the ability to rotate job within the unit and within job families efficiently for maximum benefits;
- Career Management;
- Full Implementation of Career Management & Planning by linking with Corporate Plan and important plans/systems such as learning and development system, knowledge management plan, engagement plan, etc.

Continuous Development of the Employee Performance Management System

1. Project on Preparation of PAT Standard Indicators and Target Values

The Human Resources Management Department, together with consultants, held meetings to advise the parent units, jointly audited the quality of indicators, prepare new standard indicators and target values to be standardized and accurate according to the criteria, aiming to ensure that the key performance indicators and target values are consistent with the work, position, and organizational direction, as well as be able to fully transfer the indicators of the unit from the executive level to the operator level. The review and determination of the indicators in each line of work which are Bangkok Port and administrative affairs according to the standard indicators and target value (Baseline) have been completed. Currently, the work is underway for the following work lines, including Laem Chabang Port, Engineering, and Information Technology

2. Performance Evaluation Based on Key Performance Indicators (KPIs)

The Human Resources Management Department has established a systematic performance evaluation system for all levels of employees. A performance evaluation manual, behavioral indicators definition manual, and evaluation criteria and guidelines have been prepared by requiring senior executives to have a meeting to review organizational indicators and targets in accordance with the Memorandum of Understanding for the fiscal year, and distribute organizational targets into target of the units from the line of work level, department/office, division, section, to individual level according to the process of transferring organizational indicators down to the individual level. The common indicators/targets between the evaluator and the assessed person (Two ways Communication) will be defined in accordance with the scope of duties and responsibilities from the job description, position level consisting of strategic tasks (from level 11 and above), role-based tasks, and assignment. The quality of indicators are also reviewed to be appropriate and consistent with the mission of the unit supporting the operations of PAT. The two periods per fiscal year are:

- First Round: 1-30 April (Performance from October to March shall be assessed.)
- Second Round: 1-15 August (Performance from April to September shall be assessed.)

The Human Resources Management Department has established a performance management structure by establishing "Performance Management Committee", namely Level 1, the Organization-Level Committee, and Level 2 the Unit-Level Committee with the main responsibilities to formulate policies, methods, and criteria for performance management, supervision, and monitoring. The employees' performance monitoring is done through the Human Resource Information System (HRIS) where employees can update the progress of work and attach performance documents for supervisor to use in evaluating the performance. In addition, statistics and summary reports and analysis of annual performance evaluation results are prepared to examine and monitor the performance evaluation results of employees annually in order to improve the performance management system to be efficient and effective.

The performance evaluation and results will be used to link to employee promotion consideration, annual salary increment consideration, talent and successor selection consideration, etc.





Promotion of PAT Employee Engagement

1. The employee engagement program for the fiscal year 2023 includes

1.1 Improving employee satisfaction and engagement level

- 1.1.1 Workshop on Employee Satisfaction and Engagement Development Plan was held for representatives of the employee satisfaction and engagement implementation committee from 19 departments/offices.
- 1.1.2 The employee satisfaction and engagement implementation committee from all units prepared the development plan and carried out activities in accordance with the satisfaction level development plan.
- 1.1.3 Site visits were carried out to provide advice and suggestion on the implementation of activities according to the development action plan of all units.









1.2 Survey of PAT Employee Satisfaction and Engagement

- 1.2.1 Review of engagement and satisfaction factors by employee group and organizational context were conducted to identify 14 factors affecting employee satisfaction and engagement. This was done by conducting focus group test to collect data by finding validity and trying out with a sample of employees at all levels according to the organizational context covering all areas including Bangkok Port, Laem Chabang Port, Ranong Port, including Chiang Saen Commercial Port and Chiang Khong Port.
- 1.2.2 PAT employee satisfaction and engagement survey were conducted for employees at all levels throughout the organization covering all areas including Bangkok Port, Laem Chabang Port, Ranong Port, as well as Chiang Saen Commercial Port and Chiang Khong Port. The satisfaction and engagement factors are clearly separated, and the survey format was upgraded from the original requirement for employees in Levels 1-6 to answer the questionnaire in a designated location to be online format for all levels.
- 1.2.3 According to the results of PAT employee satisfaction and engagement survey, the overall satisfaction level of employees was 93.5% and the engagement level was 96.3%.



PAT employee satisfaction VS PAT employee engagement 2020 - 2023

Survey of PAT Employee Satisfaction and Engagement 2023 and Plan for 2024

2. PAT Employee Relations Program for the fiscal year 2023

where representatives of employees of all units, representatives of labor union, and executives are required to participate in the activities. In 2023, 5 events were organized as follows:

2.1 Message from the Heart Activity:

The senior executives participated in the discussion, listened to and exchanged ideas on working approaches with representatives of all units participating in the project.

2.2 Care with Heart and Succeed Together Activity was carried out on main topics for strengthening relationships of PAT employees consisting of Corporate Direction:

The Way We Work, Promoting Well-Being, Happy Work, Happy Work-Life Balance, Creating Satisfaction and Engagement, Understanding Welfare Benefits, and Work Environment.





PAT aims to become a world class port with excellent logistics services. Therefore, it is necessary to prepare personnel to be ready in terms of developing knowledge, competency, as well as enhancing the quality of life of employees in order to increase work efficiency in the form of welfare and benefits to incentivize employee to have good morale. This will enable employees to use their physical efforts, mental and intellectual strength, as well as their ability to perform their work efficiently without worrying about personal and family difficulties, to be satisfied with their work, to have a love for work and to intend to work in the organization for as long as possible.

Therefore, PAT has determined an approach for development of benefits, starting with reviewing an approach for determining employee benefits from many inputs such as the notification of the State Enterprise Labour Relations, Cabinet Resolutions,



relevant rules and regulations, data on employee's needs through various channels, and comparative analysis of remuneration and benefits in both private sectors and state enterprises before designing and determining an approach for adjustment/development of benefits, comparing the budget, expenses and revenue of PAT as well as impacts and advantages - disadvantages for approval from the management and the PAT Board of Commissioners depending on the case, and the responsible units for preparing an implementation plan to communicate, clarify for understanding, and monitor and evaluate performance.

1. PAT provides welfare and benefits to its employees in various forms, both monetary and non-monetary, as required by law and beyond what is required by law as follows:

- 1.1 Welfare and benefits that PAT provided to employees as required by law, such as medical benefits, child education allowance, child allowance, paternity leave, etc.
- 1.2 Welfare and benefits that PAT provided to employees beyond what is required by law, such as uniform expenses, accommodation for part-time workers, housing welfare for PAT's employees, shuttle bus for staff, etc.

2. For the fiscal year 2023, the Welfare Division, Human Resources Management Department has taken steps to increase the welfare of PAT employees as follows:

- 2.1 Employee Welfare Loan Program according to the resolution of PAT Management Committee No. 9/2565 (2022) on PAT Employee Welfare Loan Program: PAT has signed the Memorandum of Understanding "Employee Welfare Loan Program" with Islamic Bank of Thailand on 26 April 2023 to provide special benefits under various conditions and promote a good quality of life for PAT employees.
- 2.2 Group Life Insurance for PAT employees: The Welfare Fund provides group life insurance to PAT employees working as of 30 April of each year where the coverage period of the policy is one year starting from 2023 onwards according to the resolution of the Management Committee No. 2/2566 (2023) on Group Insurance for PAT Employees.
- 2.3 Tao Bin Café Kiosk: PAT has signed a contract with Fort Vending Co., Ltd., a manufacturer of Tao Bin Automatic Café Kiosk to provide 8 kiosks to be installed within PAT.

The objective is for PAT Welfare Fund to use the area in the customs fence area and use the income from the rental of the space as the income of PAT Welfare Fund in accordance with PAT regulations on Internal Welfare, B.E. 2560 (2017), Clause 11 (11.1), in accordance with the resolution of the Management Committee No. 2/2566 (2023) on Tao Bin Automatic Café Kiosk.

- 2.4. Co-Working Space: PAT has a plan to renovate the food court in PAT office building (3rd Floor Food Court) and the Bangkok Port 1 cafeteria (Warehouse 5) to be modern with Co-Working Space where PAT employees and users can use it as a meeting space to exchange ideas and create new ideas for work. However, the renovation of the food court in PAT office building (3rd Floor Food Court) into a Co-Working Space is in the procurement process in accordance with the Ministry of Finance Regulation on Public Procurement and Supply Management, B.E. 2560 (2017) in accordance with the resolution of the Management Committee No. 11/2565 (2022) on Co-working space.
- Recruitment of a building manager (juristic person) to 2.5 take care of flats 26-29: PAT has conducted an employee survey on the recruitment of a building manager (juristic person) to take care of flats 26-29, with 94% of the employees wanting a juristic person to be established to manage the flat. Therefore, the result of the survey and draft scope of work in the management of the flat buildings were proposed to the management to request for the allocation of the budget for hiring a juristic person to manage flat buildings in terms of administration covering management work, safety and traffic, maintenance work, cleaning work both inside the building (common areas) and area around the building to enhance the guality of life of employees and families living in PAT's flats. Currently, it is in the process of hiring contractor to manage the flat buildings 26-29.
- 2.6 Development of communication channel: PAT has developed a communication channel "Chatbot" to communicate employees for understanding and as a channel to listen to employees' opinions. This implementation was able to reach the needs of employees more. Opinions were gathered and submitted to the Corporate Relations Committee in order to improve the benefits to suit with PAT employees. It also improves the process to reduce the workflows of the workers.

STAKEHOLDER AND CUSTOMER FOCUS

No.



PAT has focused on stakeholders and customers in accordance with the State Enterprise Assessment Model - SEAM (Enablers) to promote and respond to the mission/business environment, competition, demand, customer expectation, and all stakeholders of PAT. This will enable PAT to keep up with the changing context with efficient and systematic operations to maintain strengths, improve weaknesses, and add modern management. The key operations are as follows:

Stakeholder Management

PAT places importance on all groups of stakeholders with a plan/project to manage and administer good relations, communicate with 14 groups of stakeholders to create better understanding on PAT's operations, and listen to their opinions on PAT's operations in order to gain acceptance for PAT's project development. In 2023, PAT has implemented two key strategies in the Stakeholder Strategic Plan: Strategy 1- Strengthening stakeholder acceptance to focus on managing an engagement with internal and external stakeholders, and Strategy 2 - Upgrading the value chain and strengthening the network of cooperation with stakeholders in 22 plans/projects in accordance with the A1000 Stakeholder Engagement Standard (AA1000SES) and the State Enterprise Assessment Model (SE-AM) with a focus on Stakeholder Management.



PAT has prepared plans/projects to address demands/expectations efficiently and create benefits for stakeholders related to economy, society, and environment in a balanced manner. PAT has continuously monitored and reported on the results to PAT Board of Commissioners to review, and improve operation related to stakeholders, and drive the organization forward sustainably. Leading to the performance in 2023 which is PAT achieved 100% as the plans and targets. The performance of each stakeholders group are as follows:

Stakeholders	Government Agencies, Public Sector Shareholders	Customers/ Port Users	Communities	Suppliers	NGOs	Employees/ Workers/ Labour Union	Competitors, International Maritime Transport Standard Agency, Loan Sources, Media, Business Partners, Professional Organizations
Stakeholder engagement channels	 Joint meetings with government agencies for coordination and solutions Visit PAT's operation in port areas Occasional visits 	 Online Media/ Website Journal/PR Media CRM Activities Customer visit Satisfaction survey Complaint Channel 	 Online Media/ Website Journal/PR Media CSR Activities Customer visit Satisfaction survey Complaint Channel 	 Joint meetings News communication and PR Complaint Channel 	 Joint meeting to discuss and solve operational problems Joint activities for creating relationships 	 Joint meetings with Labour Union Relationship building activities Courses and learning media preparation Engagement building activities 	 Joint meetings to discuss and solve operational problems Joint relationships building activities Journal/PR Media
Frequencies	• Monthly • Annual	• Monthly • Annual	• Annual	• Quarterly	• Monthly • Quarterly	• Monthly • Annual	• Annual
Stakeholder Demands, Expectation	 Adhering to the policies on Thailand's maritime transport and logistics system Complying with good governance principles and corporate social and environmental responsibility Developing technology and innovations to boost maritime transport capability 	 Providing efficient, fast, timely, and standardized services Increasing electronic channels Complying with good governance principles and corporate social and environmental responsibility Developing technology and innovations to boost maritime transport capability 	 Good environmental and safety management with no impact on community and society Regular activities for building relationships with communities Engaging the surrounding communities and holding public hearings/ listening to the surrounding communities Career development for people in communities Creating a good quality of life Paying fair compensation for land expropriations 	 Standardized environment and security system Increasing coordination channels via electronic systems Providing accurate, complete, and fair news and information Ensuring correct, complete, fair, and unbiased contact management and supervision 	 Supporting and developing communities and the environment to grow in a balanced manner in tandem with business and the national economy Good Environmental and Safety management with no impact on community and society 	 Encouraging employee engagement Developing skills, knowledge and expertise of employees and workers Providing a safe and standard working environment and amenities 	 Building business partnerships to enhance supply chains in operations and services Exchanging of knowledge and information with stakeholders to increase efficiency in joint operations Communicating news and information accurately and completely Jointly improving rules and regulations to keep up with the current situation

Stakeholders	Government Agencies, Public Sector Shareholders	Customers/ Port Users	Communities	Suppliers	NGOs	Employees/ Workers/ Labour Union	Competitors, International Maritime Transport Standard Agency, Loan Sources, Media, Business Partners, Professional Organizations
Major Projects in 2023	 Plans to upgrade communications and build understanding about PAT's business operations among government agencies Plans for exchanging information and boosting efficiency in the rail transportation system Satisfaction level from all visits 	 Customer Relationship Management (CRM) Project Plans for strengthening relationships and engagement in Bangkok Port's operations Plans for promoting communication via Line Official Account Communication Plans for building understanding with real estate tenants outside Customs fences 	 Relationships management project and sustainable scholarship project Survey on the satisfaction of surrounding communities (reforestation areas) towards the reforestation project of Chiang Saen Commercial Port 	 Plans for strengthening relationships and working with engagement (meetings and participation in solving problems by port/truck) Plans for solving problems with trade partners and suppliers Plans for building relationships with suppliers 	• Plans for strengthening relationships and engagement with NGOs of the working group for scrutinizing data from people affected by Laem Chabang Port Phase 3 Development Project	 Plans for building awareness and understanding in roles and duties of inter- nal audit units Plans for promoting engagement of PAT employees in risk management and internal control Plans for promoting good health among employees Plans for strengthening employees Plans for strengthening employees Plans for strengthening employees Plans for strengthening employees Plans for strengthening employees Plans for strengthening employees Plans for support user needs and modernizing systems to be ready to use 	 Joint meeting under Super Port Project Activities under the Maritime Transport and Logistics Institute (MLI) Activities with media to build relationships to reduce fake news Consultation meeting to amend PAT Act
Performance in 2023	 Organizing a study visit of emerging businesses at Laem Chabang Port area on 14 March 2023 Organizing a seminar and study visit for information exchange and boosting efficiency in the rail transportation system on 23 - 24 May 2023 	 Organizing activities to build impressive relationships, express gratitude to port users and stakeholders of Bangkok Port on 2 -3 September 2023 Organizing a dinner talk for information exchange and listening to opinions with stakeholders among ship service users in June 2023 and in August 2023 	 Organizing donation activities to support educational funds for youth in communities around Laem Chabang Port in August 2023 Career Development and Income Enhancement Project in August 2023 	• Seminar to exchange information and listen to problems of Laem Chabang Port Operators on 10 July 2023	 Public hearing meeting with locals affected by Laem Chabang Port Phase 3 Development Project in September 2023 	• Workshop and seminar to build a good labour relations system during 14-15 September 2023 at Best Western Plus Carapace Hotel, Prachuap Khiri Khan	 Super Port Project Meeting Establishment of the Maritime Transport and Logistics Institute (MLI) Super Port Project meeting, MLI activities Organizing a press conference on the progress of Laem Chabang Port Phase 3 Development Project to create awareness for the public to be informed of the project progress on 14 November 2023 Consultation meeting to amend PAT Act



Stakeholders	Government Agencies, Public Sector Shareholders	Customers/ Port Users	Communities	Suppliers	NGOs	Employees/ Workers/ Labour Union	Competitors, International Maritime Transport Standard Agency, Loan Sources, Media, Business Partners, Professional Organizations
Goals/Results	 Satisfaction level from all visits of PAT's operations observation at 83.3% Satisfaction level of relationship management at 87.5% 	 Customer satisfaction level at 3.90 points Unlimited complaints from real estate rental 	 Community satisfaction level at 4.32 points Community satisfaction level with reforestation activities at 94.90% 	 8 joint meetings Average indicators score at level 3 	 4 times for communicating with NGOs Meeting attendance at no less than 80% 	 Level of awareness and understanding according to the audit plan at 95.45% Results from annual employee satisfaction and engagement survey at 93.9% Result from survey on good labour relations within the organization at 4.76 points 	 Continuous stakeholder relationships management Competitor satisfaction level at 3.89 points Media satisfaction level at 4.40 points Business partners satisfaction level at 4.33 points
Benefits	 Building organization trust Cooperation with agencies to boost efficiency and operational development 	 Creating satisfaction and enhancing service efficiency Developing technology and innovation to enhance service capability 	 Reducing environmental impact from business operations Supporting education, sports, career development, income generation, and community strength 	 Confidence in business operations Strict compliance with contract and conditions 	 Enhancing good relationship Reducing impacts on the organization's operations 	 Building good relationships with internal units and external agencies Employees understand the organization's main behaviors Raising awareness on the operation directions of PAT and PAT Labour Union 	 Stakeholders understand, support, cooperate, and not oppose PAT's operation Supporting the establishment of educational institute and PAT knowledge in the future
Responsible Agencies	 Bangkok Port Corporate Strategy Department Finance and Accounting Department Marine Department 	 Bangkok Port Administrative Affairs Department Business Development and Marketing Department 	 Laem Chabang Port Office of Reginal Ports Business Development and Marketing Department 	 Laem Chabang Port Engineering Department 	 Laem Chabang Port Business Development and Marketing Department 	 Human Resources Management and Corporate Governance Department Audit Department Office of Risk Management and Internal Control Office of Medical Care and Health Information Technology Department 	 Bangkok Port Laem Chabang Port Administrative Affairs Department

Stakeholder satisfaction score of PAT for the FY 2023 stood at 4.24 points out of 5

Customer and Market Focus of Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port, and Ranong Port

PAT has implemented customer and market focus in accordance with the State Enterprise Quality Assessment Guidelines (Enablers) to promote and align with mission/business, competition, customer needs, and changing context. With efficient and systematic operations, PAT can maintain strengths, improve weaknesses, and add modern management issues.

In 2023, PAT has implemented business and marketing promotions in accordance with the Customer and Marketing Strategic Plan 2023-2027, such as Customer Relationship Management Project (CRM) and Key Account Management, the Service Enhancement Project of Key Processes through the Preparation of Service Level Agreements (SLAs), and development of channels to listen to customers and stakeholders, etc.

Table of Strategies and Projects under the Customer and Market Strategic Plan for the Fiscal Year 2023-2027

Strategy 1 Enhance service level to increase satisfaction	Strategy 2 Develop products and services by applying innovative technologies	Strategy 3 Promote marketing to meet target customers and retain customer base	Strategy 4 Create new business opportunities
Indicator • Customer satisfaction scores	 Indicator Success of project development and customer needs Success of plan implementation 	 Indicator Success of plan implementation Satisfaction score on public relations information (content) on social media of Business Development and Marketing Department 	 Indicator Number of networks and business partners in the port and logistics industry both domestically and internationally, or the number of research or the number of businesses or services that can be further developed
Strategy 1.1 Managing and building good relationship with customers	Strategy 2.1 Product and Service Development	Strategy 3.1 Marketing and Sales Promotion	Strategy 4.1 Creating opportunities and expanding business networks
1. PAT Customer Relationship Management and Key Account Management Project	4. PAT product and service development project based on customer needs	 6. Project to support marketing in major projects of Bangkok Port 7. Project to support marketing and service usage of Terminal Operators, Laem Chabang Port 8. Project to promote the usage of Ranong Port 9. Project to promote the usage of Chiang Saen Commercial Port and Chiang Khong Port 10. Project to promote the development and utilization of PAT assets to create added value 	12. Collaboration with partners to create opportunities and expand business networks
Strategy 1.2 Enhancing Work Processes and Service Products	Strategy 2.2 Application of innovative technologies in work processes	Strategy 3.2 Image and awareness creation	
 Development of channels to listen to customers and stakeholders in order to obtain complete information Enhancement in service level of key processes through the preparation of Service Level Agreement (SLA) 	5. Development of Information System for Marketing Phase 1*	11. Project for social media management and communication channel development to support PAT's market	



In addition, customer classification was reviewed by analyzing information from service usage data from various systems of PAT such as CTMS, VCMS, SAP, and so on. PAT can identify the characteristics of services user consisting of 4 groups namely:

- 1. Shipping Line/Shipping Agent
- 2. Cargo Owner/Import Export Agent
- 3. Terminal Operator of Laem Chabang Port
- 4. Property Tenants



PAT has also implemented products and services development projects and improved/enhanced and monitored the implementation of various important projects including PAT customer relationship building activities as follows:

• Product Development and Service Improvement Projects

- Action Plan for Reviewing and Improving PAT Website: PAT has developed and updated the service information on the website to be accurate, easy to access and up to date as well as display new service information of PAT.
- Communication Promotion Plan via Line Official Account: PAT has launched this service in 2023 under the name PAT Connex to create awareness of services provided by PAT and develop communication channels to be more convenient and faster through online channels.
- Increasing the Efficiency of Tool Services: PAT has managed personnel and tools for maximum efficiency and be able to provide continuous service and ready to support service.

- Forklift Service Enhancement: PAT has increased operational safety, reduced product damage, and enhanced service level.
- Increasing Service Efficiency of Mechanical Handling Equipment Operators: PAT has established service standards for personnel to increase service efficiency, reduce working time, and consider operational safety.
- Traffic Congestion Solving Plan in Laem Chabang Port: PAT has studied to find solutions for traffic problems in the area by implementing Truck Queue System to manage cargo trucks entering and leaving Laem Chabang Port.

Customer Relationship Management (CRM) Activities

PAT has implemented customer relationship management activities in the fiscal year 2023 as follows:

Activities for "PAT Key Account"

- On 25 August 2023, Business Development and Marketing Department, Bangkok Port, and Laem Chabang Port organized "Friendly Bowling Night Party" for 12 key accounts with PAT's executives and employees at Blu-O Major Sukhumvit, Ekkamai, Bangkok.
- On 11-12 April 2023, Business Development and Marketing Department presented Thai dessert baskets with greeting cards for Songkran Festival (Thai New Year) to 12 PAT key accounts to build relationships and impress customers during Thai festivals according to PAT Key Account Activity Plan.

"Happy New Year"

Activity to meet and visit customers on the New Year Festival 2023 occasion to express gratitude to customers for using PAT services, as well as to talk and listen to suggestions, demands, and expectation of customer for service improvement.

Joint meeting on the operation of vessels and cargo under the terminal management and operation agreement (TLC) to find solutions to address problems and facilitate various operations, while promoting cooperation to deliver services to customers on a bi-monthly basis.





Marketing and Business Promotion Activities

1. Bangkok Port:

- Participating in the seminar "Exchange of Information and Increase Efficiency in Rail Transportation" to promote the Single Rail Transfer Operator (SRTO) services to be able to link the knowledge gained to the current operational process and prepare to support the vision, missions, and key strategies of PAT at Four Wings Hotel.
- 2) Joint meeting with the Customs Department and Cargo Operations Division 3 regarding Export Customs Clearance on the Inspection of Outbound Cargo into Container Vessels at the Customs Office, Laem Chabang Port.





2. Laem Chabang Port:

- 1) Meeting with Mr. Teerawat Owatsuwan, Eastern Container Market Manager, State Railway of Thailand at the Inland Container Depot (ICD) Ladkrabang to discuss a plan to support marketing operations for Single Rail Transfer Operator (SRTO) and joint marketing operation with an emphasis on communication, creating awareness, reaching target customers.
- 2) Meeting with Coastal Berth Development Center (Terminal A) and Ocean Network Express (Thailand) Co., Ltd. (ONE), a shipping line, and ONE's partners including Great Connect Co., Ltd., New Viz Trans Co., Ltd., ect., to listen to opinions, demands, and expectations for using PAT coastal terminal service. The objective was to increase operational efficiency, after the cancellation of the enforcement notification requiring coastal vessels receiving inbound containers at Laem Chabang Port to carry out container loading at the coastal berth (Terminal A), effective from 1 October 2023 onwards.
- 3) Meeting with MLI to listen to stakeholders' opinions and analyze the results of the study in order to formulate an action plan to solve transportation problems, including container transportation and services of the coastal berth (Terminal A).
- Meeting with Harbour Service Division and Laem Chabang Port Terminal Leasing Company (TLC) to receive comments and suggestions for the preparation of public relations media through various channels.





3. Regional Ports:

Establishing partners and proactively marketing with future target customers as well as relevant government and private agencies to promote cargo transportation through the port

Ranong Port

1. Meetings/Seminars with the Ministry of Foreign Affairs, relevant government and private agencies under the following projects:

Mr. Apiseta Pongsuwan, Deputy Director General (Asset Management and Business Development):

 Attended the opening ceremony of "52 Years of Establishment of Diplomatic Relations" at the invitation of H.E. Me. Mohammed Abdul Hye, Ambassador of the People's Republic of Bangladesh to Thailand; Visited H.E. Mr. Nagesh Singh, Ambassador of India to Thailand, on the occasion of New Year and reported on the progress of the signing of Memorandum of Understanding (MOU) between PAT (Ranong Port) and the ports in India, where the BIMSTEC Division, Department of International Economic Affairs, Ministry of Foreign Affairs held a meeting to discuss maritime transport links in terms of agreements and Standard Operating Procedures (SOPs) to promote maritime freight links between Thailand and BIMSTEC countries through Ranong Port;



- Attended the meeting with the subcommittee on Logistics in the Senate Transportation Committee together with an advisory panel from Chulalongkorn University by the Academic Service Center of Chulalongkorn University and Transconsult Co., Ltd. to present the result of the feasibility study on the establishment of the national shipping line and guidelines for the development of the Thai commercial fleet;
- Welcomed Mr. Hiroaki Shima, Director of Japan Freight Railway and Nippon Koei Co., Ltd. to discuss the development of the Dry Port Project in Khon Kaen and Nakhon Ratchasima provinces
- Representatives of Business Relations and Marketing Division, Business Development and Marketing Department attended online meetings/seminars as follows:
 - The 4th BIMSTEC Transport Connectivity Working Group (BTCWG) in collaboration with the Ministry of Foreign Affairs via online platform.
 - "Increase Trade and Investment Opportunities with Thailand-Bhutan FTA" organized by Department of International Trade Negotiations, the Ministry of Commerce to exchange views on trade opportunities, investments, and benefits of FTA that can be used as information to create trade opportunities, promote cooperation and investment, and expand export markets for Thai products to BIMSTEC countries.
 - The seminar on "Exchange of Information and Increase Efficiency in Rail Transportation" to promote Single Rail Transfer Operator (SRTO) services to connect and prepare to support the vision, missions, and core strategies of PAT.



2. Joint Working Group Meeting with Bauthai Index Associate Co., Ltd. and business partners under the name of LaneXang Express Co., Ltd. consisting of LEO Global Logistics Public Company Limited and Sritrang Logistics Co., Ltd. on a monthly basis to exchange progress, obstacles of the operations under the Land to Sea project that promotes container transportation in multimodal mode of transportation from the People's Republic of China - Lao People's Democratic Republic - Thailand to BIMSTECC countries via Ranong Port

3. Customer Visit Activities on the New Year Festival 2023 to listen to opinions and suggestions on using the services of Ranong Port.

- Meeting with Mr. Thiti Preeyanurak, Senior Manager, Petroleum Development Support Base Department, PTT Exploration and Production Public Company Limited (PTTEP) and updated PTTEP's performance project and discussed the refueling of vessel which the Marine Department has enacted a law that applies to ports that must have oil boom around them when refueling vessels and have tugboats to tow booms
- Meeting with Mr. Wirot Poungloke, executive of MM Logistics (Thailand) Co., Ltd. to update the service usage of supply base customers which have decreased due to the political unrest in the Republic of the Union of Myanmar
- Meeting with Mr. Lenz Chen, Owner's Representative together with Mr. Panapat Limpisirisan, Managing Director, and Mr. Supoj Mongkolsirikiat, General Manager and Operation Manager, C U Lines (Thailand) Co., Ltd. to exchange the progress of the signing of MOU between each other





- Meeting with Dr. Suntorn Phajon, Managing Director of Meridian Shipping Services Group together with Mr. Chongchai Buranapatimakorn, Manager of Unison Shipping Services Co., Ltd. and Mr. Yongyos Kittiyopas, owner representative of MITT Shipping Sdn. Bhd., to discuss the volume of export - import of cargo at Ranong Port and nearby provinces for information on the consideration of using the service through Ranong Port
- Participating in the meeting to listen to the opinions of customers and stakeholders of Ranong Port to analyze and review the necessity and operational role of regional ports in collaboration with MLI

4. Building Partnership

 Lieutenant Woranot Pancharoen, Manager of Ranong Port together with Dr. Kunanunt Tayayuth, Advisor of the Maritime and Logistics Institute (MLI) and Ranong Port Marketing Team held a meeting with executives of HUAWEI TECHNOLOGIES CO., LTD. and Sinotrans (HK) Logistics Limited in Shenzhen, PR China and Sinotrans-LPG Lao Logistics Co., Ltd. in Vientiane Capital, Lao PDR. HUAWEI was interested in exporting electronic products to Sri Lanka and asked about the potential of Ranang Port for consideration as an export gateway.

5. Safety Activities

• Emergency Plan Drill 2023 with government agencies, private sectors, charitable organization, and local government organization in Ranong province to prepare for emergency situation that may occur within Ranong Port area.



Chiang Saen Commercial Port

1. Site Visit and Meeting Attendance

• The PAT Board of Commissioners together with Director General and executives of PAT travelled to Kunming, PR China to visit and discuss economic and logistics cooperation for the development of transportation route and promotion of Thai-Yunnan cooperation as follows:



- Meeting with Miss Bhavivarn Noraphallop, Consul-General, at Kunming
- Meeting with China Kunming South Asia & Southeast Asia International Logistics Research Institute (SSILR) and visiting the land port
- Meeting with Mr. Liu Minglin, Chairman of Yunnan Investment Group on the policy to promote investment in Dry Port and hinterland area between Yunnan Investment Group and PAT, as well as opportunities for expansion of business related to PAT

- Representatives of the Business Development and Marketing Department attended the 7th Meeting of the Thai - Yunnan Working Group on connectivity to promote the development of multimodal transport (maritime and railways) including cross-border transportation of cargo from Yunnan Province, PR China - Lao PDR - Thailand through Ranong Port, as well as expanding cooperation to develop cargo transportation between Chiang Saen Commercial Port - Guan Lei Port via Lan Xang River - Mekong River at Yunnan Province, PR China.





2. Signing of Memorandum of Understanding (MOU) On 6 September 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General and Mr. Li Zhonghua, Director of the Transport and Logistics Bureau, Xishuangbanna Dai Autonomous Prefecture signed a Memorandum of Understanding (MOU) between Chiang Saen Commercial Port and Guan Lei Port, Xishuangbanna Dai Autonomous Prefecture, Yunnan Province, PR China to promote cooperation and development of cargo and container transportation via Lan Xang River - Mekong River.

3. Activities to promote the use of cargo and container transportation services through Chiang Saen Commercial Port

- Mr. Kriengkrai Chaisiriwongsuk, PAT Director General welcomed Mr. DAO WEN, Governor of the Xishuangbanna Dai Autonomous Prefecture, Mr. KOU WENHUA Secretary General of Xishuangbanna Government, Xishuangbanna Dai Autonomous Prefecture, Yunnan Province, PR China at Chiang Saen Commercial Port on the occasion of visiting the operations and services of Chiang Saen Commercial Port to build good relations, as well as further discussion on the preparation of joint cooperation in supporting the cargo transportation via Lan Xang River - Mekong River between Chiang Saen Commercial Port and Guan Lei Port.
- Mr. Apiseta Pongsuwan, PAT Deputy Director General, (Asset Management and Business Development) chaired the tri-lateral meeting via online system between PAT, Lan Xang Express Co., Ltd., and Guan Lei Port, PR China, to establish cooperation and drive exports through Chiang Saen Commercial Port, as well as restriction on cargo transportation from Chiang Saen Commercial Port to Guan Lei Port after the COVID-19 pandemic. Representatives of relevant government agencies from PR China consisted of Director of Development and Reform Bureau of the Executive







Committee of Yunnan Province, Director of Xishuangbanna Port, Deputy Director of the Four-Country Joint Committee China Office, Representative of Border Inspection Department, Jinghong Port Immigration Station, Xishuangbanna Customs Department Representatives, Deputy Director of Xishuangbanna Trade Bureau, and PAT staff.

