








# Challenging **World Class** Standard:

The PAT seeks to establish  
itself as a world class port

with modern and efficient infrastructure/facilities, paving way for it to serve as an intermodal transport hub that facilitates seamless cargo transportation across national and international logistics system, as well as to achieve its goal in becoming a logistics hub that seamlessly integrates into global economy.







# Spreading Excellence:

The PAT's organizational development pursues excellence in all aspects

from port management, to port services, to cargo transportation, and to logistics networks; creates innovative culture; develops information technologies; increases investment efficiency; empowers human resources, and efficiently boosts competitiveness.



An aerial photograph of a large port facility. In the foreground, a large cargo ship is moving through the water, leaving a white wake. To the right, a large container yard is filled with colorful shipping containers. In the background, a large shipyard is visible, with several large ships being built or repaired. The port is surrounded by green hills and a clear blue sky.

Moving towards  
**Excellence  
and World Class  
Standard**









# Elevating **Service Experience** with Smart Port and Modern Technologies:

Integrated database management,  
remote operational control system,  
and e-Port







# Completing Future with Sustainable Growth:

Being a modern and efficient organization,

as well as upholding good governance and transparency, with a commitment to environmental and social care for mutual sustainability and a better future.









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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 the PAT’s Supervision

- **Bangkok Port:**

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

- **Chiang Saen Commercial Port / Chiang Khong Port:**

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

- **Laem Chabang Port:**

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

- **Ranong Port:**

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

## Mission

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

## Responsibility

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



# Message from the Chairman of the PAT Board of Commissioners





The Port Authority of Thailand (PAT), a state enterprise under the supervision of the Ministry of Transport, is responsible for managing the country's five main ports, namely Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port, Chiang Khong Port, and Ranong Port. Since its establishment in 1951, the PAT has made constant progress and conducted its operations in line with the national strategies, the National Economic and Social Development Plans, the Strategic Plan of Transport Ministry, State Enterprise Strategic Plan laid by the Ministry of Finance, which adhere to the good governance for the benefits of the State and its people.

The PAT Board of Commissioners has recognized the full value of good corporate governance and effective management that is both transparent and accountable. At the same time, we have accelerated the development of port management and services by encouraging modern technologies and innovations so as to enhance its service efficiency for the goal of bringing the PAT on par with the world's leading ports, while empowering our staff to ensure that they are well prepared for changes and business competition. Apart from its efforts for port business advancement, the PAT has paid caring attention to society, communities, and the environment, as it has played an active role in improving quality of life and social development for the sustainable growth of all.

This year, the world has been faced with great challenges from the COVID-19 pandemic that affected the Thai and global economies, as well as the lives of all Thai people, PAT staff, including PAT operations. However, thanks to cooperation from all sides, the PAT has overcome such critical time while having performance result that is as good as that of the previous year, despite it has lent support to the port users and communities surrounding all five ports, whom the PAT has regarded as good friends.

On behalf of the PAT Board of Commissioners, I would like to express my appreciation to all PAT executives, staff, port users, and stakeholders for your continuous support throughout these years and we do hope this would continue in the future too.

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



# Message from

the Director General of  
the Port Authority of Thailand





Stepping into its 70<sup>th</sup> year, the Port Authority of Thailand (PAT) has the policy to develop its organization in line with national strategies so as to boost the country's trade competitiveness. In response to the policy, it has invested in infrastructure and facilities that drive the Thai economy in this fast-changing and highly-dynamic digital age. Guided by the 12<sup>th</sup> National Economic and Social Development Plan (2017-2021), the investments are made to support national-reform plans and strategies on developing infrastructure and logistics systems. All these moves require an integrated approach because several sectors are involved. Importantly, it is necessary that the PAT has quality personnel who have knowledge, capabilities, and skills that keep pace with changing technologies and other relevant factors for efficient IT operations, innovations, and value adding. The PAT has pursued development under Thailand 4.0 policy, generating the chain of value that will give better returns in economic, trade, and investment aspects while supporting the quality of life at a comprehensive scale. The PAT is truly proud of its long history. Backed by years of experience, it has constantly improved its operations on the basis of good governance, social responsibility, environmental responsibility, and national interests.

The PAT has many key projects to improve water transport network and digital technology in supporting the national economy. The Laem Chabang Port Phase 3 Development Project, firstly, contributes to the government's focus on Eastern Economic Corridor Development. Under Phase 3, Laem Chabang Port will be able to handle seven million T.E.U.s per year. Secondly, there is a project to improve Ranong Port's infrastructure and services in support of the Southern Economic Corridor (SEC) and economic expansion of the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC) region and China. Thirdly, the west quay of Bangkok Port is planned to be transformed into an Automated Container Terminal with the integration of Semi-Automated Operation for better cargo-container management. In addition, to lower the logistics cost and to promote a modal shift to rail transport, the Single Rail Transfer Operator Project at Laem Chabang Port has been implemented. Also, the Coastal Terminal A at Laem Chabang Port has been operating as a link to all other ports in Thailand so as to complement the country's logistics network in an integrated manner. Furthermore, the PAT has enhanced Data Logistics Chain integration with Port Community System in order to deliver fast and modern services.

Aside from various projects initiated for economic reasons, the PAT has accorded importance to the surrounding communities through the Smart Community Development Project in the Klongtoey area as part of its efforts to raise the quality of life of people living in its neighborhoods for sustainable growth as a whole. Taking into account the environmental challenges, the PAT has implemented the "Conserving Water for Nation" project to sustainably reserve water sources and create good environment for the remote society. In the wake of the COVID-19 outbreak, the PAT has granted funds in support of medical workers and care for local communities too. The PAT has even introduced measures to help logistic service providers during such a difficult time so as to bring Thai society and the whole country out of this crisis.

Last but not least, I would like to thank the Board of Commissioners, all executives, and staff for driving our organization through the disruption, improving themselves, and taking new initiatives with the commitment to bringing the PAT forward, with sustainability and security, in the highly-competitive global economy.

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

(Lt. JG. Kamolsak Promprayoon, R.T.N.)

Director General of the Port Authority of Thailand



# PAT

## Board of Commissioners



1. Adm. Sophon Wattanamongkol  
Chairman

2. Mr. Krichthep Simlee  
Commissioner

3. Pol. Lt. Gen. Jaroenvit Srivanit  
Commissioner

4. Mr. Chanin Kanhirun  
Commissioner





**5. Mr. Vuttikrai Leewiraphan**  
Commissioner

**6. Mr. Chirute Visalachitra**  
Commissioner

**7. Mr. Somsak Hommuang**  
Commissioner

**8. Mr. Woraphot Aiemruksa**  
Commissioner

**9. Ms. Chunhachit Sungmai**  
Commissioner





## Adm. Sophon Wattanamongkol

### Chairman

Age: 62 years

Date of Birth: 9 October 1958

### Current Position

- Retired Government Official

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

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

### Educational Background

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

### Training

- Senior Executive Program, Capital Market Academy (Class 20/2015)
- Diploma, National Defence Course (Class 55), National Defence College, National Defence Studies Institute

### Work Experience

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

### Knowledge/Expertise

- Transportation and Logistics

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

- Transportation and Logistics

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

- None

### Connected Transactions with other Commissioners

- None





## Mr. Krichthep Simlee

Commissioner

Age: 61 years

Date of Birth: 26 June 1959

### Current Position

- Retired Government Official

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

-

### Educational Background

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

### Training

- Middle-level Executive Program (Class 6/1998), Department of Public Works and Town & Country Planning
- Senior Administration Program (Class 54/2010), Damrong Rajanubhab Institute, Interior College, Ministry of Interior
- Diploma, National Defence Course (Class 53), National Defence College
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 9/2009), King Prajadhipok's Institute
- Study Visit Program on Design and Maintenance of Overpass and Underpass, Norway in 1996
- Middle-level Executive Training Program (Class 18/1990), Department of Public Works and Town & Country Planning
- Diploma, Director Accreditation Program (DAP) (Class 149), Thai Institute of Directors

- Diploma, Ethical Leadership Program (ELP), Thai Institute of Directors

### Work Experience

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

### Knowledge/Expertise

- Civil Engineering
- Public Administration

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

- Public Administration
- Engineering

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

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

- None

### Connected Transactions with other Commissioners

- None





## **Pol. Lt. Gen. Jaroenvit Srivanit**

### **Commissioner**

Age: 60 years

Date of Birth: 6 September 1960

### **Current Position**

- Commissioner of the Provincial Police Region 4, the Royal Thai Police

### **Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019**

-

### **Educational Background**

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

### **Training**

- 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**

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

### **Knowledge/Expertise**

- Law Enforcement for Public Order

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

- Police Administration and Judicial Process

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

- None

### **Connected Transactions with other Commissioners**

- None





## Mr. Chanin Kanhirun

Commissioner

Age: 61 years

Date of Birth: 16 August 1959

### Current Position

-

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

- Committee Member of the Civil Aviation Authority of Thailand

### Educational Background

- Bachelor of Laws, Ramkhamhaeng University

### Training

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

### Work Experience

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

### Knowledge/Expertise

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

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

-

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

- None

### Connected Transactions with other Commissioners

- None



## Mr. Vuttikrai Leewiraphan

Commissioner

Age: 54 years

Date of Birth: 15 September 1966

### Current Position

- Director General of the Department of Business Development, Ministry of Commerce

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

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

### Educational Background

- Master of Science in Administration, Organization Policy, Boston University, USA
- Bachelor of Political Science (Public Administration) in Human Resources Management, Chulalongkorn University

### Training

- Top Executive Program in Commerce and Trade (TEPCoT) (Class 12/2019), the Commerce Academy, University of the Thai Chamber of Commerce
- Ministry-Level Inspector-General Course in Fiscal Year 2017, the Office of the Permanent Secretary, Prime Minister Office
- Senior Executives Program (Class 23/2016), Capital Market Academy
- Certificate in Anti-Corruption Strategic Management for Senior Executives (Class 5/2014), the Office of the National Anti-Corruption Commission

- Diploma, National Defence Course (Class 57/2014), National Defence College, National Defence Studies Institute
- Senior Executives Program (Class 67/2010), Civil Service Commission (receiving the outstanding individual study award)
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 8/2008), King Prajadhipok's Institute

### Work Experience

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

### Knowledge/Expertise

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

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

- e-Commerce
- Database Management

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

- None

### Connected Transactions with other Commissioners

- None





## Mr. Chirute Visalachitra

Commissioner

Age: 55 years

Date of Birth: 22 August 1965

### Current Position

- Director General, Department of Land Transport, Ministry of Transport

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

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

### Educational Background

- Master of Public Administration (MPA), National University of San Diego, USA
- Bachelor of Arts in Political Science, Chulalongkorn University

### Training

- 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

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

### Knowledge/Expertise

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

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

- Laws
- Transportation
- Human Resource Management

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

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

- None

### Connected Transactions with other Commissioners

- None



## Mr. Somsak Hommuang

Commissioner

Age: 61 years

Date of Birth: 2 April 1959

### Current Position

- Advisor, Tongkah Harbour Public Company Limited
- Retired Government Official

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

- Chairman, the PAT Board of Commissioners
- Committee Member, Bangkok Mass Transit Authority
- Committee Member, Suvarnabhumi Airport Hotel Company Limited

### Educational Background

- Master of Political Science (Public Affairs), Faculty of Political Science, Thammasat University
- Bachelor of Economics (second-class honors), International Economics, Faculty of Economics, Ramkhamhaeng University

### Training

- Diploma, Corporate Governance 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
- Diploma, Maritime Transport Management 2009, 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

### Work Experience

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

### Knowledge/Expertise

- Economy
- Finance and Public Affairs

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

- Logistics
- Maritime Transport

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

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

- None

### Connected Transactions with other Commissioners

- None





## Mr. Woraphot Aiemruksa

### Commissioner

Age: 62 years

Date of Birth: 13 September 1958

### Current Position

-

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

- Advisor, Ship Expert Technology Co., Ltd.

### Educational Background

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

### Training

- Professional Executives' Thinking Skills Program (Class 3/2008), the collaboration of Chulabhorn University and Department of Local Administration in Thailand and Japan
- New Public Management Program B.E. 2550 (2007), Krungthai Bank Public Company Limited
- Mini Master of Public And Private Management (MINI MPPM) (Class 3)
- Program in Public / Private Sector Management Development B.E. 2548 (2005), National Institute of Development Administration
- Senior Administrator Training Course (Class 45/2007), Damrong Rajanubhab Institute, Office of the Permanent Secretary for Interior
- Program for Government Finance / Accounting Officials (Class 62/2004), the Comptroller General's Department, Ministry of Finance
- District Chief Officer Program (Class 44/1997),

Institute of Administration Development

- Civil Aid Service Program B.E. 2533 (1990)  
Hong Kong Special Administrative Region of the People's Republic of China

### Work Experience

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

### Knowledge/Expertise

- Financial Management
- Budgeting
- Laws

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

-

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

- None

### Connected Transactions with other Commissioners

- None



## Ms. Chunhachit Sungmai

### Commissioner

Age: 59 years

Date of Birth: 27 October 1961

### Current Position

- Inspector General, Ministry of Finance

### Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2019

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

### Educational Background

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

### Training

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

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

### Work Experience

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

### Knowledge/Expertise

- Monetary and Financial Management
- Government Procurement
- Information Technology

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

- Law
- Finance

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

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

- None

### Connected Transactions with other Commissioners

- None





# PAT

## Executives



1. **Lt. JG. Kamolsak Promprayoon, R.T.N.**  
Director General
2. **Pol. Sub. Lt. Montree Lergchumniel**  
Managing Director,  
Laem Chabang Port
3. **Lt. JG. Dr. Chamnan Chairith, R.T.N.**  
Deputy Director General  
(Asset Management and Business  
Development)
4. **Mrs. Achana Promprayoon**  
Deputy Director General  
(Human Resources Management  
and Corporate Governance)
5. **Pol. Sub. Lt. Tanin Ampawapalin**  
Deputy Director General  
(Engineering)
6. **Mr. Angkool Luanprapant**  
Administrator 16,  
Administration Attached to  
the Director General
7. **Lt. JG. Yutana Mokekhaow, R.T.N.**  
Deputy Director General  
(Financial Management and  
Corporate Strategy)
8. **Mr. Bundit Sakonwisawa**  
Managing Director, Bangkok Port





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

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

**11. Lt. Ruth Sookpreedee, R.T.N.**  
Assistant Director General  
(Human Resources Management  
and Corporate Governance)

**12. Mr. Ruangsak Bamnetpan**  
Assistant Director General  
(Engineering)

**13. Mr. Apiseta Pongsuwan**  
Assistant Director General  
(Financial Management  
and Corporate Strategy)

**14. Mr. Somchai Hemthong**  
Assistant Director General  
(Asset Management and Business  
Development)

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



## 1. Lt. JG. Kamolsak Prompragoon, R.T.N.

Director General

Age: 58 years

Date of Birth: 13 November 1961

### Educational Background

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

### Work Experience

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



## 2. Pol. Sub. Lt. Montree Lergchumniel

Managing Director, Laem Chabang Port

Age: 56 years

Date of Birth: 27 May 1964

### Educational Background

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

### Work Experience

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





### 3. Lt. JG. Dr. Chamnan Chairith, R.T.N.

Deputy Director General  
(Asset Management and Business Development)

Age: 56 years

Date of Birth: 3 January 1964

#### Educational Background

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

#### Work Experience

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

### 4. Mrs. Achana Promprayoon

Deputy Director General  
(Human Resources Management and Corporate Governance)

Age: 57 years

Date of Birth: 15 June 1963

#### Educational Background

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

#### Work Experience

- 30 March 2010: Director of Human Resources Management Department
- 31 July 2012: Inspector, Administration Attached to the Director General
- 1 October 2013: Assistant Director General (Human Resources Management and Finance)
- 1 March 2019: Administrator 16, Administration Attached to the Director General
- 1 April 2020: Deputy Director General (Human Resources Management and Corporate Governance)



## 5. Pol. Sub. Lt. Tanin Ampawapalin

Deputy Director General (Engineering)

Age: 57 years

Date of Birth: 12 September 1963

### Educational Background

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

### Work Experience

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

## 6. Mr. Angkool Luanprapant

Administrator 16, Administration Attached to the Director General

Age: 59 years

Date of Birth: 2 February 1961

### Educational Background

- Bachelor of Business Administration (Accounting), Ramkhamhaeng University

### Work Experience

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





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

Deputy Director General  
(Financial Management and Corporate Strategy)

Age: 55 years

Date of Birth: 21 June 1965

### Educational Background

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

### Work Experience

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



## 8. Mr. Bundit Sakonwisawa

Managing Director, Bangkok Port

Age: 58 years

Date of Birth: 15 October 1961

### Educational Background

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

### Work Experience

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



## 9. Pol. Lt. Prajak Sriwatthana

Assistant Director General (Audit)

Age: 59 years

Date of Birth: 22 September 1961

### Educational Background

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

### Work Experience

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

## 10. Lt. JG. Poom Sangkham, R.T.N.

Deputy Managing Director, Bangkok Port

Age: 55 years

Date of Birth: 18 December 1964

### Educational Background

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

### Work Experience

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





### 11. Lt. Ruth Sookpreedee, R.T.N.

Assistant Director General (Human Resources Management and Corporate Governance)

Age: 56 years

Date of Birth: 9 May 1964

#### Educational Background

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

#### Work Experience

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



### 12. Mr. Ruangsak Bamnetpan

Assistant Director General (Engineering)

Age: 57 years

Date of Birth: 22 December 1962

#### Educational Background

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

#### Work Experience

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



### 13. Mr. Apiseta Pongsuwan

Assistant Director General  
(Financial Management  
and Corporate Strategy)

Age: 56 years

Date of Birth: 30 May 1964

#### Educational Background

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

#### Work Experience

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

### 14. Mr. Somchai Hemthong

Assistant Director General  
(Asset Management and Business  
Development)

Age: 58 years

Date of Birth: 18 November 1961

#### Educational Background

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

#### Work Experience

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

### 15. Lt. Kan Maenaruji, R.T.N.

Deputy Managing Director,  
Laem Chabang Port

Age: 57 years

Date of Birth: 31 March 1963

#### Educational Background

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

#### Work Experience

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









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

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

The PAT Board of Commissioners is a panel of people who is elected to represent the shareholders in government agency and must possess qualifications in terms of appropriate knowledge and competency to drive the PAT towards sustainable growth in line with government shareholders' guideline.

Therefore, the PAT Board of Commissioners shall commit to perform their duties and responsibilities with due professional expertise in port business and water transportation, as well as uphold ethical standards.

Key duties and responsibilities of the PAT Board of Commissioners are to define PAT's directions; to review and approve the PAT's Corporate Plan and Annual Action

Plan; to set up sub-committees for assisting the PAT Board of Commissioners' tasks; to participate in the PAT Board of Commissioners meetings with full commitment; to evaluate the performance of the PAT Board of Commissioners and sub-committees for deciding suitable compensation and self-assessment; to enhance knowledge and understanding of PAT's business among both new and old board members; to evaluate the performance of the PAT Director General and other high-level executives (two lower-level positions under the supervision of the PAT Director General); to draw up a clear and comprehensive succession plan for the PAT Director General and other executives; and to govern the PAT business in compliance with applicable laws, regulations, rules, and standards.



## The PAT Board of Commissioners

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

- 1.1 To establish the PAT's directions policies, and play a key role in formulating the PAT's Corporate Plan and Annual Action Plan before approving them at least one month ahead of the beginning of the new accounting year;
- 1.2 To supervise and enhance the standard of the PAT's Internal Control System, Internal Audit System, Risk Management System, Information Technology and Digital System, Human Resources Management System in line with international standards and guidelines as endorsed by the State Enterprise Policy Office (SEPO), the Ministry of Finance to ensure efficiency and transparency in operations and in compliance with ethical standards;
- 1.3 To monitor both financial and non-financial operating results on a regular basis, at least once a quarter, and to ensure that reports submitted to the PAT Board of Commissioners are of good quality with adequate information for decision-making. Reports must include essential information, namely analysis and summary of operating results that are compared against the objective and performance result in the previous year; factors that thwart goals; obstacles/problems; recommended solutions. Reports must be comprehensive and presented to the PAT Board of Commissioners without interfering in the decision-making and administration of the PAT Management;
- 1.4 To evaluate the performance of the PAT Director General and other high-level executives (two lower-level positions under the supervision of the PAT Director General) on an annual basis;



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

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The PAT Board of Commissioners  
is a panel of people who  
is elected to represent  
the shareholders in government  
agency and must possess  
qualifications in terms of  
appropriate knowledge and  
competency to drive the PAT  
towards sustainable growth  
in line with government  
shareholders' guideline.

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- 1.6 To supervise PAT's good governance in line with international standards and guidelines endorsed by the State Enterprise Policy Office (SEPO), the Ministry of Finance;
- 1.7 To formulate port business guidelines with due regard to meet expectations of all stakeholders;
- 1.8 To disclose the PAT's information in an accurate, comprehensive, transparent, and timely manner;
- 1.9 To evaluate and improve current and new PAT Board of Commissioners' performance on a yearly basis; and
- 1.10 To promote and apply innovation management into practices for the PAT's sustainable growth in parallel with sustainable development of Thailand's economy, society, and environment.

## 2. The PAT Board of Commissioners Meetings

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

- 2.1 Issuing the meeting agenda to the PAT Board of Commissioners in advance, with the details of meeting date and arranging the meeting at least once a month, so that they can manage their schedules and participate in the meeting consistently;
- 2.2 The PAT Board of Commissioners shall devote importance to attend at the PAT Board of Commissioners meetings with more than 80 percent of the total meetings;
- 2.3 The Chairman of the PAT Board of Commissioners shall consult with the PAT Director General in preparing the meeting agenda for the PAT board of Commissioners meetings to ensure comprehensiveness as well as effective and timely monitoring of PAT's financial and non-financial performance. The meeting agenda shall be submitted to the PAT Board of Commissioners seven days ahead of the meeting;
- 2.4 The PAT Board of Commissioners shall act on the meeting agenda that has been circulated in advance. They shall not remove, postpone, add, or recycle meeting agendas. Also, they shall not seek any ratification that will make the PAT Board of Commissioners and PAT Management's performance run against generally accepted good governance principle;
- 2.5 The PAT Board of Commissioners shall have convenient access to PAT's financial and non-financial information that is essential for the supervision of the PAT's operations. Such information must be accurate, complete, reliable, transparent, accountable, timely, and adequate for careful decision-making. Data sources must cover documents, digital sources, and relevant parties and agencies. When persons are data sources, they shall provide complete and accurate information in line with good practice, free from conflict of interest as necessary and appropriate, the PAT Board of Commissioners may seek the independent opinion of advisor/external special at the expense of PAT;
- 2.6 To promote the PAT Board of Commissioners' efficient expression of opinions, meeting materials shall be sent to them approximately seven days (including holidays) ahead of each meeting. The PAT Board of Commissioners shall receive the meeting materials in advance so that they have enough time to review the information before expressing their opinions/recommendations and issuing resolutions correctly. During the PAT Board of Commissioners meetings, the chairman of the PAT Board of Commissioner shall encourage board members to express their opinions independently with interests of government shareholders and all groups of stakeholders in mind in a balanced, fair, and transparent manner;
- 2.7 The PAT Board of Commissioners shall supervise Meeting Report System to ensure that reports on its meetings, sub-committee/committee meetings, and their internal meetings are complete and accurate; and
- 2.8 The PAT Board of Commissioners has a policy to hold non-executive meetings as deemed necessary, in order to discuss the PAT's operations without presence of the PAT executives and management team. After such meeting, the PAT Board of Commissioners shall inform PAT Director General of meeting results.



**The PAT Board of Commissioners appoints Board members as members of committees and sub-committees to oversee and supervise PAT's operations as follows:**

**The PAT Audit Committee**

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

**The PAT Document Consideration Committee** has equal authority to the Management Committee as follows:

1. To support the PAT Board of Commissioners for supervising the PAT's operations in line with the objectives, policies, strategies, and business plans, and compliance with applicable laws and regulation;
2. To review proposed issues before presenting to the PAT Board of Commissioners;
3. To review and approve procurements pursuant to its applicable power and related regulations;
4. To review the PAT's business plans and implementation plans; and
5. To perform other tasks as assigned by the PAT Board of Commissioners.

**The PAT Director General Nomination Committee**

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

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

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

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

has duties and responsibilities as follows:

1. To consider plans proposed by the PAT Director General before presenting to the PAT Board of Commissioners for authorization;
2. To present the details, criteria, and methods for the assessment of the PAT Director General's performance to the PAT Board of Commissioners for approval;
3. To evaluate the PAT Director General's performance to ensure consistency with the contract, criteria, and methods approved by the PAT Board of Commissioners and to submit evaluation results for the PAT Board of Commissioners; and
4. To consider the adjustment of annual fixed and special remuneration in accordance with the PAT's performance and assessment results, and report to the PAT Board of Commissioners for approval.

**The PAT Risk Management and Internal Control Committee** has duties and responsibilities as follows:

1. To consider and approve the PAT Risk Management and Internal control Framework, and the PAT Business Continuity Management Framework;
2. To make consideration in regulating the charter in order to integrate with the Audit Committee;
3. To consider and approve the PAT Risk Management Plan, Risk Management Action Plan, Internal Control Action Plan, and Business Continuity Management Plan;
4. To supervise and evaluate the efficiency of the PAT Risk Management, Internal Control, and Business Continuity Management in accordance with the PAT's Risk Management, Internal Control, and Business Continuity Management Policies;
5. To define a guideline for conducting the review of the PAT Strategic Plan;
6. To review the PAT's Corporate plan, plans, projects, and action plans before presenting to the PAT Board of Commissioners for making consideration;
7. To monitor and ensure the implementation of the PAT's corporate plan in line with the PAT's strategy;
8. To appoint sub-committees or working groups as required;



9. To invite related parties to clarify and provide information, advice, and recommendations, as well as to request documents from related agencies to support the Committee's consideration as deemed necessary;
10. To report the results of the PAT Risk Management and Internal Control and the PAT Business Continuity Management performance including opinions to the PAT Board of Commissioners in a timely manner; and
11. To carry out any assignment given by the PAT Board of Commissioners.

**The PAT Corporate Governance and Corporate Social Responsibility Committee** has duties and responsibilities as follows:

1. To consider and approve the PAT's policies and guidelines for Good Corporate Governance and Corporate Social Responsibility, as well as anti-corruption before presenting to the PAT Board of Commissioners for approval prior to fiscal year ahead;
2. To consider and approve the PAT's long-term plan for Good Corporate Governance, annual plan for Good Corporate Governance, long-term work plan for Corporate Social Responsibility, annual plan for Corporate Social Responsibility, long-term plan for anti-corruption, and annual plan for anti-corruption prior to a new fiscal year ahead;
3. To monitor and report the result of the PAT's operation to ensure compliance with policies and guidelines for Good Corporate Governance and to accomplish PAT's plans for Good Corporate Governance, Corporate Social Responsibility, as well as anti-corruption to the PAT Board of Commissioners on a quarterly basis;
4. To constantly promote participation in the PAT Good Corporate Governance and Corporate Social Responsibility activities of the PAT Board of Commissioners, executives, and officials;
5. To work with the PAT Risk Management and Internal Control Committee for the integration of Governance, Risk Management, and Compliance (GRC);
6. To appoint sub-committees or working groups who are responsible for supporting activities concerning Good Corporate Governance, Corporate Social Responsibility, and anti-corruption as deemed appropriate; and
7. To perform other tasks as assigned by the PAT Board of Commissioners concerning Good Corporate Governance, Corporate Social Responsibility, and anti-corruption.



**The PAT Committee on Knowledge, Technology, and Innovation Management** has duties and responsibilities as follows:

1. To formulate policies and operational guidelines on knowledge, technology, and innovation management;
2. To supervise the formulation and revision of the PAT Digital Action Plan to ensure compliance with the PAT's strategies, the Ministry of Transport's Digital Transport Plan, the plan on digital development for economy and society, and relevant government policies;
3. To supervise the provision and improvement of the PAT's master plan and action plan concerning knowledge, technology, and innovation management;
4. To supervise the PAT's Information Technology Governance (ITG);
5. To supervise the PAT's information security management;
6. To supervise knowledge, technology, and innovation management for resource optimization management;
7. To monitor the operational results of master plan and action plan concerning knowledge, technology, and innovation management, as well as digital action plan;
8. To promote, support, develop, and upgrade PAT knowledge, technology, and innovation management;

9. To set up sub-committees or working groups as deemed necessary;
10. To invite relevant parties to provide information, advice, recommendations, as well as to request documents from related agencies for consideration as deemed necessary; and
11. To report the performance result to the PAT Board of Commissioners in a timely manner.

**The Sub-committee on Human Resources of the PAT** has duties and responsibilities as follows:

1. To provide policy recommendations on the PAT human resources;
2. To consider human resources master plan before presenting to the PAT Board of Commissioners;
3. To set up a Replacement System and criteria for promotions to the executive level; and
4. To perform other tasks concerning human resources management as assigned by the PAT Board of Commissioners.

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



## PAT Board of Commissioners' Meetings

In the fiscal year 2020, PAT Board of Commissioners convened 15 meetings (between October 2019 and September 2020).

No.	Name	Number of Attended Meetings	Meeting Allowance (Baht)
1.	Adm. Sophon Wattanamongkol	15	375,000
2.	Mr. Krichthep Simlee	12	240,000
3.	Pol. Lt. Gen. Jaroenvit Srivanit	13	260,000
4.	Mr. Chanin Kanhirun	14	280,000
5.	Mr. Vuttikrai Leewiraphan	15	300,000
6.	Mr. Chirute Visalachitra	12	220,000
7.	Mr. Somsak Hommuang	14	280,000
8.	Mr. Woraphot Aiemruksa	15	300,000
9.	Ms. Chunhachit Sungmai	14	280,000
<b>Total</b>			<b>2,535,000</b>

Remarks:

- Chairman and other members of the PAT Board of Commissioners were appointed on December 24, 2019.
- In January and during May-August 2019, two meetings were held each month.
- PAT Board of Commissioners' meeting No. 5/2563 was held twice — the first session on April 28, 2020 and the second session on May 5, 2020.

## Committee/Sub-committee's Meetings

In the fiscal year 2020, the meeting attendances of the PAT Board of Commissioners are as follows:

Name	PAT Audit Committee	PAT Document Consideration Committee	Sub-committee on Plan Consideration and Performance Evaluation of the PAT Director General	PAT Risk Management and Internal Control Committee	PAT Corporate Governance and Corporate Social Responsibility Committee	PAT Knowledge, Technology and Innovation Management Committee	PAT Human Resources Sub-Committee	PAT Public and Business Relations Committee
1. Mr. Krichthep Simlee		12/13		5/6	5/5			
2. Pol. Lt. Gen. Jaroenvit Srivanit	7/7							9/9
3. Mr. Chanin Kanhirun		12/13		6/6		4/4		
4. Mr. Vuttikrai Leewiraphan			1/2				1/1	
5. Mr. Chirute Visalachitra			2/2		3/5			
6. Mr. Somsak Hommuang	7/7				5/5	4/4		
7. Mr. Woraphot Aiemruksa		13/13		6/6			1/1	
8. Ms. Chunhachit Sungmai	7/7		2/2					

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



# Policy and Remuneration for the PAT Board of Commissioners

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

## 1. Monthly Remuneration

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

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

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

## 2. Meeting Allowances

2.1 A state enterprise shall pay meeting allowances to its Board of Commissioners once a month. The chairperson shall receive a meeting allowance at 25 percent higher than the amount paid to a board member as follows:

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

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

2.2 Meeting allowances for board members who attend the meeting of the committees/sub-committees/working groups shall be paid at 0-5 times of the normal meeting allowance rate. Whereby, a member of the PAT Board of Commissioners who has been appointed as a member of the committees/sub-committee/working group under the Board of Commissioners, shall receive allowance from attending the meeting of not

more than 2 committees/sub-committee/working groups, each of which is not more than once a month.