- Welcoming the Working Group from NIMTRANSPORT 1988 Co., Ltd. together with staff of the Fish Market Organization for visiting Chiang Saen Commercial Port and survey the readiness of the area to be used to collect goods from the export platform from Chiang Saen Commercial Port and load containers to Bo Ten, Lao PDR
- Online meeting with fuel exporters to listen to opinions on the request to adjust fuel handling fees at Chiang Saen Commercial Port
- Meeting with LAILA GROUP & CO automobile exporter who wishes to lease area in Chiang Saen Commercial Port to develop into a Free Zone for automobile exports to the Union of Myanmar and the Lao PDR
- Meeting with Ms. Chol-usa Vichian, Manager of Free Zone Establishment Sub-Division, Tax Incentives Division, Customs Department to discuss the use of Chiang Saen Commercial Port area as a Free Zone for automobile exports
- Welcoming Mr. Amphan Welutanti, Chairman of the Fish Market Organization on the occasion of a study visit to Chiang Saen Commercial Port area for wishing to use the area to expand as a distribution center for aquatic animals in the northern region and increase income generating channel for the organization
- Meeting to listen to opinions of customers and stakeholders of Chiang Saen Commercial Port and Chiang Khong Port to analyze and review the necessity and role for the operation of regional ports in collaboration with MLI

CSR activities around regional ports

Chiang Saen Commercial Port: Reforestation and forest conservation around Chiang Saen Commercial Port of 25 rai in Ban Wiang Nuea area to focus on increasing forest area and reducing environmental impact. The "Renewable Energy for Community Project" was also delivered by installing 3 solar power systems for tap water production and 3 solar power systems for distributing water to farmers

Ranong Port: Mangrove planting and mangrove conservation at Ban Khao Sang, Ranong Province on an area of 45 rai to increase green areas and create a source for greenhouse gas absorption, reduce global warming, as well as provide opportunities for communities and local authorities to participate in the conservation of natural resources and the environment in accordance with the occupational health, safety, and environment management standards, and comply with international standards on occupational health, safety, and environment at Pak Nam Tha Ruea Subdistrict Municipality, Muang District, Ranong Province.







BANGKOK PORT

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

Offshore Area:

a material

The outer water channel from the mouth of the channel at km. -18 to the Phra Chulachomklao Fort at km. 0, is 18 km. long, and the inner water channel from the Phra Chulachomklao Fort at km. 0 to the Memorial Bridge at km. 48. The total length is 66 kilometers.

Entrance Water Channel:

The Bangkok Port sandbar water channel is 18 kilometers long, 150 meters wide in the straight channel, 250 meters wide in the curved channel. The channel has been maintained to a depth of 8.5 meters from the mean sea level. The depth of the river at the Bangkok Port is 8.5-11 meters from the mean 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 Customs area, which is used for commercial purpose. It is the area rented by government agencies of 160.26 rai and rented by private sector of 516.50 rai. The areas for social use includes PAT office buildings of 117.86 rai, the area used by government agencies, such as the Customs Department, Plant and Animal Quarantine Station, etc. of 217.92 rai, slum community area of 197.93 rai, and public roads of 199.54 rai. There is also office space for rent for related service companies, ship and cargo service activities in the Bangkok Port Customs Fence area, warehouse, etc.

Dredging Service

In 2023, PAT has dredged, maintained, and surveyed water channel in the Bangkok Port and Laem Chabang Port area. The total amount of soil dredged was 1,466,326 cubic meters. PAT also provided dredging service to the private ports on request to ensure convenient and safe entry and exit of ships. PAT also surveyed water channel in the Bangkok Port and Laem Chabang Port area and maintained the navigation signs to facilitate and ensure the convenient and safety of navigation.

Area for Cargo Operation

The west quay area of 567.20 rai 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/Mooring Dolphins/Buoy

Berth/Dolphin/Buoy	Lentgh (Meter)	Number	Size of Vessel Length/Drought (Meter	Capacity (Vessel)
Container Berth (20A - 20F)	1,240	7 Berths	172.25/8.23	7
Coastal Berth (20G)	250	1 Berths	106.67/5.00	3
General Cargo Berth (22B-22H)	1,179	7 Berths	172.25/8.23	7
Coastal Berth (22I-22J)	348	2 Berths	172.25/8.23	2
Cruise Ship Berth (22A)	133	1 Berths	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	5
Sathu Pradit Buoy	1,580	5 Buoys	137.19/7.62	2
			91.46/7.00	1

Cargo/Container Storage Area

	Cargo Storage Area							
Area	Inside of	Outside	Transit	Container Yard				
	Transit Shed (sq.m.)	of Transit Shed (sq.m.)	Shed Platform (sq.m.)	(sq.m.)	(Ground Slots)	(TEUs)		
Transit Shed (1 – 2)	10,400	7,200		7,200	230	460		
Transit Shed (3 – 8)	26,670	9,476	2,400	22,269	850	1,700		
Transit Shed (9, 11,15-17)	35,000	56,206	5,280	57,562	1,964	1,964		
Transit Shed for Export	5,569	17,376		6,380	168	588		
Transit Shed 13	5,569	17,376		6,380	240	840		
Open Yard for Stuffing (90 rai)				148,194	2,296	8,036		
Open Yard for Stuffing (45 rai)				72,000	896	3,136		
Container Yard 5-6 (Container Terminal Division 1)				21,540	682	1,925		
Container Yard 7-8 (Container Terminal Division1)				23,510	804	2,327		
Open Yard C (Container Terminal Division 2)				61,998	1,083	3,250		
Empty Container Yard				62,936	1,438	5,033		
In Transit Warehouse	3,360	7,920		11,280		444		
Bonded Warehouse 1								
Bonded Warehouse 2	3,120							
Overtime Cargo Warehouse	8,955			3,090		71		
Automobile 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		

<u>Remark</u> : Ground Slots refer to a unit counting space for placing a 20-foot containers, single layer.



East Quay

An area of 331 rai is used for container handling and container berth services, as well as mechanical handling equipment. The operating and responsible units are Container Terminal Division 1 and 2.

Container Terminal Division 1									
Berth	4	Berths							
Berth 20A	162	Meters							
Berth 20AB	152	Meters							
Berth 20B	183	Meters							
Berth 20C	183	Meters							
Overall Length	680	Meters							
Water Depth	8.23	Meters							
Docking Weight Size	10,000 - 12,000	DWT							

Container Terminal Division 2					
Berth	4	Berths			
Berth 20D	183	Meters			
Berth 20E	183	Meters			
Berth 20F	183	Meters			
Berth 20G	250	Meters			
Overall Lenth	799	Meters			
Water Depth					
- Berth 20D, 20E, 20F	8.23	Meters			
- Berth 20G	5.00	Meters			
Docking Weight Size	10,000 - 12,000	DWT			

Container Yard Area

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

Container Yard Area					
Container Yard	49,000	sq.m.			
Stacking Capacity	1,372	Ground Slots			
Container Yard Block E, F, G and H	4,755	TEUs			
Reefer Plugs	320	Units			
Sub Gate-in	4	Units			
Sub-Gate-out	3	Units			



Container Terminal Div	rision 1			Container Terminal Divis	sion 2		
40-ton Rail-Mounted Shoreside Gantry	Crane			40-ton Rail-Mounted Shoreside Gantry (Crane		
Rubber Tyred Gantry Crane		8	Units	Rubber Tyred Gantry Crane		8	Units
Gantry Crane				Gantry Crane			
- 4 Plus 1 - 1 Over 3 (35 tons)		12	Units	- 4 Plus 1 - 1 Over 3 (35 tons)		5	Units
- 4 Plus 1 - 1 Over 4 (35 tons)		11	Units	- 4 Plus 1 - 1 Over 4 (35 tons)		10	Units
Container Trailer		62	Units	Container Trailer		51	Units
Container Chassis		62	Units	Container Chassis		47	Units
Software for Terminal Op	perations			Software for Terminal Op	erations		
Software "NAVIS" System	1		Unit	Software "NAVIS" System	1		Unit
Service				Service			
Staff	343	F	people	Staff	251	F	people
24/7 Service In-house				24/7 Service In-house			
Customs Clearance				Customs Clearance			

Mechanical Handling Equipment

Item	Capacity (Metric Ton)	Number (Units)
Top Loader	40	35
Reach Stacker	7	25
Mobile Crane	10	4
Mobile Crane	50	2
Container Trailer	30	56
Forklift	2.5 - 25	237
Truck	5 - 7	36
Trailer (Multi-purpose)	30	19
Container Semi-Trailer	45	2
Container Chassis (Semi-Trailer Bed Slope)	20	2
Container Chassis	40 - 45	32




Service Boat

Boat Type	Capacity	Number (Ship)
Sandon Dredger	2,500 cubic meters	3
Dredger	206.47 - 1,000 metric tons	3
Hopper Barge	120 - 300 cubic meters	6
Coastal Tug	200 - 1,000 horsepower	4
Buoy Tender	593 Gross Ton	1
Survey Boat	194.37 - 250 horsepower	3
Chanel Ship	150 - 240 horsepower	1
Water Service Boat	140 Tons	1
Factory Ship	15 - 18 metric tons	2
Oil Service Boat	21.5 metric tons	1
Rua Tarua (tugboat)	270 - 420 horsepower	2
Tugboat	2,400 - 3,200 horsepower	9
Waste Collection Vessel	200 - 276 horsepower	2
Rope Boat	150 - 187 horsepower	7
Water Tanker	884 horsepower	1
Yacht	2,000 horsepower	1
Patrol Boat	250 horsepower	1

Chonburi 20230



ONE





LAEM CHABANG PORT

It is located in Thung Sukhla Subdistrict, Si Racha District, Chonburi Province. It covers an area of approximately 6,340 rai with 11 berths at Basin 1, which are leased and operated by private operators. Currently, 11 berths are opened for operations, namely, Berths A0-A5 and Berths B1-B5 with a total container handling capacity of 4.3 million TEUs per year (6 Container Berths, 2 Multi-Purpose Berths, 1 Conventional Berth for Bulk Cargo, 1 Ro-Ro Berth, and 1 Passenger and Ro-Ro Berth).

Basin 2 comprises seven berths. Currently, four berths have opened for operations, namely, Bert C3 (July 2004), Berth C0 (February 2007), Berths C1-C2 (October 2007). Berth D1, which has been opened for operations, has a berth length of 970 meters and another 30 meters of port structure extension, with the remaining 730 meters (including the 30-meter structure extension) is under construction. Berths D2-D3 have a combined container handling capacity of 6.85 million TEUs per year.

COSCO SHIPPING

Content Protocol

ECTRANS

Once all of the berths are fully opened for operations in Basin 1 and Basin 2, Laem Chabang Port will have a container handling capacity of 11.1 million TEUs as follows:

Container Handling Capacity

	pacity		Unit: Million TEUs
Basir	1	Basin	2
Berth A0	0.3	Berth C1	1.4
Berth A2	0.4	Berth C2	1.0
Berth A3	0.4	Berth C3	1.0
Berth B1	0.6	Berth D1	1.4
Berth B2	0.6	Berth D2	1.0
Berth B3	0.6	Berth D3	1.0
Berth B4	0.6		
Berth B5	0.8		
Total	4.3	Total	6.8

Berths

Berth	Length/Depth (Meters)	Number (Berth)	Ship Size (DWT)	Capacity (Vessel)
Basin 1				
Coastal and Multi-Purpose Berth (A0)	590/14	1	1,000	2
Passenger Berth (A1)	365/14	1	70,000	1
Multi-Purpose Berth (A2)	400/14	1	50,000	1
Multi-Purpose Berth (A3)	350/14	1	83,000	1
Conventional Berth (A4)	250/14	1	40,000	1
Ro/Ro Berth (A5)	527/14	1	70,000	1
Container Berth B1	359/14	1	50,000	1
Container Berth (B2-B4)	300/14	3	50,000	3
Container Berth (B5)	400/14	1	50,000	1
Basin 2				
Berth (C0)	500/16	1	80,000	1
Container Berth (C1)	700/16	1	80,000	2
Container Berth (C2)	500/16	1	80,000	1
Container Berth (C3)	500/16	1	80,000	1
Container Berth (D1)	700/16	1	80,000	2
Container Berth (D2-D3)	500/16	2	80,000	2



Mechanical Handling Equipment

Item	Capacity (Ton)	Number (Unit)
Gantry Crane	36 - 61	60
Rubber-Tyred Gantry Crane (RTG)	38 - 41	176
Rail-Mounted Gantry Crane (RMG)	38 - 41	2
Reach Stacker	40 - 45	35
Top Load	8 - 30.5	32
Mobile Crane	48 - 160	4
Trailer	40' - 45'	411
Yard Tractor	-	401
Forklift	2.5 - 16	81

Remark: Mechanical handling equipment of private operators are included. Information as of February 2024.

Cargo/Container Storage Area

		Area (Squ	uare Meters)	
Cargo Storage Area	Quayside Front	Storage Yard	Transit Shed	Others
Berth (A0)	29,500	144,489	550	
Berths (A1, A2, A4, A5)	49,425	163,875	30,570	
Container Berths (B1-B5)	41,475	574,430	18,480	43,286
Container Berth C0	50,000	315,440	3,000	
Container Berth C3	12,500	123,424	4,944	84,132
Berth (A3)	17,762	73,500	2,700	
Berths (C1, C2)	36,000	490,510	4,776	
Train Container Yard (Basin 1)		57,305		
Train Container Yard (Basin 2)		58,410		
Open Storage Yard (Basin 1)		56,100		
Open Storage Yard (Basin 2)		303,900		
Reserved Empty Container Yard (Basin 1)		160,400		
Reserved Empty Container Yard (Basin 2)		324,012		
Bonded Warehouse			4,800	
Overtime Cargo Warehouse			4,500	
Dangerous Cargo Warehouse		128,390	6,883	1,057
General Cargo Warehouse		1,800	3,660	
General Container Sorting and Stuffing Warehouse		111,750		
Warehouse (Basin 2)			4,800	
Reserved Area (Basin 2)		929,661		
Empty Container Yard Outside Customs Fence (KRC)				272,000

Service Boat

Boat Type	Capacity (Horsepower)	Number (Boat)	Drawbar Power
1. Tug Boats			
Rua Tarua 203	3,000	1	43
Rua Tarua 206	1,600	1	12
Rua Tarua 207	1,600	1	12
Rua Tarua 301	3,550	1	40
Rua Tarua 302	4,340	1	50
Rua Tarua 303	5,920	1	70
Rua Tarua 304	4,335	1	50
Rua Tarua 305	4,434	1	50
Rua Tarua 306	4,434	1	50
2. Rope Boat			
Rope Boat 5	210	1	
Rope Boat 6	210	1	

Remark 1. Exclude 11 tug boats owned by private operators

2. Information as of February 2024





Laem Chabang Port Phase 1 The Northern Berths

1. Berth A0 is a Coastal and Multi-Purpose Berth with 590 meters in length. It has an annual handling capacity of 0.75 million tons for general cargo transported by barges, coastal vessels, and general cargo vessels. It has also a capacity to accommodate 1,000 DWT passenger vessel, with container handling capacity of 0.30 million TEUs per year.

2. Berth A1 is a Passenger and Ro-Ro Berth with 365 meters in length and -14.00 meter from Mean Sea Level (MSL) in depth. It provides international passenger and cargo Ro-Ro vessels. It has also a capacity to accommodate 70,000 DWT passenger vessel and can handle 0.25 million tons of general cargo in the automobile category per year.

3. Berth A2: is a Multi-Purpose Berth with 400 meters in length and -14.00 meters from MSL in depth for handling general cargo and containers. It has a capacity to accommodate 50,000 DWT of general cargo vessel and container vessel, with cargo handling capacity of approximately 0.60 metric tons per year, and container handling capacity of approximately 0.40 million TEUs per year.

4. Berth A3 is a Multi-Purpose Berth with 350 meters in length and -14.00 meters above MSL in depth. It has a capacity to accommodate 83,000 DWT of general cargo vessel and container vessel with container handling capacity of 0.40 million TEUs per year.

5. Berth A4 is a Conventional Berth for Bulk Cargo with 350 meters in length and -14.00 meters above MSL in depth. It provides transportation services for sugar and molasses products, with a capacity to accommodate 40,000 DWT of general cargo vessel, and handle general cargo of approximately 0.70 million metric tons per year.

6. Berth A5 is Ro-Ro berth for handling automobile export and general cargo vessel with 527 meters in length and -14.00 meters above MSL in depth. It has a capacity to accommodate 70,000 DWT of general cargo vessel and handle automobile export of approximately 0.70 million vehicles per year.

7. Shipyard is located in the northernmost area of Terminal A Berths. 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 has a berth length of 300 meters and a depth of -14.00 meters above MSL. It provides container transportation service with a capacity to accommodate 50,000 DWT of container vessel, with a container handling capacity of approximately 0.60 million TEUs per year.

2. Berth B2 has a berth length of 300 meters and a depth of -14.00 meters above MSL. It provides container transportation service with a capacity to accommodate 50,000 DWT of container vessel, with a container handling capacity of approximately 0.60 million TEUs per year.

3. Berth B3 has a berth length of 300 meters and a depth of -14.00 meters above MSL. It provides container transportation service with a capacity to accommodate 50,000 DWT of container vessel, with a container handling capacity of approximately 0.60 million TEUs per year.

4. Berth B4 has a berth length of 300 meters and a depth of -14.00 meters above MSL. It provides container transportation service with a capacity to accommodate 50,000 DWT of container vessel, with a container handling capacity of approximately 0.60 million TEUs per year.

5. Berth B5 has a berth length of 400 meters with a depth of -14.00 meters above MSL. It provides container transportation service with a capacity to accommodate 50,000 DWT of container vessel, with a container handling capacity of approximately 0.8 million TEUs per year.

Laem Chabang Port Phase 2

1. Berth CO is Ro-Ro berth, Conventional Berth and Conventional Berth with a maximum container handling capacity not exceeding 50 TEU per trip. It is leased and operated by Laem Chabang International RO-RO Terminal Co., Ltd. It has a capacity to accommodate conventional vessels of approximately 1.00 million revenue tons, and Ro-Ro vessels with a total capacity of approximately 1.0 million vehicles per year.

2. Berth C1 and C2 is leased and operated by Hutchison Laem Chabang Terminal Co.,Ltd., with berth lengths of 700 meters and 500 meters respectively, and a depth of -16 meters above MSL. They have a capacity to accommodate 80,000 DWT of container vessel, and a container handling capacity of approximately 2.4 million TEUs per year.

3. Berth C3 has a berth length of 500 meters and a depth of -16 meters above MSL. It provides container transportation service. It is leased and operated by Laem Chabang International Terminal Co., Ltd. It has a container handling capacity of approximately 0.10 million TEUs per year.

4. Berths D1-D3 are leased and operated by Hutchison Laem Chabang Terminal Co., Ltd., with a total berth length of 1,700 meters, or 700, 500, and 500 meters, for berths D1, D2, and D3 respectively. The berths have a container handling capacity of approximately 1.4, 1.0, and 1.0 million TEUs per year, respectively. They will commence operations when the combined container throughput for Berths A3, C1, and C3 exceeds 75% or within seven years from the date of signing the contract.

Laem Chabang Port Phase 3

At present, the Port Authority of Thailand (PAT) has successfully completed the implementation of Laem Chabang Port Phase 1 and Phase 2 development. Phase 1, consisting of Terminal A with six berths and Terminal B with five berths, is fully opened for service. Phase 2 consists of Terminal C with four berths, all of which are fully operational, and Terminal D with three berths. Birth D1 is opened for operation with a berth length of 970 meters. Berths D2 and D3 are currently under construction and scheduled for completion by 2026. Once all the berths in Phases 1 and 2 are fully opened for services, Laem Chabang Port will have a total container handling capacity of 11.10 million TEUs and be able to accommodate imports and exports of automobile totaling 2.0 million vehicles per year. The government has placed higher importance on domestic cargo transportation and has included Laem Chabang Port Development Project Phase 3 as a key project of Eastern Economic Corridor (EEC). In addition, following the government's policy, the adjustment in the container handling capacity of the Single Rail Transfer Operator (SRTO) Project was made to be capable of handling up to 4 million TEUs per year, an increase from initial design capacity of 1.00 million TEUs per year in order to increase the proportion of rail transportation to 30%, and container automation system is also added through Public-Private Partnership (PPP) Project. Once Laem Chabang Port Phase 3 is completed, total container handling capacity will rise to approximately 18.00 million TEUs per year with 6.00 TEUs per year of containers transported by rail. Berth F1 is expected to open for operation by 2027.





The selection of private sector to invest, manage, and operate Laem Chabang Port Phase 3 has been carried out in accordance with the Notification of the EEC Policy Committee regarding Rules, Methods, Conditions, and Procedures for Public Private Investment or Private Investment B.E. 2560 (2017). The PAT has signed a PPP contract for the Terminal F Project with GPC International Terminal Co., Ltd. on 25 November 2021 for a concession period of 35 years from the date set forth in the commencement letter.

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

Laem Chabang Port has a waterfront area development project at the end of Basin 1 between Passenger Berth A 1 and Coastal and Multi-Purpose Berth A0, with the L-shaped birth of 30 meters in width, 120 and 125 meters in length, with the mooring basin size of 115x120 meters and -10 meters above MSL in depth. It can accommodate 1,000 and 3,000 DWT of container vessels that can transport 100 and 200 TEU per trip at the same time. In addition, the project also includes the land area about 43 rai served as the supporting area. This area is the waterfront area with relatively limited length, but it has the potential to be developed into a berth to accommodate small vessels with the container handling capacity of 300,000 TEUs per



year. This will help to increase the proportion of container transportation by land to maritime transportation system at Laem Chabang port from 5% to 10% in the future.

This project will support the shift mode policy in shifting the transportation from road to maritime transport to help reduce the overall cost burden of transportation expenses of the country by developing the logistics system's potential and increase the nation's competitiveness in a concrete manner. The project was officially open for service on 13 March 2020.

The Single Rail Transfer Operator (SRTO) Development Project at Laem Chabang Port

According to the government's shift mode policy to shift road to rail and water transportation, which aims to develop the nation's overall logistics system to be more energy-saving, reduce pollution, and reduce the nation's overall logistics costs, PAT as a state enterprise, has a policy to develop the Single Rail Transfer Operator (SRTO) at Laem Chabang Port to accommodate container transportation by rail at Laem Chabang Port. Currently, the transportation of containers at Laem Chabang Port to the hinterland area is done 88% by road, and only 7% by rail and 5% by water. Due to the insufficiency of the port infrastructure to accommodate container transportation by rail, Laem Chabang Port has the capacity for container transportation by rail of approximately 500,000 TEUs per year. Therefore, there is a need to develop the SRTO project at Laem Chabang Port by constructing a rail yard in Zone 4 which is located between Terminal B and C on an area of approximately 600 rai (370 rai for immediate use and 230 rai for reserve). The rail yard will be equipped with six railroad sidings, each with a length of between 1,224-1,434 meters. Each of the sidings can simultaneously accommodate two trains, or twelve in total for the rail yard. The Rail Mounted Gantry Crane (RMG) is installed and capable of working across all six tracks at the same time. Thus, the rail yard will have a total container handling capacity of 2.0 million TEUs per year. The project was officially launched on 25 October 2018.





CHIANG SAEN COMMERCIAL PORT

The port is located on the right side of the mouth of Sob Kok River, Ban Seao Subdistrict, Chiang Saen District, Chiang Rai Province, which is about 10 kilometers away from Chiang Saen Commercial Port by land and about 6 kilometers by water, covering an area of approximately 387 rai with Lao PDR on the opposite bank. The back of the port is attached to Highway No. 1129 (Chiang Saen - Chiang Khong)

Chiang Saen Commercial Port is the trade gateway between Thailand and other countries in the upper Mekong River Basin for promoting international trade in accordance with the Agreement on Cooperation for Commercial Navigation on Lan Xang River - Mekong River between four countries, namely, PR China, Republic of the Union of Myanmar, Lao PDR, and Thailand. It also strengthens economic stability and investment in line with the National Economic and Social Development Plan. The Cabinet's resolution on 18 January 2011 approved PAT as the administrator of Chiang Saen Commercial Port.

Facilities

- 20,000 square meters Outdoor Container Yard
- Cargo Truck parking area for up to 100 trucks
- 200 x 800 square meters Vessel Basin
- 30 x 30 square meters Transit Sheds: 2 units
- Oil transferring space of 32,000 square meters (15 rai)
- 9,600 square meters General Cargo Area: 2 units
- 70 plugs and sockets for reefer containers
- Information Technology System for cargo services
- 14 points of CCTV for safety measures

Services

Chiang Saen Commercial Port provides a one stop service at the same office building which includes 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, 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).

Berth

- 2 of two-level sloped berths with a berth length of 300 meters for accommodating loading and unloading of three to five 50-meter general cargo vessels at the same time.
- A vertical berth with a berth length of 200 meters for accommodating loading and unloading of two 50-meter general cargo and container vessels at the same time.
- A berth for fuel transfer with a berth length of 150 meters for accommodating two 50-meter tankers at the same time.

Road Access

- 1. Highway No. 1290:
- Mae Sai Chiang Saen Chiang Khong 2. Rural Road No. Chor Ror 1063:
- Muang Chiang Rai Chiang Saen

Waterway Network

Serving cargo routes from Guan Lei Port (the southernmost port), People's PR China, Republic of the Union of Myanmar, and Lao PDR for a total distance of 265 kilometers.

Mechanical Handling Equipment

ltem	Capacity (Ton)	Number (unit)
Mobile Crane	50	1
Forklift Truck	5	2
Plugs and sockets for reefer containers		70

Remark: Information as of January 2024

CHIANG KHONG PORT

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It is located in Chiang Khong District, Chiang Rai Province on the Mekong Riverbank, facing Huai Sai Town, Bo Kaeo Subdistrict, Lao PDR. At the back of the port is Highway No. 1290 linking Chiang Saen and Chiang Khong District. The Port enhances efficiency in import and export of goods as well as promotion of border trade between Lao PDR and Thailand.

Chiang Khong Port can accommodate small cargo ships, and approximately 90% of the total ships calling at the port is from Lao PDR. Cargo handling is mainly handled by labor and the cargo owners are responsible for labor recruitment.

Facilities/Services

- The berth with concrete block structure with 24 meters in width and 180 meters in length, which can accommodate three to five 80-150 tons vessels at the same time.
- The Cargo Truck parking lot within Chiang Khong Port area which can accommodate five to ten 10-wheel trucks at the same time.
- Providing other government offices in the area of One Stop Service at Chiang Khong Port such as Customs Department, Excise Department, Department of Marine Transport, Immigration Checkpoint, Public Health Checkpoint, Animal and Plant Quarantine Office, etc.



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 Moo 3, Wiang Subdistrict, Chiang Khong District, Chiang Rai Province, 57140



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RANONG PORT

The port is located on the east bank of Kra Buri River, Pak Nam- Tha Ruea Subdistrict, Mueang District, Ranong Province. The port covers 80-0-16 rai area comprises a multi-purpose berth with 134 meters in length and 26 meters in width, and a container berth with 150 meters in length and 30 meters in width. Both container berths have a depth of 8 meters and can accommodate a vessel of up to 12,000 DWT at a time. An access bridge connecting coastal side is 7.5 meters in width and 212 meters in length, while the access bridge connecting with the multi-purpose berth is 8.5 meters in width and 40 meters in length.

In terms of Mechanical Handling Equipment to provide convenient, fast, and safe cargo vessel services, Ranong Port has prepared all facilities such as mobile crane, and other equipment for cargo lifting and transferring.

In terms of warehouse, Ranong Port has arranged general cargo and container storage as follows: 1,500 sq.m. of Transit Shed, 7,200 sq.m. of General Cargo Storage, and 11,000 sq.m. of Container Storage.

In terms of security, electrical and lighting systems and closed-circuit television systems have been installed to control the safety of the port and for the goods stored within the port in accordance with the safety standard systems to ensure the safety and security for the port users.

Navigation Channel

Begins on the west of Koh Chang to the berth for a total distance of 28 kilometers. The depth is 8 meters from the lowest tide level and the width is 120 meters. Along the navigation channel, the port has installed navigation signals for enhanced safety.

Inland Transport Network

By road:

Taking Highway No. 4 Phet Kasem: Bangkok - Chumphon - Ranong for a distance of 568 kilometers, then turn right onto Road No. 4010 at Ban Nam Tok and continue for 13 kilometers to reach Ranong Port.

By rail:

Cost saving can be achieved by using rail transport from all regions to Chumphon Province and transport by road from Chumphon Province to Ranong Port for a distance of 110 kilometers.

By water:

Goods can be transported by water on the Andaman side and the Gulf of Thailand Side. Goods from the Gulf of Thailand will be transported through Prachuap Khiri Khan and Surat Thani and then transferred to Ranong Port by road.

By air:

There is a commercial airport with regular flights between Ranong and Bangkok.

Facilities/Services

Ranong Port provides a full range of cargo services including loading/ unloading, transferring, storage, and delivery services. In order to facilitate port users, One-Stop Service is available at One Stop Service Building where port users can pay for customs clearance, immigration clearance, and other services conveniently and quickly. The building is located in front of the entrance of Ranong Port.

In addition, to support the container transport system, PAT has adopted the computer systems to control cargo containers, and issue fee invoices. PAT also provide facilities and utilities such as electricity, water supply, and telecommunications for the port users' convenience.

With its strategic location next to the Andaman Sea and fully equipped facilities, Ranong Port also plays an important role in natural gas and oil exploration and production project in the Gulf of Mottama.







Mechanical Handling Equipment

ltem	Capacity (Ton)	Number (Unit)
Forklift Truck	2.5 - 15	5
Top Loader	30 - 40	2
Reach Stacker (empty container)	7	1
Container Chassis	30	5
Muti-Purpose Chassis	30	3
Mobile Crane	50	1
Mobile harbor crane	63	1
Lifting capacity at least 63 Metric Ton	(At a lifting radius of 20 meters)	
Trailer	-	4
Plugs and sockets for reefer containers		30

Facilities are also available as follows:

• General cargo storage of 7,200 sq.m., container storage of 11,000 sq.m., one 1,500 sq.m. transit shed, checking post, and Customs Office, Harbour and Cargo Service Section Building, One Stop Service Building.

- 3 lighting towers at the cargo and container yards.
- 1 cargo truck weighing scale.





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OPERATIONAL PERFORMANCE

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PAT'S OPERATIONAL PERFORMANCE FOR 2019-2023

Fiscal Year 2022 2021 2020 2019 Bangkok Port Import Container 776,044.00 824,724.00 894,342.00 864,476.00 880,139.00 - Loaded Container 759,090.50 796,091.00 874,311.00 847,547.00 868,910.00 - Empty Container 16,953.50 28,633.00 20,031.00 16,929.00 11,229.00 570,589.00 570,992.00 Export Container 483,326.25 452,394.00 543,506.00 459,343.75 529,439.00 552,328.00 - Loaded Container 439,673.00 536,331.00 23,982.50 12,721.00 14,067.00 18,261.00 34,661.00 - Empty Container

Number of Containers at Bangkok Port and Laem Chabang Port (Unit: TEUs)

Total	1,259,370.25	1,277,118.00	1,437,848.00	1,435,065.00	1,451,131.00
Laem Chabang Port					
Import Container	4,359,570.75	4,436,742.75	4,188,698.50	3,787,384.00	3,997,580.75
- Loaded Container	2,763,791.25	2,654,206.75	2,628,392.25	2,353,494.50	2,473,271.00
- Empty Container	1,559,064.75	1,746,740.75	1,517,894.50	1,372,449.75	1,482,545.50
- Transshipment Container	36,714.75	35,795.25	42,411.75	61,439.75	41,764.25
Export Container	4,316,229.75	4,293,185.00	4,146,685.25	3,810,515.50	4,066,402.75
- Loaded Container	4,144,552.00	4,184,548.25	4,032,288.50	3,658,707.25	3,941,173.75
- Empty Container	134,663.00	72,001.50	70,564.75	90,536.75	84,684.75
- Transshipment Container	37,014.75	36,635.25	43,832.00	61,271.50	40,544.25
Shifting Container	0.00	0.00	83,327.50	44,047.25	43,631.50
Total	8,675,800.50	8,729,927.75	8,418,711.25	7,641,946.75	8,107,615.00





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Fiscal Year	2023	2022	2021	2020	2019
Bangkok Port					
Import Cargo	11.415	12.077	13.275	12.867	13.297
Export Cargo	7.121	6.590	7.910	8.285	8.180
Total	18.536	18.667	21.185	21.151	21.477
Laem Chabang Port					
Import Cargo	40.590	39.568	38.919	34.427	36.693
Export Cargo	52.627	55.926	50.566	46.874	52.510
Transshipment Cargo	0.883	0.996	1.000	1.657	0.954
Total	94.100	96.490	90.485	82.958	90.157

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







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

Fiscal Year	2023	2022	2021	2020	2019
Bangkok Port					
At Wharf	3,937	4,549	4,170	3,822	3,803
At Klongtoey Dolphin	81	84	85	109	128
At Bang Hua Sua Dolphin	1	10	11	27	47
At Sathu Pradit Mooring Buoys	16	9	6	7	12
Private Wharves (Bangkok)	4,739	5,129	4,624	5,128	6,001
Laem Chabang Port	11,692	11,696	11,041	11,092	12,391

Number of Automobiles through Laem Chabang Port (Unit: Vehicles)

Fiscal Year	2023	2022	2021	2020	2019
Inbound	261,625	169,787	112,238	92,229	102,916
Outbound	1,260,235	1,083,271	948,742	774,021	1,112,604
Total	1,521,860	1,253,058	1,060,980	866,250	1,215,520

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Fiscal Year	2023	2022	2021	2020	2019	
Chiang Saen Commercial Port						
Import Cargo	3,548.27	6,705.70	5,805.28	4,069.70	1,721.90	
Export Cargo	85,420.70	70,279.11	98,166.70	150,151.28	242,069.91	
Total	88,968.97	76,984.81	103,971.98	154,220.98	243,791.81	
Chiang Khong Port						
Import Cargo	794.00	0.00	24.00	57.00	111.00	
Export Cargo	676.00	40.00	4.00	2,494.48	52,834.90	
Total	1,470.00	40.00	28.00	2,551.48	52,945.90	
Ranong Port						
Import Cargo	6,358	11,028	13,268	16,889	24,832	
Export Cargo	86,103	55,809	115,418	65,846	110,188	
Total	92,461	66,837	128,686	82,735	135,020	

Volume of Cargoes at Regional Ports (Unit : Metric Ton)

Volume of Cargoes (Unit : Metric Ton)





Container Throughput at Ranong Port (Unit: Container)

Fiscal Year	2023	2022	2021	2020	2019
Import Cargo	636	1,314	2,007	1,382	1,880
Export Cargo	687	1,109	2,166	1,345	1,835
Total	1,323	2,423	4,173	2,727	3,715





ECONOMIC, MARITIME TRANSPORT, AND PORT INDUSTRY ANALYSIS

2023 Economic Overview and 2024 Outlook

The global economy grew at a low level compared to the previous year. This was due to a slowdown in merchandise exports and industrial production. Merchandise exports of major economies continue to decline. The International Monetary Fund (IMF: January 2024) has reported a global economic growth of 3.1% in 2023, less than the previous year's 3.5%, in line with a slight growth in global trade volume in 2023 at 0.4%. The main factors that hinder the growth of the global economy during 2023 include geopolitical conflicts, a larger-than-expected slowdown in the Chinese economy, fluctuation in energy and commodity prices, and high interest rates. However, there are signs of recovery in some countries, with trade values in many countries improving. Inflation in many countries remains high but is likely to slow down in line with a decline in energy prices, showing a gradual recovery of the global economy. The global economy outlook in 2024 is expected to expand by 3.1%, the same as in 2023. The global trade volume is expected to expand by 3.2%.