- Chairperson: 12,500 Baht per month
- Committees/sub-committees/working groups members: 10,000 Baht per month

## 3. Bonus

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

The bonus for chairperson and vice chairs of state enterprises shall be 25 and 12.5 percent, respectively, higher than that for other board members. Any director on the board who have failed to attend board meetings for more than three months shall get a bonus based on the following rule:

1. Absent from the board meetings for more than three months but no longer than six months: 25 percent reduction of the bonus;
2. Absent from the board meetings for more than six months but no longer than nine months: 50 percent reduction of the bonus;
3. Absent from the board meetings for more than nine months: 75 percent reduction of the bonus.

# Policy and Remuneration for the PAT High-Level Executives

## Plan and Performance Evaluation of the PAT Director General

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

The sub-committee has authority and duty as follows:

1. To review plans proposed by the PAT Director General before presenting to the PAT Board of Commissioners for approval; and methods approved by the PAT Board of Commissioners, and report evaluation results for the PAT Board's review; and
2. To specify the details, criteria, and methods for the evaluation of the PAT Director General's performance to the PAT Board of Commissioners for approval;
3. To evaluate the PAT Director General's performance ensuring consistency with the contract, criteria,
4. To consider the adjustment of the fixed remuneration and annual special benefit based on his/her performance and evaluation results, before presenting to the PAT Board of Commissioners for consideration.

## Remuneration for the PAT High-Level Executives

Remuneration for high-level executives (from Level 14 up) covered 31 persons in 2020. High-level executives also received other benefits/welfare from the PAT.

Unit: Baht

	Year 2020	Year 2019	Year 2018
Total financial remuneration	56,184,649.50	54,537,723.14	47,694,080.30
Other forms of remuneration	18,596,681.75	15,818,413.00	14,164,560.79
<b>Total</b>	<b>74,781,331.25</b>	<b>70,356,136.14</b>	<b>61,858,641.09</b>



## History of the Port Authority of Thailand (PAT)

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



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

Thai government, therefore, sent a Letter seeking assistance to the League of Nations Head Office in Geneva, Switzerland.

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



### • 1935

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

### • 1936

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

### • 1938

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



### • 1940

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

### • 1947

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

### • 1948

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



- 1951

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

- In May 1951

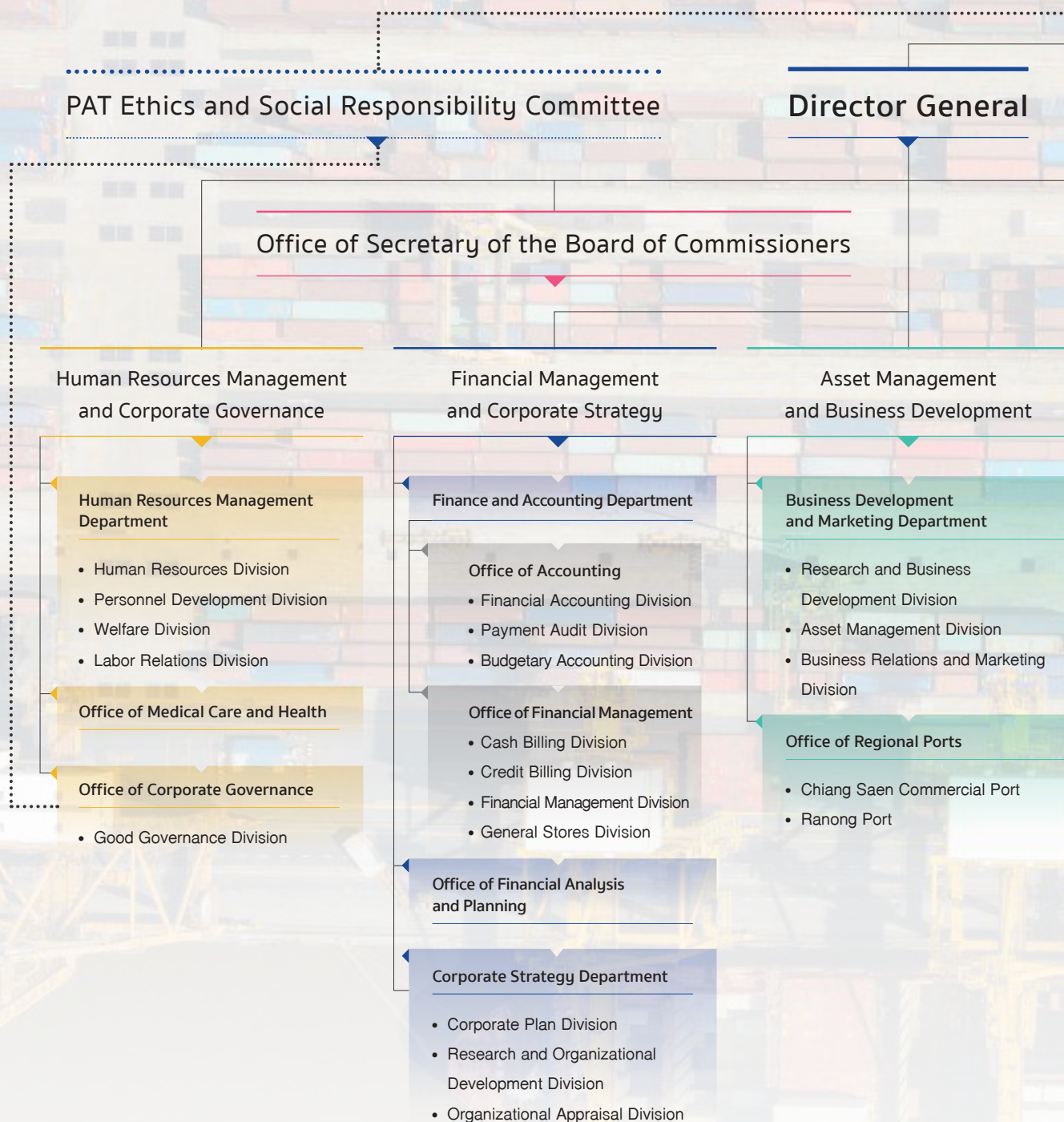
The Port Authority of Thailand Act, B.E. 2494 (A.D. 1951) was enacted to constitute the Port Authority of Thailand (PAT) as a state enterprise under the Ministry of Transport. Port business was transferred from Bangkok Port to the Port Authority of Thailand.



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



# Organizational Structure



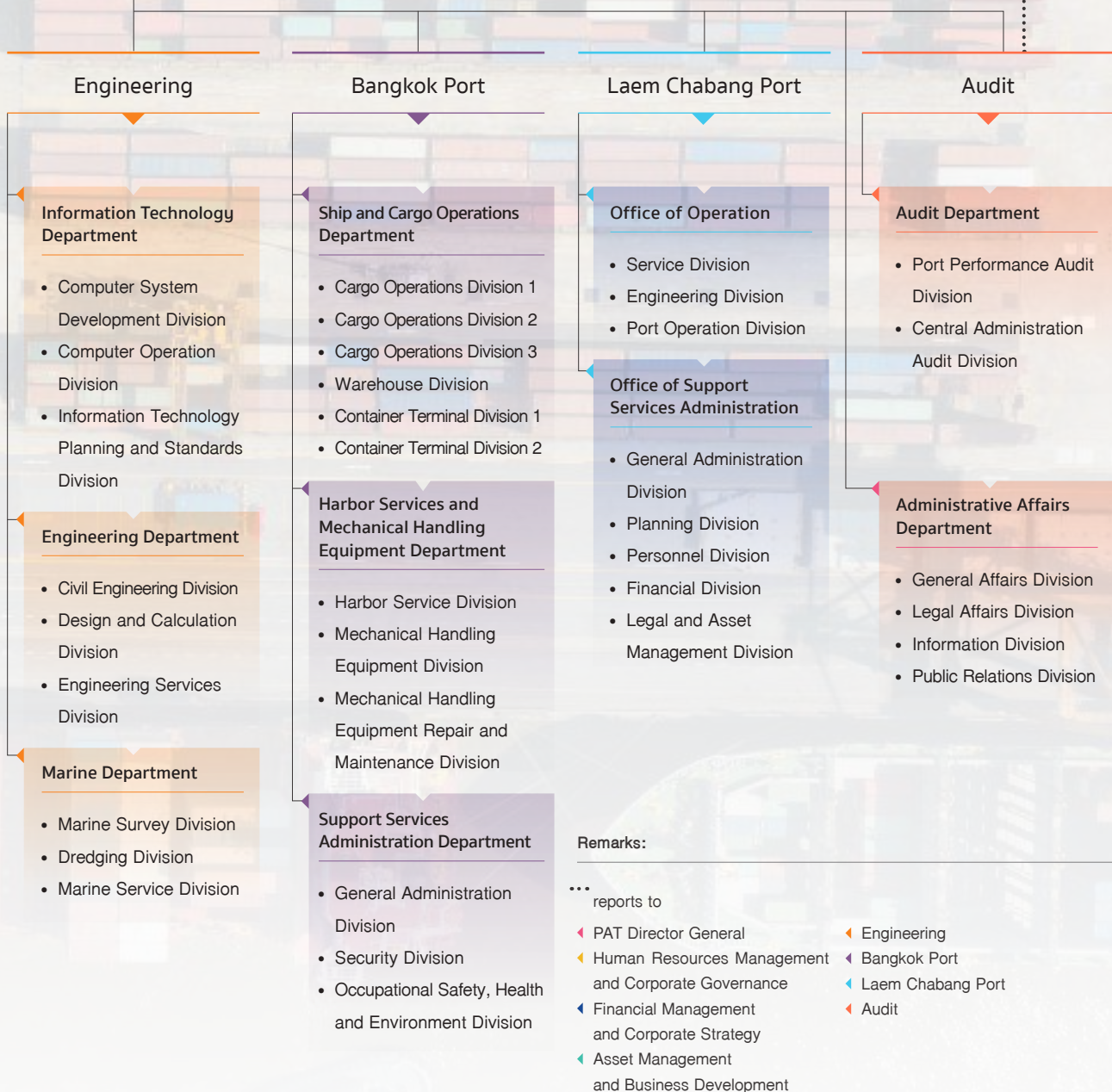


# PAT Board of Commissioners

Risk Management and Internal Control Committee

Audit Committee

Office of Risk Management and Internal Control



# Manpower Structure

The PAT employee headcount, as of September 30, 2020 is as follows:

Department	Level 17 Director General	Level 16 Deputy Director General Managing Director of Bangkok Port Managing Director of Laem Chabang Port	Level 15 Assistant Director General Deputy Managing Director of Bangkok Port Deputy Managing Director of Laem Chabang Port	Level 14 Department Director Assistant Managing Director of Laem Chabang Port	Level 13 Department Deputy Director	Level 12 Division Director	
Administration Attached to the Director General	-	1	-	3	3	4	
Office of Secretary to the Board of Commissioners	-	-	-	-	1	1	
Office of Risk Management and Internal Control	-	-	-	-	1	1	
Audit	-	-	1	-	-	-	
Audit Department	-	-	-	1	1	2	
Administrative Affairs Department	-	-	-	1	1	6	
Human Resources Management and Corporate Governance	-	1	1	-	-	-	
Human Resources Management Department	-	-	-	1	1	5	
Office of Medical Care and Health	-	-	-	-	1	3	
Office of Corporate Governance	-	-	-	-	1	1	
Financial Management and Corporate Strategy	-	1	1	-	-	-	
Finance and Accounting Department	-	-	-	1	2	8	
Corporate Strategy Department	-	-	-	1	1	4	
Asset Management and Business Development	-	1	1	-	-	-	
Business Development and Marketing Department	-	-	-	1	1	4	
Office of Regional Ports	-	-	-	-	1	2	
Engineering	-	1	1	-	-	-	
Information Technology Department	-	-	-	1	1	4	
Engineering Department	-	-	-	1	1	4	
Marine Department	-	-	-	1	1	13	
Bangkok Port	-	1	1	-	-	5	
Ship and Cargo Operations Department	-	-	-	1	2	6	
Harbor Services and Mechanical Handling Equipment Department	-	-	-	1	1	3	
Support Services Administration Department	-	-	-	1	1	3	
Laem Chabang Port	-	1	1	1	1	1	
Office of Operation	-	-	-	-	1	5	
Office of Support Services Administration	-	-	-	-	1	5	
Filled Positions	-	7	7	16	25	90	
Vacancies	1	-	-	-	1	3	
Total Number of Positions	1	7	7	16	26	93	

**Remarks:** The outsourced staff hired under employment contract were 257 positions. (Under manpower structure: 171 positions / Additional: 68 positions) / PAT's Director General is a contract position.



	Level 11 Division Assistant Director Chief of Transit Shed	Level 10 Section Chief	Level 9 Section Assistant Chief	Level 8 Chief of Unit	Level 6 Official	Level 5 Lower- level than official	Level 4 Lower- level than official	Level 3 Lower- level than official	Level 2 Lower- level than official	Level 1 Lower- level than official	Filled Positions	Vacancies	Position for out- sourced Staff	Total Number of Positions
	2	4	1	2	-	-	-	-	-	-	20	3	-	23
	2	2	2	2	2	-	-	-	-	-	12	-	2	14
	-	2	3	3	1	-	-	-	-	-	11	2	-	13
	-	-	-	-	-	-	-	-	-	-	1	-	-	1
	2	5	4	13	9	-	-	-	-	-	37	6	-	43
	10	15	13	10	32	-	-	-	-	-	88	10	15	113
	-	-	-	-	-	-	-	-	-	-	2	-	-	2
	6	19	20	33	61	-	1	-	1	1	149	41	19	209
	4	4	4	6	14	-	-	5	-	1	42	14	8	64
	1	2	1	1	1	-	-	-	-	-	8	2	-	10
	-	-	-	-	-	-	-	-	-	-	2	-	-	2
	8	35	34	74	122	-	2	-	1	-	287	38	18	343
	4	8	6	8	2	-	-	-	-	-	34	10	1	45
	-	-	-	-	-	-	-	-	-	-	2	-	-	2
	4	10	10	12	17	-	1	-	1	-	61	4	3	68
	1	5	5	4	8	3	-	-	-	-	29	23	1	53
	-	-	-	-	-	-	-	-	-	-	2	-	-	2
	3	10	8	14	8	-	-	-	-	-	49	9	2	60
	5	17	18	55	41	11	7	6	-	1	167	86	37	290
	9	33	15	29	49	31	23	32	32	2	270	101	17	388
	9	2	4	17	25	15	-	-	-	-	79	11	1	91
	40	2	52	293	334	352	16	5	1	1	1,105	309	16	1,430
	4	31	13	128	362	31	17	17	38	1	647	158	16	821
	4	8	10	19	30	-	2	19	-	-	97	41	15	153
	2	1	-	-	2	-	-	-	-	-	10	1	-	11
	5	24	2	28	23	19	13	18	12	-	150	34	-	184
	5	15	5	27	44	-	-	-	-	-	102	7	-	109
	130	254	230	778	1,187	462	82	102	86	7	3,463	-	-	-
	5	24	7	37	319	260	264	102	38	20	-	910	171	-
	135	278	237	815	1,506	722	346	204	124	27	-	-	-	4,544

## Nature of Business / Description of Operations

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The Port Authority of Thailand (PAT) is a state enterprise providing public facilities under the supervision of the Ministry of Transport. Established under the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951), the PAT is a key agency in the field of water transportation. Its main duties are to receive ships and cargoes; to dredge and maintain bar channels and basins; to control loading, unloading, stevedoring, transportation, and storage of cargo; and to deliver cargo to their owners. The PAT has played a vital role in the country's economic development, trade, and competitiveness in the global market.