World GDP Growth



Source: International Monetary Fund: IMF January 2024

* Remark: International Monetary Fund: IMF October 2023

According to the Ministry of Finance, Thai economy in 2023 is expected to expand by 1.8%, slowing down from 2.6% in 2022. This was driven by a contraction in industrial production, especially in the computer and electronics categories. The value of Thailand's merchandise exports in 2023 contracted by 1.5% because of the economic slowdown in Thailand's major trading partners. Meanwhile, the value of imports contracted by 1.9%. The situation of the Thai Baht is volatile. In 2023, it averaged 34.81 Baht per US Dollar, slightly stronger than the 2022 averaged, mainly due to the Federal Reserve's interest rate hikes, the impact of China's economic slowdown, and Japan's accommodative monetary policy. However, in 2024, the Thai economy is likely to improve by 2.8% from 2023, with export volume and value expanding by 5.5% and 4.2%, and volume and value of merchandise imports expanding by 5.4% and 4.0% from the previous year, respectively (Ministry of Finance, January 2024). This was mainly supported by the expansion of exports and the service sectors, the healthy expansion of domestic demand for both consumption and private investment, and the continued recovery of the tourism sector. However, the economic recovery still has significant risks and limitations, including a larger-than-expected slowdown in trading partner economies amid risks from geopolitical conflicts and high global economic and financial system volatility.

Industrial Sector

The sea freight situation continues to follow the post-Covid-19 trend with a decrease in container traffic and changes in maritime transportation system caused by international war. In addition, global transportation faces many challenges, such as trade competition, trade policy tensions, and a focus on sustainability. As a result, the container transportation industry in 2023 hardly expanded from the previous year with a global container throughput of 864 million TEUs. Asia remains the region with the highest share of container volume, accounting for about 55% of the world's containers, a growth of 2.1% from the previous year. It was the growth of the China's container that grew by 2.5%, a decrease from 3.9% in 2022. Meanwhile, ASEAN's container volume accounts for 14% of the world, or 25% of the region. In 2023, container growth is estimated at 1.8%, with the Port of Singapore recording a high growth of 4%.

Drewry expected container volume to grow to 883 million TEUs in 2024, or an increase of 2.3% from the previous year. Asia remains the region with the highest proportion of container throughput, followed by Europe and North America, respectively. In addition, the ASEAN' ports container throughput is expected to grow by 2.3%, supported by the China Plus One Policy, resulting in the expansion of production bases to the region. Thailand is expected to receive support from such policy as well. It is expected that Thailand's container growth will be in line with the direction of regional container growth.

However, the container transportation industry still faces challenges as follows:

1. The problem of protracted international war and the impact of the Red Sea situation: At present, Thailand's sea freight is not significantly affected because it is not located on the main shipping route (Europe-Asia). However, if the situation becomes more severe, it may result in delays in the transportation of goods on these routes and may significantly affect the global supply chain as the ship has to switch to the Cape of Good Hope route instead. This has resulted in higher costs, causing consumers to delay orders for goods, as well as potentially contributing to a shortage of empty containers. In January 2024, the Suez Canal Authority has raised tolls by 5-15% for vessels passing through the Suez Canal, which will directly affect the increase in freight.

2. The problem of ship quantity (Supply) exceeding cargo transport demand (Demand): Carriers are required to manage excess space on their vessels using tools such as postponing deliveries or destroying ships. The problem has resulted in lower freight prices, making the maritime transportation sector less profitable. It is expected that in 2024, the freight industry will return to low profitability as it was before the pandemic. In addition, the handling companies has faced challenges to maintain profitability, leading to the decision to end their 2M Alliance. MSC Mediterranean Shipping Company (MSC) and A.P. Moller - Maersk announced the termination of their 2M Alliance with effect from January 2025 onwards, open opportunities for both companies to pursue different strategies to maintain profitability.

PAT Performance in 2023

In the 12-month period of FY 2023, PAT's vessels, cargo, and container throughput performance through the main ports are as follows: there were a total of 13,860 vessel calls (5.53% decrease), 112.636 million tons of cargo throughput (2.19% decrease), and 9.94 million TEUs of



container throughput (0.72% decrease). The slight slowdown in vessels calls/containers was due to the slowdown in the global economy, which affected international trade and the recovery of Thailand and key economic partnership.

The performance details of Bangkok Port (BKP), Laem Chabang Port (LCP), Chiang Saen Commercial Port, Chiang Khong Port, and Ranong Port are as follows:

Bangkok Port

The Bangkok Port handled a total of 3,933 vessel calls (13.52% decrease) (divided into 1,745 calls from cargo ships (5.31% increase) and 2,188 calls from coastal vessels (24.32% decrease)); 18.536 million tons of cargo throughput (a 0.71% decrease); and 1.259 million TEUs of container throughput (1.39% decrease) (with container throughput by coastal vessels decreasing by 24.32%, while container throughput via feeder vessels increasing by 5.31%)

Remarks: 1. BKP's vessel calls include general cargo vessel, container vessel and coastal vessel.

2. BKP's cargo volume include general cargo, containerized cargo (import and export), Klongtoey midstream cargo.

Laem Chabang Port

The Port handled a total of 9,927 vessel calls (1.95% decrease); 94.10 million tons of cargo throughput (2.48% decrease); 8.675 million TEUs of container throughput (0.62% decrease); and 1.522 million vehicles of automobile throughput (21.45% increase).

Remarks: LCP's vessel calls include international container ships, coastal vessels, general cargo vessels, RO-RO vessels, and bulk cargo vessels.

Office of Regional Ports

Ranong Port

handled a total of 167 vessel calls (7.74% increase); 92,461 tons of cargo throughput (38.34% increase); 1,323 TEUs of container throughput (45.40% decrease).

Remarks: The company group that received concessions for exploration and production of natural gas in the Gulf of Mottama suffered a slowdown in the drilling exploration, resulting in reduced container volumes at Ranong Port. This includes the impact of Myanmar's unsettled political situation.

Chiang Saen Commercial Port

handled a total of 2,944 vessel calls (46.83% increase); 88,969 tons of cargo throughput (15.57% increase); 3,969 TEUs of container throughput (45.14% increase); and 22,802 vehicles of automobile throughput (152.49% increase).

Remarks: The automobile throughput was increased as operators are increasingly interested in importing and exporting cars. In the fiscal year 2024, PAT will push for a free zone at Chiang Saen Commercial Port to support cross-border automobile transportation.

Chiang Khong Port

handled 177 vessel calls (2,428.57% increase); 1,470 tons of cargo throughput (3,575% increase).

Remarks: After the closure of the Thai-Lao PDR trade channel during the COVID-19 crisis in 2019-2022, the port's operations have resumed in 2023, resulting in an increase in the number of vessel calls, mainly tourist vessels and low-value consumer cargo vessels.

The Ideator GEN 2

The PAT Board of Commissioners has a policy to focus on innovation development within the organization, encourage senior executives and employees to realize the importance of instilling values and innovation culture in employees at all levels. PAT has implemented "The Ideator: PAT Innovates the Future" project to create change in the field of creativity and develop innovations in both products and services, work processes, new business models/visions at the corporate and individual level. On 13 September 2023, Mr. Chanin Kanhirun, the PAT Commissioner as the Chairman of the Knowledge Management, Technology, and Innovation Committee presiding over the opening of the awarding ceremony of the Ideator GEN 2 project. Mr. Kriengkrai Chaisiriwongsuk, the PAT Director General, PAT executives, innovation experts from leading agencies, and employees attended the event at the Athenee Hotel.



In 2023, 69 Ideators from internal units within PAT participated in the competition. The Ideator, who was the winner, presented the project PAT Smart Planning (PSP). It is a system for storing and reporting the database of investment projects of PAT and a project tracker system to create project operation procedures for project

owners to easily report the progress of investment projects. Executives can monitor the progress of investment statement for decision making. Ideator could developed Prototype for using through both Website and application on Smart Phone.



In addition, PAT has focused on driving and enhancing innovation to become concrete. The winner of the The Ideator GEN 1 together with representatives of the Information Technology Department jointly developed the project and presented the achievement in further developing PAT FIT: Future Information Technology project in applying cargo and container information from the National Single Window system to the maximum benefit by processing through various software for Visualization and Dashboard Infographic enabling executives to visualize and analyze for the benefit of management functions.





ANALYSIS REPORT ON PERFORMANCE RESULTS AND FINANCIAL POSITION

Performance Results

For the year ended 30 September 2023

				L	Jnit : Million Baht
ltem	Bangkok Port	Laem Chabang Port	Chiang Saen Commercial Port and Chiang Khong Port	Ranong Port	Port Authority of Thailand
Operating Revenue	5,102.68	8,445.04	16.57	12.06	13,576.36
Non-Operating Revenue	771.40	1,895.70	0.08	13.47	2,680.23
Total Revenue	5,874.08	10,340.74	16.65	25.53	16,256.59
Operating Expenses	4,588.62	1,681.07	20.40	20.97	6,311.06
Non-Operating Expenses	1,752.60	1,507.48	4.53	15.59	3,279.80
Total Expenses	6,341.22	3,188.55	24.93	36.56	9,590.86
Net Profit (Loss)	(467.14)	7,152.19	(8.28)	(11.03)	6,665.73
Other Comprehensive Income					
Actuarial Gains on Employee Benefit Program	-	-	-	-	-
Total Comprehensive Income	(467.14)	7,152.19	(8.28)	(11.03)	6,665.73

Analysis of Performance Results for the Fiscal Year 2023 Compared to the Fiscal Year 2022

Net Profit

In the fiscal year 2023, PAT's net profit was 6,665.73 million Baht, an increase of 389.58 million Baht (6.21%) from the fiscal year 2022.

Total Revenue

In the fiscal year 2023, PAT's total revenue was 16,256.59 million Baht, an increase of 182.43 million Baht (1.13%) from the fiscal year 2022. Revenue related to vessels increased by 292.30 million Baht, revenue related to port services increased by 153.36 million Baht, other revenues increased by 53.21 million Baht, while revenue related to cargo handling decreased by 316.44 million Baht.

Total Expenses

In the fiscal year 2023, PAT's total expenses were 9,590.86 million Baht, a decrease of 207.16 million Baht (4.11%) from the fiscal year 2022. Expenses related to employee benefits decreased by 616.51 million Baht because PAT had an early retirement benefit program of 160.24 million Baht in the fiscal year 2022, and the actuarial calculation of employee benefit expenses has been adjusted, resulting in lower employee benefit expenses. Meanwhile, PAT's energy expense increased by 164.56 million Baht, and other expenses increased by 75.66 million Baht.

Financial Position

As of 30 September 2023

				Ur	nit: Million Baht
Item	Bangkok Port	Laem Chabang Port	Chiang Saen Commercial Port and Chiang Khong Port	Ranong Port	Port Authority of Thailand
Assets					
Current Assets	11,010.35	15,872.96	9.23	19.56	12,554.73
Non-current Assets	6,407.31	35,420.92	12.41	22.34	41,862.98
Total Assets	17,417.66	51,293.88	21.64	41.90	54,417.71
Liabilities and Owner's Equity Liabiliti	es				
Liabilities					
Current Liabilities	2,099.41	4,449.75	7.88	5.30	6,562.34
Non-current Liabilities	25,949.22	4.09	81.92	141.97	11,819.83
Total Liabilities	28,048.63	4,453.84	89.80	147.27	18,382.17
Owner's Equity					
Capital	309.51	6,925.03	-	-	7,234.54
Retained Earnings	(10,940.48)	39,915.01	(68.16)	(105.37)	28,801.00
Total Owner's Equity	(10,630.97)	46,840.04	(68.16)	(105.37)	36,035.54
Total Liabilities and Owner's Equity	17,417.66	51,293.88	21.64	41.90	54,417.71

Remarks: Connected transactions were made which Laem Chabang Port recorded as current assets valued at 14,357.37 million Baht while Bangkok Port, Chiang Saen Commercial Port and Chiang Khong Port, and Ranong Port recorded them as non-current liabilities valued at 14,357.37 million Baht.

Total Assets

As of 30 September 2023, PAT's total assets were 54,417.71 million Baht, a decrease of 590.35 million Baht (-1.07%) from the fiscal year 2022.

Total Liabilities

As of 30 September 2023, PAT's total liabilities were 18,382.17 million Baht, a decrease of 2,195.21 million Baht (-10.67%) from the fiscal year 2022 due to the remittance of revenue to the state for fiscal year 2022 amounted to 4,879.00 million Baht.





PUBLIC SERVICE ACCOUNT (PSA)

PAT has disclosed Public Service Account (PSA) transactions which details the implementation of various projects under the government's policy to help people or society in order to know the expense incurred and the actual performance in the following projects:

1. Ranong Port Infrastructure and Service Capacity Development Project: The Cabinet at its meeting on 25 March 2003 resolved to approve PAT to operate Ranong Port as the main port for cargo transportation on the Andaman sea of Thailand, linking trade routes with South Asian and European countries. In addition, the Cabinet at its meeting in Ranong and Chumphon during 20-21 August 2018 resolved to approve PAT to develop Ranong Port as Western Trade Gateway. The project aims to improve infrastructure and service efficiency of Ranong Port in order to enhance the service level in accordance with the government's policy to push forward the Southern Economic Corridor (SEC) project to connect water, road, and rail transportation between the Andaman and the Gulf of Thailand from Ranong Port to Chumphon Port and Laem Chabang Port to increase the country's trade value. It also aims to push Ranong Pot to become a cargo transportation hub along the Andaman Sea linking BIMSTEC Countries namely Bangladesh, Sri Lanka, India, Myanmar, Nepal, Bhutan, and Thailand to support the development of the Southern Economic Corridor.

2. The Cabinet resolved to approve PAT to manage Chiang Saen Commercial Port and Chiang Khong Port with the objective of increasing the capacity to support the growing demand for cargo transportation on the Mekong River in the northern region in the future due to its participation as a membership of the World Trade Organization (WTO) and the ASEAN Free Trade Area (AFTA), the ASEAN-China Free Trade Area, and the international trade policy with China on the liberalization of agriculture products in the category of fruits and vegetables. In addition, Chiang Saen Commercial Port and Chiang Khong Port have been designated as part of the national development under the Ministry of Transport's strategy, which is defined as a roadmap for multimodal transportation system development, with a role in supporting the volume of cargo transportation by waterway in the northern region, which is transported between Thailand and China, Myanmar and Laos, reducing the transportation costs for domestic entrepreneurs.

Port Authority of Thailand Public Service Account

For the Year Ended 30 September 2023

·	Unit : Baht
Public Service Account Revenue	
Revenue of Ranong Port	25,525,473.09
Revenue of Chiang Saen Commercial Port and Chiang Khong Port	16,647,496.46
Total Public Service Account Revenue	42,172,969.55
Public Service Account Expenses	
Expenses of Ranong Port	36,553,408.17
Revenue of Chiang Saen Commercial Port and Chiang Khong Port	24,929,031.43
Public Service Account Expenses	61,482,439.60
Profit (Loss) on Public Service Account	(19,309,470.05)

According to the resolution of the PAT Executive Committee, the financial performance report of the Public Service Account for the fiscal year 2023 was acknowledged at the meeting on Thursday 1 February 204.

**Remarks: The PAT Board of Commissioners has retired from office since 1 October 2023.



INTERNATIONAL COOPERATION

PAT has established cooperation agreements/Memorandum of Understanding/sister port agreements with foreign ports or internal entities both bilaterally and multilaterally. The main objective is to develop technical cooperation in promoting Thailand's maritime transport potential to be one of the world's leading ports in terms of port management; formulation of port development strategy/planning and capacity building human resource development; exchange of information on port management, technology, and environment; as well as promoting international relations through various cooperation activities such as marketing promotion and meetings/seminars/talks/training both domestically and internationally as follows:

INTERNATIONAL COOPERATION OF THE PORT AUTHORITY OF THAILAND

REPUBLIC OF KOREA

MEMORANDUM OF UNDERSTANDING BETWEEN PAT AND BUSAN PORT AUTHORITY

promote competitiveness and development in maritime transportation and logistics systems, exchange information on strategic planning for port development for both parties, as well as to promote the study or important development project of PAT and development in marketing, technology, and environment.

BELGIUM

FRIENDSHIP AGREEMENT BETWEEN PAT AND THE GOVERNMENT OF FLANDERS

Technical cooperation, training in the form of seminars, study visit, or dispatch of experts to provide knowledge about ports and logistics that are beneficial to organizational development especially in terms of port environmental development, digital technology, etc

CAMBODIA

MEMORANDUM OF UNDERSTANDING BETWEEN PAT AND OKNHA MONG PORT, CAMBODIA AND BOXMAN CO., LTD. AND NYS CO., LTD.

To promote transshipment from Cambodia through Bangkok Port which can be transported to the third countries by ship and rail.

MYANMAR 🔊

LETTER OF COOPERATION (LOC) BETWEEN PAT AND MYANMAR PORT AUTHORITY

For marketing promotion and service network establishment to ASEAN countries and neighboring regions, as well as to expand cooperation to BIMSTEC countries, especially the establishment of a network of coastal cargo trans-portation in the Andaman Sea connecting Myanmar.

COOPERATION BETWEEN RANONG PORT AND BIMSTEC

TO CREATE A COOPERATIVE PARTNERSHIP IN PORT MANAGEMENT IN TERMS OF MARKETING AND INVESTMENT BETWEEN RANONG PORT AND PORTS IN BIMSTEC COUNTRIES

SRI LANKA

Hambantota International Port Group

INDIA SS

- Krishnapatnam Port
 Chennai Container Terminal Private Limited
- (DP World Chennai) Port Chennai Port Trust Port
- Visakhapatnam Port
- Kolkata Port Trust Port
 Chittagong Port







CHINA 📉

SISTER PORT AGREEMENT BETWEEN PAT AND RIZHAO PORT

To promote transportation connecting goods from Thailand to East China. In addition, Rizhao port is with rail links to Russia and Mongolia, which will be an opportunity to expand Thailand's shipping links in the future, which is an opportunity to expand markets and businesses.

SISTER PORT AGREEMENT BETWEEN LAEM CHABANG PORT 02 AND THE PORT OF SHENZHEN

To exchange information on management, operation, and development of port business between each other, and promote cooperation in creating opportunities, seeking new markets, as well as expand join market bases, and support training and personnel exchanges between each other.

SISTER PORT AGREEMENT BETWEEN LAEM CHABANG PORT AND THE PORT OF GUANGZHOU

To develop cooperation in maritime transportation and development in various aspects related to port busines's, and exchange of information on port management and operation, investment, and port business development between each other

SISTER PORT AGREEMENT BETWEEN LAEM CHABANG PORT 04 AND THE PORT OF QINZHOU

To promote technical cooperation between the two ports in the exchange of information on port management, international trade, information technology systems, and environment including training and personnel exchanges.

SISTER PORT AGREEMENT BETWEEN LAEM CHABANG PORT 05 AND THE PORT OF XIAMEN

To promote and develop join trade, logistics, and business opportunities, as well as exchange knowledge and cooperation in the field of maritime transportation, logistics, port management and technology

SISTER PORT AGREEMENT BETWEEN CHIANG SAEN 06 COMMERCIAL PORT AND GUAN LEI PORT

To promote cooperation and develop container transportation along Lan Xang River - Mekong River to increase the competitiveness of regional ports in terms of port management, and increase the volume of containers through the port and revenue of regional ports.

01 PORT ALLIANCE AGREEMENT FOR MARKETING COOPERATION BETWEEN PAT AND NAGOYA PORT

To exchange information on port business development and promote cooperation in creating opportunities to seek new markets, as well as expanding joint market bases and supporting training and personnel exchanges between each other.

02 AGREEMENT BETWEEN PAT AND THE CITY OF YOKOHAMA

To coordinate and promote technical cooperation on the environment in the port and management of high-rise warehouses and tourist ports

03 SISTER PORT AGREEMENT BETWEEN PAT AND KITAKYUSHU

To promote technical assistance and facilitate information and exchange of employees to study visit the port between each other, as well as organize public relations events



Bilateral Cooperation

In the fiscal year 2023, PAT conducted activities under bilateral cooperation as follows:

1) Port Partnership Agreement for Marketing Cooperation between PAT and Nagoya Port, Japan

- On 31 January - 2 February 2023, PAT has organized a short-term training for representatives from the Nagoya Port private sector to exchange information, experience and knowledge in the field of maritime transportation and logistics development between each other.







2) Memorandum of Understanding between PAT and Busan Port Authority, South Korea

- During 25 - 30 June 203, PAT representatives participated in the 1st invited Port Workshop in Seoul, South Korea, with the objective of discussing opportunities for technical cooperation with the Ministry of Oceans and Fisheries Korea (MOF) and exchanging knowledge and experience on port and maritime transportation management that is modern and in accordance with international standards for the benefit in formulating strategies and planning for PAT.

3) Friendship Agreement between PAT and the Government of Flanders, Belgium

 PAT held a meeting with the Government of Flanders on 10 November 2022 to discuss the activities/ projects to be jointly implemented under the new Letter of Intent, such as organizing of local seminars and regional seminars, considering of APEC scholarships and C-MAT scholarships; and the celebration of the 30th anniversary of the relationship between PAT and the Government of Flanders.









4) Agreement between PAT and the City of Yokohama, Japan

During 4 - 8 September and 11 - 15 September 2023, PAT organized a knowledge enhancement program, with PAT employees in both operations and support functions joining the study trip at Yokohama Port which is Japan's most advanced and important international port located in Yokohama, the largest port city in Japan with the objective to provide employees with knowledge and understanding on port operations using modern technology. PAT employee had the opportunity to study and gain experience and perspectives in port management and related business to be applied to improve work processes, as well as to exchange and share work experience. The knowledge and summary report of the study visit have been prepared to be used as a guideline for executives' decisions to generate income or new business for PAT. This also creates a culture of exchange of knowledge between highly experienced employees to new generation of employees who understand modern technology to be applied in organization development.



Multilateral Cooperation

1) Cooperation with the ASEAN Ports Association (APA)

On 12-15 December 2025, PAT representatives attended the 46th ASEAN Ports Association General Meeting in the Federation of Malaysia to consider the APA Strategic Programme, which consists of Human Resource Development, Port Environmental Development, and Efficiency and Productivity Improvement Projects. In this regard, PAT has proposed the Guideline for Smart Port to study port performance indicators in the ASEAN region especially in terms of digital technology and innovation in line with the APA's plans and projects. A workshop under the project was scheduled in February 2023 in Thailand. In addition, PAT participated in the consideration and monitoring of the performance of the APA and major port development projects in ASEAN and reported on the development of the Port Community System (PCS) and the development of the information technology system of the organization.





During 23 - 25 August 2023, PAT hosted the 42nd ASEAN Ports Association Working Committee Meeting with representatives from ASEAN Ports Association from Brunei Darussalam, Myanmar, Singapore, Viet Nam, Malaysia, Cambodia, Philippines, Indonesia, and Thailand. Relevant PAT employees attended the meeting to consider, monitor, and report on the implementation of the port development projects and activities under the APA's strategic plan before proposing to the next ASEAN Ports Association General Meeting at Grande Centre Point Space Pattaya.



- PAT organized the Workshop on Development of the Guidelines on Smart Port during 1 - 2 March 2023 with the objective of defining smart port concepts and performance indicators for technology and innovation development and establishing Guidelines on Smart Port to raise ASEAN's ports standards. Representatives from ASEAN member countries participated in the Hybrid meeting at the 19th floor conference room, PAT Building.
- PAT participated in the 44th ASEAN Senior Transport Officials Meeting during 8 - 13 May 2023 in Da Nang with the objective of discussing and driving the implementation of the Kuala Lumpur Transport Strategic Plan (KLTSP) which is the implementation of projects/activities in land, water, and air transport, transport facilitation, and sustainable transportation.

2) ASEAN Maritime Cooperation

During 16-17 October 2022, Mr. Atirat Ratanasate, Deputy Minister of Transport together with Mrs. Jatuporn Niemsuk, Assistant Permanent Secretary of Ministry of Transport, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, and representatives of relevant agencies consisting of the Marine Department, the Department of Land Transport, the Department of Highways, the Office of Transport and Traffic Policy Planning, the Department of Rail Transport, the Civil Aviation Authority of Thailand, the State Railway of Thailand, the Port Authority of Thailand, Aeronautical Radio of Thailand Company Limited, and the Ministry of Foreign Affairs participated in the 28th ASEAN Transport Ministers Meeting and Associated Meetings in Bali, the Republic of Indonesia.









3) Asia-Pacific Economic Cooperation (APEC)

PAT hosted the Meeting on Promoting Safety for Dangerous Goods Transportation in APEC Region during 1 - 2 December 2022 with representatives from 13 APEC economies attended the meeting including Thailand, Japan, Malaysia, Taiwan, Cambodia, Singapore, South Korea, Viet Nam, Sri Lanka, Philippines, France, Peru, and the United States. The objective of this meeting includes the study of trends in the quantity and types of dangerous goods in APEC region; Gap Analysis to compare the efficiency of dangerous goods management in ports in terms of legal/regulatory issues, operational processes, and technology used in operations of dangerous goods; as well as joint preparation of Recommendation on Emergency Preparedness and Response Procedure; and dangerous goods management for ports in the APEC region at Grand Mercure Hotel, Phuket.



4) International Maritime Organization (IMO) 20-27 February 2023 IMSAS Audit

PAT underwent a mandatory audit of International Maritime Organization Member State (IMO Member State Audit Scheme (IMSAS)) during 20 - 27 February 2023. Mr. Saksayam Chidchob, Minister of Transport presided over the opening ceremony of the IMO Member State Audit Scheme (IMSAS) along with Mr. Atirat Ratanasate, Deputy Minister of Transport, Mr. Chayatan Phromsorn, Permanent Secretary, the Ministry of Transport, Mr. Sorapong Paitoonpong, Acting Director General of the Marine Department, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, and head of relevant agencies attended the ceremony at Wisuth Sakoradith Meeting Room, 4th floor, 162 years Building, the Marine Department. In this regard, a group of auditors from IMO assessed Thailand as a Member of the IMO, a United Nations Specialized Agency that plays a key role in developing and coordinating to raise the security standard of international maritime transport. The IMO Member State Audit Scheme has evolved from the Voluntary IMO Member State Audit Scheme (VIMSAS). As a member of the IMO Council which Thailand was supported and was among the first group of countries to join the voluntary scheme, it has improved internal processes in an integrated manner with relevant agencies to make the implementation of the IMO obligations more effective. In addition, on the occasion of the 50th Anniversary of Thailand's relationship with the IMO, it was a good opportunity for Thailand to demonstrate its commitment to IMO in sustainable development in water transportation through the IMSAS, with the aim that recommendations from expert auditors will help improve the system of agencies involved in water transportation in Thailand as well as further achieving the common goal of IMO members for safe, environmentally friendly and sustainable international transport.

PAT participated in the 129th IMO Council Meeting from 17 - 21 July 2023 with the objective of discussing the preparation of the IMO Strategic Plan, Budget Plan, report of various IMO committee meetings. It also participated in the consideration of the agenda of the General Assembly, Rules of Procedure of the Council, etc.




PAT as the National Committee for Coordination with the International Maritime Organization and the Council of the International Maritime Organization (PAT Director General acting as the Chairman of the Subcommittee) and the Working Group on Substantive Matter to Prepare Candidate for the Election as a Member of the Council of the International Maritime Organization for the 2024 - 2025 Term participated in meetings to consider plans and activities in preparation for the candidacy. This year, marking the 50th Anniversary of Thailand's relationship with IMO, Thailand will organize activities to promote relations and underscore its commitment to supporting IMO's mission and goals for sustainable maritime transport development. On this occasion, the delegation met Mr. Thani Thongphakdee, the Thai Ambassador to the United Kingdom, London to discuss ways for campaigning for Thailand's Council elections.











Other International Activities 1) Meeting and Study Visit on Logistics at Kunming, Yunnan Province, the People's Republic of China

- During 4 7 September 2023, Mr. Chanin Kanhirun, PAT Commissioner led the group of PAT Board of Commissioners consisting of Pol. Lt. Gen. Jaroenvit Srivanit, Mr. Woraphot Aiemruksa, Mr. Viboon Rattanapornwong together with Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, Lt. JG. Yutana Mokekhaow, R.T.N, PAT Deputy Director General (Financial Management and Corporate Strategy), Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and Business Development), Mr. Thamsin Sribangpleenoi, Deputy Managing Director, Bangkok Port, and relevant PAT employees attended the meeting and study visit on logistics at Kunming, Yunnan Province, the People's Republic of China. The key points were as follows:
- Meeting with Miss Bhavivarn Noraphallop, Consul-General at Kunming to discuss economic issues on logistics, development of transport routes, and promotion of Thai-Yunnan Cooperation at the Royal Thai Consulate-General, Kunming, Yunnan Province, the People's Republic of China. Meeting with China Kunming South Asia & Southeast Asia International Logistics Research Institute (SSILR) and visiting the dry port at Kunming, Yunnan Province, the People's Republic of China. The discussion included issues such as the planning and development of dry port and transportation links, joint management with PAT, joint technology and innovation development, environmental development to promote regional port development, and discussed the possibility of establishing cooperation between the two agencies in the future.

Signing of a Memorandum of Understanding (MOU) between Chiang Saen Commercial Port, Thailand and Guan Lei Port, Xishuangbanna Dai Autonomous Prefecture, Yunnan Province, the People's Republic of China to promote cooperation and development of container transportation via Lan Xang River - Mekong River, and to promote the operational role of regional ports in increasing container volumes based on the cooperation principle of commercial shipping on the Lan Xang River and Mekong River. The project also supports the transportation of local fruits and vegetables and goods across borders to increase the consumption potential of both regions, and also promote trade exchange and mutual economic directors. Mr. Kriengkrai Chaisiriwongsuk, PAT Director General and Mr. Li Zhonghua of the Transport and Logistics Office of the Xishuangbanna Dai Autonomous Prefecture signed the MOU, with Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and Business Development) signed as a witness. Mr. Chanin Kanhirun, Pol. Lt. Gen. Jaroenvit Srivanit, Mr. Woraphot Aiemruksa, Mr. Viboon Rattanapornwong, members of the PAT Board of Commissioners, together with Lt. JG. Yutana Mokekhaow, R.T.N., PAT Deputy Director General (Financial Management and Corporate Strategy), Mr. Thamsin Sribangpleenoi, Deputy Managing Director, Bangkok Port, Mr. Jiravich Klomperee, Director of Corporate Strategy Department, and relevant PAT employees witnessed the signing ceremony at Wyndham Grand ballroom, Wyndham Grand Plaza Royale Hotel, Kunming. The delegation also had a meeting with Mr. Liu Minglin, Chairman of Yunnan Investment Group at Kunming with related parties. The discussion was about the policy to promote investment in dry port and hinterland area between Yunnan Investment Group and PAT, as well as business opportunities for expansion of business related to PAT.



2) Meeting with leading organizations in Singapore under the Corporate Knowledge and Creativity Capacity Building Project in Singapore

- During 4 6 April 2023, Lt. JG. Yutana Mokekhaow, R.T.N., PAT Deputy Director General (Financial Management and Corporate Strategy) with relevant PAT delegation had meetings with leading organizations in Singapore under the Corporate Knowledge and Creativity Capacity Building Project in Singapore as follows:
- Visiting to YCH Group, a leading provider of comprehensive supply chain services in Singapore and the Asia-Pacific region focusing on enhancing service efficiency and sustainability for customers by driving innovation and increasing liquidity in the supply chain linking ports, airports, and smart logistics infrastructure. YCH received the Fast Moving Award in the categories of consumer goods, electronics, chemical & health, logistics, cold storage, and e-commerce. The visit aimed to exchange knowledge and experience in supply chain management and logistics. Dr. Robert Yap Executive Chairman and YCH Group executives welcomed and leaded the tour to the warehouse which implemented a hybrid warehouse management system with a combination of Automated Storage Retrieval System (ASRS) and using state-of-the-art technology such as inventory counting drones and advanced robots at YCH Group, Singapore.
- Meeting with PSA and CRIMSONLOGIC PTE LTD at Tuas Port, Singapore to listen to lecture and exchange knowledge on PSA management and Tuas Port development. PSA is Singapore's No.1 terminal operator in the world's shipping services, with a network of more than 255 locations in 41 countries around



the world. In addition, PSA collaborates with partners to provide world class port services while developing innovative freight technology and co-create the Internet of Logistics by CrimsonLogic providing global digital platform development, Port Community System, and developing the world's first electronic trade formality system for the Singapore government by working with the public and private sectors in more than 20 countries. In addition, the Singapore government has developed a new port, Tuas Port, operated by PSA. Construction of the port, divided into 4 phases, will be completed in 2040, which will make Tuas Port the world's largest fully automated terminal with a capacity to handle 65 million TEUs. It is a port that has determined the level of environmental performance of the port with a target of Net Zero Carbon Emission by 2050. It also focuses on innovation development, the use of automation technology, and intelligent engineering systems in ports. Currently, the Tuas Port is operating in Phase 1 and handling approximately 1 million TEU container management. Subsequently, the delegation visited Google Asia Pacific Singapore to learn about Future of Work and Innovations by listening to lectures and exchanging opinions on various issues such as Trend in Digital Transformation in Public sector, Smart Port and Beyond, Future of work and Innovation, Using Google workspace to support collaboration between different units through Cloud, and the application of Appsheet in writing application. Examples of leading organizations using Google workspace include Krungthai Bank, CP ALL, and PTT. Google Asia Pacific 's new office is located in Mapletree Business City, a hub of leading technology companies in Singapore. As a leading technology company, Google supports startups with products such as Google Trends, Market Finder, AdWords Global Growth Community, Consumer Barometer or Google Cloud. It also has a program that helps startups expand into international markets, specifically called International Growth with Google, which helps businesses grow in new markets.



HIGHLIGHTED ACTIVITIES OF THE YEAR

OCT. 22 PAT ORGANIZES NATIONAL WORKSHOP



On 20 October 2022, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presided over the opening ceremony of the National Workshop for Thailand on Sustainable Maritime Transport along with Lt. JG. Yuttana Mokhaow, R.T.N., PAT Deputy Director General (Financial Management and Corporate Strategy), executives and employees of PAT, representatives from government and private sectors, universities, and agencies related to water transportation. The workshop aimed to focus on sustainable economic, social and environmental aspects and development of flexible port that support sustainable maritime transport connectivity taking into account the Thai context and would facilitate the exchange of views and suggestions on the maritime transport connectivity strategy at the 19th floor meeting room, PAT Building.





PAT SIGNS MEMORANDUM OF UNDERSTANDING WITH HUAWEI OCT. 22

On 25 October 2022, Huawei Technology (Thailand) Co., Ltd. held a Memorandum of Understanding signing ceremony between PAT and Huawei. The Memorandum of Understanding established to jointly invent technology for port business development was signed by Mr. Kevin Cheng, Head of Enterprise Business Group, Huawei Technology (Thailand) Co., Ltd. and Mr. Kriengkrai Chaisiriwongsuk, PAT Director General. Mr. Ruangsak Bamnetpan, PAT Deputy Director General (Information Technology) and Mr. Lu Yongping, Senior Vice President and Chief Operating Officer of Customs & Port Business Group, Huawei Technology Co., Ltd. witnessed the event to enhance new business cooperation, innovate cutting-edge digital services and transfer knowledge, skills, and expertise on technology to develop smart port at Room 101, Queen Sirikit National Convention Center, Bangkok.



OCT. 22 TRADE MISSION PORT DE BARCELONA EVENT

During 25-26 October 2022, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General attended the Trade Mission Port De Barcelona event and gave a lecture on THAILAND- SPAIN/CATALONIA: NEW BUSINESS OPPORTUNITIES with other speakers including Mr. Felipe De La Morena Casado, Ambassador of Spain to Thailand, Mr. Sumate Tanthuwanit, Director of Executive Board, Board of Trade of Thailand, Mr. Santiago Garcia Milá, Vice President of the Port of Barcelona, and Mr. Isidre Gavin, Secretary of the Territory and Mobility of the Catalan government at Regency Ballroom, Hyatt Regency Hotel. The seminar was organized to support trade and sea freight transportation between Thailand and Spain and to provide an opportunity to expand the PAT transportation network with Barcelona in the future. Last year, the trade volume between Thailand and Spain stood at 1.6 billion US Dollars, an increase of 21.59% from the previous year, which is considered a relatively high expansion. The main imports from Spain were nuclear reactors, pharmaceutical products, machinery, and export products from Thailand to Spain included nuclear reactors, machinery, mechanical appliance. Sea freight between Laem Chabang Port and Barcelona Port accounts for about 40% of Thailand-Spain freight traffic.



JAN. 23 PAT HOLDS A SEMINAR TO PUBLICIZE THE PLAN TO ESTABLISH A NATIONAL SHIPPING LINE

Port Authority of Thailand is ready to move forward with plans to establish a national shipping line after the results of the study show that it is viable and worth the investment, reinforcing investor confidence and being able to immediately launch domestic and international routes within the first 4 years.

On 25 January 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presided over the opening of the seminar to publicize the results of the feasibility study on the establishment of a national shipping line and guidelines for the development of the Thai commercial fleet. The advisory team, Transconsult Co., Ltd. and Chulalongkorn University by the Academic Service Center of Chulalongkorn University jointly reported the results of the project study, which is considered as part of the scope of work to hire consultants to conduct a study and analyze investment model and cost-effectiveness to the national economy, etc. Executives and officers of PAT, executives of government agencies, investors, service users, maritime transport operators, logistics business group, mass media participated the event at Bangkok Marriott Marquis Queen's Park Hotel.









FEB. 23

PAT ATTENDS THE MEETING TO DISCUSS WITH SHANDONG PORT GROUP AND STRENGTHEN COOPERATION WITH PORTS IN ITS GROUP

On 12 February 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General together with Lt. Kan Maenaruji, R.T.N., Deputy Managing Director of Laem Chabang Port attended a meeting with Mr. Huo Gaoyuan, Chairman of Shandong Port Group, Chairman of the Board of Directors of various ports of the group, and management team of Ngo Hok Group to discuss, exchange visions, and strengthen cooperation in terms of port infrastructure development, approaches for operating as a complete green port at the study room, Shangri-La Hotel, Bangkok.



PAT SUCCESSFULLY UNDERGOES AN AUDIT FROM THE IMO NO FINDING AND PAT IS A SAFE AND ENVIRONMENTALLY FRIENDLY PORT





FEB. 23

PAT underwent a mandatory audit of International Maritime Organization (IMO Member State Audit Scheme - IMSAS) as a Member State of the International Maritime Organization (IMO), a United Nations Specialized Agency that plays a key role in developing and coordinating to raise the security standard of international maritime transport, during 20-27 February 2023. PAT is one of the country's water transport organizations and participated in the IMO Member State Audit Scheme (IMSAS) by providing information on operational pollution response and enforcement; provision of port reception facilities; implementation of IMDG Code, carriage of dangerous goods, training of personnel; and implementation of Verification of Gross Mass (VGM), which was the implementation of Thailand's international convention obligations to the audit team lead by Capt. Anish Joseph and Mr. Aji Vasudevan on 23 February 2023 at meeting room 1701, PAT Building. It appeared that PAT has been operating in accordance with IMO standards and has no findings from its operations.

However, the audit cycle is held every seven years while continuous auditing is one of the mechanisms of the IMO which will lead to the development of coordination among IMO Member States to achieve the common goal of safe and environmentally friendly international maritime transport.



MAR. 23 LAEM CHABANG PORT JOINS HANDS WITH XIAMEN CITY PORT SIGN SISTER PORT AGREEMENT



On 2 March 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General represented Laem Chabang Port in signing Sister Port Agreement between Laem Chabang Port and Xiamen City Port via online platform. Dignitaries including Ms. Thitilak Khampha, Deputy Governor of Chonburi Province, Mrs. Zhang Xiaoxiao, Economic and Commercial Advisor, Embassy of China in Thailand, together with Vice Mayor of Xiamen City, Mr. Pirawat Atsavapranee, Consul-General of Royal Thai Consulate-General in Xiamen, representatives of Sriracha Chief District Officer, Xiamen City Port executives, PAT executives, Laem Chabang Port executives, representatives of the Ministry of Foreign Affairs, representatives of the Thai-Chinese Chamber of Commerce, representatives from local government agencies, representatives of Bangkok Shipowners and Agents Association and Thai International Cargo and Container Terminals Association (TICTA), representatives of terminal operators, and media participated in the ceremony at Bangsaen Room, Oakwood Hotel & Residence Sriracha, Chonburi.

Xiamen City Port is considered a leading port with high capacity, not only in PR China, but has also been accepted internationally. The signing of the agreement is a great opportunity for both parties to embark on cooperation as sister ports and jointly develop potential of the maritime transportation system to be more efficient to accommodate the increasing volume of Thai - Chinese trade. It also provides opportunities to exchange knowledge and experience in modern terminal management, as well as the development of information technology together as sister ports, and to strengthen the long-standing good relations between PR China and Thailand in order to develop continuous cooperation for further progress and sustainability.





LAUNCH OF LINE OA "PAT CONNEX" ONE CLICK COMPLETES ALL SERVICES APR. 23

On 5 April 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General together with PAT executives and employees attended the launch of LINE OA "PAT Connex" under the concept of "One Click - PAT Connex", which is a communication channel between PAT and port users and the public to connect more conveniently, quickly, and efficiently. At the event, there was an introduction to application that has access to complete service information in one place. Representatives of agencies under the Ministry of Transport including the Marine Department, Office of Transport and Traffic Policy Planning, Department of Highways, Aeronautical Radio of Thailand Company Limited, Mass Rapid Transit Authority of Thailand, representatives of the public relations team of the Ministry of Transport, etc., the Customs Department, representatives of shipping companies, Freight Forwarder, terminal operators, representatives of the EEC Public Relations Department, transport and logistics associations and federations, as well as real estate tenants, port users, stakeholders, media, and the public participated the event at the conference room on the 19th floor, PAT Building.

PAT is committed to enhancing its logistics service excellence by being an intermediary that connects the Thai logistics system. This requires cooperation from all sectors to connect the quadrants, including public and private sector, communities, universities, research institutes and international networks. Line OA PAT Connex is a communication channel that is ready to serve all sectors at the fingertips. They can track container status with BKP Tracking menu; connect to the shipping schedule to check the entry and exit of cargo vessels anytime, anywhere; as well as calculate load rates and service charges by themselves. This is to increase service efficiency and help entrepreneurs reduce logistics costs.



SIGNING OF MEMORANDUM OF UNDERSTANDING ON GOOD GOVERNANCE

On 20 April 2023, Mrs. Suwana Suwanjutha, Commissioner, National Anti-Corruption Commission (NACC) presided over the signing ceremony of the Memorandum of Understanding on Driving Good Governance and Corporate Governance between the Office of the National Anti-Corruption Commission, the State Enterprise Policy Office, the Securities and Exchange Commission, Thai Institute of Directors, and 51 state enterprises, with Mr. Kriengkrai Chaisiriwongsuk, PAT Director General join the signatory. The objectives are to jointly promote, support, and cooperate in driving the master plan under the National Strategy (21) on Anti-Corruption and Malfeasance (2018-2037); develop the enhancement of good governance and corporate governance in the state enterprise and private sectors that are contracting parties with state enterprises; as well as integrate and coordinate cooperation from relevant agencies and organizations in prevention and suppression of corruption in state enterprise in all forms; and put the Action Plan on Anti-Corruption in State Enterprise Action Plan (B.E. 2566-2570) into practice by adapting them as appropriate to the context of each organization. At the event, there was a keynote speech on "Enhancing Good Governance and Corporate Governance in the State Enterprise and Private Sectors Contracting with State Enterprises" by Mr. Wassanu Kreu-Ngam, Deputy Prime Minister at Nonthaburi 1 room, Office of the National Anti-Corruption Commission, Sanambinnam Road, Muang Nonthaburi District, Nonthaburi Province.

PAT OFFICIALLY OPENS

INSTITUTE (MLI)

THE MARITIME LOGISTICS

APR. 23



MAY 23



On 15 May 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presiding over the opening ceremony of Maritime Logistics Institute along with PAT executives, Dr. Kunanunt Tayayuth, Expert of the Maritime Logistics Institute, steering committee for the MLI establishment project, and relevant PAT employees participated in the ceremony at the MLI Office, 5th floor, Building B, PAT. The Maritime Logistics Institute (MLI) was established as a knowledge center of PAT in formulating strategies for the development of PAT as a logistics agency with sustainable potential in all aspects as well as a center for collection of maritime and logistics research in the country.



JUN. 23 THE PAT BOARD OF COMMISSIONERS MOBILE MEETING AT LAEM CHABANG PORT



On 14 June 2023, Mr. Parinya Saengsuwan, the Chairman of the PAT Board of Commissioners presided over the mobile meeting of the PAT Board of Commissioners at Laem Chabang Port, which was attended by the PAT Board of Commissioners together with PAT executives of Laem Chabang Port. In addition, they visited the area at the Laem Chabang Development Control Tower and visited the site to monitor the progress of the construction of the Laem Chabang Port Phase 3 Development Project (Phase 1: Land reclamation). Construction supervisors, contractors (CNNC joint venture) and related agencies attended the meeting and reported the progress at the construction site. Laem Chabang Port Phase 3 Development Project is an important project to support the development of the country's Eastern Economic Corridor (EEC) with the goal of completing the new master action plan according to the timeline for each phase, namely Phase 1 Land reclamation, Phase 2 Constructions of Buildings, Berths, Roads, and Utility Systems, Phase 3 Construction of Railway system, and Phase 4 Procurement of Tools, Machinery, and System Installation. This was to enable the delivery of area to the concessionaires within the specified time frame.

pat joins in welcoming her royal highness princess Maha chakri sirindhorn

JUL. 23



On 4 July 2023, Her Royal Highness Princess Maha Chakri Sirindhorn personally led government officials and cadets of the Chulachomklao Royal Military Academy on a field trip to Laem Chabang Port. The PAT Board of Commissioners, Executives, and employees were waiting to welcome Her Royal Highness at Laem Chabang Port Welfare Center Building. In this occasion, Mr. Parinya Saengsuwan, Chairman of the PAT Board of Commissioners and Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presented a report on the management and development plan of Laem Chabang Port.

Taking government officials and cadets on this field trip, they visited places related to economic security, human security, including the development of innovation and technology along with maintaining the resources and environment security.





JUL. 23

PAT JOINS THE 7th MARITIME SILK ROAD PORT INTERNATIONAL COOPERATION FORUM

PAT joined the 7th Maritime Silk Road Port International Cooperation Forum led by Lt. JG. Poom Sangkham, R.T.N, Managing Director of Bangkok Port and Mr. Wiwat Amarit, Director of Finance and Accounting Department participated in the seminar during 16-20 July 2023 in Ningbo, PR China.

At the High-level Roundtable meeting, Managing Director of Bangkok Port delivered a speech to senior executives from more than 30 leading global agencies to express PAT's position in supporting and driving cooperation between ports and maritime in the region, focusing on building a network in accordance with the One Belt One Road strategy to enhance service efficiency, and focus on collaborating with stakeholders through the development of technology and innovation safely and sustainably together.

Results of the seminar on port development, alliance networking, and investment and innovation showed that the port business is facing challenges from the volatility of the sea freight market even though it started to recover. In the next 5 years during 2023-2027, the global market will expand by at least 3%. The main risk factor is that the structure of the shipping business from shipping lines has changed on a higher uncertainty than in the past. China has developed port infrastructure through joint ventures in Asia and Europe along the highly successful One belt One road through an automated port system, along with the increasing use of clean energy in port activities, which is likely to be similar to leading ports around the world.









港口国际合作论坛·高层圆桌



AUG. 23 WELCOMING THE GROUP OF THAI BANKERS' ASSOCIATION

On 28 August 2023, Mr. Kriengkrai Chaisiriwongsak, PAT Director General together with Mr. Ruangsak Bumnetpan, PAT Deputy Director General (Information Technology), Lt. JG. Yutana Mokekhaow, R.T.N., PAT Deputy Director General (Financial Management and Corporate Strategy) and relevant PAT employees welcomed Mr. Kobsak Duangdee, Secretary General, Thai Bankers' Association, and Mrs. Pankhae Nantawisai, Expert, Thai Bankers' Association. The meeting discussed issues relating to the development of the "PromptTrade" Platform which was the development of the International Trade Digitization system in an extension of the Trade Document Registry for the Bank's services; challenges in the development of data exchange connection through the Port Community System (PCS); as well as invite PAT representatives to join the PromptTrade Advisory Group in order to ensure efficient data connection with maximum benefit to relevant stakeholders at the meeting room on 17th floor, PAT Building.



AUG. 23"BANGKOK PORT
RALLY TOGETHER 2023"





PAT organized the "BANGKOK PORT RALLY TOGETHER 2023" appreciation event to strengthen good relationship between Bangkok Port and its users on 2 September 2023. Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presided over the "BANGKOK PORT RALLY TOGETHER 2023" appreciation event together with Lt. JG. Poom Sangkham, R.T.N., Managing Director of Bangkok Port, Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and Business Development), Mr. Ruangsak Bumnetpan, PAT Deputy Director General (Information Technology), and PAT executives and employees. The objective of the event is to thank port users as well as strengthen the good relationship between Bangkok Port and its users. The event received cooperation from all sectors including port users, entrepreneurs, associations, federations, and other relevant agencies, all of which have contributed to support and drive the organization to progress steadily until now. More than 160 representatives from various agencies and port users attended the event. The event featured a bonding rally, public service for society, a mini-concerts by singers, and a lucky draw for the guests who attended the event.

SPECIAL OCCASIONS

50TH ANNIVERSARY OF THE ESTABLISHMENT OF DIPLOMATIC RELATIONS BETWEEN THAILAND AND BANGLADESH

On 16 January 2023, Mr. Don Pramudwinai, Deputy Prime Minister and Minister of Foreign Affairs presided over the opening ceremony of "50th Anniversary of the establishment of Diplomatic Relations between Thailand and Bangladesh", which was welcomed by H.E. MR. MOHAMMED ABDUL HYE, Ambassador of the People's Republic of Bangladesh to Thailand. On this occasion, Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and Business Development) joined the congratulations at the event.

PAT has signed a Memorandum of Understanding on Business Cooperation with Chittagong Port, People's Republic of Bangladesh under the framework of cooperation with BIMSTEC countries to strengthen trade and investment between the two counties at Siam Kempinski Hotel, Bangkok.







PAT ATTENDS THE BIRTHDAY ANNIVERSARY OF HIS MAJESTY THE EMPEROR OF JAPAN

On 21 February 2023, Acting Sub Lt. Rutthakorn Khiewpaisal, PAT Assistant Director General (Audit) represented the PAT at the "Reception to celebrate the 63rd Birthday Anniversary of His Majesty the Emperor of Japan". H.E. Mr. Nashida Kazuya, Ambassador Extraordinary and Plenipotentiary of Japan to the Kingdom of Thailand welcomed at Queen Sirikit National Convention Center.





WELCOMING THE AMBASSADOR OF DENMARK TO THAILAND

On 28 March 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, together with relevant PAT employees welcomed H.E. Mr. Jon Thorgaard, Ambassador of Denmark to Thailand, and representatives from A.P. Moller Capital, a company specializing in long-term investments in transportation and logistics assets and infrastructure. The meeting was held with the PAT Director General and relevant representatives to introduce and discuss opportunities for cooperation to invest in transportation infrastructure development projects and port development projects between the Company and PAT at Meeting Room 1701, PAT Building.

PAT ATTENDS THE 190th ANNIVERSARY OF THE U.S. - THAI DIPLOMATIC RELATIONS

On 26 April 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General together with Laem Chabang Port executives and PAT employees participated in the reception on the 190th Anniversary of the U.S. - Thai Diplomatic Relations. Mr. Robert F. Godec, U.S. Ambassador to Thailand, Admiral Cherngchai Chomchoengphaet, Commander-in-Chief of the Royal Thai Navy, Pol. Gen. Surachate Hakparn, Deputy Commissioner-General of the Royal Thai Police, representatives of public and private sectors of both countries attended the event, which was held aboard the attack aircraft carrier USS Nimitz (CVN 68) at Terminal C0, Laem Chabang Port. The Nimitz Attack Aircraft Carrier Squadron (CSG 11), led by Rear Admiral Christopher Sweeney, Commander of the Fleet, has been sailing from Washington State for general operations since November 2022 and has participated in exercises with partner nations and allied navies across the Indo-Pacific region. The USS Nimitz (CVN 68) entered service in 1975, 48 years ago, and the last time the USS Nimitz visited Thailand was 12 years ago. The U.S. Navy's visit to Laem Chabang Port is an opportunity to strengthen Thai – U.S. security cooperation and strengthen ties and cultural exchanges between the two countries.



HONORARY AWARDS

ASIA RESPONSIBLE ENTERPRISE AVVARDS (AREA) 2023



On 30 June 203, PAT received the Asia Responsible Enterprise Awards (AREA) 2023 in the category of Social Empowerment for its check dam construction project "People ... Saving Water, Saving Land". Lt. JG. Yutana Mokekhaow, R.T.N., PAT Deputy Director General (Financial Management and Corporate Strategy) as the Head of the Project Management Working Group along with the Working Group received the award at Naga World Hotel & Entertainment Complex, Cambodia.



EIA MONITORING AWARDS 2023

On 19 July 2023, Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and Business Development) received the EIA Monitoring Awards 2023 in the category of transportation under the project name of the Construction of Chiang Saen Port 2 (Chiang Saen Commercial Port) of PAT from Mr. Jatuporn Buruspat, Permanent Secretary, Ministry of Natural Resources and Environment at Asawin Grand Ballroom B & C, Asawin Grand Convention Hotel.







OUTSTANDING STATE ENTERPRISE FOR LABOUR RELATIONS AWARD 2023

On 18 September 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General attended the Thailand Labour Management Excellence Award 2023 ceremony and received the "Outstanding State Enterprise for Labour Relations" Award from Mr. Boonchob Suthamanaswong, Permanent Secretary of Labour at the meeting room of the Ministry of Labour, 5th Floor, Ministry of Labour. The awards are given to organizations to recognize and honor establishments that have international standard labor management systems.



"SAINT FRANCIS OF ASSISI AWARD"



On 11 October 2022, Prof. Pornpetch Wichitcholchai, President of the Senate presided over the Senate's Green Innovation Ceremony to promote and support the adoption of moral principles as the foundation for operations and the creation of network of Good People Save the Earth. Mr. Kriengkrai Chaisiriwongsuk, PAT Director General signed a cooperation agreement to create a network of "Good People Save the Earth" together with Dr. Sirina Pawarolarnwittaya, Chairman of the Subcommittee on Morality and Ethics, and Mr. Surapong Rongsirikul, President of the Catholic Association of Thailand. On this occasion, PAT Director General received "Saint Francis of Assisi Award" from Bishop Siriphong Charatsri, Chairman of the Catholic Committee for Secular Christian at the meeting room B1-1, Parliament Building.

"Honor organization Award" 2023

On 4 April 2023, Mr. Supachai Somcharoen, Second Vice-President of the Senate presented the plaque "Honor Organization" to Mr. Kriengkrai Chaisiriwongsuk, PAT Director General to honor the Port Authority of Thailand (PAT) as a model of honor organization that manages based on morality and ethics, and fosters good people, talents, courageous people and opportunities for society for sustainable development of Thailand at the meeting room B1, Parliament Building.



HIS MAJESTY THE KING PRESENTS A PLAQUE OF HONOR ON A DONATION OF A MOBILE MAMMOGRAPHY VEHICLE TO THE KANJANABARAMEE FOUNDATION



His Majesty the King and Her Majesty the Queen granted royal greetings to the Kanjanabaramee Foundation and benefactors who supported the operation of the mobile breast cancer screening unit by mammogram of the Kanjanabaramee Foundation. In this occasion, His Majesty the King presented a plaque of honor to PAT, with Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, being a representative to receive the royal award along with representatives from benefactor agencies on 26 June 2023 at the Amporn Sathan Throne Hall, Dusit Palace.

PAT has joined in continuing the royal aspirations of His Majesty the King and Her Majesty the Queen in the field of medicine and public health. On the occasion of the PAT's 70th anniversary, it has contributed 33,000,000 Baht to the Kanjanabaramee Foundation for the procurement of mobile mammogram vehicle. On 28 December 2021, PAT paid an audience to His Majesty to offer a high-performance mobile mammography vehicle with equipment. The mammography vehicle consists of a breast examination machine that clearly sees the abnormal structure and uses Artificial Intelligence (AI) to help detect abnormalities in breast tissues automatically. This is to support the operations of the Kanjanabaramee Foundation established under the royal initiative of His Majesty the King while he held the title His Royal Highness Crown Prince Maha Vajiralongkorn in 1997 to improve the quality of life and health of underprivileged people, including vulnerable women in remote areas from hospitals or medical facilities to have access to early breast cancer screening which will increase the chance of survival up to 90%, thereby reducing the mortality rate of breast cancer patients in Thailand.





GOOD CORPORATE GOVERNANCE POLICY OF THE PORT AUTHORITY OF THAILAND

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

2. PAT's good corporate governance is developed based on principles and guidelines in accordance with international standards that are accepted both domestically and internationally, such as the Good Governance Principles of the Organization for Economic Co-operation and Development (OECD) for 2015, the State Enterprise Policy Office (SEPO) and the Stock Exchange of Thailand. These principles have been applied to PAT context, as shown in PAT Good Corporate Governance Manual. This manual consists of 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 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. PAT Board of Commissioners and executives place high value on good corporate governance and shall be role models in performing their duties in compliance with principles and guidelines of good corporate governance;

4. PAT employees shall earnestly carry out their duties to drive 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. 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 a yearly basis;

6. 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.

Given on 21 September 2023

(Mr. Chirute Visalachitra) Chairman of the PAT's Committee on Corporate Governance and Corporate Social Responsibility

PAT Good Corporate Governance Manual, Revised FY 2024







POLICIES AND PERFORMANCE ON GOOD GOVERNANCE

Good Governance

PAT Board of Commissioners has appointed PAT Good Corporate Governance and Corporate Social Responsibility Committee to formulate policies, guidelines, and plans on good governance, corporate social and environmental responsibilities, prevention and combating corruption and malfeasance, integration of good governance with risk management and compliance with laws, rules, regulations, and monitoring of performance to ensure compliance with the good corporate governance principles and guidelines to achieve the good corporate governance plan.



PAT's Good Governance System has been applied in accordance with the Good Governance Principles of the Organization for Economic Co-operation and Development (OECD) for 2015, the State Enterprise Policy Office, and the Stock Exchange of Thailand. It consists of 10 sections, all of which involve determining the structure of responsible person, management approach, promotion, and monitoring, to be incorporated as a part of PAT's operations. PAT has implemented such guidelines as follows:

Section 1

Support of government shareholder's roles: PAT has developed policies and guidelines for performance reporting according to the policies and guidelines for good governance to the government shareholder. The performance results are reported in 3 areas, namely financial and non-financial performance, compliance with good corporate governance guidelines, and compliance with laws, rules, regulations relevant to the port business. In addition, the performance reporting process has been established and the result of the implementation of PAT Good Governance plan has been followed up and proposed to the Good Corporate Governance and Corporate Social Responsibility Committee and the Board of Commissioners for acknowledgment on a quarterly basis.

Section 2

Support of fair marketing: PAT has promoted non-exclusive market competition, non-discrimination in procurement, fighting corruption that would result in PAT losing both financial and social credibility benefits. In addition, in order to fulfill the mission of PAT and result in maximum effectiveness, PAT also encourages fair treatment of stakeholders such as trade partners, suppliers, cooperation partners and trade allies with knowledge and expertise to jointly raise the standard of organization's performance in order to achieve such fair practices. PAT's operations covered the following key areas:

- In promoting fair competition, policies, and practices for promoting fair competition (competitors) have been established. PAT aims to conduct business within the framework of the laws and rules of competition prescribed without seeking the confidential information of business competitors through dishonest or inappropriate means, combat monopoly and trade discrimination, avoid exercising state power to obtain monopoly rights in business operations, and carry out activities to build relationships with competitors.
- In terms of transparent and fair access to financing, PAT has established policies and guidelines on transparent and fair access to financing (creditors) by taking into account of the financial costs, financing risks, and appropriate capital management. The objectives are to support business operations, maintain confidence in creditors, allocate funding sources derived from revenue, government subsidies, and loans carefully and cost-effectively by considering their necessity and appropriateness in line with business condition, conditions of money market and capital market, and compliance with policies prescribed by the Ministry of Finance; strictly comply with any covenants or conditions and applicable laws; commit to maintaining lasting relationships with creditors with mutual trust; and regularly disclose accurate and complete information. PAT will prepare a public debt management plan to submit to the Public Debt Management Office, Ministry of Finance, and Ministry of Transport before submit to the Cabinet for approval. In addition, PAT Board of Commissioners and PAT Management Committee have regularly monitored and evaluated the performance and reported on loans and loan debt information to the Public Debt Management Office, Ministry of Finance.

- In terms of fair and non-discriminatory procurement with trade partners and suppliers, PAT takes into account the importance of procurement process to be in line with good governance principles with transparency, accountability, and awareness of building public confidence in the procurement process. Thus, PAT has adopted the same standard practices as all government agencies under the Public Procurement and Supplies Administration Act B.E. 2560 (2017) and the Ministry of Finance Regulations on Public Procurement and Supplies Administration B.E. 2560 (2017). PAT has established policies and guidelines, prepared a procurement action plan, reviewed and revised the procurement operation manual published on PAT website. In addition, a rehearsal was conducted to understand the preparation of a stakeholder report on the connected transactions of procurement with a limit of 500.000 Baht or more for the committee members appointed in the procurement process and the authorized signatories to ensure that the procurement operations are in line with each other. For its anti-corruption and anti-bribery efforts, PAT has
 - established Anti-Corruption Policies and Guidelines and PAT Anti-Corruption Action Plan, which was prepared under the framework of National Strategy 2018-2037, Issue 21 on Anti-Corruption and Malfeasance. The results of the plan have been reported to the Good Corporate Governance and Corporate Social Responsibility Committee, PAT Board of Commissioners, the Office of the National Anti-Corruption Commission, and the Ministry of Transport. In addition, PAT has prepared guidelines for the practice of not accepting and giving gifts from the performance of duties (No Gift Policy), with symbolic activities such as declarations of intent not to accept gifts of any kind from the performance of duties, online guiz activities, and training on criteria for No Gift Policy to educate executives and employees. PAT also participated in the Integrity and Transparency Assessment (ITA), with a total score of 90.39 points in 2023.
 - 2566 : ITA INTEGRITY & TRANSPARENCY ASSESSMENT

- In terms of public service and commercial accounts separation, PAT established policies and guidelines on public service and commercial accounts separation, taking into account the display of performance measurement data that reflect efficiency in order to know the actual cost of policy implementation which is an activity that focuses on helping society and target groups according to government policy. PAT has prepared a Public Service Accounting Operational Manual for classifying and managing commercial and public service or social activities/transactions accurately and effectively in accordance with the standard framework established and accepted by the government. PAT requires public service account to be separated from commercial account to show actual performance and disclose transactions on public service account which details the implementation of various projects in accordance with government policies to assist the public or society in order to know the actual expenses incurred and actual performance of the projects such as the project on the improvement of Ranong Port's infrastructure and services, the project to construct 2nd berth of Chiang Saen Port, and other potential projects according to government policies or Cabinet resolutions.
- In terms of establishing channels for filing complaints and requesting compensation in case of competitors and creditors suffer violation of legal rights, PAT has established policies and guidelines for filing complaints and requesting compensation, where the Information Services Division, Administrative Affairs Department is responsible for receiving complaints. PAT also has established channels for receiving complaints, and systematic monitored and reported of performance in accordance with policies and guidelines on the development of complaint channel.