## PAT Corporate Plan (review and preparation of Corporate Plan / Work Plans / Projects / Measures / Action Plans and performance results of key projects implemented under the state enterprise plan)

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### Corporate Plan Review

The PAT has reviewed the PAT Corporate Plan Fiscal Years 2019 - 2023 for the preparation of PAT Work Plans / Projects during fiscal years 2021 - 2023 as well as PAT Action Plans for fiscal years 2021 - 2022. The review confirmed that the vision, missions, and key strategies under the PAT Corporate Plan Fiscal Years 2021 - 2023 remain appropriate as the guideline for the PAT operations. Summary is as follows:



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

<p><b>Mission 1:</b> Developing port management system to meet world class standards for being the key mechanism driving the country's economy and promoting the country's competitiveness</p> <p><b>Strategy 1:</b> Developing and managing its ports to meet world class standards</p> <p><b>Strategic objective:</b> To become a world class port by developing modern and advanced port infrastructure and facilities that meet with international standard to enhance competitiveness of its core business</p> <p><b>Strategy 1:</b> Develop port service and infrastructure to meet with international standard and manage "world class port" to enhance competitiveness of its core business</p>	<p><b>Mission 2:</b> Moving towards Intermodal Transport Hub linking logistics systems across domestic and international transport networks and becoming the logistics hub linking the global economy</p> <p><b>Strategy 2:</b> Becoming a Gateway and Intermodal Transport Hub</p> <p><b>Strategic objective:</b> To become the intermodal transport hub that connects domestic and international transport and logistics network for transit and transshipment cargo, focusing on reducing logistics cost and increasing import and export efficiency in order to be the logistics hub linking the global economy</p> <p><b>Strategy 2:</b> Develop and expand core and related businesses that connect cargo transport and logistics systems to support the port activities and national development</p>	<p><b>Mission 3:</b> Maximizing asset utilization to generate added value to business and gain proper rate of return ensuring the organizational growth</p> <p><b>Strategy 3:</b> Generating added value through Asset Management</p> <p><b>Strategic objective:</b> To maximize returns and revenue from PAF's assets and enhance efficiency in spending and investment to reduce operational expense</p> <p><b>Strategy 3:</b> Develop commercial assets through the establishment of a subsidiary which will also increase added value and returns</p>
<p><b>Mission 4:</b> Enhancing organizational performance to be the best-in-class of services and operations</p> <p><b>Strategy 1:</b> Improving performance with best-in-class services and operations</p> <p><b>Strategic Objectives:</b> To increase operational efficiency to meet with modern management standards to maintain competitiveness in all aspects, including</p> <ul style="list-style-type: none"> <li>- Development of information and communication technology as an integrated logistics information hub</li> <li>- Management and development of human resources</li> <li>- Efficient financial management</li> <li>- Creating business partner network that supports core and related businesses and connects transport services to the hinterland, development of service quality and proactive marketing to create comprehensive services to meet customers' demand</li> <li>- Good corporate governance</li> <li>- Ensuring preference and acceptance from stakeholders on its port business and role in supporting national economic development</li> </ul>	<p><b>Mission 5:</b> Increasing popularity and recognition among stakeholders and surrounding communities as port operator that plays a vital role in development of country for sustainable growth and livelihoods</p>	
<p><b>Strategy 4:</b> Developing and improving operational process through IT</p> <p><b>Strategy 5:</b> Developing and managing human resources to support corporate mission and rapid changes</p> <p><b>Strategy 6:</b> Ensuring high-standard, efficient and modern financial management to support organizational development</p> <p><b>Strategy 7:</b> Focusing on proactive marketing and offering integrated services to meet customers' demand</p> <p><b>Strategy 8:</b> Improving operational and service to meet with international standards promoting innovation and good governance, enhancing stakeholders' preference and acceptance towards port activities</p>		

# Major Projects

## under the Strategic Plan

- **Bangkok Port**

The Automated Container Terminal Development Project at Bangkok Port's West Quay is based on the Smart Port concept where Semi-Automated Operation System with high efficiency is adopted to increase container yard management efficiency.

**Project progress:**

- The PAT has established a working group to prioritize tasks for the project and review the project's appropriateness in the current context. The working group convened its first and second meetings in June and July respectively.
- The working group is in the process of preparing its third meeting. After the working group reaches its conclusions, the results will be presented to the PAT Management Committee for consideration.



The Project on Expressway Ramp Construction connecting Bangkok Port and Bangna-Art Narong Expressway (S1) is designed to reduce traffic congestion around Bangkok Port. This project ramp will enhance corporate image of the PAT as an organization with commitment to increasing service efficiency, keeping up with international standard, and achieving customer satisfaction.

**Project progress:**

- The PAT and the Expressway Authority of Thailand (EXAT) jointly signed MOU on November 21, 2018 with the Deputy Minister of Transport (Mr. Pailin Chuchottaworn) as the chair of the ceremony.
  - The PAT Board of Commissioners has approved 74 million Baht budget (for the fiscal year 2019 - 2020)
- for hiring a consultant to conduct a feasibility study in terms of engineering, economy, finance, and environmental impacts, and to prepare the detailed design of the project. The EXAT is responsible for the procurement of the consultant.



Hiring the Consultants to conduct a Project Feasibility Study and Environmental Impact Assessment (EIA)

The EXAT has hired the Chotichinda Consultants Co., Ltd., Epsilon Co., Ltd., Wise Project Consulting Co., Ltd., and Pre-Development Consultant Co., Ltd., under the budget of 29.75 million Baht (including VAT). The project lasted for 17 months and was scheduled for completion by December, 2020. At present, the EXAT has already received two of eight project study reports and it is under construction.

Recruitment of Detailed Design Contractor

The EXAT has already completed the Terms of Reference (TOR) and is waiting for approval of this project in line with the Ministry of Finance's Regulations on Procurement, B.E. 2560 (2017). The Detailed Design Contractor selection process had been carried out by the EXAT, and is under the process of signing the hiring contract.



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

The PAT has a policy to optimize its assets and develop quality of life of people living in neighboring communities. Under this policy, The PAT has carried out a project to develop a new residential area as a “Smart Community” covering 26 communities, 13,000 households around Bangkok Port.

#### Project progress:

- The PAT held the opening ceremony for the project on January 9, 2019, chaired by Deputy Minister of Transport (Mr. Pailin Chuchottaworn).
- The PAT has conducted Information Operations (IO) activities to raise awareness and ensure acceptance from the communities. The project had been continued until April 2019 and the results are as follows:
  - 1) Communities were aware of the project information and understood that the project would create a better society with higher quality of life for Klongtoey residents, improve the area and environment. At the same time, they have better understanding of the PAT's roles;
  - 2) Communities were willing to participate in every step in the development under the project;
  - 3) Communities wanted the PAT to clearly identify three options for the right to live in the area; and
  - 4) Communities proposed the 4<sup>th</sup> option under which locals would continue living in the same place and manage the communities on their own.
- The project to hire a firm to conduct population survey of 26 communities in Klongtoey is now ongoing.



### Hiring Contractor for Detailed Design of Architectural Works/Structural Engineering Works with Systems Phase 1 (Residential Building 1 and Surrounding Structures)

- The PAT issued a bidding invitation to interested parties on August 4, 2020 to obtain documents on the project between 4 - 25 August 2020, with bids accepted on August 25, 2020. There were two bidders submitted the documents in response to the invitation. The PAT Board of Commissioners has already reviewed them and concluded that the bidder with the highest quality score was “AAhoa” consortium. The bidding price including VAT is 70.49 million Baht, with works to be completed within 270 days since the signing of the hiring contract.
- At its meeting No. 13/2020 on September 29, 2020, the PAT Board of Commissioners approved the hiring of “AAhoa” Consortium.

### Hiring Consultant to conduct and Environmental Impact Assessment (EIA) of the Project

- The PAT issued a bidding invitation to public on August 14, 2020, and the document submission was closed on August 24, 2020. Only one bidding envelope was submitted from Fourtier Rakdee Joint Venture. The PAT Board of Commissioners reviewed the bidding document and concluded that the bidder was not qualified.
- At present, the PAT has been in the process of preparing documents to cancel the hiring of the consultant before preparing for the fresh selection.

## • Laem Chabang Port

### Laem Chabang Port Phase 3 Development Project

has been initiated after taking into account the fact that all terminals in Laem Chabang Port Phase 1 and 2 have the combined capacity of 1.1 million T.E.U.s per year. As container growth is estimated at about four percent annually, it is deemed necessary that the first terminal of Laem Chabang Port Phase 3 Development Project begins its services by 2023. When Phase 3 is completed, the total container handling capacity will be boosted to approximately 18.1 million T.E.U.s per annum. With this growth, Laem Chabang Port will become the main port of Thailand for international shipping that supports the government’s Eastern Economic Corridor (EEC) development policy.





#### Budget:

114,046.93 million Baht for the fiscal years 2018 - 2041 (Container Terminal F will be the first to begin services within 2023)

- The PAT's investment budget: 53,489.58 million Baht. (The PAT has already spent 3,952.75 million Baht).
- Private sector's investment budget: 60,557.35 million Baht.

#### Project progress:

Private sector to be participating in the investment of Laem Chabang Port Phase 3 Development Project (Terminal F)

- The PAT is in the process of submitting negotiation results of the Public-Private Partnership selection committee for EEC project partnership (Laem Chabang Port Phase 3 Development Project) to the Eastern Economic Corridor (EEC) Office of Thailand, while reviewing the facts, and preparing opinions in support of the submission for further reviews.

Construction of Laem Chabang Port Phase 3 Development Project, including mechanical handling equipment procurement and installation (infrastructure and facilities)

#### The Recruitment of the Constructor for Laem Chabang Port Phase 3 Development Project (Phase 1): on Land Reclamation

- The PAT Board of Commissioners' resolution at its meeting No. 10/2020 on July 29, 2020, approved to hire CNNC Joint Venture for the Laem Chabang Port Phase 3 Development Project (Phase 1): on land reclamation through e-bidding at the price including VAT of 21,320,000,000 Baht. This bidding price shall

be valid for at least 180 days since the date of bid submission. Under the hiring contract, constructions shall be completed within 1,460 days of receipt of the notification letter from the PAT to start the constructions. The hiring contract was signed on September 3, 2020. At present, the PAT is in the process of preparing the letter to order the start of the constructions.

#### The Recruitment of the Constructor for Laem Chabang Port Phase 3 Development Project (Phase 2) on Constructions of Buildings, Berths, Roads, and Utilities System

- The PAT cancelled the bidding for these constructions because the bill of quantities and pricelist are inconsistent and incomplete. At present, a committee is preparing the project's construction report and selection criteria.

#### Coastal Terminal Development Project (Terminal A), Laem Chabang Port

Terminal A officially opened on March 13, 2020. Launched in response to the government's policy on water-transport development, this project not only contributes significantly to the shift from road to rail and water transportation but it also promotes transportation between Laem Chabang Port and Bangkok Port. Previously, Laem Chabang Port had no specific coastal terminal. With this project, Laem Chabang Port's Terminal A will help reduce demurrage charge, transportation cost, and energy consumption. Moreover, it will ease traffic congestion at the port and lower the country's logistics cost with handling capacity of 300,000 T.E.U.s per year.



## - Regional Ports

PAT's regional ports are the Chiang Saen Commercial Port, Chiang Khong Port, and Ranong Port. The PAT has focused on maximizing port-area efficiency and promoting international business cooperation. The cooperation between Ranong Port and those in BIMSTEC countries, for example, has required Ranong Port to improve its infrastructure and services to achieve higher capacity in support of increasing transport volume and the government's development policy to upgrade Ranong Port's infrastructure and capacity.

### Project progress:

- The PAT signed MOU with seven high potential ports in BIMSTEC countries as follows:
  - Hambantota International Port Group Pvt Ltd., the Democratic Socialist Republic of Sri Lanka
  - Navayuga Container Terminal, Krishnapatnam Port, the Republic of India
  - Chennai Container Terminal Private Limited (DP World Chennai), the Republic of India
  - Chennai Port Trust, the Republic of India
  - Port of Visakhapatnam, the Republic of India
  - Kolkata Port Trust, the Republic of India
  - Myanmar Port Authority, Republic of the Union of Myanmar
- Ranong Port's Container berths 1 and 2 Infrastructure Improvement at 22.25 million Baht budget by hiring Seri Civil-Global Solution Provider Joint Venture within the budget of 15.49 million Baht. The hiring contract was signed on July 31, 2019, with work scheduled for completion by July 30, 2020. At present, the company has already completed the infrastructure improvement. A committee has already checked and accepted its work.
- Hiring Consultant for Detailed Design and Environmental Impact Assessment (EIA) (Hinterland Container Yard)
  - The PAT has completed drafting TOR and Competitive bidding process. The successful bidders are the Chotichinda Consultants Co., Ltd. and Greener Consultant Co., Ltd. with the budget of 54.998 million Baht. Works have to be completed by September 24, 2021 or within 365 days since the signing of the hiring contract dated September 24, 2020.



# Current and Future

## Key Investments

### 1. Current Key Investment Projects

Activities	Budget (Million Baht)	Objectives/Progress
1. Hiring a contractor for the development of Human Resource Information System (HRIS) to replace the existing system	50.718	<ul style="list-style-type: none"> <li>To enable the PAT to better respond to customers' needs through the implementation of Human Resource Information System and Planning and Decision-Making System on Personnel Management and Development</li> <li>The Project is under the procurement process.</li> </ul>
2. Improving Bangkok Port's quay structure and the area where Phra Buddha Samut Mongkhonket is enshrined	49.785	<ul style="list-style-type: none"> <li>To ensure that quay structure is durable and safe for serving port services, and pumping system is efficient in facilitating the drainage, enabling water flow out of Bangkok Port, and preventing any influx of water from the Chao Phraya River into Bangkok Port</li> <li>The Project is under the procurement process.</li> </ul>
3. Procuring two Reach Stackers (Empty Container) with the lifting capacity of not less than 7 metric tonnes and a reach depth of 3 rows (replacement)	47.880	<ul style="list-style-type: none"> <li>To handle empty containers at Bangkok Port, for example, moving containers from a container yard and stacking empty containers in container yards, container storage areas, and Transit Sheds properly as well as supporting the Customs Department's works</li> <li>The project is now being executed by a contractor and scheduled to complete in February 2021.</li> </ul>
4. Improving roads at four intersections inside Laem Chabang Port	26.895	<ul style="list-style-type: none"> <li>To ensure safety and convenience for cargo/container transportation and traffic at Laem Chabang Port, to reduce the risk of accidents, and to enhance service efficiency of Laem Chabang Port through infrastructure improvement</li> <li>The Project was completed in August 2020</li> </ul>
5. Installing E, E1, K lighted beacons, and 16 safe water marks	26.000	<ul style="list-style-type: none"> <li>To facilitate navigation with lighted beacons that help indicate the presence of navigable water channel and increase safety for cargo vessels entering Bangkok Port during daytime and nighttime</li> <li>The Project is under the procurement process.</li> </ul>
6. Hiring a contractor to execute an annual repair and maintenance for sandbar Dredging Boat named "Sandon 9" for the fiscal year 2020	22.000	<ul style="list-style-type: none"> <li>To ensure an efficiency of bar-channel maintenance in line with the required standard, and to enhance navigation safety for cargo vessels sailing through the Chao Phraya River and Laem Chabang Port, which will in turn increase the PAT's revenue from bar-channel entry fees</li> <li>The repair work was completed in May 2020</li> </ul>

Activities	Budget (Million Baht)	Objectives/Progress
7. Procuring and installing microcomputers, printers and uninterruptible power supply units	20.537	<ul style="list-style-type: none"> <li>To provide the PAT with adequate microcomputers, printers, and uninterruptible power supply units which help enhance efficiency in operations and services</li> <li>The project was completed in August 2020</li> </ul>
8. Procuring and installing 37 sets of rubber fenders at Terminal 1 and 2 of Ranong Port	19.456	<ul style="list-style-type: none"> <li>To absorb the berthing energy of a vessel against the quay wall and to enhance safety and capacity of Ranong Port in handling a cargo vessel of 12,000 DWT (previously 500 GT or 1,000 DWT only)</li> <li>The project was completed in August 2020</li> </ul>
9. Procuring and installing CCTV cameras in the area of the PAT's office buildings	15.748	<ul style="list-style-type: none"> <li>To monitor activities or unexpected incidents that may affect safety and property of PAT staff and port users around the PAT's office buildings</li> <li>The project was completed in July 2020</li> </ul>
10. Hiring a contractor for replacing underground high-voltage cable and power distribution equipment from electrical substation (Incoming 2) to 115 KV substation (replacement)	13.000	<ul style="list-style-type: none"> <li>To prevent cables from being damaged or exploding due to prolonged use, and to accommodate an increase in electricity consumption of Laem Chabang Port's projects in the future</li> <li>The project was completed in March 2020</li> </ul>

## 2. Future Key Investment Projects

Projects	Budget (Million Baht)	Sources of Funding
1) Project on the development of Single Rail Transfer Operator (SRT0) at Laem Chabang Port, Phase 2	913.780	Port Authority of Thailand
2) Procurement for construction of two units of Rail Mounted Shoreside Gantry Cranes with lifting capacity of not less than 40 metric tonnes (replacement of Gantry Cranes No. 17 and 18)	520.000	Port Authority of Thailand
3) Procurement and installation of Mobile Harbour Crane with lifting capacity of not less than 35 tonnes at Ranong Port (additional)	135.514	Port Authority of Thailand
4) Project on the improvement of a 70-rai truck parking area and the construction of a toilet building at Laem Chabang Port	90.861	Port Authority of Thailand
5) Procurement and installation of a switchgear for electrical substation 4 (replacement)	88.200	Port Authority of Thailand
6) Procurement of repair service for improving power distribution equipment at 7 locations of electrical substations (replacement)	68.557	Port Authority of Thailand



# Capital Structure

## Capital and Shareholder Structure of State Enterprise

As of 30 September 2020, the PAT had an initial capital of 7,234 million Baht, the same amount as in fiscal year 2019. The PAT's shares are solely held by the Ministry of Finance.