Section 3

Rights of Government Shareholders: PAT has formulated policies and prepared manuals on prevention of the use of insider information, prevention of connected transactions, and prevention of conflicts of interest, in accordance with the Organic Act on Anti-Corruption B.E. 2561 (2018) and the Official Information Act B.E. 2540 (1997). The Board of Commissioners, executives, and employees of PAT are required to report conflicts of interest and sign non-disclosures agreements to the public within August of every year. In addition, PAT Board of Commissioners and subcommittees as well as meeting attendees at every meeting are required to sign a letter of transparency in the operation and to confirm that they will maintain the confidentiality of the meetings, including not using information or confidentiality of the meeting for their own or others' benefit. This also includes preparation of a summary report to the Audit Department, along with



follow-up and preparation of a report on the aforementioned performance for submission to the Good Corporate Governance and Corporate Social Responsibility Committee and PAT Board of Commissioners for acknowledgment on a quarterly basis.

Section 4

Roles of Stakeholders: PAT attaches great importance to all group of stakeholders as they play a role in promoting and securing PAT's sustainable growth. Due to this significance, the execution of PAT's missions requires serious consideration for the well-being of the society, stakeholders, and conservation of the environment. Those involved in the success and sustainability of PAT, directly or indirectly, include employees, government shareholders, government agencies, competitors, creditors, suppliers, trading partners, and partners to carry out various activities in terms of ships, cargoes, and port services, as well as those affected by PAT's operations in terms of health, occupational health and safety, such as communities and society surrounding PAT's operation area. PAT has managed stakeholders' relations by establishing policies and guidelines on stakeholder management, preparing strategic plan on stakeholders focus which include identifying and prioritizing stakeholders, building relationship, and responding to the demand and expectation of stakeholders. In addition, Performance reports are followed up and submitted to PAT Board of Commissioners on a quarterly basis, while performance evaluation and customer and stakeholder satisfaction surveys are conducted annually to obtain key factors affecting customer and stakeholder satisfaction and engagement in order to develop plans and guidelines for improving work processes and services of PAT to be more efficient and effective, as well as to be an input factors in the preparation of PAT's strategic plan.

Section 5

Information Disclosure: PAT has disclosed information to government shareholders and PAT's stakeholders to demonstrate transparency, credibility, and accountability, in order to obtain information according to the laws, which cover the Official Information Act B.E. 2540 (1997), principles and best practices according to guidelines for information disclosure of state enterprises of the State Enterprise Policy Office (SEPO), Ministry of Finance, and other laws related to port business and water transportation. PAT has published information on its website, covering both financial and non-financial matters. In addition, an annual report has been prepared, which contains information and contents including structure of shareholders, profiles of PAT's Board of Commissioners and executives, financial statements certified by the auditor, analysis report on financial position and performance results, major changes, a report of the Audit Committee's responsibilities for financial report, major risks of business operations, PAT strategic plan, PAT's implementation of good governance and corporate social responsibility, etc. Additionally, PAT discloses important information on its website such as the policy direction of PAT Board of Commissioners and executives, PAT's good governance policies, key plans, procurement, significant financial and non-financial performance, including annual reports, etc.

Section 6

Roles of PAT Board of Commissioners: PAT Board of Commissioners is a group of representatives of government shareholders who have been nominated and selected as being possessed with qualifications, skills, knowledge, and abilities sufficient to drive PAT towards sustainable growth according to the guidelines set by the government shareholders. With such importance, PAT Board of Commissioners is committed to perform its roles, duties, and responsibilities in its effort to develop themself in order to gain expertise in port management and water transportation, while also adhere to the best practice guidelines to which state enterprise directors should follow. These key roles and responsibilities includes participating in setting direction and approving PAT corporate plan and annual action plan; appointing sub-committees to support the performance of PAT Board of Commissioners; attending PAT Board of Commissioners' meetings to their full potential; engaging in self-assessment of PAT Board of Commissioners and sub-committees to use the assessment results to determine remuneration and self-development systematically; enhancing knowledge and understanding about PAT for both newly appointed commissioners and the entire Board of Commissioners; evaluating the performance of PAT Director General and senior executives 2 levels below PAT Director General; and preparing succession plan for PAT Director General and senior executives in a complete and clear manner; including supervising PAT to ensure the compliance with applicable laws, rules, regulations and standards.

Section 7

Risk Management and Internal Control: PAT places importance on corporate risk management and internal control as a tool for dealing with internal and external risk factors affecting PAT operations. Risk management is therefore an important part that will help reduce the impact and enable PAT to achieve its business goals. PAT Board of Commissioners has appointed PAT Risk Management Committee to be responsible for formulating risk management and internal control policies and plans; as well as monitoring the effectiveness of the risk management and internal control system to meet standards such as COSO ERM 2017, etc.; and recommending guidelines to ensure that risk management related to business operations are appropriate, efficient and effective for achieving business goals, are in line with the organization's vision and direction and reduce impact from uncertainties in the business environment.

Section 8

Code of Ethics: PAT places great importance on operating with ethics, PAT's Code of Ethics has been prepared in accordance with the Ethical Standard Act B.E. 2562 (2019), best practices in accordance with the OECD framework, and the SEPO's good governance principles in state enterprise, which covers all levels including PAT Board of Commissioners, executives, and employees to enhance their knowledge and understanding and ensure the compliance with PAT's Code of Ethics. In addition, PAT's ethics promotion plan has been prepared which includes activities to build knowledge and understanding of morality, ethics, and conflict of interest prevention; religious activities and recognition of personnel with good behavior, honesty, ethics and transparency in their works; and participation in the Integrity and Transparency Assessment. There are also monitoring of such activities, assessment of awareness and understanding of PAT's Code of Ethics, and receipt of complaints on ethical issues in case of breaches of the Code of Ethics under PAT Board of Commissioners' Regulations on Code of Ethics of PAT Board of Commissioners, Director General, and Employee B.E. 2561 (2018).

Section 9

Sustainability and Innovation

- In terms of innovation, PAT Board of Commissioners has established PAT innovation policies by appointing the Knowledge Management, Technology, and Innovation Committee to drive innovation work; formulating innovation strategies; being a role model to promote innovation culture; as well as supervising and monitoring innovation performance. PAT has taken steps to define values and promote innovation values for employees to recognize and practice until it becomes an innovation culture. PAT also communicated the operational direction under PAT Corporate Plan and Master Plan to PAT's key stakeholders, as well as disseminated and publicized policies and manual on creativity promotion and innovation management master plan for PAT employees to be informed and implemented throughout the organization.
- In terms of sustainability, PAT Board of Commissioners has formulated policies and operational direction for PAT development, including sustainable development policies to ensure sustainable development and growth, as well as increase the potential and raise the standard to be the world class port and be able to achieve the vision as defined. PAT has reviewed the factors affecting PAT's sustainability to be used as inputs

for the preparation/review of PAT's strategic plan and annual action plan, as well as sought approval of the draft strategic framework in line with PAT's sustainability factors to PAT Management Committee, PAT Risk Management and Internal Control Committee, and PAT Board of Commissioners for the preparation of corresponding action plan. An operational manual for sustainable development that is in line with the strategic planning has been prepared along with compiling the completeness and accuracy of strategic plan and action plan that are in line with the draft PAT strategy.

Section 10

Performance Monitoring: PAT Board of Commissioners regularly monitors financial and non-financial performance on at least on a quarterly basis and supervises to ensure that the performance report presented to PAT Board of Commissioners is of sufficient quality for decision making by reflecting significant points such as the analysis and summary of performance results in comparison with goals and performance results of the past year; reasons for performance failing to meet goals; problems/ obstacles including alternative solutions to be presented to PAT Board of Commissioners in their entirety, without interfering with the decision and administration of the management.





RISK MANAGEMENT AND INTERNAL CONTROL

The Port Authority of Thailand (PAT), an agency under state supervision under the Ministry of Transport, recognizes the importance of the risk management and internal control system in accordance with the provision of the State Fiscal Discipline Act, B.E. 2561 (2018), Section 79 which requires government agencies to conduct internal audit, internal control, and risk management.

PAT places importance on risk management and internal control as it is an important tool that enables the organization's operations to achieve its goals by minimizing impact, likelihood, and avoidance of risks that may cause damage or loss to the organization. PAT conducted risk management and internal control in accordance with COSO ERM 2017 and COSO 2013 international standards by identifying, analyzing, and assessing the adequacy of internal control and potential risks to the organization, as well as developing a risk management plan to accommodate various types of risks, such as strategic risks, operational risks, financial risks, and regulatory risks to build confidence among stakeholders in all sectors.

Risk Management

The Port Authority of Thailand (PAT) is mainly engaged in the provision of ships and cargo services; dredging and maintenance of channel, passages, and mooring basin; controlling the loading and unloading of cargoes, lifting, moving, storing, and delivering goods to owners; as well as supporting the country's economic, trade, cargo transportation, and logistics; and pursuing its vision of "Being a World-Class Port with Excellent Logistics Services for Sustainable Growth in 2030". As the main agency to support the country's transportation system and economic system, PAT must be prepared to handle various situations, especially in the current situation with rapid changes in technology and innovation, which have changed the business model. In addition, most business directions focus on the sustainability of the organization under the ESG Model framework, which consists of E: Environment, S: Social, G: Good Governance, which affect the development direction of PAT in both short and long term.



PAT has therefore adopted risk management as a tool to support operations by applying the framework of good risk management standards in accordance with the guidelines of the Committee of Sponsoring Organizations of the Treadway Commission (COSO ERM 2017) in all 5 components, namely Governance and Culture, Strategy & Objectives Setting, Performance, Review & Revision, and Information, Communication & Reporting, to the organization's risk management to ensure that internal and external factors that may affect PAT's business operations are thoroughly considered.

PAT has prepared its Risk Management Plan by conducting an enterprise-level risk assessment workshop, referencing the workplan according to the key points of each strategy under the Corporate Plan (2023-2024), and conducting analysis of context, organization's environment, internal and external factors, and key goals of the organization, weaknesses, demands and expectations of stakeholders, key performance indicators to determine all possible risks (Risk Universe), including screening and proposing risk factors. If a significant risk is found to exceed the acceptable level, PAT must conduct a root cause analysis and design a risk mitigation plan to manage risks and reduce them to an acceptable level, so that PAT can maintain the value of the organization. The risk management plan is implemented by the top management in an integrated manner, working together throughout the organization to reach a mutual agreement and be able to implement it immediately.

Risk Identification Process & Methodology



For the fiscal year 2023, PAT has analyzed the organization's key data from 2,540 functional risk issues, 23 opportunity risk issues, 7 intelligent risk issues from the organization's potential to achieve the organization's goals, and can summarize PAT's risks for the fiscal year 2024 into 6 issues according to 4 risk categories as follows:

1. Strategic Risks: Risks linked to strategies, corporate plan, and action plans such as key infrastructure development and development of major projects are behind schedule; tools, equipment, critical systems lack readiness to provide services, etc.



- 2. Operational Risks: Risks linked to key operational risks of all functions such as capacity development, and service quality enhancement to respond to PAT's stakeholders.
- 3. Financial Risks: Risks linked to financial stability, forecasting financial future trends such as the ability to generate returns on operations, etc.
- 4. Compliance Risks: Risks linked to substantive legislation, new legislation, and other work-related legislation such as laws, regulations, and standards may be unfavorable for operations, improvement of regulations related to business operations, etc.

Internal Control

The Port Authority of Thailand (PAT) attaches great importance to the implementation of the internal control of PAT, in order to achieve the objectives of internal control in 3 aspects namely Operation, Reporting, and Compliance with laws related to business operations to create sustainability for the organization. The PAT Board of Commissioners has appointed and assigned PAT Risk Management and Internal Control Committee to oversee the risk management and internal control of PAT; consider and approve the risk management and internal control policy framework; consider and establish the Charter of the PAT Risk Management and Internal Control Committee; consider and approve the Risk Management and Internal Control Action Plan, including the Risk Management Plan of PAT. The Risk Management and Internal Control Subcommittee manages to ensure effective risk management and internal control operations, as well as supervise and evaluate the internal control efficiency to be in line with the policy of integrating good governance, risk management, and compliance with relevant laws, regulations, and standards.

The internal control of PAT is carried out in accordance with the COSO 2013 guidelines and the Ministry of Finance Guidelines on Internal Control Standards and Guidelines for Government Agencies B.E. 2561 (2018), which are important mechanisms and tools for effective internal control to ensure that the internal control system functions appropriately, while each element must work together in an integrated manner. If there are any issues that are still weakness or insufficient, they must be reported to those responsible to take corrective action in a timely manner in an appropriate timeframe in accordance with the 5 internal control elements as follows:



1. Control Environment

PAT has established guidelines and practices that are based on integrity and maintenance of morals and ethics in its operations to provide a good control environment, including work ethics, honesty, transparency, including establishing appropriate policies, structures, and procedures by establishing standard operating policies and strategies with clear written operational guidelines. A clear structure and chain of command is defined, and authority and responsibilities are appropriately assigned to personnel in each position. Clear criteria are established regarding the development, performance evaluation, promotion, as well as remuneration and other benefits. The job description of all personnel in every position, including the knowledge, competence and skills required in each job, and fair evaluation of personnel performance as well as disciplinary penalties are clearly defined to serve as guidelines for operation. Guidelines on conflict of interest have also been established.

2. Risk Assessment

PAT places importance of risk management by adopting the COSO 2017 international standard risk management framework as a guideline and complying with Standard Guidelines and Risk Management Guidelines for Government Agencies B.E. 2562 (2019). All units are required to conduct annual risk assessment at the functional and organizational levels, and establish mechanisms for risk management to be at an acceptable level, or establish appropriate control measures by defining plans/projects that are consistent with the objectives and strategic plan of PAT. In addition, risk factors covering the impact of economic, social, political, industrial, and environmental on operations or other factors affecting the achievement of the objectives of PAT are analyzed and prioritized in accordance with the criteria of Risk Management and Internal Control Manual of PAT by all head of all functions together, with the Department Director/Office Director/Division Director/Section Manager and risk management and internal control drivers of each function. In addition, the annual risk management plan of PAT has been prepared as a guideline to manage risks to an acceptable level or a target risk level.

3. Control Activities

PAT has organized control activities to reduce risks in order to ensure the effectiveness of the existing internal control system. The executives have defined roles, and authority in establishing policies, operational plan, operational guidelines, and approval power to prevent potential risks. PAT's preventive control is in place, including decentralization and clear separation of responsibilities between various units and individuals such as payees, payers, accountants; setting limits for authorized persons, to provide flexibility and clarity in operations and being able to review and audit operations between each other. The operating manual of the unit has been prepared to ensure that operators can work on behalf of others with clear method and procedure. PAT also has a detective control such as bank reconciliation statements, annual supplies counting, etc. The control is also made in the form of providing suggestions to improve and develop the operation system and Internal Control System to suit the situation, including control of tangible assets with documentary evidence by preparing a register to control the assets and access to such assets.



4. Information & Communication

PAT provides internal control of information systems regarding the control of data entry into the system by separating tasks; granting of access to information; receiving-sending information between work systems; and controlling the use of information system. PAT has provided information systems that can adequately and suitably respond to users and operators by adopting modern information technology systems to prepare and collect financial information in the ERP system, information on operations in the container service system, ship and cargo system, etc.; establishment of a Human Resources Information System (HRIS) for storing employee databases, employee welfare reimbursement; and information on compliance with laws, rules, regulations, and Cabinet resolutions, operation manual and stored in the Office Automation system (OA) and electronic central document storage and search system. An e-Meeting system has been provided as a system for scheduling committees' meetings.



In addition, communication is provided throughout the organization, including internal communication such as direct meeting with personnel, communication through corporate engagement project, communication through Line PAT Network, and Line Official for Port News; and PAT Connex for communication and public relations with external agencies to receive news and public relations information of PAT or inquire about the use of services of PAT, as well as cooperate in complying with the established control system. This enables executives to solve problems in a timely manner and manage them efficiently.

5. Monitoring Activities

PAT provides monitoring and evaluation of performance in accordance with the established internal control system by assessing whether the existing internal control system is adequate or suitable for the current environment. The management has monitored and evaluated the results in order to determine how the internal control system's efficiency and effectiveness are appropriate and consistent with the current situation, which depends on the risk assessment results and the evaluation of the efficiency of the internal control and the results obtained from monitoring and evaluation of the unit level's performance.

PAT requires monitoring and evaluation of internal control system in accordance with the Ministry of Finance Guidelines on Internal Control Standards and Guidelines for Government Agencies, B.E. 2561 (2018), by reporting on the evaluation of internal control at the organizational level and preparing reports as required by the Ministry or relevant external agencies. All units are required to conduct a Control Self-Assessment (CSA) from section, division, office/department, function, and organization level quarterly, with a monitoring system by reporting to the committee in accordance with the PAT's risk management and internal control structure for acknowledgement/consideration on a quarterly basis.



Business Continuity Management : BCM



The Port Authority of Thailand is a state enterprise under the Ministry of Transport and has been working to drive the national preparedness strategy in accordance with government policy, support the vision of PAT, and upgrade its services to meet international standards, foster innovation and good governance, create popularity and acceptance from stakeholders towards the port business in line with PAT's Corporate Plan for fiscal year 2023-2027 and the evaluation criteria for the operation process and management (Enablers) of state enterprise. The PAT Business Continuity Management System, B.E. 2558-2561 (2015-2018) has been implemented in accordance with ISO 22301: 2012 international standards, which includes Crisis Management Plan (CMP), Support Group Plan, and Business Continuity Plan (BCP) in 4 areas of PAT namely, Bangkok Port and supporting units area, Laem Chabang port area, Chiang Saen Commercial Port area including Chiang Khong Port area, and Ranong Port area to prepare for potential disaster that result in disruption of business operations of PAT.

In the fiscal year 2018, PAT received ISO 22301:2012 certification for business continuity management in 4 areas of PAT for the first time.

In the fiscal year 2021, PAT received ISO 22301:2019 certification for business continuity management in 4 areas of PAT for the second time.

In the fiscal year 2023, PAT has implemented the action plan of the PAT Business Continuity Management for the fiscal year 2023 to maintain business continuity management standards according to ISO 22301:2019 international standard.

CONNECTED TRANSACTIONS POLICY

Connected Transactions

PAT has established policies to prevent the use of internal information, conflict of interest, and connected transactions as a tool and mechanism for good governance that is transparent, fair, and accountable under the good governance principles to ensure that PAT's transactions are free of conflicts of interest as follows:

1. PAT Board of Commissioners, Director General, executives, and employees of PAT shall not exercise their authority or allow others to use their positions directly or indirectly for their own and their associates' benefits.

2. PAT Board of Commissioners, Director General, executives, and employees of PAT shall consider the common interests rather than personal interests by avoiding making connected transactions in a manner that would be a conflict of interest with PAT.

3. PAT Board of Commissioners, Director General, and executives of PAT shall not participate in the approval or vote on matters in which they have interests or have connected transactions.

4. The Director General, executives, and employees of PAT shall not participate in procurement committee in matters in which they have interests or have connected transactions.

5. PAT Board of Commissioners, Director General, executives, and employees of PAT are responsible for reporting information regarding their own interest and those of related parties to PAT so that PAT has the information for the benefit of implementing the requirements regarding connected transactions and prevention of conflict of interest.

6. Before approving any transaction, PAT Board of Commissioners, Director General, executives of PAT shall consider it with transparency, fairness, appropriateness and prudence, taking into account the best interest of PAT, and strict compliance with rules, regulations, and requirements of PAT.



7. PAT Board of Commissioners, Director General, executives, and employees of PAT who are aware of or have access to important financial and non-financial information that has not been publicly disclosed or has been prohibited from public disclosure, shall not use such information for the benefit of themselves or others, which will result in the loss of PAT, government shareholders, or the public who are the true owners.

8. The following actions, which resulted in PAT Board of Commissioners, Director General, executives, and employees of PAT receive financial benefits and other benefits other than normally required or cause damage to PAT shall be presumed to be in conflict of interest of PAT as follows:

- 8.1 The use of PAT's information for the benefit of oneself or others.
- 8.2 Holding the position of director, manager, or major shareholder in a business that is a party to a contract with PAT or a business that is in a competitive manner with PAT.
- 8.3 Transactions between parties connected with PAT Board of Commissioners, Director General, and executives of PAT that are not in compliance with the connected transaction criteria.
- 8.4 Formulating favorably policies.



The definition of "connected transaction" means a transaction between PAT or a subsidiary organization and connected parties of PAT, while "connected parties" means any person or juristic person that may cause PAT Board of Commissioners, Director General, or executives of PAT to have a conflict of interest in making an operational decision whether to take into account that person's interests or the best interest of PAT. These include (1) PAT Board of Commissioners, executives as well as their related persons and relatives, (2) Any juristic person whose major shareholders or controlling person is a person in (1), and (3) Any person whose behavior indicates that the person is acting on behalf of or under the influence (1) and (2) in the decision-making process, the establishment of goals, or their management or operation.

Туре	Description	Example
1. Normal business transaction	Commercial transactions that PAT or its subsidiary organizations/companies normally make in normal course of business under general commercial conditions.	and providing services.
2. Normal Business Support Transactions	Transactions made to support normal business transaction under general conditions.	Hiring for goods shipment and advertisement, management contracts, and receiving technical assistance.
3. Transactions on Rent or Lease of Real Estate Not Exceeding 3 Years	Rent or lease of real estate with a contract period of not over 3 years, without the proof of general commercial conditions.	Renting a building for office, renting a building or land for warehouse.
4. Transactions Related to Assets of Services	Transactions about the acquisition or disposition of assets, rights, provision or receiving of services.	Purchase of machinery, purchase of investment, sale of building, sale of leasehold rights of land, obtaining concessions.
5. Transactions about Providing or Receiving Financial Assistance	Providing financial assistance	Offering loans and guarantees.

The Connected Transactions can be classified into 5 types as follows:

PAT has prepared a manual for the prevention of the use of internal information, conflicts of interest, and connected transactions, and has clearly defined guidelines and responsible agencies. In 2023, PAT has prepared a form to report conflicts of interest, connected transactions, acknowledgment and confirmation of the use of internal information, for PAT Board of Commissioners, Director General, and executives at levels 15-16, and a form to report the interest in connected transaction in the procurement, where PAT Board of Commissioners, Director General, and executive have signed them completely, without any connected transactions.



PERFORMANCE IN COMPLIANCE WITH THE OFFICIAL INFORMATION ACT, B.E. 2540 (A.D.1997)

PAT has operated in compliance with the Official Information Act B.E. 2540 (1997) as follows:

1. Establishing Official Information Center for PAT, which contains information under Section 7 and Section 9 to support the public's right to receive official information, Section 11 to consider requests for information, and to disseminate notification of the Official Information Commission, Ministerial Regulations and Cabinet Resolutions issued under the Official Information Act, B.E. 2540 (1997) for public inspection in the Electronics Official Information Center for PAT (http://www.oic.go.th/infocenter6/602/)

2. Publishing of PAT's rules, regulations, orders and notifications in the Government Gazette for the fiscal year 2023, totaling 11 issues including 1 regulation and 10 notifications.

3. Disseminating notifications on tender by electronics means, notification on government auctions procurement plan totaling 1,362 issues and summary of procurement totaling 3,639 issues.

4. Educating PAT employees by organizing training course on "Operational Guidelines on the Official Information Act B.E. 2540 (1997), Class 10".

5. Responding to the public's requests for information and consideration of non-disclosure of information in the fiscal year 2023, there were 46 information services provided as the Official Information Act, which can be classified as follows:

1)	In person	1	case
2)	Phone	8	case
3)	By post	24	case
4)	E-mail	13	case
	And non-disclosure of	1	case

6. Proceeding on appeals against the non-disclosure of information by the Information Disclosure Tribunal in the fiscal year 2023, there was only one appeal against the non-disclosure of information to the Official Information Commission, resulting in the dismissal of the appeal by the committee. 7. A total of 37 complaints and complaint resolutions consist of

7.1 Complaints on informal loans: - issues.

- 7.2 Complaints on services and providing advices: - issues.
- 7.3 Complaints on cargo handling: 1 issues.
- 7.4 Miscellaneous complaints 36 issues.

8. Reporting on Compliance with the Official Information Act for the fiscal year 2023 (1 October 2022 - 30 September 2023)

9. Reporting on the practice of confidential information for 2022 according to the regulation on Government Confidentiality (No. 2) B.E. 2561 (2018), Clause 7 which requires government agencies to report the results of their practices on confidential information by March of each year to the Official Information Commission in the form prescribed by the Prime Minister.

10. Providing 5 channels for providing information and receiving complaints as follows:

- 10.1 Contact in person at Information Services Division, PAT headquarters, B Building, 2nd Floor, near PAT library.
- 10.2 Hotline Number 0-2269-5555 press 1 (information request) press 3 (lodging complaint) and by phone number 0-2269-5464 (information request) 0-2269-5465 (lodging complaint)
- 10.3 Fax number 0-2269-5466
- 10.4 By mail to Information Services Division, Administrative Affairs Department, Port Authority of Thailand, 444 Tha Ruea Road, Klongtoey, Bangkok 10110
- 10.5 By email: info@port.co.th and www.port.co.th

Remark: Services under 10.1 and 10.2 are provided during 08.30 - 16.30 hrs. of working day.

Electronics Official Information Center, Port Authority of Thailand







PAT NOTIFICATION PROCUREMENT POLICY



The PAT considers the importance of the procurement process based on the principles of good governance with transparency, accountability, and compliance with the Government Procurement and Supplies Management Act B.E. 2560 (A.D. 2017) to ensure that the procurement procedures of the PAT supply's units are in the same direction. Hence, PAT has established a procurement policy for its supply units to acknowledge the procedure as follows:

1. Procurement needs to take into account the quality, price, quantity, service and speed of response, with an emphasis on efficiency and effectiveness, as well as take into account participation and social and environmental responsibility;

2 Procurement requires operational planning and performance evaluation to ensure efficient and effective procurement, as well as to comply with good governance principles;

3 Procurement must be transparent, fair, accountable, and must comply with relevant rules, regulations, and laws, must have respect to human rights, and must not involve the demand or acceptance of any dishonest benefits in trading with partners or suppliers;

4 Procurement must be done without exploitation of partners or suppliers; complete, accurate and clear information must be provided and disclosed; partners or suppliers must be treated equally; opinions and suggestions of partners and suppliers are listened for improvement;

5 Promote environmentally friendly procurement, such as products that have been certified with green labels, etc.

Fair and Non-discriminatory Procurement (Partners and Suppliers)

PAT has determined the structure of responsible person, and procurement management guidelines with the following key details:

1 The structure of person responsible for procurement consists of: General Stores Division, Office of Financial Management, Finance and Accounting Department; Stores Section, Support Services Administration Department, Bangkok Port; Store and Purchasing Section, Service Division, Marine Department; Stores Section, Engineering Department; Stores Section, General Administration Division, Support Services Administration Department, Laem Chabang Port; and Stores Officers, Regional Port Office.

2 General Stores Division, Office of Financial Management, Finance and Accounting Department; Stores Section, Support Services Administration Department, Bangkok Port; Stores and Purchasing Section, Service Division, Marine Department; Stores Section, Engineering Department; Stores Section, General Administration Division, Support Services Administration Department, Laem Chabang Port; and Stores Officers, Regional Port Office, each of these agencies must prepare a report on the annual Purchasing Plan in the Electronic Government Procurement (e-GP) system to publish in the Comptroller General's Department website: www.gprocurement.go.th and the PAT's website: www.port.co.th

3 Agencies (original affiliation), when there is a purchase or hiring amount exceeding the limit of 500,000 Baht, a report form for the interest in the connected transaction of the procurement shall be prepared with a request for approval to be signed by an authorized person, in addition to preparing a report form on the stakeholder status in the connected transactions related to purchasing for the committee for drafting the scope of work or the details of the specific features of the supply to be purchased or hired.

4 General Stores Division, Office of Financial Management, Finance and Accounting Department; Stores Section, Support Services Administration Department, Bangkok Port; Stores and Purchasing Section, Service Division, Marine Department; Stores Section, Engineering Department; Stores Section, General Administration Division, Support Services Administration Department, Laem Chabang Port; and Stores Officers, Regional Port Office, each of these agencies, when there is a purchase or hiring amount exceeding the limit of 500,000 Baht, must prepare a report form on the stakeholder status in the connected transactions related to procurement, and must submit the request for approval to be signed by an authorized person, in addition to preparing a report form on the stakeholders status in the connected transactions related to procurement for the committee appointed in the procurement process.

5 General Stores Division, Office of Financial Management, Finance and Accounting Department, is the representative of all six supply units to publish the report on the procurement performance analysis results for the fiscal year.

6 The PAT's manual for supply operation is published on the PAT's website: www. port.co.th

7 The Legal Division conducts the preparation of procurement contracts in accordance with the Public Procurement and Supplies Administration Act B.E. 2560 (A.D. 2017), for business partners and suppliers with transparency, fairness, non-discrimination, and accountability.

8 The Audit Department is responsible for auditing and reviewing operations to ensure accuracy and compliance with policies and procedures, operating authority, regulations and laws, requirement of regulatory agency to ensure that proper control systems are in place and report to the Audit Committee for evaluation.

9 For transparency and fairness, PAT has determined the responsible persons and complaint channels in case of unfair and discriminatory procurement (partners and suppliers) as follows:

9.1 Complaints about services related to procurement in all processes according to the Public Procurement and Supplies Administration Act B.E. 2560 (A.D. 2017), and applicable regulations can be filed at the Information Services Division, dministrative Affairs Department,

Tel. 0-2269-5464, 0-2269-5465 Fax. 0-2269-5466 E-mail : info@port.co.th

9.2 Complaints about corruption within the PAT can be filed at the PAT's Anti-Corruption Center:

Tel. 0-2269-5932, 0-2269-5933 E-mail : anticorruption.pat@port.co.th

This is hereby announced for public acknowledgement

Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General of the Port Authority of Thailand









PAT AUDIT COMMITTEE REPORT FOR THE FISCAL YEAR 2023

The PAT Board of Commissioners resolved to appoint the PAT Audit Committee consisting of independent and qualified directors, to perform their duties in fiscal year 2023 as follows:

- PAT's Order No. 6/2563 dated 23 January 2020 on Appointment of the PAT Audit Committee, consisting of Ms. Chunhachit Sungmai, Chairman of the Audit Committee (resigned on 27 November 2020), Pol. Lt. Gen. Jaroenvit Srivanit, committee member, Mr. Somsak Hommuang, committee member. Both members of the PAT Audit Committee have completed their terms on 23 December 2022.
- 2. PAT's Order No. 4/2566 dated 12 May 2023 on Appointment of the PAT Audit Committee, consisting of Mr. Warotai Kosolpisitkul, Chairman of the Audit Committee, Pol. Lt. Gen. Jaroenvit Srivanit, committee member, Mr. Viboon Rattanapornwong, committee member.

The PAT Assistant Director General (Audit) serves as the Secretary to the PAT Audit Committee.

During the fiscal year 2021, Ms. Chunhachit Sungmai, the Chairman of the PAT Audit Committee resigned from the PAT Board of Commissioners and all committees effective on 27 November 2020. As her resignation affected the composition and performance of the PAT Audit Committee, the existing committee, therefore, convened to consider and scrutinize internal audit operations in accordance with the Ministry of Finance Regulation on Audit Committee and Internal Audit Unit of State Enterprises B.E. 2555 (2012) before submission to the PAT Board of Commissioners for consideration/ approval/acknowledgement of the internal audit performance before implementing to comply with relevant regulations. The operation has been done in this manner until the end of term of office on 23 December 2022.

The PAT Audit Committee has performed its duties as assigned by the PAT Board of Commissioners and as specified in the Charter of the PAT Audit Committee in accordance with the Ministry of Finance Regulation on Audit Committee and Internal Audit Unit of State Enterprises B.E. 2555 (2012), Operation Manual of the Audit Committee in State Enterprises revised version 2012 by the State Enterprise Policy Office (SEPO) Ministry of Finance, Internal Audit Guidelines for government agencies, Criteria for Evaluating Performance Process and Management of Core Business Enablers of State Enterprises.

In fiscal year 2023, the PAT Audit Committee convened 3 consultation meetings, and 5 audit committee meetings, where all committee members attended all meetings. The meeting minute of each meeting was prepared at the end of each meeting. The Audit Committee's resolutions have been notified to relevant persons for acknowledgement or further action. Senior executives and relevant officials of the inspected units were invited to attend the meeting as appropriate. In addition, the meeting with external auditor, without management presence, were also held. The significant performance in fiscal year 2023 are as follows:

1. Reviewing to ensure that the financial reports are accurate and reliable. The PAT Audit Committee reviewed the financial reports for the fiscal year 2023 and acknowledged the analysis of financial reports together with the Audit function on a quarterly basis. The recommendations were made through the resolutions of the PAT Audit Committee for the implementation by relevant units. In addition, the Committee also held meetings with external auditors on financial and accounting findings and information for consideration in preparing audit plans to ensure that the PAT's financial reports present performance results and financial position with
adequate, accurate, and reliable information in accordance with generally accepted accounting standards and related rules and regulations. In addition, the auditors were asked about the accuracy and completeness of financial reports, significant adjustment to accounting transactions, including accounting estimates, which have an impact on financial reports, adequacy and appropriateness of accounting methods and audit scope.

2. <u>Reviewing the efficiency and effectiveness of</u> the PAT Risk Management and Internal Control System.

In addition, recommendations were made to the management to improve the internal control system of PAT in case it was found to have significant weaknesses. The Committee also reviewed the Internal Auditor's Internal Control Assessment Report for the year ended 30 September 2022 (Por.Kor. 6 Form) for the fiscal year 2022 in order to consider/order/monitor for regular and continuous improvement/correction of major internal control weaknesses. The Committee also reviewed the performance of the PAT's Risk Management Plan for fiscal year 2023 and provided recommendations through the PAT Audit Committee's Resolutions for the development and improvement of the process to be more efficient.

3. Reviewing the good corporate governance performance. This is to ensure that PAT's operations are in compliance with good corporate governance principles by reviewing legal and regulatory procedures related to the PAT's operations, reviewing the efficiency of key financial/non-financial processes/systems, reviewing connected transactions or transactions that may have conflicts of interest or potential of corruption that may affect the PAT's operations. This is to build confidence in the PAT's operations by expediting the establishment of the unit to supervise compliance with laws and regulations.

4. Reviewing the implementation of the Enablers Guidelines. The Committee reviewed and followed up on the performance assessment of PAT for fiscal year 2022 according to the criteria for evaluating process and management of Core Business Enbalers of state enterprise by SEPO. In addition, the Committee has monitored and expedited the implementation of the observations/recommendations as provided to PAT by SEPO and the State Audit Office of the Kingdom of Thailand.

5. Supervising the management and operations of internal audit. This included consideration and approval of internal audit charter; approval of the Audit Department's operational manual; approval of the 5-year strategic audit plan, annual audit plan, and long-term audit plan; implementation of annual audit plan; and report on the audit result of each project. It also involved the monitor the progress of he management results quarterly; monitor the improvement results that the audited unit has complied with the mutually agreed recommendations from the audit report and provide additional observations and recommendations for corrective actions on significant issues to ensure good governance and adequate internal control that leads to the improvements in the PAT's operations to be efficient and add value. It also included the review of the adequacy of the Audit Department's annual budget; promoting the development and training of auditors to gain professional knowledge and competence in internal auditing. It provided a policy to retain internal audit personnel who have obtained professional certifications in information technology audit and provided a policy to develop information technology system to support internal audit operations, administrative, and other aspects continuously. Furthermore, the Committee also considered the independence of the audit function, assessment of adequacy and appropriateness of resources, evaluate the performance result, including consider the annual merits of the PAT's Assistant Director General (Audit) and Director of the Audit Department, and acknowledge the appointment, transfer, promotion of internal auditors.

6. Maintaining the quality of the Audit Committee.

The Committee has reviewed the Charter and Operation Manual of the PAT Audit Committee to be consistent with regulations, criteria, guidelines and related manuals, and reviewed the PAT's Audit Committee Skill Matrix according to the composition and qualifications defined. The performance evaluation of the PAT Audit Committee has been conducted as a whole, self (individual), and individual (cross-over) evaluation according to the best practice guidelines of the State Enterprise Policy Office (SEPO) to ensure the performance of the PAT Audit Committee to be efficient and to achieve the results as specified. The performance evaluation of the PAT Audit Committee was in an excellent level, and the PAT Audit Committee has prepared the performance report to present to the PAT Board of Commissioners for acknowledgement on a quarterly basis. Moreover, the PAT Audit Committee has attended one training course with the Thai Institute of Directors (IOD), namely Financial Statements for Directors (FSD), to increase its competency to be in line with the Skill Matrix and roles and duties of the PAT Audit Committee

7. Considering of the audit scope, guidelines for audit operations, and auditor remuneration for fiscal year 2024. At the Audit Committee's consultation meeting No. 3/2566 on 9 December 2022, the Committee resolved to approve the audit scope, guidelines for the audit operations, and remuneration of the auditor for fiscal year 2024 in the amount of 6,500,000 Baht as budgeted by the Finance and Accounting Department, which was equal to the budget limit for hiring auditor in fiscal year 2023. The audit scope, guidelines for the audit operations, and remuneration of the auditor for fiscal year 2024 have been submitted to the PAT Board of Commissioners for consideration.

In conclusion, the PAT Audit Committee has fulfilled its duties and responsibilities as specified in the Charter and Manual of the PAT Audit Committee by exercising knowledge, competence, prudence, care, and independence in expressing opinions and giving honest advice to the management and meeting attendees with the focus on the benefits of PAT. The PAT Audit Committee is of the opinion that the information disclosed in the financial reports are complete, accurate, adequate, reliable, in accordance with generally accepted accounting principles; the management and operation of PAT has developed and demonstrated good corporate governance, risk management, and adequate and appropriate internal control system, as well as compliance with relevant laws, rules, and regulations.

> Warotai Kosolpisitkul (Mr. Warotai Kosolpisitkul) Chairman of the PAT Audit Committee





PAT'S CREATIVITY PROMOTION AND INNOVATION MANAGEMENT POLICY











1. PAT recognizes the importance of creativity and modern corporate innovations. It, therefore, promotes creativity and innovation to add value and enhance competitiveness, enabling PAT to achieve its vision, strategic, objectives, and goals for sustainable growth.

In order to enable sustainable innovation management, PAT has designed a Corporate Innovation System (CIS) that shows the relationships of elements to drive innovation in the organization namely
Role of executives, 2) Strategic formulation, 3) Corporate values and culture, 4) Organization and personnel, 5) Innovation process,
Knowledge management and digital technology management, and
Mechanisms for targeting, supervising, and monitoring.

3. PAT Board of Commissioners, and PAT executives give importance to being a role model in promoting creativity and innovation of PAT, a manual for promoting creativity and innovation management of PAT with clear explanations and details has been issued for publishing, create knowledge, and understanding throughout the organization enabling a concrete practice.

4. PAT places great emphasis on human resources development by focusing on fostering an atmosphere that motivates and supports creativity and innovation of PAT in order to cultivate a positive culture of PAT.

5. PAT shall conduct annual follow-ups, reviews, and improvements to ensure that creativity promotion and innovation management of PAT is successful, continuously improved, and up-to-date in line with PAT's policies and context.

Mr. Chanin Kanhirun PAT Commissioner Chairman of the PAT Committee on Knowledge Management, Technology and Innovation Management

PAT'S SUSTAINABILITY DEVELOPMENT POLICY

To achieve its vision of being a world class port with excellent logistics services for sustainable growth in 2030, the PAT Board of Commissioners has laid down the sustainable development policy as a framework for driving and operating the organization's business to achieve sustainable growth according to the following guidelines:

1. Operate the business according to principles of good governance, corporate risk management, and applicable regulations by strictly adhering to the code of ethics;

2. Take into consideration the maintenance of economic, social, and environmental balance, as well as the promotion of acceptance and trust, and equitable treatment of all stakeholders;

3. Develop port infrastructure to become a transport hub connecting the entire logistics system, both domestic and international, that meets international standards;

4. Promote the development of innovation and technology to improve and develop operations, increase competitiveness, and maximize resource usage in order to meet stakeholder's expectations and bring sustainable benefits to the society and environment;

5. Provide a personnel management system that promotes performance enhancement to ensure that the personnel have capabilities that are in line with the business and that meet the ever-changing customer needs and technology;

6. Recognize the importance of the environment by supporting environmentally-friendly operations, and ensuring efficient environment, safety and occupational health management;

7. Disclose financial and non-financial information on sustainability development performance according to international standards in order to ensure continuous development.





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RESPONSIBILITIES TOWARDS THE COMMUNITY, SOCIETY, ENVIRONMENT, AND COUNTRY

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ENVIRONMENTAL POLICY OF THE PORT AUTHORITY OF THAILAND

PAT aims to become a leading sustainable port at the international level according to its vision "To be a World Class Port with Excellent Logistics Services for Sustainable Growth in 2030". Therefore, PAT has formulated and promulgated the following environmental policies for employee throughout the organization to adhere to and disseminate to the public:

- 1. PAT will conduct its business to be in consistent with domestic and international regulations and laws along with adhering to environmental excellence practices to drive effective environmental protection;
- 2. PAT will develop environmental management systems in line with international standards while focusing on continuously improving the effectiveness of environmental operations to be equal to leading international port operators;
- 3. PAT focuses on business operations that minimize greenhouse gas emissions by applying circular economy and green economy principles and setting goals to reduce greenhouse gas emissions from internal activities in line with national strategies;
- 4. PAT will expand the concept of low-carbon business operations to the entire supply chain including trade partners, business operators, suppliers, contractors, and customers through appropriate and effective cooperative and governance process;
- 5. PAT will support employees and trade partners to continually implement environment innovation in order to support good performance, strengthen the organization's environmental values and culture, and become a leading organization at the international level;
- 6. PAT will utilize the capacity and competency of its personnel to extend results from good environmental stewardship and low-carbon concepts to the wider society through CSR projects and activities;
- 7. PAT will improve its infrastructure and apply digital technology to collect and disclose environmental performance to the public with transparency, reliability, and compliance with international standards;
- 8. PAT will review and revise its environmental policy regularly by considering environmental trends as well as domestic and international regulations and laws.

Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General of the Port Authority of Thailand





KEY ENVIRONMENTAL PERFORMANCE FOR THE FISCAL YEAR 2023

PAT has set out its environmental vision to be a leading sustainable port within 2030, by developing its ports to be ready in environment and services in terms of infrastructure and facilities, including management according to national and international accepted standards such as Eco Efficiency Assessment; Port Safety, Health and Environmental Management System (PSHEMS); Green Port Award System. In addition, the importance on Environmental, Social and Governance (ESG) is in place to achieve Sustainable Development Goals.

PAT also demonstrates its commitment to port management in environmental aspect in the PAT's environmental policy such as conducting its business to be in consistent with domestic and international regulations and laws; expanding the concept of low-carbon business operations to the entire supply chain; supporting employees and trade partners to continually implement environment innovation. In addition, PAT has prepared the PAT's Environmental Management Master Plan for fiscal year 2024-2030 (revised version for fiscal year 2023) to be in line with Thailand's environmental target to reduce greenhouse gas by 20-25% within 2030 and develop towards Net Zero Emission, including create a low-carbon society for communities to jointly create a sustainable society. PAT also prepared its Corporate Plan: strategic position; short-term, medium-term and long-term goals; indicators; strategies and action plans as follows:

Environment Management Master Plan



Summary of performance and activities/projects supporting the implementation of each strategy in 2023 as follows:



Renewable energy projects include solar rooftop power generation system.





Strategy 1.2 Improving work processes to be environmentally friendly with digital technology



PAT passes the environmental assessment or receives national and international environmental awards.

 PAT passed the IMO Member State Audit Scheme (IMSAS)

2023 Performance

- PAT received Honorable Mention, EIA Monitoring Awards
- Laem Chabang Port received Green Port Awards system (GPAS)

Activities/Projects

 Monitoring and compliance with environmental measures according to Environmental Impact Assessment (EIA).

- 2 The Black Smoke-Free Port Project in collaboration with the Klongtoey District Office, the Pollution Control Department, and the Department of Land Transport, conducted random black smoke measurements for trucks entering or exiting the port area to monitor PM2.5 fine particulate matter from exceeding the standard.
- Online Ship Waste Management System and Reporting of Ship Waste Facility Service Information to the Marine Department.
- 4 Hazardous waste management in port areas.
- 5 Port Safety, Health and Environmental Management System: PSHEMS) Level 2
- 6 Port Environmental Assessment System under the APEC Port Services Network (ASPN)

Monitoring and compliance with environmental measures according to Environmental Impact Assessment (EIA).

Online Ship Waste Management System





The Black Smoke-Free Port Project

Port Environmental Assessment System under the APEC Port Services Network (ASPN)





Strategy 2: Raise Environmental Awareness

Strategy 2.1 Human Resource Development to Raise Environmental Awareness

Operational Goals

8 DECENT WORK AND ECONOMIC GROWTH	

At least one environmental culture enhancement activity/project to be successfully implemented.

2023 Performance Environmental Culture

Enhancement Activities completed 2 projects

Activities/Projects

- Waste sorting project to reduce global warming by creating sorting bins, plastic bottle sorting cages, and creating public relations materials on waste sorting such as leaflets and posters.
- 2 Creation of videos and public relations media to disseminate environmental knowledge such as PSHEMS system, Carbon Footprint, how to mitigate global warming, lessen energy consumption, and waste sorting.

Creation of videos and public relations media to disseminate environmental knowledge



Strategy 3: Establishing partnerships to drive environmental success together with supply chains and society

Strategy 3.1 Building a network of potential environmental cooperation with supply chains Strategy 3.2 Promoting a low-carbon society and reducing environmental impact on communities through socially responsible operations for sustainable growth

Operational Goals



 Number of beneficiaries of environmental projects incorporated into CSR projects is at least 600 households

Increase the amount of carbon dioxide absorption from CSR projects

2023 Performance

Activities/Projects

- More than 1,796 households around Chiang Saen Commercial Port benefit from saving about 36,000 baht per year on electricity bills from the PAT's renewable energy projects.
- Increase the amount of carbon dioxide absorption from increasing the forest area by 75 rai
- Renewable Energy for Communities Project by applying solar energy systems to the production of village water supply and agricultural water systems of communities around Chiang Saen Commercial Port.
- 2 Reforestation to increase green zones near Ranong Port and Chiang Saen Commercial Port.
- 3 Mekong Community Network Leader Project to monitor and protect the environment in the operation area of Chiang Saen Commercial Port.
- 4 Aquatic animal release activities at Laem Chabang Port.
- 5 Repair of wooden walkway bridge in mangrove forest area of Ban Laem Chabang community Phase 2.



Renewable Energy for Communities Project



Reforestation to increase green zones around Chiang Saen Commercial Port.



Mekong Community Network Leader Project to monitor and protect the environment in the operation area of Chiang Saen Commercial Port.



Repair of wooden walkway bridge in mangrove forest area of Ban Laem Chabang community Phase 2.





Aquatic animal release activities at Laem Chabang Port.



ACTIVITIES ON COMMUNITY, SOCIETY, ENVIRONMENT, AND THE COUNTRY RESPONSIBILITY

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PAT MINI MARATHON 2021

On 27 November 2022, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, presided over the opening ceremony of the 9th "PAT Mini Marathon" charity walk-run activity 2021, together with Mr. Ruangsak Bumnetpan, PAT Deputy Director General (Information Technology), Chairman of the PAT Athletics Committee, Mr. Apiseta Pongsuwan, Deputy Director General (Asset Management and Business Development), Mr. Kittipong Sonsa-ard, Director, Engineering Department, PAT employees, port users, and the public participated in the competition for more than 5,000 people. The walk-run route started at the PAT office building and entered the most beautiful cargo route along the Chao Phraya River in the heart of Bangkok with a total distance of 10 Km.

The proceeds after deducting expenses of the competition were donated to the Foundation for the Crown Prince Hospitals to continue the charitable work.



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"PAT CG DAY" BY THE PORT AUTHORITY OF THAILAND

On 16 December 2022, Mr. Woraphot Aiemruksa, PAT Commissioner presided over the opening ceremony of the "PAT CG DAY" together with Mr. Khathasit Nueangla, Chief District Officer of Chiang Saen, Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and Business Development), Pol. Lt. Chaichan Chutong, PAT Assistant Director General, (Human Resources Management and Corporate Governance), PAT employees, operators, representatives of government and private sectors, teachers and students from schools surrounding Chiang Saen Commercial Port participated in the ceremony. The CG Day was organized to promote a culture of non-tolerance of corruption especially children and youth, create the right values as the foundation of good quality citizenship, and also strengthen the anti-corruption cooperation network in Thai society at Ban Saew Wittayakom School.

Activities at the event included: painting contest on the topic "Color lines create happiness and honesty for society" with Dr. Chalermchai Kositpipat, National Artist of Visual Arts (Painting) gave the sermon to the students and chaired the judging of the contest with Ajarn Suwit Jaipom, President of the Art Bridge Chiang Rai, Ajarn Songdej Tiptong and Ajarn Kajondej Newyin were judges of the contest. The event also included computer donation to 5 schools i.e., Mae Ab Wittayakom School, Ban Saew Wittayakom School, Pa Tueng Pittayanukook School, Ban Pong Khong School (Thammaratnukul), Ban Mae Kham School, and financial support to schools in about 500,000 Baht with a lecture of "Sufficiency, Discipline, Honesty, Volunteerism" by Lecturer 904 of PAT.







MANGROVE REFORESTATION PROJECT IN RANONG PROVINCE AREA

On 23 March 2023, Mr. Kritpetch Chaichuay, Inspector General, Ministry of Transport presided over the mangrove reforestation and forest and mangrove conservation project in Ranong Province. Mr. Rachan Meenoi, Depety Governor, Rayong Province, Mr. Apiseta Pongsuwan, PAT Deputy Director General (Asset Management and business development), with PAT executives and employees, representatives of government and private agencies in Ranong Province with total of about 300 people participated in the ceremony at Ban Khao Sang mangrove forest area, Ranong Province.

In this project, PAT in collaboration with Mangrove Conservation Center 6 (Mueang Ranong) planted mangrove forest on 45 rai to increase green zone, create sources of greenhouse gas absorption, and reduce global warming. It also provided opportunities for communities and local authorities to participate in the conservation of natural resources and the environment, directly affecting the quality of life of local communities, in accordance with occupational safety, health and environment management standards. According to the information in the PAT's environmental database regarding increasing green zone, reforestation projects from 2019-2022 were able to absorb greenhouse gases for a total of about 526 tonCO₂eg, thus promoting Thailand's environmental goal to reduce greenhouse gases by 20 - 25% by 2030 and develop towards Net Zero Emission.







72nd ESTABLISHMENT ANNIVERSARY CEREMONY, DONATION FOR PUBLIC CHARITY ACTIVITIES GIVE AWARDS AND SOUVENIRS TO EMPLOYEES

On 16 May 2023, Mr. Parinya Saengsuwan, Chairman of the PAT Board of Commissioners presided over the ceremony on the 72nd anniversary of the establishment of PAT. The PAT Board of Commissioners, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, PAT executives and employees, relevant public and private sector partners, port users, stakeholders, community leaders, tenants, as well as media attended the ceremony at PAT Arena.

PAT has donated a total of 3,000,000 Baht to the Foundation for the Crown Prince Hospitals, the Catholic Association of Thailand, Indarul Mina Mosque, PAT's Senior Citizen Club, PAT's Labor Union. In addition, PAT also donated 50,000 Baht to Klongtoey Nok Temple to support the "Kindness for the Elderly and Bedridden Patients"



and "Funeral Assistance Project in Klongtoey District Project" and invited external agencies to participate in the donation to Klongtoey Nok Temple instead of giving congratulatory baskets.

In terms of the ceremony on the 72nd anniversary of the establishment, in the morning, PAT organized a ceremony to worship sacred things for the good fortune and prosperity of the organization. The awards were also given to employees who perform well and are committed to perseverance and dedication until the results are evident by presenting the Most Valuable Person Award, Outstanding Employee Award, and Wichian Maneechai Award, and presented souvenirs to employees who have completed 35, 25 and 15 years of service to boost the morale of the workers. In addition, a ceremony was held to worship the sacred lock of Por Pu Phra Pradaeng, which is a sacred object that has been revered by PAT employees for a long time, where all executives and employees will receive it as a souvenir to enhance good fortune and act as a reminder along with a set of valuable commemorative postage stamps which has the story of PAT history on the occasion of 72nd anniversary.





PUBLIC SERVICE ACTIVITIES IN HONOR OF HIS MAJESTY THE KING

On 26 July 2023, Mr. Kriengkrai Chaisiriwonsuk, PAT Director General presided over the opening of public service activities in honor of His Majesty the King on HM the King's Birthday on 28 July 2023. PAT Executives and employees from 904-volunteer project, teachers and students from Samakkeesongkroh school, people in the Rong Moo community, football players from the PAT Football Club participated in the activity in honor of His Majesty the King and to improve quality of life of the people under the social development project on the occasion of the 111th Anniversary of the Ministry of Transport in the area surrounding the Rong Moo Community, Klongtoey District.







Laem Chabang Port provided financial support for youth English language development in surrounding area

On 27 December 2022, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presided over the ceremony to provide financial support for the English language development project for youth in the area surrounding Laem Chabang Port for Academic Year 2022 Semester 2. For this project, Laem Chabang Port viewed that in developing youth in the surrounding areas to reach the international level, they must have potential to contemplate and be creative by using English skills at all levels through examinations by foreign teachers and Thai teachers with basic English shall be trained to further develop their teaching quality. Therefore, PAT provided financial support for the implementation of this English language project to 7 schools surrounding Laem Chabang Port.

In this regard, the Subcommittee on Community and Social Development around Laem Chabang Port has considered that in order to achieve results for the youth, it was agreed to hire a non-native English teacher to teach English to schools in Semester 2 for the Academic Year 2022 (November 2022 - March 2023) in the amount of 3,150,000 Baht at Trae Thong 1, Laem Chabang Port, Chonburi.

LAEM CHABANG PORT PROVIDED SUSTAINABLE SCHOLARSHIPS



Laem Chabang Port 32nd Anniversary Award Scholarships to Students

On 19 January 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presided over the ceremony to award financial support to the foundations and scholarships on the 32nd Anniversary of the establishment of Laem Chabang Port. It consisted of supporting funds for underprivileged "Fill each other's hearts" to 7 foundations, supporting lunch funds "For the little one to be full" to 2 child development centers, supporting educational activities "For the little stars" to 21 schools surrounding Laem Chabang Port, and sponsored the award of the slogan contest for primary and junior high schools under the theme of "32 Years of Laem Chabang Port" totaling 830,000 Baht. In addition, Laem Chabang Port also granted scholarships to children of Laem Chabang Port in the amount of 241,000 Baht to boost morale and share good things with society and surrounding communities. Executives, employees and operators of Laem Chabang Port attended the ceremony at the Administration Building, Laem Chabang Port.

LAEM CHABANG PORT PROVIDED SUSTAINABLE SCHOLARSHIPS



Sustainable Scholarship Program for Youth in Communities around Laem Chabang Port

On 20 March 2023, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General presided over the opening ceremony of granting financial support for the Sustainable Scholarship Program for Youth in Communities around Laem Chabang Port for Academic Year 2022 at Trae Thong Room, Welfare Center, Laem Chabang Port.

For the granting financial support for the Sustainable Scholarship Program for Youth in Communities around Laem Chabang Port for Academic Year 2022, a total of 25 youth scholarships totaling 502,100 Baht were awarded from the CSR budget of Laem Chabang Port, which was approved in the annual budget of 1 million Baht. In this occasion, Lt. Kan Maenaruji, R.T.N., Deputy Managing Director, Laem Chabang Port, together with Laem Chabang Port executives, representatives of terminal leasing companies, head of communities around Laem Chabang Port, and youth who received the scholarship attended the event.



Laem Chabang Port provided financial support for Youth English Language Development Project

On 8 June 2023, Lt. Kan Maenaruji, R.T.N., Deputy Managing Director, Laem Chabang Port, presided over the ceremony of granting financial support for English Language Development Project for youth in the area surrounding Laem Chabang Port in the amount of 3,150,000 Baht. In this occasion, Deputy Mayor of Laem Chabang City, Mayor of Bang Lamung Subdistrict, Deputy Mayor of Takhian Tia Subdistrict, along with directors of educational institutions, subdistrict heads, village heads, community heads, terminal leasing companies, media, executives and employees of Laem Chabang Port attended the ceremony at Trae Thong 1, Welfare Center, Laem Chabang Port.

Laem Chabang Port has been supporting English Language Development Project for Youth in the area surrounding Laem Chabang Port since fiscal year 2013, consecutively until now for the 11th year. This project was carried out under the Subcommittee on Community and Social Development around Laem Chabang Port which consisted of public sector, government agencies, and other relevant agencies to jointly consider. This project is one of the projects defined in the framework of social welfare and quality of life project activities. Laem Chabang Port believes that the development of youth to the international level, they must have potential to contemplate and be creative by using English communication skills as well as skills in using technology. Since youth are an important part of national development, it is important to support and establish a good foundation of English by focusing on organizing educational process that aims to encourage learners to develop themselves according to their potential.



The Port Authority of Thailand Financial Statement

For the year ended 30 September 2023

The State Audit Office of the Kingdom of Thailand has considered the Port Authority of Thailand's Statement of Financial Position as at 30 September 2023, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows for the year then ended, which have been audited and certified by a certified public accountant.

This is hereby announced for public acknowledgement.

Announced on 20 February 2024

Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General of PAT



REPORT ON THE PAT BOARD OF COMMISSIONERS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

PAT's Financial Statements were prepared in accordance with the generally accepted accounting standards in Thailand, which were audited by a Certified Public Accountant and has been considered by the State Audit Office of the Kingdom of Thailand.

The PAT Board of Commissioners is responsible for accuracy and comprehensiveness of accounting information to ensure the accuracy, comprehensiveness, and adequacy of financial records to safeguard assets and prevent fraud or significant irregularities, while significant information was sufficiently disclosed in the Notes to Financial Statements in accordance with accounting standards.

Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General of PAT Secretary of the PAT Board of Commissioners On be half of the PAT Board of Commissioners Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General of PAT

AUDITOR'S REPORT

To: The PAT Board of Commissioners

Opinion

I have audited the financial statements of the Port Authority of Thailand (PAT) which comprise the Statement of Financial Position as of 30 September 2023, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows for the years then ended, and Notes to the Financial Statements, including a summary of significant accounting policies.

I was of the opinion that, the aforementioned Financial Statements present fairly, the financial position of the Port Authority of Thailand as of 30 September 2023, and its business performance cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with the State Audit Standards and Thai Standards on Auditing. My responsibilities are described in the Auditor's Responsibilities for the Audit of Financial Statements section of my report. I am independent of PAT in accordance with the State Audit Standards issued by the State Audit Commission and the Code of Ethics for Professional Accountants including Independent Standards issued by the Federation of Accounting Professions (Code of Ethics of Professional Accountants) that are relevant to the audit of financial statements, and I have fulfilled my other ethical responsibilities in accordance with the State Audit Standards and the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Significant Events and Information

I highlighted the Note 31 to the Financial Statements on Obligations and Contingent Liabilities which describes uncertainties about the outcome of the lawsuit filed against PAT demanding compensation for damages. In any case, my opinion remains unchanged on this matter.

Other Information

The management shall be responsible for the other information, which included in the annual report but exclude the financial statements and the auditor's report thereon. The annual report is expected to be ready for my review after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I will not express any form of confidence in other information.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

After the review, if I conclude that there is a misstatement therein, I am required to communicate the matter to those responsible people for the correction to the misstatement be made.

Responsibilities of the Management for the Financial Statements

The Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as the management determines necessary to enable the preparation of financial statements without the misstatement, whether due to fraud or error.

In preparing the financial statements, the Management shall be responsible for assessing the PAT's abilities to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Management either intends to terminate the organization or to cease operations, or has no realistic alternative but to do so.

The regulators are responsible for overseeing the PAT's financial reporting process.



Auditor's Responsibilities for the Audit of Financial Statements

I perform the audit with objectives to obtain reasonable assurance that the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. The reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the State Audit Standards and the Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatement can arise from fraud or error and are considered material, if there is a reasonable projection that each or all of the item shall influence the economic decision of users taken on the basis of these financial statements.

As part of an audit in accordance with the State Audit Standards and Thai Standards on Auditing, I exercise professional judgement and maintains professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedure responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Understand an internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the PAT's internal control;

- Assess the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure prepared by the Management;
- Conclude on the appropriateness of the Management's use of going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the PAT's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or circumstances may cause PAT to cease to continue as a going concern;
- Assess the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieve fair presentation.

I communicate with regulators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including significant deficiencies in internal control that I identify during my audit.

The auditor responsible for the audit and presentation of this report is Ms. Chotima Kitsirakorn.

Chotima Kitsirakorn (Ms. Chotima Kitsirakorn) Certified Public Accountant Registration No. 7318

> Dharmniti Auditing Co., Ltd. Bangkok 28 December 2023

STATEMENT OF FINANCIAL POSITION PORT AUTHORITY OF THAILAND

As of 30 September 2023

			Unit: Baht
	Note	2023	2022
Assets			
Current Assets			
Cash and cash equivalents	5	4,569,754,797.57	8,349,084,145.17
Accounts receivable	6	1,023,046,444.21	1,153,626,229.90
Other receivables	7	2,779,138.84	29,622,798.31
Inventories	8	57,609,084.85	64,035,272.14
Other current assets	9	143,727,838.46	121,970,905.97
Other current financial assets	10	6,757,809,609.43	4,214,295,697.39
Total current assets		12,554,726,913.36	13,932,635,048.88
Non-Current Assets			
Undue Employee and Worker Relief Fund Loan Receivable	11	44,424,053.65	47,516,915.40
Rental Income Pending Collection	12	16,883,402,036.10	17,188,052,690.44
Investment Property	13	5,069,036,680.66	4,667,646,923.45
Property, Plant, and Equipment	14	11,142,791,757.44	11,759,539,868.56
Assets under Construction and Installation	15	3,568,127,474.63	2,043,720,696.15
Right of use assets		13,822,680.40	21,196,923.91
Deferred Community Housing Project Assets	16	335,854,293.39	332,497,884.09
Intangible Assets	17	228,378,752.28	229,074,679.18
Other Non-Current Assets	18	4,577,148,120.52	4,786,183,339.78
Total Non-current assets		41,862,985,849.07	41,075,429,920.96
Total Assets		54,417,712,762.43	55,008,064,969.84

Liabilities and Owner's Equity

Current Liabilities			
Account Payables		1,251,872,862.97	1,196,658,947.73
Other Payables	19	1,454,862,481.72	1,223,004,821.01
Accrued Remittance to the Treasury	20	2,702,866,000.00	4,887,000,000.00

The accompanying notes are integral part of these financial statements.



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STATEMENT OF FINANCIAL POSITION (CONT.)