## State Enterprises Loans

In fiscal year 2020, the PAT had no outstanding debts.

## Revenue Remittance (Levies)

In fiscal year 2020, the PAT contributed 6,230 million Baht of its revenue to the state

## Capital Structure

### Capital and Shareholder Structure

The Ministry of Finance holds 100 percent of the PAT's shares as following details:

Unit: Million Baht

Item	Fiscal Year 2020	Fiscal Year 2019	Fiscal Year 2018
Initial Capital	7,234	7,234	7,234

### Loans

During 2018 - 2020, the PAT had no outstanding loans.

### Revenue Remittance (Levies)

The PAT has contributed revenue to the state between fiscal years 2018 and 2020 as following details:

Unit: Million Baht

Item	Fiscal Year 2020	Fiscal Year 2019	Fiscal Year 2018
Levies	6,230	4,760	2,777

# Financial Management

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

Items	Fiscal Year			
	2020	2019	2018	2017
Current Ratio	1.90 times	1.61 times	1.37 times	1.63 times
Return on Total Assets: ROA	11.24%	10.93%	12.36%	12.54%
Debt to Total Assets	44.10%	47.99%	50.76%	51.74%

During the fiscal years 2017 - 2020, the Current Ratio of the PAT ranged between 1.37 - 1.90 times. The figures show the PAT has had higher liquidity as its current assets exceed its short-term provisions. The PAT, therefore, has the ability to settle its short-term provisions.

For the fiscal years 2017 - 2020, the Return on Total Assets (ROA) rate of the PAT were at 12.54%, 12.36%, 10.93%, and 11.24% respectively. In the fiscal year 2020,

the ROA rate and profit were higher than that recorded in 2019, reflecting that the PAT's asset management efficiency was improved in the fiscal year 2020.

For the fiscal years 2017 - 2020, the Debt to Total Assets of the PAT were at 51.74%, 50.76%, 47.99%, and 44.10% respectively. As the PAT's total assets have exceeded its debt in value, it is indicated that the PAT has an ability to settle all its debts and has a low financial risk.



# Asset Management

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

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

The PAT has introduced the Smart Community Development Plan for the fiscal years 2019 - 2023. The Business Development and Marketing Department was assigned to conduct a public hearing in the nearby communities to find out the people's actual need and recommendation on new residences under the Smart Community concept. The project focuses on community participation, starting from project initiation to infrastructure system design and good environment. The project will help improve quality of life of the community, making it a new urban core development project. Revenue from the asset management in the fiscal year 2020 included rental fees for land and buildings outside the Customs Area in Bangkok Port. Details are as follows:

Item	Estimated revenue/Year			
	Fiscal Year 2020	Fiscal Year 2019	Fiscal Year 2018	Fiscal Year 2017
1. Revenue from land rental	325,093,973.67	296,563,770.58	242,622,173.68	242,178,192.00
2. Revenue from building rental	73,160,884.14	79,703,896.73	78,605,914.53	76,262,316.55
<b>Total</b>	<b>398,254,857.81</b>	<b>376,267,667.31</b>	<b>321,228,088.21</b>	<b>318,440,508.55</b>



# Performance on Human Resources Management

## Personnel Recruitment, Hiring, and Appointment Processes

1. Personnel recruitment, hiring, and appointment processes proceed in line with the PAT’s recruitment guideline on filling vacancies in advance based on the following schedule:

Recruiting Timeline	1 <sup>st</sup> Recruitment	2 <sup>nd</sup> Recruitment
Details	To fill current vacancies	To replace retiring employees (planned in advance)
1. Start of Process	October	January
2. Schedule		
2.1 Submission of recruitment requests form (Phor Bor 4)	October October - January	January May - August
2.2 Internal recruitment by selection or transfer	December - September	April - January
2.3 Recruitment via open competitive examination		
3. Effective date	Item 2.2 shall be completed by January Item 2.3 shall be completed by 1 October	Item 2.2 shall be completed by 1 October Item 2.3 shall be completed by January

## 2. Recruitment Methods

- 2.1 Recruitment via open competitive examination is conducted in line with the PAT Regulation on Personnel Recruitment to Fill Vacancies, B.E. 2563. In 2020, the PAT improved its recruitment and selection process at both operational and executive levels while still according importance to Merit System, transparency and accountability. For this reason, the PAT has revised its Regulation on Personnel Recruitment to Fill Vacancies, B.E. 2563 which prescribed that a general knowledge test shall be conducted by leading standard educational institutes before the PAT arrange a skill test for each position to efficiently recruit qualified, knowledgeable, and competent personnel.
- 2.2 Internal recruitment by transfer of employees at the same level can be done with approvals from both affiliations, as long as the transfer does not block the career advancement of employees working in the unit with the said vacancy. In an event that the transfer is done across departments with employee's current job and vacancy having different nature, employees may be transferred if they pass the test of knowledge and competency required for the vacancy and meet all qualifications required.
- 2.3 Internal recruitment by selection
  - 2.3.1 The selection of employees in levels 1 - 6 proceeds in accordance with selection criteria for senior positions, supervisor Level 1 and officials or equivalent, which has been drawn up through an agreement with the PAT Labor Union, and the selection procedures for the supervisor level of the Marine Department.
  - 2.3.2 The selection of employees in levels 8 - 13 proceeds in accordance with selection criteria for supervisor level. The Human Resources Management Department submits a comparative table to the affiliation that requires to fill a vacant position, to screen the list of qualified candidates. For the selection of employee levels 8 - 10, the Director of the Personnel Development Division must receive a report on employees' scores assessed by the department-level and line-level

selection committees at least seven working days before the selection. For vacancies in levels 11 - 13, the Director of the Human Resources Management Department must receive a report on employees' scores assessed by line-level selection committee before proposing to the PAT's Human Resources Management and Development Policy Committee for consideration of a list of nominated candidates.

## Constant Improvement of Employee Performance Management System

1. Improving Key Behavior Indicators (KBIs) to better resonate with job description in each unit, with the Human Resources Management Department preparing a manual on KBI definition which KBIs are divided into two groups: one for employees levels 1 - 9 and the other for employees levels 10 - 16. Each unit can select KBIs that best suit its job description for use, alongside key performance indicators (KPIs), in employee performance evaluations;
2. Intensifying the monitoring and supervision of KPI set up and communications with a top-down approach. Performance evaluation focused on output that can respond to the direction and goal of the PAT in 2020. The Human Resources Management Department, in collaboration with human-resource specialists, organized a workshop to provide counseling and advice on KPI to all working units. Moreover, the Department examined the quality of KPI and goals to upgrade employment evaluation standard and to comply with prescribed criteria.
3. Improving KPI-based performance evaluation system for both evaluators and evaluated employees by providing easier access via an online platform, <https://pat.aos-app.com> with a stronger emphasis on monitoring performance evaluation online, which shows the progress of works done by both the evaluators and evaluated employees. The improved system, in addition, has encouraged two-way communications so as to increase the success chance of sharing information and improving performance on a continued basis.



## Job Family Categorization

The PAT has categorized its jobs into 17 job families and 45 job functions. Each job family contains jobs with similar duties and job description, or those requiring the same set of knowledge, skills or competence. The PAT has already communicated these job families to its employees in the fiscal year 2020.

### Job Family

The categorizations of 17 job families were approved by the PAT Board of Commissioners' resolution No. 15/2561. It is in line with the PAT's organization structure that has 45 job functions and can be grouped into 17 job families, each containing jobs that have similar nature. The job family categorization takes into account job description, job objectives, and output/performance without affecting the chain of command in any way.



#### Benefits of Job Family Categorization

- ✓ Providing qualification framework (knowledge, skills, and behaviors)
- ✓ Designing career path
- ✓ Designing job rotation
- ✓ Designing appropriate training and development for employees in each job family

#### The PAT has 17 job families as follows:

1 Corporate Strategy	7 Marine Services	13 General Administration and Secretary
2 Marketing and Business Development	8 Corporate Governance and Control	14 Accounting and Finance
3 Cargo Operations	9 Supplies and Procurement	15 Information Technology
4 Mechanical Handling Equipment Operators	10 Public Relations	16 Laws
5 Engineering / Architecture	11 Occupational Safety, Health and Environment	17 Medical Care and Health
6 Technicians	12 Human Resources	More Information 



# Focus on Customers, Market, and Stakeholders

In the fiscal year 2020, the Port Authority of Thailand conducted Marketing and Customer Relationship Management (CRM) activities as follows:

- **Ranong Port**

1. Attending the BIMSTEC Ports Conclave (Panel Discussion) in India with aims to exchange knowledge and operational guidelines with other port members, and also to promote cooperation in maritime affairs which help expand collaboration among ports in the Bay of Bengal. During the event, the PAT signed Memorandums of Understanding (MOUs) with three Indian ports, namely Chennai Port Trust, Kolkata Port Trust, and Visakhapatnam Port Trust;
2. Visiting current and prospective customers, government agencies, and private sectors in the occasion of New Year 2020 to promote Ranong Port's services among supply base operators, ship agents, commercial diplomats, and concerned organizations;
3. Visiting high potential entrepreneurs of Thai-Chinese Chamber of Commerce, Thailand-China Business Council, Thailand-India Business Council, and Thailand-Sri Lanka Business Council in order to gain
4. insights into potential products that are expected to export to the BIMSTEC countries and China;
5. Visiting entrepreneurs and manufacturing facilities of high-potential products, including processed rubberwood, rubberwood products, and durian fruit in the upper southern provinces of Thailand (Chumphon, Ranong, Surat Thani and Krabi provinces), together with shipping liners with aims to boost exporters' and importers' confidence and to promote new maritime

route between Ranong Port and other countries under the “Project on Infrastructure and Service Capacity Enhancement of Ranong Port”;

5. Strengthening mutual relationship with stakeholders and conducting proactive marketing by visiting representatives from shipping lines (Sealand-A Maersk Company Asia), freight forwarders (Meridian Shipping Company Limited and LEO Global Logistic Company Limited), shipping agents (Topline Logistics Company Limited) and entrepreneurs (Thai Hua Para Rubber Public Company Limited) to promote multimodal transport and guideline on container transport from Ranong Port to BIMSTEC countries and China; and
6. Holding online Joint Working Group Meeting during the COVID-19 pandemic with representatives of Hambantota International Port Group Pvt, Sri Lanka, following to the MOU signed in 2019.

- **Chiang Saen Commercial Port**

7. Arranging business talks with high-level representatives of the government agencies and private sectors who have expertise and experiences in trade and cross-border transportation across Myanmar, Lao PDR, and China so as to explore new marketing promotion strategies for Chiang Saen Commercial Port in the context of Chiang Rai Province and also to keep pace with current cross-border trade situation. Key representatives were as follows:
  - Ms. Pakaimas Vierra, Vice President of the Chiang Rai Chamber of Commerce, President of the Mae Sai Chamber of Commerce, and Managing Director of Maekhong Delta Travel Agency Company Limited;
  - Mr. Narong Wangtrakoolchai, Managing Director of Onene Maesai Company Limited, Chiang Rai-based major exporter providing land freight and sea freight services.
  - Mr. Pattana Sittisombat, President of Chiang Rai Network and MOC Biz Club Thailand

8. Holding a meeting with exporters who supply fuel to neighboring countries through Mae Sai Customs Checkpoint, Chiang Saen Customs Checkpoint, and Chiang Khong Customs Checkpoint with the objective to create better understanding and to promote Chiang Saen Commercial Port’s new services, service procedures, as well as service fees among them; and
9. Holding a CRM meeting for the fiscal year 2020 with port users, including importers, exporters, and ship agents. The meeting was aimed at updating Chiang Saen Commercial Port’s operating results and the progress of its ongoing service improvement that is designed to serve customers’ need; listening to the port users on their problems and recommendations for better improvement; and introducing the port’s new service among port users for further consideration.

- **Khlong Yai Multipurpose Terminal, Trat Province**

10. On August 17, 2018, the National Transportation Management and Service Development Committee issued a resolution, authorizing the Ministry of Transport to consider assigning the PAT to manage Khlong Yai Multipurpose Terminal in Trat Province and proceed further in line with applicable laws, regulations, and Cabinet resolutions;
11. Mr. Atirat Ratanasate, Deputy Minister of Transport, paid a visit to Khlong Yai Multipurpose Terminal and surrounding areas during June 18 - 19, 2020. Purposes of the visit were to inspect the Terminal and to discuss as well as to exchange opinions with related agencies, including Trat Governor, government agencies in Khlong Yai District, and private sectors. In this regard, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, along with Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development) were at the terminal to welcome the Deputy Minister of Transport and the visiting team.



## CSR and Shared Value Development Projects by Business Development and Marketing Department in the Fiscal Year 2020

### 1. Project on Portable Fire Pumps Donation to Klongtoey Community

On November 26, 2019, the PAT donated money to Klongtoey Disaster Prevention and Mitigation Unit (41 - 00) in support of the project in providing portable fire pumps to Klongtoey Community.

This project has been continued for three consecutive years with aim to distribute three portable fire pumps and fire-fighting equipment for using in areas inaccessible by firetrucks.



### 2. Project on English Communication Skill Enhancement for Schools in Klongtoey Community

On November 26, 2019, the PAT donated money to Duang Prateep Foundation in support of its English Communication Skill Enhancement Project for Schools in Klongtoey Community. This pilot project

was implemented in Mooban Pattana Community School for 280 students who studied in 8 classes of primary level (Grade 3 - 6).



### 3. Music for Klongtoey Community Project

On December 21, 2019, the PAT donated money to the Music for Life Foundation in support of Music for Klongtoey Community Project which aimed to support the community with learning materials, musical

instruments, office buildings, and classical music training to interested youth in Klongtoey Community in order to fulfill their potential and pursue a professional music career.



### 4. Donation for National Children's Day 2020 Activities

On January 7, 2020, the PAT donated money to 28 foundations and communities in support of National Children's Day 2020 activities with aim to encourage

children and youth in 26 Klongtoey communities to express themselves constructively and join activities with their best abilities and interests.

### 5. Fight COVID-19 with PAT Project

On June 2, 2020, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), presided over a ceremony of Relief Supplies Bags Distribution which is under "We Share" activities and a part of the Fight COVID-19 with PAT Project, with the presence of the PAT executives and members of the Royal Volunteer 904 program, chairperson, and residents of Ruamjai Pattana Community Blocks 7 - 12.

This Project aimed to ease a total of 13,000 families who are residents of 26 communities surrounding Bangkok Port and were affected by the COVID-19

outbreak, with a budget of 4.8 million Baht and relief supplies were first delivered to 98 families of Ruamjai Pattana Community Blocks 7 - 12. On June 18, 22, and 30, 2020, the PAT led by Lt. JG. Dr. Chamnan Chairith, R.T.N, Deputy Director General (Asset Management and Business Development), therefore, joined in the relief bag packing activities which is a part of "Fight COVID-19 with PAT Project", along with volunteer team, including the PAT officials, the 904 volunteers from the PAT, and local people before distributing the relief supplies bags to the communities surrounding Bangkok Port.