PORT AUTHORITY OF THAILAND

As of 30 September 2023

			Unit: Baht
	Note	2023	2022
Current portion of lease liabilities		8,995,350.78	9,804,591.00
Other current liabilities	21	1,143,740,552.28	702,456,050.70
Total Current Liabilities		6,562,337,247.75	8,018,924,410.44
Non-Current Liabilities			
Deferred Donated Assets Revenue	22	99,735,173.56	123,074,890.44
Accrued Saving Deposit and Interest Payable	23	278,927,877.43	286,426,271.24
Employee Benefit Obligations	24	11,375,710,130.59	12,136,579,947.91
Provisions	25	59,672,438.64	-
Lease liabilities		5,784,632.08	12,379,192.74
Total Non-Current Liabilities		11,819,830,252.30	12,558,460,302.33
Total Liabilities		18,382,167,500.05	20,577,384,712.77
Owner's Equity			
Capital	26	7,234,545,409.65	7,234,545,409.65
Retained earning			
Appropriated			
Reserve for expansion and investment		8,625,662,587.26	8,625,662,587.26
Self-insured Property Insurance Fund	28	2,747,276,486.79	2,718,525,425.21
Unappropriated		17,428,060,778.68	15,851,946,834.95
Total Owner's Equity		36,035,545,262.38	34,430,680,257.07
Total Liabilities and Owner's Equity		54,417,712,762.43	55,008,064,969.84

Kriengkrai Chaisiriwongsuk (Mr. Kriengkrai Chaisiriwongsuk) Director General Viwat Amarit (Mr. Viwat Amarit) Director of Finance and Accounting Department

The accompanying notes are integral part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME PORT AUTHORITY OF THAILAND

For the Year Ended 30 September 2023

			Unit: Baht
	Note	2023	2022
Revenue			
Ship handling		2,188,106,975.92	1,895,806,060.77
Cargo handling		10,691,045,066.13	11,007,489,431.43
Services		697,206,792.98	543,848,418.28
Land, building, and warehouse rental		1,705,602,028.18	1,606,607,833.36
Fuel sold to operators		692,381,103.44	658,844,990.60
From Employee and Worker Relief Fund	27	7,279,140.91	8,153,752.76
From Self-insured Property Insurance Fund	28	34,074,373.12	21,147,096.91
Interest income		97,811,524.68	40,209,050.52
Other Income	29	143,084,139.61	292,057,091.86
Total Revenues		16,256,591,144.97	16,074,163,726.49
Expenses			
Employee benefit expenses		3,463,784,509.91	4,080,294,430.82
Repair and maintenance		1,146,697,577.23	1,120,761,608.76
Energy related expenses		1,061,663,699.44	897,103,843.67
Fuel sold for operators		682,123,730.00	648,498,910.00
Depreciation and amortization		1,559,550,017.34	1,611,508,896.28
Public utilities		80,487,818.24	59,728,265.59
Stationery and book expenses		18,984,063.06	19,750,168.50
Safety equipment expenses		4,517,024.75	4,068,813.55
Public relations and marketing cost		67,124,246.79	71,218,116.73
Expert and outsource workers' wages		409,710,411.88	427,074,713.70
Contracting private tug boat services cost		248,709,038.14	189,224,276.09
Expenses for railway and coastal berth project		171,057,139.89	132,384,617.18
Employee and Worker Relief Fund Expenses	27	22,702,909.50	25,747,738.73
Self-insured Property Insurance Fund Expenses	28	5,323,311.54	2,929,161.96
Loss from disposal of assets		11,183,301.66	3,283,705.60
Other expenses	30	637,241,340.29	504,440,334.65
Total Expenses		9,590,860,139.66	9,798,017,601.81
Net Income for the Year		6,665,731,005.31	6,276,146,124.68
Other Comprehensive Income for the Year:			
Items That Will Not Be Reclassified Subsequently to Profit or Loss			
Profit from Actuarial Estimation for Employee Benefit Program		_	3,480,120,778.56
Total Comprehensive Income for the Year		6,665,731,005.31	9,756,266,903.24

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Reserve for remittance -2022	20	I	1	I	(4,887,000,000.00)	(4,887,000,000.00) (4,887,000,000.00)
Contribution to the Insurance Fund	28	ı	ı	18,234,434.95	(18,234,434.95)	I
Balance as of 30 September 2022		7,234,545,409.65	8,625,662,587.26	2,718,525,425.21	15,851,946,834.95	34,430,680,257.07
Balance as of 1 October 2022		7,234,545,409.65	8,625,662,587.26	2,718,525,425.21	15,851,946,834.95	34,430,680,257.07
Total comprehensive income for the year		I	1	I	6,665,731,005.31	6,665,731,005.31
Reserve for remittance -2022	20	I	I	I	8,000,000.00	8,000,000.00
Reserve for remittance -2023	20	I	I	I	(5,068,866,000.00)	(5,068,866,000.00)
Contribution to the Insurance Fund	28	I	1	28,751,061.58	(28,751,061.58)	I
Balance as of 30 September 2023		7,234,545,409.65	8,625,662,587.26	2,747,276,486.79	2,747,276,486.79 17,428,060,778.68 36,035,545,262.38	36,035,545,262.38

STATEMENT OF CHANGES IN EQUITY PORT AUTHORITY OF THAILAND

For the Year Ended 30 September 2023

Unit: Baht

(226,745,000.00)

(226,745,000.00)

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20

Other comprehensive profit (loss) for the year

Reserve for remittance -2021

Total comprehensive income for the year

Profit for the year

Balance as of 1 October 2021

i i

6,276,146,124.68 3,480,120,778.56

6,276,146,124.68 3,480,120,778.56

ī

29,788,158,353.83

11,227,659,366.66

2,700,290,990.26

8,625,662,587.26

7,234,545,409.65

Unappropriated

Self-insured Property Insurance Fund

Reserve for Expansion and Investment

Note

Retained Earnings

Appropriated



STATEMENT OF CASH FLOWS PORT AUTHORITY OF THAILAND

For the Year Ended 30 September 2023

		Unit : Baht
Note	2023	2022
Cash Flows from Operating Activities		
Net Profit	6,665,731,005.31	6,276,146,124.68
Net Profit on cash increase (decrease)		
received (paid) from operating activities		
Credit loss of debtors	76,891,791.36	107,524,400.53
Depreciation supply expenses (Reversing Entries)	6,434,754.66	(9,588,608.23)
Loss from sales and write-off supply	4,950,628.06	-
Depreciation and amortization	1,559,550,017.34	1,611,508,896.28
Write-off of assets in Housing and Community Project	138,874.02	725,819.92
Loss on sale of assets	11,740,340.01	3,283,705.60
Amortization of Returned Projects	5,343,484.69	38,423,420.00
Employee benefits obligation	421,851,718.08	896,023,022.37
Provisions (Reversing Entries)	67,411,091.92	(6,154,138.11)
Interest income	(97,811,524.68)	(40,209,050.52)
Employee and worker relief fund revenues	(7,159,463.53)	(7,448,484.72)
Employee and worker relief fund expenses	22,694,341.50	25,746,410.73
Self-insured property insurance fund revenues	(34,074,373.12)	(21,147,096.91)
Rental Income Pending Collection	304,650,654.34	(285,435,001.92)
Expenses for Controlled Office Supplies	1,923,522.49	4,361,732.10
Income from donated assets	(23,339,716.88)	(37,558,959.85)
Profit from writing off account payable	(327,248.35)	-
Profit from writing off other current liabilities	(4,518,737.28)	-
Operating profit before changes in operating assets and liabilities	8,982,081,159.94	8,556,202,191.95
Decrease (increase) in operating assets		
Account Receivables	53,689,134.18	(159,807,655.70)
Other Receivables	26,842,519.62	(17,104,413.21)
Inventories	(4,959,195.43)	3,737,586.48
Employee and Worker Relief Fund Loan Receivable	3,092,861.75	12,693,240.36
Other current assets	(12,374,282.60)	(51,006,747.68)
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The accompanying notes are integral part of these financial statements.

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STATEMENT OF CASH FLOWS (CONT.)

PORT AUTHORITY OF THAILAND

For the Year Ended 30 September 2023

		Unit : Baht
Note	2023	2022
Increase (decrease) in operating liabilities		
Account Payables	(182,995,435.48)	317,317,660.16
Other Payables	231,857,660.71	(14,385,545.22)
Other current liabilities	445,803,238.86	291,728,844.48
Cash from interest	9,543,037,661.55 129,662,711.44	8,939,375,161.62 71,678,600.98
Cash from employee saving	7,483,195.70	8,965,491.05
Cash paid for savings and accumulated interest	(37,675,931.01)	(113,050,385.72)
Cash paid for employee benefits obligations	(1,182,721,535.40)	(1,442,957,120.93)
Cash payment for debt litigation	(7,738,653.28)	(18,809,819.49)
Net cash from operating activities	8,452,047,449.00	7,445,201,927.51
Cash flow from investment activities		
Other current financial assets (Increase)	(2,543,513,912.04)	(1,511,603,149.31)
Proceeds from sales of assets	3,045,180.65	19,702,410.22
Investment in property, plant, and equipment	(215,911,269.08)	(57,820,953.70)
Investment in assets under construction and installation	(2,197,455,186.82)	(1,901,761,952.35)
Cash investment in intangible assets	(22,448,534.05)	(3,863,391.22)
Net cash used in investment activities	(4,976,283,721.34)	(3,455,347,036.36)
Cash flows from financing activities		
Remittance to the Treasury	(7,245,000,000.00)	(2,610,000,000.00)
Cash paid for lease liabilities	(10,093,075.26)	(12,340,263.87)
Net cash used in financing activities	(7,255,093,075.26)	(2,622,340,263.87)
Net increase in cash and cash equivalents	(3,779,329,347.60)	1,367,514,627.28
Cash and cash equivalents at beginning of year 5	8,349,084,145.17	6,981,569,517.89
Cash and cash equivalents at end of year 5	4,569,754,797.57	8,349,084,145.17
Additional information on cash flows		
Unpaid purchase of property, plant, and equipment	666,600.00	44,119.58
Unpaid acquisition of asset during construction and installation	525,731,106.53	287,816,987.88
Increase in Right of Use assets without cash payment	2,689,274.38	-

The accompanying notes are integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Port Authority of Thailand

For the Year Ended 30 September 2023

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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 under the Port Authority of Thailand Act B.E. 2494 (A.D. 1951) as a juristic person. Its objective is to carry out and bring out the prosperity of the port business for the state and public interest. The Ministry of Transport is the agency responsible for monitor and supervise management policies and business development plan of PAT to correspond with the Government Policy and has the duty to select the PAT Board of Commissioners.

Address; 444 Tha Ruea Road, Klongtoey, Klongtoey, Bangkok 10110

PAT is mainly responsible for 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 or containers to the consignee, cooperating and coordinating with the government agencies concerned and foreign ports, as well as developing the port business to be modern and keep up with the economic situation.

Currently, PAT is responsible for the following ports:

- (1) Bangkok Port is the main river port providing services and facilitates general cargo vessels and international container vessels. All terminals are operated and managed by PAT.
- (2) Laem Chabang Port is the main deep-sea port for international cargo. PAT takes charge of the overall administration, while the operations are leased out to Terminal Leasing Companies.
- (3) Regional Ports were constructed by the Marine Department. Upon completion, each regional port must be handed over to the Treasury Department to registered as state property. PAT took over the management and operation of the regional ports in accordance with the Cabinet's resolution on 25 March 2003. Regional Ports include:
 - Chiang Saen Commercial Port (the second), which has been operating since 1 April 2012;
 - Chiang Khong Port which has been operating since 1 January 2004;
 - Ranong Port which has been operating since 1 January 2004.

On 18 January 2011, the Cabinet resolved to approve PAT to manage the second Chiang Saen Commercial Port for cargo handling and approve the first Chiang Saen Commercial Port which opened on 1 October 2003 as a passenger/tourist port. PAT has launched the operation of the second Chiang Saen Commercial Port on 1 April 2012 and returned the first Chiang Saen Commercial Port to the Treasury Department to handover to Wiang Chiang Saen Subdistrict Municipality for management on 10 January 2013.

2. Basis for Preparation of Financial Statements

2.1 Basis for Practice

These financial statements are presented for the purpose of reporting for use in Thailand, and were prepared in accordance with Accounting Standards, Financial Reporting Standards, including interpretations as well as Accounting Practices issued by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King (Federation of Accounting Professions), and applicable rules, regulations, and notification of the State Enterprise Policy Office (SEPO) which are in accordance with Thailand's generally accepted accounting principles.

The Federation of Accounting Professions has issued revised and new Thai Financial Reporting Standards which were effective for accounting period commencing on or after 1 January 2022 and 1 January 2023. These revised and new Thai Financial Report Standards, which have not yet been effective, are disclosed in Note 32 to the financial statements.

2.2 Basis for Valuation

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

2.3 Estimation and Use of Discretion

In preparation of the financial statements according the Financial Reporting Standards, the PAT Executives must apply discretions, estimations, and several assumptions, which affect the formulation of the accounting policy and reporting of the amount relating to the assets, liabilities, income, and expenses. The actual results may differ from the estimation.

Estimations and assumptions used in the preparation of financial statements shall be continually reviewed. Adjustments to accounting estimations shall be recorded in accounting periods, in which such estimations shall be reviewed and in future period affected. The information on estimation of uncertainty and key assumptions in accounting policy formulation have a significant impact on the acknowledgement of amounts in financial statements as follows:

Allowance for Expected Credit Loss

Allowance for expected credit loss set on the initial acknowledgement of the PAT's account receivable in the financial statements and it is a forward looking considering historical information, current situation, and forecast of future economic situation.

Plant, Equipment and Intangible Assets

The PAT Executives estimate the useful life of assets and residual value of plant, equipment and intangible assets of PAT, mainly referring to the technical data of that asset and the consideration on amortization of deteriorated or out-of-use assets by sale or discontinuation.

Incremental Borrowing Rate

PAT is unable to determine the interest rate as implied by the lease agreement, therefore the PAT's incremental borrowing rate is used in the lease liability discounts. The incremental borrowing rate is the interest rate that PAT must pay for necessary loans in order to acquire assets of similar values to right-of-use assets under similar economic conditions and with similar borrowing periods and collateral.

Provisions of Post-Retirement Employee Benefit Program

PAT provides benefit to employees after their termination or retirement in accordance with relevant laws including the Notification of the State Enterprise Labour Relations Committee B.E. 2549 (A.D. 2006) or Thai Labour Law. The current value of provisions is calculated using several assumptions, including the discount rate, employees' salary increasing rate, and changing rate in the number of employees. Changes in these rates affect estimation of expense and provisions of post-retirement employee benefit program.

3. New Financial Reporting Standards Effective in the Current Year

During the year, PAT has adopted several TFRSs and TFRICs effective for the accounting period beginning on or after 1 January 2022. These standards have been updated or provided with the aim to align with international financial reporting standards. Most of them clarified accounting practices and provide accounting guidance to their users.

The adoption of these financial reporting standards has no significant effect on the current year financial statements.



4. Significant Accounting Policies

4.1 Presentation of Financial Statements

PAT complies with Thai Accounting Standard (TAS) No.1 (Revised 2021) on the Presentation of Financial Statements under the requirements of the revised standards. The Financial Statements include:

- Statement of Financial Position
- Statement of Comprehensive Income
- Statement of Changes in Equity
- Statement of Case Flows
- Notes to the Financial Statements

4.2 Revenue Recognition

- Service Revenue

Is recognized in the accounting period in which services are 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, is recognized in the Statement of Comprehensive Income by a linear method throughout the term of the lease. For the additional compensation (Additional Fee) which will be paid according to the actual volume of containers or cargoes in each year at the rate specified in each contract, it is considered as the contingent lease and is recognized as revenue in the accounting period in which the lease is accrued.

- Revenue from sales
- Revenue from sales of fuel is recognized when the fuel has been delivered to the customer.
- Interest Income
 - 1. Bank Deposit Interest is recognized on a time proportion basis.
 - 2. Loan interest of Employee and Worker Relief Fund is recognized on the period due except for those that have defaulted for more than 6 months is recognized on a cash basis.

4.3 Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Cash Flows refer to cash on hand and all types of bank deposits with a maturity of not exceeding 3 months from the date of acquisition, excluding term deposit.

4.4 Account Receivable and Other Receivable

Account receivable and other receivable show the amount due from customers for goods sold or service performed in the ordinary course of business.

Account receivable is recognized initially at the amount of unconditional return to be received. In case this involves significant financing sourcing, PAT shall recognized by fair value through the income statement.

PAT uses a simplified approach to calculate the expected credit loss, which requires considering the expected loss over the life of such debt and recognizing the loss from the recognition of account receivable, and based on forward-looking information by considering historical data, current situation, and forecast of future economic situation that is not government agencies or state enterprises, and comply with the Ministry of Finance's Regulation on Accounting and Finance of State Enterprise B.E. 2548 (A.D. 2005) and the criteria according to the Resolution of the PAT Board of Commissioners' meeting no. 9/2549 on 16 October 2006.

Account receivable and other receivables are shown at the invoice price, less allowance for expected credit loss.

The allowance for expected credit loss is set as an amount equal to the estimated loss that may arise from the inability to collect money from the debtor, estimated based on historical record and the current situation of non-government and non-state enterprise debtors as of the date in the Statement of Financial Position and in compliance with the Ministry of Finance's Regulation on Accounting and Finance of State Enterprise B.E. 2548 (A.D. 2005) and the criteria according to the Resolution of the PAT Board of Commissioners' meeting no. 9/2549 on 16 October 2006. The allowance for expected credit loss for non-government and non-state enterprise debtors were set at the following rates:

Length of Overdue	Allowance for expected credit loss (percentage)
Over 3 months - 6 months	50
Over 6 months - 1 year	75
Over 1 year	100

The allowance for expected credit loss is recognized as an expense. When the bad debt is realized, it will be deducted from the allowance for expected credit loss.

4.5 Financial Instruments

Classification and Measurement of Financial Assets

PAT classifies its financial assets on the date of initial recognition as financial assets measured at amortized cost, financial assets measured at fair value through other comprehensive income, and financial assets measured at fair value through profit or loss based on the business plan of the entity for managing financial assets and the nature of contractual cash flows of financial assets.

Equity instruments can be classified and cannot be changed according to two types of measurements, namely fair value through profit or loss or fair value through other comprehensive income, which new items cannot be added to profit or loss.

The initial recognition of a financial asset that is not measured at fair value through profit or loss is to include the addition or deduction of the transaction costs directly related to the acquisition or issuance of the financial asset. The transaction cost of a financial asset measured at fair value through profit or loss can be recognized as an expense on profit or loss. However, account receivable and other receivable that do not have significant financing components, PAT will recognize such financial assets by transaction cost.

Subsequent measurement of debt instrument can be done by three methods depending on classification of debt instruments:

- Financial Assets Measured at Amortized Cost: Financial assets that are held for collection of contractual cash flows, and the contractual conditions of financial assets generate cash flows that are only the collection of principal and interest on the balance of the principal on the specified date. Such financial assets are subsequently measured using the effective interest rate method and are subject to impairment assessment. Profit or loss arising from derecognition, change, or impairment of such assets will be recognized in profit or loss.
- Financial Assets Measured at Fair Value Through Other Comprehensive Income (FVOCI): Financial assets that are held for collection of contractual cash flows and for selling the financial assets, and the contractual conditions of financial assets generate cash flows that are only collection of prinpical and interest of the balance of principal on the specified date. Changes in the value of financial assets are recognized through other comprehensive income, except for impairment loss, interest income, and related foreign exchange gains and losses which are recognized in profit or loss. When the financial assets are derecognized, the cumulative profit or loss previously recognized in other comprehensive income is reclassified to profit or loss. Such financial assets must be calculated using the effective interest rate method similar to the financial assets measured at amortized cost.



- Financial Assets Measured at Fair Value Through Profit or Loss (FVPL): Financial assets that do not meet the criteria for amortized cost or FVOCI and presented in the statement of financial position at fair value. Net change in fair value is recognized in profit or loss.

Subsequent measurement of equity instrument must present the equity instrument at fair value and recorded profit or loss from change in fair value in profit or loss or other comprehensive income depending on the classification of the item.

Classification and Measurement of Financial Liabilities

PAT initially recognizes financial liabilities at fair value less transaction costs and classifies financial liabilities as financial liabilities subsequently measured at amortized cost using effective interest rate method. The calculation of amortized cost value takes into account the fees or costs that are considered part of that effective interest rate. The amortization under the effective interest method is presented as a part of financial cost in profit or loss.

Derecognition of Financial Instruments

Financial assets will be derecognized when the rights to receive the cash flows from the asset is no longer valid, or the rights to receive the cash flows of such asset is transferred, and almost all of the risks and returns of that asset are transferred, or control of that asset is transferred, even if almost all of the risks and returns of that asset are not transferred or are not retained.

Financial liabilities are derecognized only when the obligations of such liabilities are fulfilled, terminated, or no longer valid. If the existing financial liabilities are converted to new liabilities from the same lender with substantially different requirements or if there are significant amendments to the terms of existing liabilities, it will be considered as derecognition of existing liability and recognition of new liability. The differences in such carrying amount is recognized in profit or loss.

Impairment of Financial Assets

Expected credit loss from financial assets measured at amortized cost or debt instrument financial assets measured at fair value through other comprehensive income and assets arising from credit line commitment and financial guarantee contract are assessed without waiting for a credit event to occur. PAT uses the general approach to determine the allowance for impairment loss. For account receivable, PAT uses the simplified approach to calculate allowance for expected credit loss. PAT recognizes allowance for expected credit loss over the life of the account receivable based on historical event adjusted by forward-looking events on account receivable and economic situation.

Offset of Financial Instruments

Financial assets and financial liabilities will be offset and presented by the net amount in the statement of financial position only if the business already has a legal right to offset the recognized amount and the business intends to pay with net amount, or intends to acquire assets and pay liabilities simultaneously.

4.6 Inventories

Inventories at the end of the fiscal year are recorded at cost based on the lower of the moving average method or net realizable value. Deteriorated and obsolete spares of handling equipment are recorded as actual allowance for deterioration.

4.7 Other Current Financial Assets

It refers to a fixed deposit with maturity period over 3 months from acquisition date but not more than 12 months.

4.8 Property, Plant, and Equipment

Property, plant, and equipment valued over 30,000 Baht are recorded at the cost on the date of acquisition or completion of construction, less the accumulated depreciation and impairment loss. Those valued below 30,000 Baht are recognized as expenses in the accounting period of acquisition.

Land transferred to PAT upon its establishment in 1951 was recognized at fair value on the date of acquisition.

Cost includes direct cost attributable to the acquisition of the asset, cost of the construction of assets built by PAT, including cost of materials, direct labor, and any other costs directly attributable to the acquisition, bringing the asset ready for its intended use. When parts of an item of property, plant, and equipment have different useful lives, they must be recorded as separate items (major components) of property, plant, and equipment. The depreciation of an asset considers each part separately when each part is substantial.

Assets from donation by individual, group of persons, or agencies shall be recorded by PAT as follows:

Assets received from donation without obligation is recognized at fair value, and the revenue is recognized at the same amount. However, if there is obligation to comply with the relevant condition in the future, the asset is recognized as deferred revenue from donated assets under liabilities and will be gradually recognized as revenue at an equal value to depreciation of donated assets, or such subsidy may be presented as deduction from value of asset if the subsidy is related to the asset.

Gains or loss from disposal of property, plant, and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant, and equipment with net recognition as income or expenses in the statement of comprehensive income.

Classification of properties intended for use as investment property

When there is a change of use from property intended for use to investment property, the property shall be reclassified as investment property at the carrying amount.

Subsequent costs

The cost of replacing a part of an item of property, plant, and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to PAT and its cost can be measured reliably. The carrying amount of the replaced part is derecognized. The costs of day-to-day servicing of property, plant, and equipment are recognized as expenses in the incurred period.

Depreciation

Depreciation is calculated based on the asset's depreciable value, which consists of the asset's cost or other replacement costs less the asset's residual value.

Depreciation is recognized as an expense in the statement of comprehensive income, calculated by a straight-line method over the estimated useful lives of each component of an asset, which is 2 - 30 years.

The residual value of property, plant and equipment is the estimated amount that PAT would currently obtain from disposal of the asset, if the asset were already of the age and in the condition expected at the end of its useful life. In addition, the residual value and useful life are reviewed at least at the end of each year.


4.9 Right-of-use Assets

The lease contract is more than 12 months and the value per transaction is equal or greater than 300,000 Baht. The contract with multiple assets that have a mutually exclusive relationship and cannot be separated, the total value of the related asset shall be equal to one item. Other expenses specified in the contract but cannot be separately priced, the item shall be included in the cost of assets.

Interest rates for leases

If the lease contract does not specify the interest rate, Krungthai Bank's minimum loan rate on the contract effective date shall be used.

Depreciation

Non-freehold lease assets shall be depreciated over the shorter of the lease contract and the useful life, while freehold lease assets are depreciated over the useful life of asset.

4.10 Intangible Assets

Project for the development of financial accounting, management accounting systems and enterprise resources planning system, including the software licenses of SAP program and other package softwares used for developing accounting system as expenses for development of financial accounting, management accounting systems, human resources system, supply system, maintenance system and management information system of PAT. The development expenditures, which are recognized as assets are presented at cost less accumulated amortization and losses from devaluation, written off as expenses within 3 - 10 years according to the useful life of intangible assets.

4.11 Investment Property

Investment property is property held to earn rentals or for capital appreciation or both. It is not held for sale in the ordinary course of business or used in the production or supply of goods or services or for administrative purposes.

Cost includes direct cost attributable to the acquisition of the investment property, cost of the construction built by PAT, including cost of materials, direct labor, and any other costs directly attributable to bringing the investment property to be ready for its intended use.

Investment property is stated at cost less accumulated depreciation and impairment losses. The depreciation is recorded in the statement of comprehensive income, which is calculated by straight-line method over the estimated useful lives of each asset, which is 3 - 30 years.

4.12 Lease

Lease - PAT as a lessee

At inception of a contract, PAT assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

PAT recognizes a right-of-use assets and lease liabilities at the commencement date of the lease. The right-of-use assets are measured at cost which includes the amount of the initial measurement of the lease liability adjusted for lease payment made at or before the commencement date, initial direct cost incurred, and estimated of cost to be incurred by the lessee in dismantling and removing the underlying asset, renovation the site on which it is located, or renovating the underlying assets to the condition required by the term and conditions of the lease, less any lease incentives received.

Lease liabilities are measured at the present value of lease payments that are not paid at the commencement date, discounted by the interest rate implicit in the lease, if the rate can be readily determind. If the rate cannot be determined, PAT shall use Krungthai Bank Public Company Limited's Minimum Loan Rate as announced by Krungthai Bank on the commencement date of the lease.

Lease payments included in the measurement of lease liabilities comprising the following:

- Fixed payments including in-substance fixed payments
- Variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date
- Amount expected to be payable under residual value guarantee
- Purchase price : the exercise price of a purchase option if PAT is reasonably certain to exercise that option where such price is the lease payment that is expected to be paid during the renewal period under the purchase option, and
- Payment of penalties for terminating the lease, if PAT is reasonably certain to terminate the lease.

PAT shall measures the right-of-use assets at cost less accumulated depreciation and accumulated impairment of assets and adjusted by remeasurement of lease liabilities. PAT calculates the depreciation of the right-of-use assets using a straight-line method over the shorter of the useful life of the right-of-use assets and the lease contract. However, if the lease transfers ownership of the underlying asset to PAT by the end of the lease contract or the cost of the right-of-use asset reflects that PAT will exercise a purchase option, in that case, the right-of-use assets will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant, and equipment.

Lease liabilities must be remeasured when there are changes in expected future payments, which may result from the following changes:

- Changes to the index or rate used to determine those payments
- Changes in the amount expected to be payable under residual value guarantee
- PAT changes the assessment of the exercise of purchase, renewal, and termination options

When lease liabilities are remeasured to reflect changes to the lease payment, PAT shall recognize the amount of remeasurement of the lease liabilities as an adjustment to the right-of-use assets. However, if the carrying amount of the right-of-use assets are reduced to zero and there is a further reduction in the measurement PAT shall recognize any remaining amount of the remeasurement in profit or loss.

Short-term lease and lease of low-value assets

PAT may elect not to recognize right-of-use assets and lease liabilities for leases that have a lease contract of 12 months or less, or leases for which the underlying asset is of low value. PAT shall recognizes the lease payment associated with those leases as an expense on a straight-line method over the lease contract.

Lease - PAT as a lessor

PAT initially considers whether each of its leases is a finance lease or an operating lease. To classify each of its leases, PAT shall assess whether a lease transfers substantially all the risks and returns incidental to ownership of an underlying asset. A lease that meets the criteria is classified as a finance lease, otherwise it is classified as an operating lease.

Assets under financial leases are recorded as finance lease receivables at present value of the lease payments that are not paid. The difference between gross receivable and the present value of the receivable is recorded as accrued financial income. Long-term lease income is recognized over the lease contract using the net investment method which reflects a constant periodic rate of return, initial direct costs included in the initial measurement of financial lease receivable and will be gradually recognized as reduction in revenue over the lease contract.



Assets under operating leases are included in property, plant, and equipment in the statement of financial position. They are depreciated over expected useful lives on a basis consistent with that used for other similar property, plant and equipment of PAT. Rental income (net of any incentives paid to lessees) is recognized on a straight-line method over the lease contract.

4.13 Employee's Benefits

PAT's obligations and employee's benefits are recognized and measured for each category of employee's benefits as follows:

1. Short-term employee's benefits - Annual Leave Program

For the cumulative annual leave program, PAT uses the actuarial estimation and discounted benefit techniques to determine the present value of obligations in respect of accumulated annual leave carried forward to the following year for employees who remain and for employees who reach retirement age each year. It is recognized as liabilities in the statement of financial position and recognized as an expense in the statement of comprehensive income. If there is profit or loss from actuarial estimates, it is recognized in comprehensive income in the transaction period.

2. Long-term employee's benefits

2.1 Post-retirement benefit programs

2.1.1 For retirement compensation program, medical coverage after retirement program, and work-related death welfare program, PAT uses actuarial estimation and discounted benefit techniques to determine the present value of obligations in respect of present service costs, and past service costs. They are recognized as liabilities in the statement of financial position and recognized as expenses in the statement of comprehensive income. If there is profit or loss from actuarial estimates, it is immediately recognized in other comprehensive income.

2.1.2 Contribution scheme defined as the post-employment benefit program where PAT established in 2 types namely:

- Employee and Worker Relief Fund: PAT pays a certain amount of contributions to the fund established by PAT without being separated from the PAT as another juristic person, and pays additional contributions to be equal to post-employment employee benefits' obligations. PAT uses actuarial estimation and discounted benefit techniques to determine the present value of the obligations in respect of gratuity, pension, 30 times inheritance gratuity, present service costs, and past service costs. It is recognized as liabilities in the statement of financial positions and recognized as expenses in the statement of comprehensive income. If there is profit or loss from actuarial estimates, it is immediately recognized in other comprehensive income.
- Provident Fund: PAT pays a certain amount to another separate entity and there will be no legal obligation or constructive obligation to pay additional contributions. The obligation to pay contribution to the program is recognized as employee expenses in the statement of comprehensive income during the period in which the employee has worked for PAT.

PAT registered the establishment of the Provident Fund under registration No. 4/2548 (2005), effective from 7 June 2005. The Provident Fund is a juristic person with the objective of promoting savings and providing welfare and security to employees who are members and their families in case of death, resigned from work, or resign from the Fund. The Fund opened for membership application on 1 July 2005. The PAT Board of Commissioners' resolution No. 14/2548 dated 25 November 2005 approved the additional member application to the Fund starting from 1 December 2005. Applicants during the said period will receive a special monthly incentive payment from PAT at the rate of 10% of the salary rate at the month of the Fund. Members are entitled to calculate the capital and additional contribution from the base salary of fiscal year 2006. According to the Fund's Regulations, members can choose to contribute at 5%, 10%, 12%, or 15% of their salary, and PAT will contribute at 9-12% of salary depending on the year of services.

2.1.3 Severance benefit upon termination: PAT has clearly made its binding intention regarding termination of employment and there is no possibility to cancel it. There are official details of either termination before the normal retirement or support of voluntary retirement. The severance benefit is recognized as an expense when PAT offers a voluntary retirement and there is a possibility of acceptance of the offer and the amount of acceptance of the offer can be reasonably estimated. Cash flow is discounted if the benefit payment period exceeds 12 months from the reporting date i.e. early retirement scheme.

2.2 For other long-term employees' benefit, PAT uses actuarial estimation and discounted benefit techniques to determine the present value of obligation in respect of present service costs, past service costs. It is recognized as liabilities in the statement of financial positions and recognized as expenses in the statement of comprehensive income. If there is profit or loss from actuarial estimates, it is recognized in comprehensive income in the transaction period, i.e. awards from 15/25/35 years of service.

4.14 Provisions

Provisions are recognized if, as a result of past event, PAT has a present legal or constructive obligation, and it is probable that an outflow of economic benefits will be required to settle the obligation and the amount has been reliably estimated.

4.15 Impairment of Assets

The carrying amounts of PAT's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets's recoverable amounts are estimated. An impairment loss is recognized if the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recorded as expenses in the incurred period.

Calculation of recoverable amount

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value to reflect current market assessment of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment Reversal

An impairment loss of asset is reversed if PAT assesses that there is any indication that previously recognized impairment loss may no longer exist or may have decreased. PAT will estimate the recoverable amount of such asset. An impairment loss is reversed to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, had no impairment loss been recognized.

4.16 Self-insured Property Insurance Fund

Self-insured Property Insurance Fund was established in accordance with the Port Authority of Thailand Insurance Fund Regulation, B.E. 2528 (A.D. 1985) which was approved by the PAT Board of Commissioners by virtue of Section 29 (1) of the Port Authority of Thailand Act B.E. 2494 (1951), with the objective to finance the insurance of PAT's assets.

Assets and liabilities of the Self-Insured Property Insurance Fund are included in the assets and liabilities of PAT. Equity is shown in the appropriated retained earnings of PAT. Revenues and expenses of the Fund are recognized as revenues and expenses of PAT.



5. Cash and Cash Equivalents consisted of:

o. Cash and Cash Equivalents consisted of.		Unit: Million Baht
	2023	2022
Cash	91.98	167.91
Bank deposits		
- Current account	(4.50)	(81.21)
- Savings account	3,482.26	5,762.36
- 3-month fixed deposit, no obligation	1,000.01	2,500.02
Total	4,569.75	8,349.08

Out of total cash and cash equivalent of 4,569.75 million Baht, 4,251.05 million Baht belongs to PAT, 306.68 million Baht belongs to the Employee and Worker Relief Fund, 12.02 million Baht belongs to the Self-Insured Property Insurance Fund.

6. Account Receivable consisted of:

		Unit: Million Baht
	2023	2022
Trade Account Receivables	852.26	871.29
Contract Assets	597.09	631.75
Less Allowance for expected credit losses	(426.30)	(349.41)
Trade Account Receivables - Net	1,023.05	1,153.63

Trade Account Receivables and Contract Assets are categorized by debt maturity as follows:

		Unit: Million Baht
Debt Maturity	2023	2022
Contract Assets	597.09	631.75
Undue - 3 months overdue	428.96	484.49
Over 3 - 6 months overdue	6.04	43.87
Over 6 months - 1 year overdue	4.82	6.47
Over 1 year	412.44	336.46
Total	1,449.35	1,503.04

		Unit: Million Baht
	2023	2022
Carry forward	349.41	241.88
Add Added Entries	76.89	107.53
Carry over	426.30	349.41

The movement of allowance for expected credit losses for account receivable is as follows

Allowance for expected credit losses of receivables in the amount of 426.30 million Baht, 381.27 million Baht belongs to tariff receivables, 38.41 million Baht belongs to land and building lease, electricity and water supply receivables, 0.34 million Baht belongs to marine insurance receivables, and 6.28 million Baht belongs to contract assets/accrued revenue.

7. Other Receivable consisted of:

		Unit: Million Baht
	2023	2022
Advanced Loan	1.06	10.55
Damages Claim	0.15	0.15
Land and Building Tax	1.27	18.66
Miscellaneous	2.73	2.69
Total	5.21	32.05
Less Allowance for expected credit losses	(2.43)	(2.43)
Other Account Receivables - Net	2.78	29.62

Movement of allowance for expected credit loss for other receivables are as follows:

movement of accountee for expected credit (055 for other receivables)		Unit: Million Baht
	2023	2022
Carry Forward	2.43	2.43
Less Reversal of Entries	_	-
Carry Over	2.43	2.43



8. Inventory consisted of:

b. Inventory consisted of:		Unit: Million Baht
	2023	2022
Handling Equipment Parts	110.09	115.31
Vessel Parts	0.87	0.87
Electrical and Telephone Equipment	5.48	6.03
Building and structure repair materials	2.55	2.52
Fuel and Lubricant	6.01	6.69
Stationery and consumable supplies	6.56	5.47
Waterwork and sanitary equipment	1.19	1.16
Auto parts and machine tools	0.18	0.17
Handling Equipment Parts – Regional Ports	2.59	2.59
Medicine and Medical Supplies	5.60	7.50
Others	18.65	11.45
Total	159.77	159.76
Less Inventory Obsolescence Reserve	(102.16)	(95.73)
Total Inventory	57.61	64.03

Movement of inventory obsolescence reserve are as follows:

Movement of inventory obsolescence reserve are as follows:		Unit: Million Baht
	2023	2022
Carry Forward	95.73	105.32
Add Added Entries	11.39	0.24
Less Reversed Entries	(4.96)	(9.83)
Carry Over	102.16	95.73

During 2023, PAT has reversed the allowance for inventory obsolescence of 4.96 million Baht due to disposal of inventory, while there was an additional inventory obsolescence reserve of 11.39 million Baht in this year.

9. Other Current Assets consisted of:

7. Onler Content Assers consisted of.		Unit: Million Baht
	2023	2022
Accrued interest on bank deposits	20.82	11.44
Prepaid Expense	57.94	46.81
Deposit	0.53	0.53
Undue Input-Tax	64.18	62.98
Other current assets	0.26	0.21
Total	143.73	121.97

10. Other Current Financial Assets consisted of:

To. Other Correct Indicial Assers consisted of.		Unit: Million Baht
	2023	2022
Over-3-month fixed deposit		
- With Obligation	0.30	0.30
- No Obligation		
Over 3 months - Not over 6 months	3,513.86	1,500.01
12 months	3,243.65	2,713.99
Total	6,757.81	4,214.30

Over 3 months fixed deposits with obligation of 0.30 million Baht, PAT has used it for electricity guarantee of 0.30 million Baht. Over-3-month fixed deposits without obligation of 6,757.51 million Baht belongs to Bangkok Port of 4,024.35 million Baht, and Self-Insured Insurance Fund of 2,733.16 million Baht.

11. Undue Employee and Worker Relief Fund Loan Receivable consisted of:

		Unit: Million Baht
	2023	2022
General Loan	34.05	36.35
Housing Loan	1.74	1.74
Vehicle Loan	-	0.01
Special Loan	10.37	11.16
Total	46.16	49.26
Less Allowance for expected credit losses	(1.74)	(1.74)
Undue Employee and Worker Relief Fund Loan Receivable	44.42	47.52

Movement of allowance for expected credit losses of employee and worker relief fund loan receivable are as follows:

		Unit: Million Baht
	2023	2022
Carry Forward	1.74	1.74
Less Reversal of Entries	-	-
Carry Over	1.74	1.74

As of 30 September 2023, allowance for expected credit losses of employee and worker relief fund loan receivable were in accordance with the specified criteria amounting to 1.74 million Baht.



12. Rental Income Pending Collection consisted of:

		Unit: Million Baht
	2023	2022
Carry Forward	17,188.05	16,902.62
Add Income based on straight-line method	5,619.47	5,506.86
Less Contracted income	(5,924.12)	(5,221.43)
Carry Over	16,883.40	17,188.05

PAT had 61 contracts with a contract period of 5 years or more as follows:

	Bangkok Port (contracts)	Laem Chabang Port (contracts)	Total (contracts)
Space Rental Contracts	15	34	49
Space Rental for Berthing Contracts	-	12	12
Total	15	46	61

Revenue to be recognized in the future for unfinished obligations of the lease agreement according to the straight-line method.

	Bangkok Port	Laem Chabang Port	Total
1 - 5 Years Ahead	1,487.66	20,815.85	22,303.51
6 - 10 Years Ahead	943.49	17,039.55	17,983.04
Over 10 Years	481.60	5,139.98	5,621.58
Total	2,912.75	42,995.38	45,908.13

As of 30 September 2023, PAT expected that revenue to be recognized in the future for unfinished obligations of the lease agreement amounting to 45,908.13 million Baht, of which 2,912.75 million Baht belongs to Bangkok Port, and 42,995.38 million Baht belongs to Laem Chabang Port. Such obligations are expected to be finished by 2050.

13. Investment Property consisted of:

Unit:	Million	Baht

	Investment Property			
	Land	Building and Structure	Total	
Cost				
As of 1 October 2022	296.73	13,737.34	14,034.07	
Add Transfer from Construction and Installation	-	713.15	713.15	
As of 30 September 2023	296.73	14,450.49	14,747.22	
Accumulated Depreciation				
As of 1 October 2022	-	9,366.43	9,366.43	
Add Depreciation for the year	-	311.75	311.75	
As of 30 September 2023	-	9,678.18	9,678.18	
Carrying Amount - Net				
As of 1 October 2022	296.73	4,370.91	4,667.64	
As of 30 September 2023	296.73	4,772.31	5,069.04	

The investment property depreciation for the year of 311.75 million Baht was the depreciation of the asset from donation of 16.08 million Baht.



Investment Properties as of 30 September 2023 included:

Unit: Million Baht

	Carrying Amount as of 30 September 2023			
Port Authority of Thailand		Investment Properties		
	Capital	Accumulated Depreciation	Price based on the Net Account	
Land held by PAT to benefit from rental income and future price increases				
Bangkok Port				
Empty land under land lease agreement	15,927,208.39	-	15,927,208.39	
	15,927,208.39	-	15,927,208.39	
Laem Chabang Port				
Empty land under land lease agreement	223,926,826.35	-	223,926,826.35	
Housing/Residential Land	20,168,283.63	-	20,168,283.63	
	244,095,109.98	-	244,095,109.98	
Empty Land	36,711,260.88	-	36,711,260.88	
Total Land	296,733,579.25	-	296,733,579.25	
Leased building group under the operating lease agreement				
Bangkok Port				
Commercial buildings and community flats	777,656,572.67	(667,996,958.54)	109,659,614.13	
Warehouse buildings	16,200,833.75	(16,200,831.75)	2.00	
Office buildings	31,545,892.97	(23,472,223.28)	8,073,669.69	
	825,403,299.39	(707,670,013.57)	117,733,285.82	
Laem Chabang Port				
Structure on leased area	12,911,937,652.90	(8,965,435,143.36)	3,946,502,509.54	
Increase/Decrease during the year	713,146,011.51	(5,078,705.46)	708,067,306.05	
Total building and structure	14,450,486,963.80	(9,678,183,862.39)	4,772,303,101.41	
Total	14,747,220,543.05	(9,678,183,862.39)	5,069,036,680.66	

Investment Properties of PAT consisted of:

Land held by PAT to benefit from rental income and future price increases with the area of 4,198.12 rai where 674.13 rai locates at Bangkok Port and 3,523.99 rai locates at Laem Chabang Port. They are leased to third parties under both short-term and long-term land lease agreements. As of 30 September 2023, such leased land had a carrying amount of 260.02 million Baht, and fair value of 34,951.25 million Baht. The land at Bangkok Port was assessed based on the Treasury Department's land appraisal value for 2023-2026, while the land at Laem Chabang Port was assessed based on the land appraisal value of the Land Office that was specifically assessed for Laem Chabang Port for 2023-2026 and the Treasury Department's land appraisal value for 2023-2026.

Empty land owned by PAT locates at Laem Chabang Port with the area of 494.99 rai is not intended to be used for service or for business administration. As of 30 September 2023, the empty land had a carrying amount of 36.71 million Baht, and fair value of 790.66 million Baht based on the land appraisal value of the Land Office that was specifically assessed for Laem Chabang Port for 2023-2026 and the Treasury Department's land appraisal value for 2023-2026 (According to the letter of the Chonburi Treasury Office No. Chor Bor. 0020.02(2)/16968 dated 22 August 2023).

Commercial buildings and community flats, office buildings, warehouse buildings at Bangkok Port have been leased to third parties under operating leases. As of 30 September 2023, the cost was 825.40 million Baht, carrying amount was 117.73 million Baht, and fair value was 1,721.85 million Baht, which was assessed using the replacement cost method taking into account depreciation from physical deterioration, depreciation of utility, and depreciation due to external factors.

Assets of building category under the 12 terminal leasing agreements and 1 hazardous warehouse leasing agreement at Laem Chabang Port have been leased to terminal leasing companies to operate and manage the terminal. As of 30 September 2023, the cost was 13,905.89 million Baht, carrying amount was 4,935.37 million Baht, and fair value was 72,354.51 million Baht assessed by using Income Method (DFC Technique).

The amount related to the investment properties recognized in the statement of comprehensive income are:

		Unit: Million Baht
	2023	2022
Rental income for land, buildings, and warehouses	1,705.60	1,606.61
Direct operating expenses incurred by investment properties that generate rental income for the year	311.75	303.80

As of 30 September 2023, PAT had investment properties with fair value disclosure separately shown in the fair value hierarchy as follows:

			Unit: Million Bant
	Level 1	Level 2	Level 3
Investment Properties			
Land - Held by PAT for rental income benefits	34,951.25		
Land - Empty land at Laem Chabang Port	790.66		
Commercial buildings, and community flats, office and Bangkok Port warehouse buildings		1,721.85	
Assets of building category under the 12 terminal leasing agreements at			
Laem Chabang Port			72,354.51



14. Property, Plant, and Eqipment consisted of:

14. Property, Flam, and Eqipment consisted of: Unit: Million B					llion Baht			
			Floatable	Handling	C	ther Assets	5	
	Land	Building	Assets	Equipment	PAT	Relief Fund	Insurance Fund	Total
Cost								
As of 1 October 2022	73.77	10,385.74	7,904.58	10,597.70	4,722.44	0.06	0.04	33,684.33
Purchase	-	8.17	70.68	41.00	96.68	-	-	216.53
Transfer from assets under construction and installation	-	52.75	94.39	110.22	81.76	-	-	339.12
Disposal	-	(3.71)	(70.43)	(296.72)	(183.25)	-	-	(554.11)
As of 30 September 2023	73.77	10,442.95	7,999.22	10,452.20	4,717.63	0.06	0.04	33,685.87
Accumulated Depreciation								
As of 1 October 2022	-	5,537.01	4,527.85	8,256.09	3,603.72	0.06	0.04	21,924.77
Depreciation for the year	-	320.62	277.50	359.82	200.24	-	-	1,158.18
Disposal	-	(3.57)	(57.72)	(296.23)	(182.37)	-	-	(539.89)
As of 30 September 2023	-	5,854.06	4,747.63	8,319.68	3,621.59	0.06	0.04	22,543.06
Impairment Allowance								
As of 1 October 2022	-	-	-	-	0.02	-	-	0.02
Impairment allowance for the year	-	-	-	-	-	-	-	-
As of 30 September 2023	-	-	-	-	0.02	-	-	0.02
Carrying Amount - Net								
As of 1 October 2022	73.77	4,848.73	3,376.73	2,341.61	1,118.70	-	-	11,759.54
As of 30 September 2023	73.77	4,588.89	3,251.59	2,132.52	1,096.02	-	-	11,142.79

For the year ended 30 September 2023, PAT had depreciation for the year of 1,158.18 million Baht, which was depreciation of donated assets of 8.66 million Baht.

				Uni	t: Million Baht
	2023				2022
	Carry Forward	Increase	Decrease	Carry Over	Total
Construction work in progress	1,590.97	2,007.93	(278.69)	3,320.21	1,590.97
Assets during procurement	157.10	273.21	(185.29)	245.02	157.10
Maintenance work in progress	295.65	363.27	(656.02)	2.90	295.65
Total	2,043.72	2,644.41	(1,120.00)	3,568.13	2,043.72

15. Assets under Construction and Installation consisted of:

For the year ended 30 September 2023, PAT had additional work of 2,644.41 million Baht.

There was a reduction of 1,120.00 million Baht, of which 339.12 million Baht transferred to Property, Plant, and Equipment, 713.15 million Baht transferred to Investment Property, 56.97 million Baht transferred to Intangible Assets, 1.93 million Baht transferred to controlled inventory expenses, 3.49 million Baht transferred to deferred community housing project, and 5.34 million Baht disposed as service expenses.

16. Deferred Community Housing Project Assets consisted of:

		Unit: Million Baht
	2023	2022
Deferred Community Housing Project Assets	332.50	333.22
Add Cost increase during the year	3.49	-
Less Amortized during the year	(0.14)	(0.72)
Total	335.85	332.50

Deferred Community Housing Project Assets is the project implemented by PAT to develop Klongtoey's community housing in collaboration with the National Housing Authority. The objective is to relocate 4,200 families and 600 units slum communities in block 7-12 communities out of PAT area in order to develop area for PAT business. It includes the construction of 1,680 flat units in PAT areas which was completed, as well as the procurement of open plots outside PAT's areas by purchasing land at Soi Watcharaphon and Nong Chok area, which will be amortized as expenses when the communities move to the new area and transfer ownership.

During 2023, there were 2 land title deeds transferred for Soi Watcharaphon plots with an area of 39.30 square wah, at 3,533.69 Baht per square wah totaling of 138,874.02 Baht. A fence was erected around the land in Nong Chok in the amount of 3,495,283.32 Baht, with the land originally worth 298,071,616.00 Baht, totaling 301,566,899.32 Baht in the land value in Nong Chok.

During 2022, there was 1 land title deed transferred for Soi Watcharaphon plot with an area of 19.60 square wah, at 3,533.69 Baht per square wah totaling of 69,260.32 Baht. There was additional amortization as expense of 185.80 square wah, at 3,533.69 Baht per square wah in the amount of 656,559.60 Baht. Total amount was 725,819.92 Baht.

Therefore, in the fiscal year 2023, there was land in Soi Watcharaphon that has not yet been transferred with a total area of 24-1-3 rai or 9,703 square wah, with a land value of 34.29 million Baht, and land in Nong Chok of 214 rai divided into 2,140 plots with a land value of 301.56 million Baht. However, There has been no dismantling and transfer of ownership to the community people.



17. Intangible Assets consisted of:

		01	IL. MILLION Dant
	Accounting System Development and Human Resource Planning System Project	License of other package softwares	Total
Cost			
As of 1 October 2022	82.98	786.13	869.11
Purchase	-	22.45	22.45
Transferred from assets under construction and installation	-	56.97	56.97
Disposal	-	(42.80)	(42.80)
As of 30 September 2023	82.98	822.75	905.73
Accumulated depreciation			
As of 1 October 2022	82.98	557.06	640.04
Amortization for the year	-	79.56	79.56
Disposal	-	(42.25)	(42.25)
As of 30 September 2023	82.98	594.37	677.35
Carrying Amount - Net			
As of 1 October 2022	-	229.07	229.07
As of 30 September 2023	-	228.38	228.38

For the year ended 30 September 2023, PAT had amortization of 79.56 million Baht, which was amortization of donated assets of 0.98 million Baht.

18. Other Non-Current Assets consisted of:

		Unit: Million Baht
	2023	2022
Land Advanced Payment (Note 31)	2,660.49	2,660.49
Other Advanced Payment	1,907.31	2,116.34
Others	9.35	9.35
Total	4,577.15	4,786.18

Unit: Million Baht

19. Other Payable consisted of:

		Unit: Million Baht
	2023	2022
Accrued wages and overtime	167.86	23.16
Accrued bonus of commissioners and officers	640.21	620.90
Accrued pension and inheritance gratuity	11.48	9.99
Accrued expenses	82.02	82.88
Rental for land, buildings, and warehouses	25.16	17.11
Profit sharing (Fixed Fee) and additional benefits (Additional Fee)	528.09	468.92
Automatic port access fees	0.04	0.04
Total	1,454.86	1,223.00

20. Accrued Remittance to the Treasury consisted of:

,		Unit: Million Baht
	2023	2022
Accrued Remittance to the Treasury		
As of 1 October	4,887.00	2,383.25
Add Reserve for remittance		
- From profits in 2021	-	226.75
- From profits in 2022	(8.00)	4,887.00
- From profits in 2023	5,068.87	-
Total	9,947.87	7,497.00
Less Remittance to Ministry of Finance	(7,245.00)	(2,610.00)
As of 30 September	2,702.87	4,887.00

For the year ended 30 September 2023, PAT has reserved remittance to the treasury from its annual profit for the year at the rate of 70% of net profit for year before bonus reserve expenses in the amount of 5,068.87 million Baht.

On 22 November 2022, PAT has remitted the first installment for the year 2022 in the amount of 2,577.00 million Baht, and on 19 May 2023, PAT has remitted the second installment for the year 2022 in the amount of 2,302.00 million Baht.

On 25 September 2023, PAT has remitted the first installment for the year 2023 in the amount of 2,366.00 million Baht.



21. Other Current Liabilities consisted of:

		Unit: Million Baht
	2023	2022
Department of Revenue Payable	56.38	59.04
Deposit and Guarantee	639.16	399.86
Deposit	378.89	18.80
Withholding Tax	5.19	5.26
Deferred Income Tax	50.87	51.98
Withholding Corporate Income Tax	2.33	3.85
Terminal Leasing Company Payable	6.00	1.07
Cheques paid in transit	2.80	161.63
Deposit of Land and Building Tax	0.04	0.04
Other Current Liabilities	2.08	0.93
Total	1,143.74	702.46

22. Deferred Donated Assets Revenue consisted of:

22. Deletted Dolidied Assets Revenue consisted of:		Unit: Million Baht
	2023	2022
Carry Forward	123.07	146.44
Less Revenue Recognition	(23.34)	(23.37)
Balance	99.73	123.07

As of 30 September 2023, the balance of deferred donated assets revenue that was expected to be reversed in the future is as follows:

	Unit: Million Baht
In 1 Year Ahead	23.34
In 2 - 5 Years Ahead	54.63
More than 5 Years	21.76

		Unit: Million Baht		
	2023		2022	
	Accrued Saving Deposit	Accrued Interest Payable	Total	Total
Carry Forward	102.30	184.12	286.42	364.76
Add Increase during the year	7.48	22.70	30.18	34.71
Total	109.78	206.82	316.60	399.47
Less Payment during the year	(12.88)	(24.79)	(37.67)	(113.05)
Balance	96.90	182.03	278.93	286.42

23. Accrued Saving Deposit and Interest Payable consisted of:

As of 30 September 2023, accrued saving deposit and accrued interest payable was 278.93 million Baht. PAT pays to officers when they leave the work or cease to be an employee.

24. Employee Benefit Obligations

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24.1 The amount recognized in the Statement of Financial Position as of 30 September 2023 and 2022 as follows:

		Unit: Million Baht
	2023	2022
1. Short-term employee benefits		
1.1 Accumulated annual leave program	67.61	67.56
2. Long-term employee benefits Post-retirement benefits obligations		
2.1 Retirement compensation program	921.45	928.01
2.2 Relief Fund program	7,137.36	7,802.25
2.3 Post-retirement medical expenses	2,850.67	2,974.10
2.4 Work-related death benefit program	368.25	334.87
Total Post-retirement benefit obligations	11,277.73	12,039.23
3. Obligations for Other Long-Term Benefit Project		
3.1 Long-Service Rewards	30.37	29.79
Total Obligations for Other Long-Term Benefit	30.37	29.79
Total Employee Benefits Obligations	11,375.71	12,136.58



24.2 Movement of employee benefit obligations for the year ended 30 September 2023
and 2022 are as follows:

		Unit: Million Bant
	2023	2022
Employee benefit obligations at opening date of fiscal year on 1 October	12,136.58	16,163.63
Past service cost	-	43.30
Present service cost	148.12	415.66
Interest cost	273.73	435.34
Actual expenses	(1,182.72)	(1,442.95)
Profit or loss from actuarial estimate	-	(3,478.40)
Employee benefit obligation at closing date of fiscal year on 1 September	11,375.71	12,136.58

24.3 Expenses recognized in the statement of comprehensive income for the year ended 30 September 2023 and 2022 are as follows:

•		Unit: Million Baht
	2023	2022
Accumulated annual leave program	5.25	24.80
Retirement compensation program	73.31	133.26
Relief Fund program	207.87	368.33
Post-retirement medical expenses	96.57	184.73
Long-Service Rewards	3.09	19.03
Work-related death benefit program	35.76	5.63
Early Retirement Special Compensation program	-	160.24
Total expenses recognized in statement of comprehensive income	421.85	896.02

		Unit: Million Bah
	2023	2022
	%	%
Discount Rate		
Accumulated Annual Leave Program	3.28	3.28
Retirement Compensation Program	3.28 and 3.41	3.28 and 3.41
Relief Fund Program	2.49 and 2.78	2.49 and 2.78
Post-Retirement Medical Expenses	2.49 and 3.15	2.49 and 3.15
Long-Service Rewards	3.41	3.41
Work-Related Death Benefit Program	3.28 and 3.15	3.28 and 3.15
Future Salary Increases Rate (Average)	5.50	5.50
Medical Expenses Growth Rate	8.00	8.00
Employee Turnover Rate		
Age < 25	1.15	1.15
Age 25 - 29	0.86	0.86
Age 30 - 34	0.57	0.57
Age 35 - 39	0.38	0.38
Age 40 - 44	0.29	0.29
Age 45 - 49	0.19	0.19
Age 50 - 60	0.10	0.10

24.4 Main assumptions in actuarial estimates are as follows:

Assumptions regarding mortality are based on the 2017 mortality table at a rate of 105 percent, which is publicly available statistical data according to the announcement of the Office of the Insurance Commission.

24.5 Analysis of the sensitivity of key assumptions in actuarial estimates

					Unit	: Million Bah
	Impact on Employee Benefit Obligations			Impact on E	imployee Benefit	Obligations
	Assumption Changes	Increase of Assumptions	Decrese of Assumptions	Assumption Changes	Increase of Assumptions	Decrease of Assumptions
	2023 %	2023 Million Baht	2023 Million Baht	2022 %	2022 Million Baht	2022 Million Baht
Discount Rate	1	(500.78)	560.19	1	(565.47)	633.00
Saraly Increase Rate	1	425.38	(387.43)	1	404.96	(369.53)
Employee Turnover Rate	20	(4.10)	4.12	20	(3.57)	3.59
Medical Expense Trend Rate	1	140.19	(86.30)	1	135.29	(83.67)

24.6 The amount expected to be paid in 1 year is 1,262.21 million Baht, the amount expected to be paid in year 2-5 is 4,218.26 million Baht, and the amount expected to be paid in year 6 onwards is 4,923.66 million Baht.



Unit: Million Baht

25. Provisions consisted of:

	Other Litigation
As of 1 October 2022	-
Provision increases	67.41
Provision decreases	-
Payment of provisions	(7.74)
As of 30 September 2023	59.67

As of 30 September 2023, PAT recognized provisions from two other litigations amounting to 59.67 million Baht.

Provision increases amounting to 67.41 million Baht was due to the following records:

- Interest according to the court judgement of 1 other case amounting to 8.81 million Baht.
- Liabilities under the compromise agreement of three other cases amounting to 1.21 million Baht.
- Liabilities under the court judgement of 3 other cases amounting to 57.39 million Baht

Payment of provisions of four other cases amounting to 7.74 million Baht.

26. Capital consisted of:

20. Capital consisted of:		Unit: Million Baht
	2023	2022
Bangkok Port's Capital		
First Set Capital	97.18	97.18
Sattahip Commercial Port's Operation Capital	117.22	117.22
Economic Development Capital	9.79	9.79
Loan and Interest Paid by the Government	82.08	82.08
Operating Capital for Chao Phraya River Bar's Maintenance Unit	3.24	3.24
	309.51	309.51
Laem Chabang Port's Capital		
Government Budget Capital	6,688.23	6,688.23
Reserve from Exception of Remittance for External Debt	40.00	40.00
Reserve from Economic Restructuring Loan (SAL2)	96.74	96.74
Capital from Transfer of Sattahip Commercial Port	100.07	100.07
	6,925.04	6,925.04
Total	7,234.55	7,234.55

27. Employee and Worker Relief Fund consisted of:

As of 30 September 2023 and 2022, the assets and liabilities of the Fund are as follows:

As of 30 September 2023 and 2022, the assets and liabilities of the Fund are as follows:		Unit: Million Baht
	2023	2022
Assets		
Cash and Cash Equivalents	306.68	267.82
Related Transactions PAT Receivable - Obligation	7,080.37	7,787.31
Other Current Assets	0.50	0.36
Undue Employee and Worker Relief Fund Loan Receivable	44.42	47.52
Total	7,431.97	8,103.01
Liabilities		
Other Payables	11.48	10.00
Other Current Liabilities	4.20	4.33
Employee Benefit Obligation	7,137.36	7,802.25
Accrued Saving Deposits and Accrued Interests	278.93	286.43
Total	7,431.97	8,103.01

For the year ended 30 September 2023 and 2022, the revenues and expenses of the Fund are as follows: Unit: Million Baht

	2023	2022
Revenues		
Bank Deposit Interest	1.14	0.66
Relief Fund's Loan Interest	6.02	6.78
Miscellaneous Revenues	0.12	0.71
Total	7.28	8.15
Expenses		
Saving Deposit Interest	22.70	25.75
Total	22.70	25.75



28. Self-insured Property Insurance Fund consisted of:

As of 30 September 2023 and 2022, assets and liabilities of self-insured property insurance fund were as follows: Unit: Million Baht

	2023	2022
Assets		
Cash and Cash Equivalents	12.02	12.94
Other Current Financial Assets	2,733.16	2,703.54
Accrued Interest on Bank Deposits	2.10	2.04
Total	2,747.28	2,718.52
Liabilities and Fund		
Self-Insured Fund	2,718.53	2,700.29
Appropriated During The Year	28.75	18.23
Total	2,747.28	2,718.52

For the year ended 30 September 2023 and 2022, revenues and expenses of the self-insured property insurance fund were as follows:

		Unit: Million Baht
	2023	2022
Revenues		
Interest Income	34.07	21.15
Other Income	-	0.01
Total	34.07	21.16
Expenses		
Claims	5.32	2.93
Total	5.32	2.93

The Self-Insured Property Insurance Fund was established in 1985 by virtue of Section 29 (1) of the Port Authority of Thailand Act B.E. 2494 as the fund that provides insurance coverage for the assets of PAT as if it were insured with an insurance company. PAT appropriates net profit from its annual operations to the Self-Insured Property Insurance Fund.

29. Other Income consisted of:

		Unit: Million Baht
	2023	2022
Revenue from Breach of Contract Penalties	11.95	6.39
Revenue from Donated Assets	23.34	48.18
Miscellaneous Revenues	40.85	74.30
Others	66.94	163.19
Total	143.08	292.06

30. Other Expenses consisted of:

Unit:	Million	Baht
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	2023	2022
Travelling Expenses - Domestic	5.14	4.70
Travelling Expenses - International	10.68	0.53
Cost of Equipment and Tools	5.16	4.91
Expenses on Computer System	21.87	21.04
Expenses for Controlled Office Supplies	10.85	31.05
Environmental Research and Development Expenses	6.28	37.92
Expenses on Photocopier Rental and Photocopy	1.06	1.23
Audit fee	4.00	4.00
Expenses of Marine Pilot Boat Service at Laem Chabang Port	35.60	32.43
Sports Expenses	17.13	8.34
Other Car Rental	12.77	12.20
Fee	5.23	5.55
Insurance Premium	4.89	4.32
Write-Off of Assets in the Housing and Community Project	0.14	0.73
Entertainment Expenses	11.73	10.83
Association Contribution and Subsidies	25.18	13.34
Donation	37.53	33.05
Cost of Emergency - Flood, Fire Accident, etc.	6.78	6.13
Credit Loss on Debtor	76.89	107.53
Compensation for Damages (Reversing Entries)	66.78	(5.76)
Land and Building Tax	211.93	136.27
Miscellaneous Expenses	4.57	1.49
Deteriorated Supply Expenses (Revering Entries)	6.43	(9.59)
Others	48.62	42.20
Total	637.24	504.44



31. Obligations and Contingent Liabilities consisted of:

Obligations

As of 30 September 2023, PAT's material obligations included:

31.1 The guarantee for the use of electricity using a 12-month fixed deposit account of Krungthai Bank of 0.30 million Baht.

31.2 The Cabinet has passed a resolution on 12 November 1985, permitting the Treasury Department to allow PAT to use state property, registration No. Chor Bor 341, in Thung Sukhla Subdistrict, Si Racha District, Chonburi Province. 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 temporarily use the area of 1,910-0-09 rai 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 1,910-0-09 rai to 1,941-2-15 rai (an increase of 31-2-06 rai) 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 1,456-0-83 rai. The withdrawal was not effective on the remaining 485-1-32 rai because a number of locals contended on land right.

The Ministry of Finance agreed to sell the particular plot of state property covering 1,941-2-15 rai at 1.83 million Baht per rai. When considering the 1,456-0-83 rai 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 27 June 2019, PAT has already paid the final installment to the Ministry of Finance.

On 7 August 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 1,456-0-83 rai to prepare for sales to PAT. The meeting resolution is as follows:

- The Treasury Department's Legal Office worked with PAT in checking whether the area to be withdrawn from state property of 485-1.32 rai 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 1,456-0-83 rai, which was withdrawn from state property 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 could 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 at Plot. No. Chor Bor 341 covering 485-1-32 rai for which the 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 PAT from the date 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 16 October 2020, PAT issued 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 rai of land. Currently, PAT has not yet received any response from the Treasury Department and on 1 November 2021, the management of PAT resolved to order the Laem Chabang Port to follow up with the Treasury Department on the land transfer.

According to the minutes of the meeting of the PAT Board of Commissioners on 1 November 2022, a resolution was passed for Laem Chabang Port to discuss with the Treasury Department the issue of monitoring the progress of the transfer of ownership of the state property in relation to its withdrawal of status. On 23 March 2023, Laem Chabang Port issues letter No. PAT 6025/1842 to the Treasury Department to follow up on the progress of the transfer of ownership of the Ratchaphatsadu land and invited relevant parties to visit Laem Chabang Port and listen to information on the use of the said Ratchaphatsadu land. Currently PAT wait for reply letter from the Treasury Department.

For the Ratchaphatsadu land plot No. Chor Bor 341 covering 485-1-32 rai which has not yet been withdrawn, the Chonburi Treasury Office has sent a letter to Laem Chabang Port No. Gor Kor 0318.08/1980 dated 15 August 2023 informing the survey to prepare a map, with the plan to conduct field work during 15 - 25 August 2023, which is pending the results of the preparation of the map from the Treasury Department.

31.3 There are obligations to be paid under the contract with the following key points:

- 1) Laem Chabang Port Development Phase 3 with 3 contracts to be paid in compliance with construction contracts, work control contracts, and environmental impact monitoring contracts amounting to approximately 18,767.42 million Baht.
- 2) Contract work and other services amounting to approximately 1,138.89 million Baht.

31.4 As of 30 September 2023, PAT had been involved in 421 lawsuits with a total value of 19,868.83 million Baht. The details are as follows:

- 1) PAT was prosecuted in 420 cases with a total value of 2,548.09 million Baht consisting of:
 - General cases totaling 16 cases with plaintiffs filed lawsuits against PAT demanding compensation of about 1,845.91 million Baht (excluding interest). These cases are under court consideration and are not yet final.
 - Overtime payment cases totaled 384 cases with a total value of 635.75 million Baht (excluding interest). During 2005-2022, PAT officers filed lawsuits against PAT on breach of labor law on compensation on overtime payment, compensation for work on holidays, and overtime payment on holidays. Currently, the cases are under Labour Court trial and are not yet final.
 - Cases related to provident fund compensation totaling 20 cases The plaintiff files lawsuits against PAT for a total of approximately 66.43 million Baht (excluding interest). The cases are under court consideration and are not yet final.



2) PAT is involved in one case where the Arbitrator rendered a final ruling, demanding PAT to pay compensation of 1,033.59 million Baht (excluding interest). The party filed a lawsuit against 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, PAT submitted a petition to the Administrative Court requesting the revocation of arbitration. The case is under consideration of the Administrative Court.

32. Financial Reporting Standards Issued by the Federation of Accounting Profession Under the Royal Patronage of HM the King Not Implemented by PAT Before the Effective Date

Effective for accounting period commencing on or after 1 January 2023

The Federation of Accounting Professions has promulgated several revised Thai Financial Reporting Standards (TFRS) and published them in the Government Gazette, which will come into effect for financial statements with accounting periods commencing on or after 1 January 2023. These TFRS have been updated or provided to be equivalent to International Financial Reporting Standards. Most of them are clarified about accounting practices and some financial reporting standards offer practical leniency or temporary exceptions to standard users.

Effective for accounting period commencing on or after 1 January 2024

The Federation of Accounting Professions has promulgated several revised Thai Financial Reporting Standards (TFRS) and published them in the Government Gazette, which will come into effect for financial statements with accounting periods commencing on or after 1 January 2024. These TFRS have been updated or provided to be equivalent to International Financial Reporting Standards. Most of them are clarified about accounting practices and some financial reporting standards offer practical leniency or temporary exceptions to standard users.

PAT executives conducted the assessment and believed that the revision of these standards will not have any material impact on the financial statements in the year in which the standard will be adopted.

33. Approval of Financial Statements

These financial statements have been approved on 28 December 2023 by the PAT Director General authorized by the PAT Board of Commissioners.



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