## Bangkok Port

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

To promote a World-Class Port City, create more value, and support future growth

### Total Inland Area 930.38 acres

- Area for PAT operations inside the customs fence covers 372.91 acres
- Area outside the customs fence covers 46.59 acres
- Area used by state agencies covers 86.15 acres
- Area leased out to state agencies covers 63.36 acres
- Area leased out to private operators covers 204.20 acres
- Slum area covering 78.25 acres
- Area for access roads covering 78.89 acres

### Cargo Operational Area consists of:

- The West Quay area of 224.25 acres serving general container cargo
- International/domestic berths are operated by the Cargo Operation Division 1 - 3 and Warehouse Division.

### Total Length of Offshore Area 66 kilometers

- The outer bar channel length is 18 kilometers (begin from km. -18 downstream to the Phra Chulachomklao Fort at km. 0)
- The inner bar channel length is 48 kilometers (begin from the Phra Chulachomklao Fort at km. 0 downstream to the Memorial Bridge at km. 48)



## Berths/Dolphins

Berth/Dolphin	Length	Number of Berths	Size of Vessel Length/Draught	Capacity
	(Meters)		(Meters)	(Ship)
Container Berths (20A - 20F)	1,240	7 Berths	172.25/8.23	7
Coastal Berth (20G)	250	1 Berth	106.67/5.00	2
Conventional Berths (22B - 22H)	1,179	7 Berths	172.25/8.23	7
Domestic Coastal Berths (22I - 22J)	348	2 Berths	172.25/8.23	2
Cruise Ship Berth (22A)	133	1 Berth	172.25/8.23	1
Klongtoey Midstream Dolphin	1,360	34 Dolphins	172.25/8.23	6
			91.46/8.23	1
Bang Hua Sua Midstream Dolphin	1,600	24 Dolphins	172.25/8.23	8
Sathu Pradit Buoy	1,580	5 Buoys	137.19/7.62	4
			91.46/7.00	1

## Cargo/Container Storage Area

Area	Transit Shed					
	Inside (Square meters)	Outside (Square meters)	Platform (Square meters)	Container Yard		
				(Square meters)	(Ground Slots)	(T.E.U.s)
Transit Sheds (1 - 2)	10,400	7,200		7,200	230	460
Transit Sheds (3 - 8)	26,670	9,476	2,400	22,269	850	1,700
Transit Sheds (9, 11, 13, 15, 17)	40,569	73,582	5,280	57,562	1,964	1,964
Outbound Container	5,569	17,376		6,380	200	200
Open Yard for Stuffing (Former)				107,200	2,625	2,625
Open Yard for Stuffing (45 rais)				72,000	777	777
Empty Container Yard, Yard C				61,998	1,083	3,250
Integrated Container Depot (Koh Lao Area)				55,650	1,748	6,118
In-transit Warehouse	7,800	18,324			444	888
Bonded Warehouse (Red Bldg.)	1,390					
Bonded Warehouse (New Bldg.)	2,016					
Warehouse (Overtime Cargo)	8,955	1,120				
Vehicle Warehouse	1,890	2,954		5,120	75	210
Dangerous Cargo Warehouse	1,367	400		14,976	280	560
Jute, Cotton, Kapok Cargo Unit	6,400			5,900	144	236

Remarks:

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

## Mechanical Handling Equipment

No.	Item	Quantity (Units)	Remark
1.	Forklift with minimum lifting capacity of 2.5 metric tonnes	31	
2.	Forklift with minimum lifting capacity of 3 metric tonnes	112	
3.	Forklift with minimum lifting capacity of 5 metric tonnes	37	
4.	Forklift with minimum lifting capacity of 10 metric tonnes	3	
5.	Forklift with minimum lifting capacity of 15 metric tonnes	5	
6.	Forklift with minimum lifting capacity of 25 metric tonnes	1	
7.	Electric Forklift with minimum lifting capacity of 1 metric ton	2	
8.	Electric Forklift with minimum lifting capacity of 3 metric tonnes	49	
9.	40-ton Top Loader	31	
10.	7-ton Reach Stacker (empty container)	23	
11.	30-ton Tractor for Container	29	
12.	40-ton to 45-ton Container Chassis	32	
13.	5-ton to 7-ton Motor Truck	36	
14.	10-ton Mobile Crane	4	
15.	50-ton Mobile Crane	3	
16.	30-ton Multi-Tractor	30	
17.	30-ton Multi-Container Chassis	23	
18.	20-ton Chassis Truck (Semi-Trailer Bed Slope)	3	

## Service Crafts

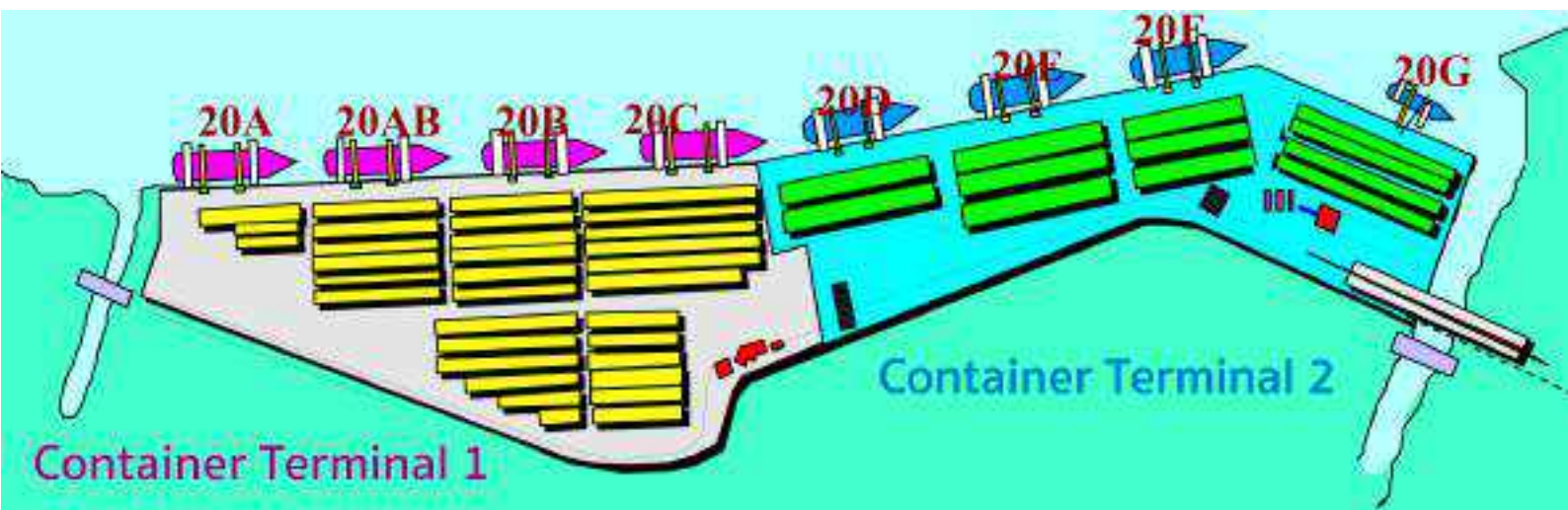
Item	Capacity	Quantity (Ship)
Trailing Suction Hopper Dredger	2,500 cubic meters	3
Dredger	206.47 - 1,000 metric tonnes	3
Hopper Barge	120 - 300 cubic meters	6
Coastal Tug	200 - 1,000 horsepower	4
Buoy Tender	593 Gross Tonnage	1
Survey Boat	194.37 - 250 horsepower	3
Rong Nam Boat (boat for supporting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

## Bangkok Port (Container Terminal 1 - 2)

Container Terminal 1		Container Terminal 2	
Berth		Berth	
Berth Number	4 Berths	Berth Number	4 Berths
20A	162 Meters	20D	183 Meters
20AB	152 Meters	20E	183 Meters
20B	183 Meters	20F	183 Meters
20C	183 Meters	20G	250 Meters
Overall Length	680.00 Meters	Overall Length	799.00 Meters
Water Depth	8.23 Meters	Water Depth - 20D, 20E, 20F	8.23 Meters
		- 20G	4.30 Meters
Accommodation	10,000 - 12,000 DWT	Accommodation	10,000 - 12,000 DWT



Container Terminal 1		Container Terminal 2	
Container Yard & Gate		Container Yard & Gate	
Container Yard	98,600 Square Meters	Container Yard	49,000 Square Meters
Stacking Capacity	3,024 Ground Slots	Stacking Capacity	1,512 Ground Slots
Block A, B, C, and D	8,380 T.E.U.s.	Block E, F, G, and H	5,175 T.E.U.s
Reefer Plugs	460 Units	Reefer Plugs	324 Units
Sub Gate-in	5 Units	Sub Gate-in	4 Units
Sub Gate-Out	3 Units	Sub Gate-Out	3 Units
Equipment		Equipment	
40-Ton Rail Mounted Shoreside Gantry Crane	8 Units	40-Ton Rail Mounted Shoreside Gantry Crane	8 Units
Rubber Tyred Gantry Crane (35 Tonnes)	23 Units	Rubber Tyred Gantry Crane (35 Tonnes)	15 Units
- 4 Plus 1 - 1 Over 3	12 Units	- 4 Plus 1 - 1 Over 4	5 Units
- 4 Plus 1 - 1 Over 4	11 Units	- 6 Plus 1 - 1 Over 4	10 Units
Tractor for Container (35 Tonnes)	62 Units	Tractor for Container (35 Tonnes)	46 Units
Container Chassis (45 Tonnes)	62 Units	Container Chassis (45 Tonnes)	46 Units
Computer System Service		Computer System Service	
SOFTWARE "NAVIS" SYSTEM	1 Unit	SOFTWARE "NAVIS" SYSTEM	1 Unit
Service		Service	
324 Staff		261 Staff	
24 Hours a Day, 7 Days a Week		24 Hours a Day, 7 Days a Week	
In-house Customs Clearance		In-house Customs Clearance	





## Laem Chabang Port

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### Logistics Hub

To be the hub of ASEAN multimodal transport and logistics

Total inland area of Laem Chabang Port covers approximately 2,505.93 acres.

### Laem Chabang Port Phase 1 (Basin 1)

11 berths are operated by private operators as follows:

The Northern Berths/Berths on the Northern Side of the Port

- Berth A0: Coastal and Multi-purpose Berth operated by LCMT Co., Ltd.
- Berth A1: Passenger and RO/RO Berth operated by NYK Auto Logistics (Thailand) Co., Ltd.
- Berth A2: Multi-purpose Berth operated by Thai Laemchabang Terminal Co., Ltd.
- Berth A3: Multi-purpose Berth operated by Hutchison Laemchabang Terminal Co., Ltd.
- Berth A4: Conventional Berth operated by Aawthai Warehouse Co., Ltd.
- Berth A5: RO/RO Berth operated by Namyong Terminal Pub Co., Ltd.

Berths on the Southern Side of the Port/The Southern Berths

- Berth B1: Container Berth operated by LCB Container Terminal Co., Ltd.
- Berth B2: Container Berth operated by Evergreen Container Terminal (Thailand) Co., Ltd.
- Berth B3: Container Berth operated by Eastern Sea Laem Chabang Terminal Co., Ltd.
- Berth B4: Container Berth operated by TIPS Co., Ltd.
- Berth B5: Container Berth operated by Laem Chabang International Terminal Co., Ltd.

Laem Chabang Port Phase 1 has a total container handling capacity of 4.3 million T.E.U.s per year.

## Laem Chabang Port Phase 2 (Basin 2)

comprises 7 berths, which are leased out to and operated by private operators, including:

- Berth C0: RO/RO and Conventional Berths operated by Laem Chabang International Ro-Ro Terminal Co., Ltd.
- Berths C1 and C2: Container Berths operated by Hutchison Laemchabang Terminal Co., Ltd.
- Berth C3: Container Berth operated by Laem Chabang International Terminal Co., Ltd.
- Berths D1 - D3: Container Berths operated by Hutchison Laemchabang Terminal Co., Ltd.

Laem Chabang Phase 2 has a total container handling capacity of 6.8 million T.E.U.s per year.

## Coastal Berth Development Project (Berth A)

Berth A was officially opened for operations on March 13, 2020 with handling capacity of 300,000 T.E.U.s of container per year.

### Berths

Berth	Length/ Depth (Meters)	Number of Berth	Deadweight tonnage per docking vessel (DWT)	Capacity (Vessel)
Vessel Basin 1				
Coastal and Multi-purpose Berth (A0)	590/14	1	1,000	2
Passenger and Ro-Ro 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 for Bulk Containers (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 Berths (B2 - B4)	300/14	3	50,000	3
Container Berth (B5)	400/14	1	50,000	1
Vessel 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 Berths (D2 - D3)	500/16	2	80,000	2



## Service Crafts

Category	Capacity (HP)	Number (ship)
Tug Boat	800/3,000/3,550/4,340/4,400/5,914	9
Garbage Boat/Waste Collecting Barge	188	1
Rope Boat	210	2
Service Boat	445	2
Buoy and Oil Spill Elimination Boat	1,000	1

Remark: The number excludes 11 tug boats owned by private entities.

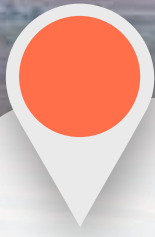
## Mechanical Handling Equipment

Item	Capacity (Metric Tonne)	Number (Unit)
Gantry Crane	36 - 61	55
Rubber Tyred Gantry Crane (RTG)	38 - 41	158
Rail Mounted Gantry Crane (RMG)	38 - 41	2
Reach Stacker	40 - 45	34
Top Loader	8 - 30.5	31
Mobile Crane	48 - 160	7
Trailer	40' - 45'	401
Yard Tractor	-	370
Forklift	2.5 - 16	86

Remark: Mechanical handling equipment of private operators are included.

## Storage Area

Storage Area	Area (Square meters)			
	Quayside Front	Bulk Yard	Warehouse	Other
Berth (A0)	29,500	144,489	550	
Berth (A1, A2, A4, A5)	49,425	163,875	30,570	
Container Berth (B1 - B5)	41,475	574,430	18,480	43,286
Container Berth C0	50,000	315,400	3,000	
Container Berth C3	12,500	123,424	4,944	84,132
Berth (A3)	17,762	73,500	2,700	
Berth (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		
Reserve Empty Container Yard (Basin 1)		160,400		
Reserve Empty Container Yard (Basin 2)		324,012		
Bonded Warehouse			4,800	
Overtime Cargo Warehouse			4,500	
Dangerous Cargo Warehouse		119,943	10,478	4,776
General Cargo Warehouse		1,800	3,660	
General Cargo Categorizing and Stuffing Warehouse		111,750		
Warehouse (Basin 2)			4,800	
Reserve Area (Basin 2)		929,661		
Empty Container Yard (Outside Customs Fence)		67,677		



## Chiang Saen Commercial Port

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E-mail: [chiangsaenport@hotmail.com](mailto:chiangsaenport@hotmail.com)



### Facilities

- Outdoor container yard
- Truck parking area for up to 100 trucks
- 200 x 800 meters Vessel Basin
- 30 x 30 meters Transit Shed: 2 units
- Oil transferring space of 32,000 square meters
- 9,600 square meters General Cargo Area: 2 units
- Plugs and sockets for reefer containers: 70 sets
- 50-ton Mobile Crane: 1 unit
- 5-ton forklift truck: 2 units
- 2.5-ton forklift truck: 2 units
- Information Technology System for Cargo Services
- One Stop Service Building, including
  - Chiang Saen Commercial Port Office
  - Marine Office (Chiang Rai Branch)
  - Chiang Saen Customs
  - Chiang Saen/Chiang Khong Food and Drug Checkpoint
  - Chiang Saen International Communicable Disease Control
  - Chiang Saen Immigration Checkpoint
  - Chiang Saen Plant Quarantine Station
  - Chiang Rai Animal Quarantine Station
  - Fish Quarantine and Inspection Regional Center 1 (Chiang Rai)

### Waterway Network

Serving transportation from Guanlei Port (the southernmost port of China), Myanmar and Lao PDR with a total length of 265 kilometers.

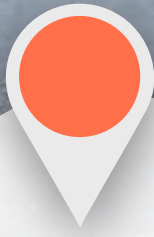
### Berths

- 2 of two-level sloped berths with 300-meter length for accommodating 50-meter ships and general cargo handling
- 2 vertical berths with 200-meter length for handling general cargo, containers, and fuel transfer, able to handle up to four 50-meter ships at the same time

### Road Access

1. Highway No. 1290  
(Mae Sai - Chiang Saen - Chiang Khong)
2. Highway No. 1016 (Mae Chan - Chiang Saen)
3. Rural Roads Chor Ror 1063  
(Chiang Rai - Chiang Saen)





## Chiang Khong Port

Moo 3, Wiang Sub-district,  
Chiang Khong District,  
Chiang Rai, 57140  
Tel: +66-5379-1719  
Fax: +66-5379-1719  
E-mail: ck\_port@hotmail.com



### Facilities

- Truck parking area for 5 - 10 trucks
- Plugs and sockets for reefer containers: 5 sets

### Inland Waterway Transport Network

Situated across Huai Sai, Bo Kaew Sub-district, Lao PDR, serving 90% of all vessels transporting cargo to Lao PDR (Luang Prabang)

### Road Access

The highway linking between Chiang Saen and Chiang Khong

### One Stop Service

To accommodate small cargo ships and cruise ships with stevedoring service. Port users are able to proceed customs clearance, immigration, plant and animal quarantine documentation procedures, and other services at Chiang Khong Port Office Building.

### Berths

- The Quayside to accommodate ships with a capacity of 80 - 150 tonnes
- Area to serve 3 - 5 ships

### Benefits

Chiang Khong Port plays a vital role in economic and social development of the countries in Mekong Basin, Luang Prabang District of Lao PDR, which exports large volume of construction materials and consumer products.





## Ranong Port

160/1 Moo 5, Ban Khao Nang Hong,  
Pak Nam Sub-district, Mueang Ranong  
District, Ranong, 85000  
Tel: +66-7787-3961-4  
Fax: +66-7787-3962-3  
E-mail: ranongport@yahoo.com,  
regional\_port@port.co.th



### Located on the east bank of Kra Buri River, Pak Nam Sub-district, Mueang Ranong District, Ranong Province

Delivering international standard transportation service, linking the Andaman Sea with other regions. Ranong Port plays an important role in the off-shore oil and natural gas drilling and exploration in the Bay of Bengal. Customs Control Area covering 23.32 acres in Ranong Multi-Purpose Port Project covering 124.54 acres.

### Facilities

- 2.5-ton forklift truck: 2 units
- 3.5-ton forklift truck: 1 unit
- 10-ton forklift truck: 1 unit
- 15-ton forklift truck: 1 unit
- Mobile harbor crane: 1 unit
- 50-ton crane: 1 unit
- Trailers: 6 units
- Chassis: 8 units
- 7-ton Empty Container Reach Stacker: 1 unit
- 40-ton Top Loader: 2 units
- Plugs and sockets for reefer containers: 30 sets
- Weighing apparatus for Truck/Container



## Warehouses

- 1,500 square meters Transit Shed
- 7,200 square meters Open Storage Area

## Inland Transport Network

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

## Services

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

transactions conveniently. The Building is located in front of the entrance of Ranong Port.

## Benefits

Ranong Port plays a vital role as a trade gateway of Thailand's west coast, supporting various government projects including the Southern Economic Corridor (SEC), the Eastern Economic Corridor (EEC) and the Northern Economic Corridor (NEC). Sitting on a strategic location, Ranong Port connects efficiently with BIMSTEC countries. With its support, cargo transportation time to BIMSTEC reduces by more than three times from 15 - 20 days to just 4 - 7 days. In the future, Ranong Port plans to promote its cargo transportation connectivity to China.

## Multi-Purpose Terminal

- Width: 26 meters / Length: 134 meters
- Accommodating a cargo vessel of not exceeding 12,000 DWT
- 1 ship at a time
- 2 access bridges connecting coastal sides, Width: 10 meters / Length: 212 meters

## Berth Facilities, Container Terminal Berth

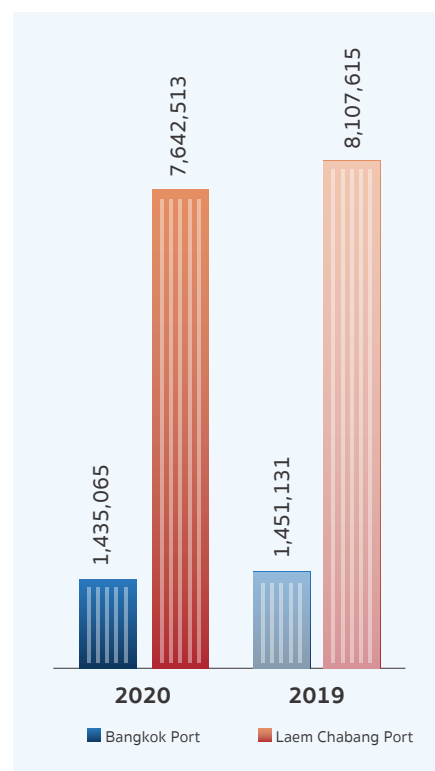
- Width: 30 meters / Length: 150 meters
- Accommodating a cargo vessel of not exceeding 12,000 DWT
- 1 ship at a time
- Access bridge connecting coastal sides, Width: 7.5 meters / Length: 212 meters
- Access bridge connecting to the Multipurpose Terminal, Width: 8.5 meters / Length: 40 meters



# Operational Performance

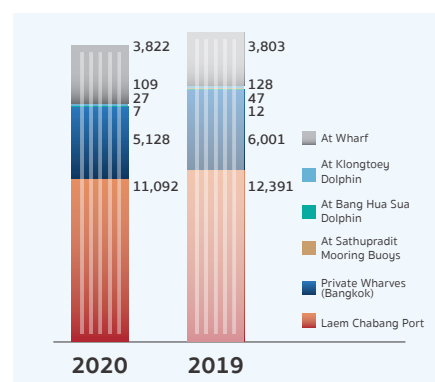
Container Throughput at Bangkok Port and Laem Chabang Port (Unit: T.E.U.s)

Fiscal Year	2020	2019	2018	2017	2016
<b>Bangkok Port</b>					
Import Container	864,476	880,139	880,911	868,333	884,375
- Loaded Container	847,547	868,910	864,893	846,084	859,742
- Empty Container	16,929	11,229	16,018	22,249	24,633
Export Container	570,589	570,992	616,533	629,586	621,132
- Loaded Container	552,328	536,331	583,444	611,885	605,223
- Empty Container	18,261	34,661	33,089	17,701	15,909
<b>Total</b>	<b>1,435,065</b>	<b>1,451,131</b>	<b>1,497,444</b>	<b>1,497,919</b>	<b>1,505,507</b>
<b>Laem Chabang Port</b>					
Import Container	3,787,537	3,997,581	3,955,688	3,753,493	3,457,758
- Loaded Container	2,353,648	2,473,271	2,312,909	2,168,898	1,957,386
- Empty Container	1,372,450	1,482,546	1,600,699	1,541,675	1,469,830
- Transshipment Container	61,440	41,764	42,080	42,920	30,543
Export Container	3,810,957	4,066,403	4,060,192	3,923,786	3,602,937
- Loaded Container	3,659,138	3,941,174	3,960,491	3,822,600	3,501,346
- Empty Container	90,547	84,685	58,450	58,714	72,345
- Transshipment Container	61,272	40,544	41,252	42,472	29,247
Shifting Container	44,019	43,632	0	0	0
<b>Total</b>	<b>7,642,513</b>	<b>8,107,615</b>	<b>8,015,880</b>	<b>7,677,279</b>	<b>7,060,695</b>



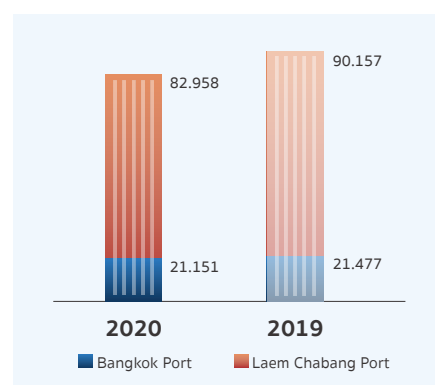
Number of Vessel Calls at Bangkok Port and Laem Chabang Port (Unit: Calls)

Fiscal Year	2020	2019	2018	2017	2016
<b>Bangkok Port</b>					
At Wharf	3,822	3,803	3,266	3,008	3,096
At Klongtoey Dolphin	109	128	144	447	223
At Bang Hua Sua Dolphin	27	47	54	49	74
At Sathupradit Mooring Buoys	7	12	19	26	67
Private Wharves (Bangkok)	5,128	6,001	5,649	5,256	5,020
<b>Laem Chabang Port</b>	<b>11,092</b>	<b>12,391</b>	<b>13,310</b>	<b>13,313</b>	<b>12,493</b>



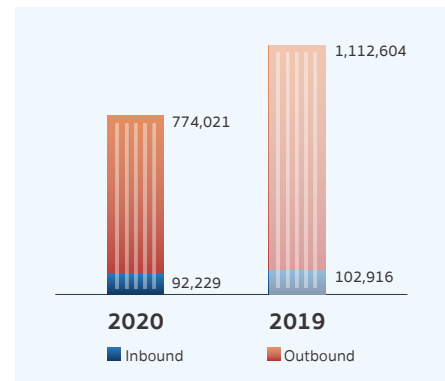
Volume of Cargoes at Bangkok Port and Laem Chabang Port (Unit: Million Tonnes)

Fiscal Year	2020	2019	2018	2017	2016
<b>Bangkok Port</b>					
Import Cargo	12.867	13.297	13.027	12.887	11.996
Export Cargo	8.285	8.180	9.024	9.327	9.050
<b>Total</b>	<b>21.151</b>	<b>21.477</b>	<b>22.051</b>	<b>22.214</b>	<b>21.046</b>
<b>Laem Chabang Port</b>					
Import Cargo	34.43	36.693	34.738	32.575	29.029
Export Cargo	46.87	52.510	51.082	50.286	47.654
Transshipment Cargo	1.657	0.954	0.986	1.028	0.765
<b>Total</b>	<b>82.958</b>	<b>90.157</b>	<b>86.806</b>	<b>83.889</b>	<b>77.448</b>



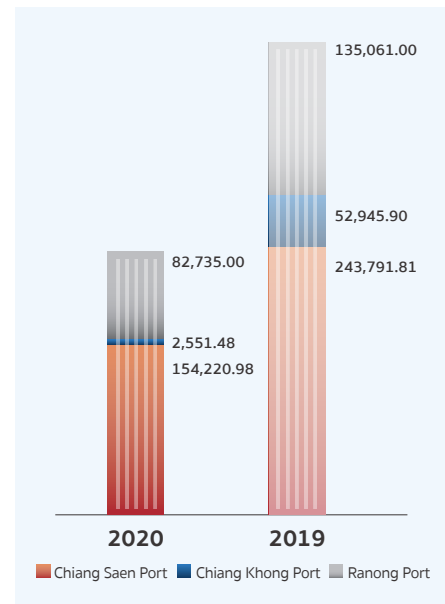
#### Number of Vehicles through Laem Chabang Port (Unit: Units)

Fiscal Year	2020	2019	2018	2017	2016
Inbound	92,229	102,916	80,018	69,858	65,896
Outbound	774,021	1,112,604	1,171,143	1,147,107	1,203,753
<b>Total</b>	<b>866,250</b>	<b>1,215,520</b>	<b>1,251,161</b>	<b>1,216,965</b>	<b>1,269,649</b>



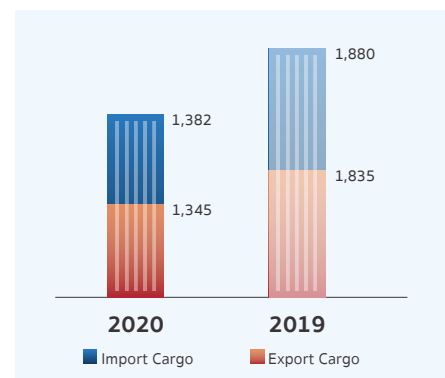
#### Volume of Cargoes at Regional Ports (Unit: Metric Tonnes)

Fiscal Year	2020	2019	2018	2017	2016
<b>Chiang Saen Commercial Port</b>					
Import Cargo	4,069.70	1,721.90	3,249.40	5,311.36	11,255.50
Export Cargo	150,151.28	242,069.91	251,474.21	192,874.61	196,687.03
<b>Total</b>	<b>154,220.98</b>	<b>243,791.81</b>	<b>254,723.61</b>	<b>198,185.97</b>	<b>207,942.53</b>
<b>Chiang Khong Port</b>					
Import Cargo	57.00	111.00	201.00	0.00	1,809.00
Export Cargo	2,494.48	52,834.90	71,266.93	78,445.51	83,065.99
<b>Total</b>	<b>2,551.48</b>	<b>52,945.90</b>	<b>71,467.93</b>	<b>78,445.51</b>	<b>84,874.99</b>
<b>Ranong Port</b>					
Import Cargo	16,889.00	24,873.00	17,878.00	12,321.00	63,286.00
Export Cargo	65,846.00	110,188.00	71,313.00	53,751.00	104,578.00
<b>Total</b>	<b>82,735.00</b>	<b>135,061.00</b>	<b>89,191.00</b>	<b>66,072.00</b>	<b>167,864.00</b>



#### Container Throughput at Ranong Port (Unit: T.E.U.s)

Fiscal Year	2020	2019	2018	2017	2016
Import Cargo	1,382	1,880	1,116	1,269	1,534
Export Cargo	1,345	1,835	1,159	1,225	1,533
<b>Total</b>	<b>2,727</b>	<b>3,715</b>	<b>2,275</b>	<b>2,494</b>	<b>3,067</b>





# Economic Analysis and Operating Results

## Global Economic Outlook

The severe outbreak of coronavirus disease (COVID-19) has negatively affected the global economy, disrupting international value chain and supply chains, obstructing manufacturing activities, and causing long-term economic impacts. As a result, layoffs or employment termination have occurred. Unemployment has soared, as trade volumes have dropped across the world, which it is expected that the world's economy must have contracted by 7% - 9% in 2020. If the figures are confirmed, the world's economic recession in 2020 will be worse than the world's 2009 financial crisis. It will also record the fastest economic contraction since World War II (UNCTAD, Nov 2020).

### World Bank (October 2020)

The global economy is predicted to have contracted by 5.2% in 2020 and to expand by 4.2% in 2021. Regarding the East Asia and Pacific region, economy is rebounding in some countries whereby COVID-19 control has been effective. For the ASEAN region or Southeast Asia, the World Bank predicts that Thailand's gross domestic product (GDP) could record a negative growth rate of 8.3% in 2020. In worst-case scenario from the effect of COVID-19 pandemic, the contraction could be as high as 10.4%. So far, the World Bank forecasts that the Thai economy will expand by 3.5% in 2021.

### International Monetary Fund (IMF)

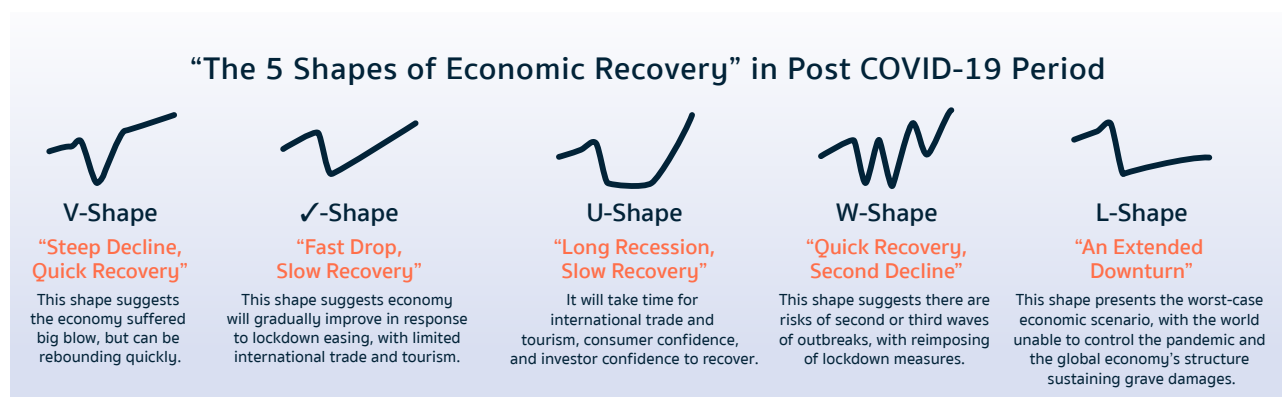
The IMF estimates that COVID-19 outbreak will shrink the global economy by 4.4% and the ASEAN economy by 2.1%. The Philippines and Thailand are expected to face the biggest impacts of all ASEAN countries with their economy contracting by 8.3% and 7.1% respectively. This forecast is based on the fact that the tourism sector accounts for 17% of the Thai economy value (BOT, 2019).



## Global Economy

The current economic crisis can be compared to a war in which humans fight against an invisible enemy. In this war, no country will be able to avoid economic recessions. Economic impacts and recovery of each country, however, will differ depending on four factors namely: (1) The duration of COVID-19 lockdown, which will be determined by the extent of outbreak and cooperation from people in each country; (2) Economic dependence on the world's manufacturing chain, export, and tourism sectors of each country — the higher the dependence, the bigger the impacts; (3) Economic foundation of each country — Many countries had declining economic growth long before the COVID-19 pandemic started. Some countries are affected by trade wars while some others have severe debt problems. Given that these countries are already ailing economically, any recovery will be slow; and (4) Economic stimulus measures issued by the government, which is crucial for economic recovery.

At present, economic impacts have lasted longer than expected in several European nations because they have not yet successfully control the second wave of COVID-19 outbreaks and lacked the COVID-19 vaccines. There are thus different opinions on how the economy will rebound. These opinions, so far, suggest the recovery will happen in any of the five patterns below:-



Sources: Simon Kennedy (2020) and Rodeck, David (2020)

## Overview of Key Trade Partners

### The United States

Its gross domestic product (GDP) is expected to grow by 5.3% in 2021 and 3.8% in 2022. The Electoral College decisively confirmed “Joe Biden” as the 46<sup>th</sup> president of the United States (USA). The U.S. Senate, meanwhile, would be dominated by the Republicans. Judging by recent developments, the U.S. economic stimulus packages look set to be smaller than initially expected.

### Eurozone

In 2020, GDP is expected to drop by 10.5%, reaching a historic plunge compared to 1.3% growth in 2019. The current forecast was grimmer than initial projection, which suggested its GDP would contract by around 7.4%, because the COVID-19 outbreak prolongs and remains serious. Some countries have already seen the second wave of transmissions.

### Japan

GDP in 2020 is expected to drop by 6.2%, reaching a historic shrinkage, compared to 0.7% growth in 2019. The 6.2% drop was projected for 2020, revised from 4.9% initially because COVID-19 outbreak has worsened and the number of new cases has kept rising during the second wave of transmissions.

### China

GDP is expected to grow by 2.0%, the lowest growth rate in the past 44 years since 1976. So far, the projection was the same as the initial projection given that the Chinese economy started rebounding in the second half of the year, after control measures were relaxed in some areas since the middle of February.

Regarding the ASEAN economy, it is expected that Indonesia, Malaysia, and the Philippines will see their economy contract by 1.3%, 5.0%, and 5.0% respectively in 2020. Back in 2019, their economy in fact grew by 5.0%, 4.3%, and 6.0% in respective order. The current economic forecasts for these ASEAN countries are grimmer than initial projections. Initially, Indonesia and the Philippines were expected to record 0.5% economic growth rate while the Malaysian economy was expected to contract by just 1.7% only. The new forecasts have taken into account the severe COVID-19 outbreak, which affected the global economy and shrank the economy much more than expected during the second quarter of 2020.

## 2021 Economic Forecast for Thailand

### Bank of Thailand (BOT)

In 2020, the Thai economy shrank by 7.8% with significant decline in tourism and export sectors. In 2021, the economy is expected to rebound gradually. The economic recovery will not be fast-paced. However, by the third quarter of 2021, the country's GDP should turn positive and grow by 3.6%. Thailand's export value reduced by 8.2% in 2020 but will grow by 4.5% in 2021. Regarding trade partners' economic situation, their economy was expected to contract by 4.5% at the end of 2020 but will likely grow by 4.4% in 2021. Overall, it will take Thailand at least two years (late 2022) to return to the situation before COVID-19 outbreak.

### Office of the National Economic and Social Development Council

In 2020, economic trends suggested the Thai economy would shrink by 6.0%, with export value falling by 7.5%. In 2021, Thailand will likely see the economic growth of between 3.5% and 4.5%.

### Kasikorn Research Center

During the third quarter of 2020, the Thai economy shrank by 8% from the previous year even if it had already rebounded. The economic situation improved in the third quarter because of piled-up demand, which accumulated after lockdown measures were eased in several countries including Thailand. During the fourth quarter of 2020, the Thai economy was expected to contract at the same rate as that recorded in the previous quarter as the government introduced measures to stimulate household spending. Overall, The center's forecasts suggested that the Thai economy will shrink by at least 7%.

### SCB Economic Intelligence Center

Thailand's GDP is expected to fall off by 7.8% in 2020. In 2021, the Thai economy will rebound slowly but at a rate better than the initially-projected 3.5%. Although Thailand has relatively controlled COVID-19 spread well, its economy is still significantly affected because it relies quite a lot on international economies.

### GSB Research Center

Thai economy will gradually rebound, as affected businesses have already started their recovery. So far, it will take different amount of time for different businesses to recover given their specific characteristics, different structure, the severity of impacts, management ability, and financial strengths.



## Thai Economy

In 2020, the Thai economy bottomed out in the third quarter thanks to supporting factors such as the easing of government control measures that expedite the recovery of the economy, rebounding economic activities of Thailand's trade partners, reimbursements of government budgets, the government's economic stimulus measures, and driving energy from manufacturing and export businesses that benefit from the implementation of certain trade barriers and COVID-19 outbreak.

### Supporting Factors

- Successful control and prevention of COVID-19 in Thailand and relaxed measures in regard to temporary closing of some businesses and domestic travel restrictions;
- Budget reimbursements and the government's economic-stimulus measures;
- The world's improving economic trend and trade volume in the latter half of 2020; and
- Manufacturing and major exports
- Risks from the possibility that global economic growth and Thailand's trade partners may be lower than expected.

### Restrictions

### Risk Factors

- Risks from uncertainties about COVID-19 situation;
- The world's volatile economic situation and financial system; and
- Drastic drop of international tourist arrivals and receipts during the first half of 2020, and delay in opening up the country to foreign tourists in the latter half;
- Drought situation;
- Soaring unemployment and financial constraints of household and business sectors; and
- Rising poverty, which happened for the first time in 20 years.





## 6 New Normal Trends for Business in COVID-19 Era

COVID-19 outbreak has significantly affected the whole world. Normal practices thus may be replaced with “New Normal” trends in economic, social, and logistic aspects. Innovations and technologies, meanwhile, have become increasingly advanced. New Normal business trends can be described as follows:

### B2B > B2C

Prescribes business-model adjustment. Entrepreneurs should provide services via both B2B and B2C to respond well to the needs of current customers. Consumers, these days, have used online channels more to get products/services. Digital data is now key to logistical management and Day-to-Day business operations. Backed by digital data, decision making will be faster and better which will also enabling supply chain analytics and control of rapid changes.

### Rethinking Supply Chains

Curbing dependence on single source of raw materials. Supply chains should be made flexible for manufacturing line's better risk distribution.

### Digital Platform for Logistics

Responding to consumers' changing behaviors in the wake of COVID-19 crisis. There is a possibility that consumers and society will shift to the “Next Normal”, focusing on

“On Demand” option, where the consumers can make a purchase of products/services instantly via an application.

### Just-In-Time to Just-In-Case

Requiring businesses to maintain proper inventory to ensure adequate supply for distribution. An adequate cycle stock must be prepared for fast-moving goods to constantly answer to consumers' needs.

### Agile Supply Chains

Industrial businesses must adjust their supply chains to increase agility and ensure their manufacturing can be reconfigured fast to produce similar products, in events supply chains for their normal products are disrupted. Also, they should ensure they will be able to increase their production capacity in events demand soars rapidly.

Source: The Federation of Thai Industries, June 2020



## Operating Results

During the past year, COVID-19 has severely affected the world's trade and economy with widespread ramifications. Although exports of several countries including Thailand have already bottomed out, they have experienced an uneven recovery. Thailand's exports remain lower than average in its region because Thai exports are concentrated in slow-recovering sectors and markets. Besides, Thailand's weakening role in global supply chain will affect its export competitiveness in the long run.

The operating results in regard to vessels, cargoes, and containers at Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port, Chiang Khong Port, and Ranong Port over the 12 months of the fiscal year 2020 (October 2019 - September 2020), when compared with the previous year, can be summarized as follows:

### Bangkok Port:

Number of vessel calls:	3,821 calls, dropped by 0.05%
Cargo volume:	21.446 million tonnes, dropped by 0.05%
Container throughput:	1.44 million T.E.U.s, dropped by 1.11%

### Laem Chabang Port:

Number of vessel calls:	9,833 calls, dropped by 7.98%
Cargo volume:	84.349 million tonnes, dropped by 6.44%
Container throughput:	7.598 million T.E.U.s, dropped by 5.77 %

### Chiang Saen Commercial Port:

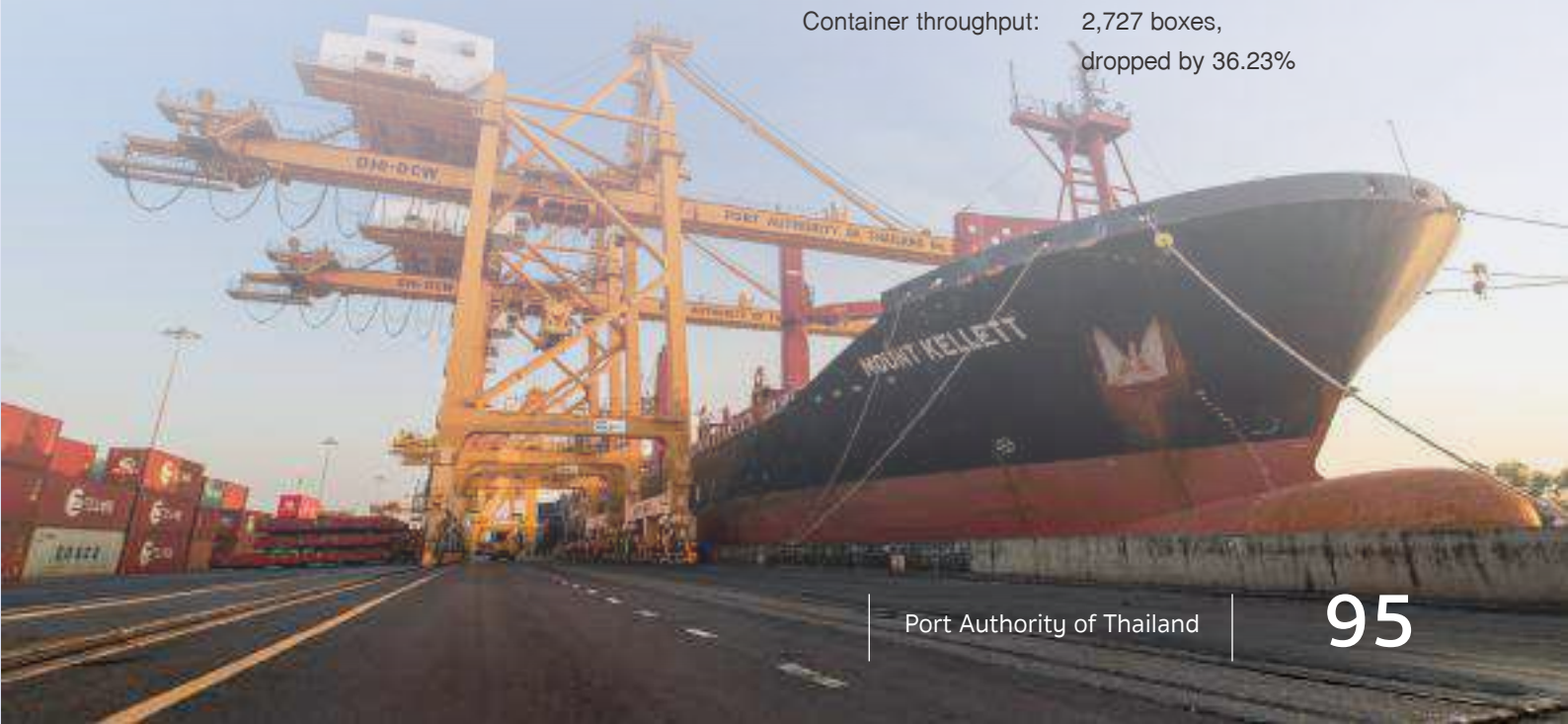
Number of vessel calls:	2,493 calls, dropped by 16.81%
Cargo volume:	154,221 tonnes, dropped by 58.08%
Container throughput:	7,478 boxes, up by 10.54%

### Chiang Khong Port

Number of vessel calls:	145 calls, dropped by 455.86%
Cargo volume:	2,551 tonnes, dropped by 1975.11%

### Ranong Port

Number of vessel calls:	214 calls, dropped by 48.60%
Cargo volume:	82,735 tonnes, dropped by 63.25%
Container throughput:	2,727 boxes, dropped by 36.23%



# International Cooperation

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

## Bilateral Cooperation

The PAT has signed 21 bilateral cooperation agreements with organizations in 10 other nations (as shown in the picture). In the fiscal year 2020, bilateral cooperation led to the following activities:



### 1. Friendship Agreement between the PAT and the Government of Flanders, Belgium

- During December 1 - 5, 2019, Mrs. Achana Promprayoon, Administrator 16, Administration Attached to the Director General as the head of the PAT delegation visited Belgium to attend a Mixed Working Group and the signing ceremony for a Letter of Intent between the PAT and the Government of Flanders 2020 - 2022. The PAT delegation also had a meeting with the representatives of Ghent Port (North Sea Port) for discussion and knowledge exchange with the world's leading ports on the development of the port industry.
- The PAT representatives had taken the Working Group meeting with Government of Flanders officials to discuss and follow up on activities and projects under their collaborations.



## 2. Sister Port Arrangement between the PAT and the Port of Rizhao, China

- The PAT and the Port of Rizhao exchanged information on development projects with a focus on development guidelines towards a World Class Port, and operational guidelines and measures for ports during the COVID-19 situation.
- The PAT expressed congratulations to the Port of Rizhao through both a letter and a VDO clip on the occasion of the first anniversary of Shandong Port Group Co., Ltd. (SPG), which was established in response to the policies of Shandong Provincial People's Government.

## 3. Memorandum of Understanding between the PAT and the City of Yokohama, Japan

- The PAT and the City of Yokohama exchanged information on development projects with a focus on development guidelines towards a World Class Port, including port operational guidelines and measures for ports during the COVID-19 situation.
- The PAT representatives attended Japan's seminar on environmental cooperation under the Joint Crediting Mechanism (JCM) project to report the progress of Thailand's JCM implementation as well as COVID-19 impacts during 2020.

## 4. Memorandum of Understanding between the PAT and the Busan Port Authority, the Republic of Korea

- The PAT representatives, led by the PAT Board of Commissioners, attended executive-level meetings with the Busan Port Authority to discuss on port management and logistics, and jointly explore business opportunities during February 6 - 10, 2020 in the Republic of Korea.
- The representatives of the PAT and the Busan Port Authority held a joint meeting to discuss and exchange information on development projects with a focus on development guidelines towards a World Class Port, including port operational guidelines and measures for ports during the COVID-19 situation.
- The PAT and the Busan Port Authority jointly conducted a feasibility study on a new logistics business related to port operations, and implemented the project on Marketing Coaching so as to maximize the PAT's marketing management efficiency.
- The PAT and the Busan Port Authority representatives held a discussion on the possibility of conducting a feasibility study on a new logistics business related to port operations on May 7, 2020.

## 5. Memorandum of Understanding between the PAT and the Port of Rotterdam Authority, the Netherlands

- The PAT and the Port of Rotterdam held a discussion on the technological development of the Port Community System where the PAT having an opportunity to study the PortMas, the vessel management and tracking system being used by the Port of Rotterdam, for further improvement of its PCS system.
- The PAT joined Working Group Meetings with the representatives of the Port of Rotterdam Authority to consider and follow up on activities held under their collaboration framework on April 22, 2020 and August 5, 2020.

## 6. Memorandum of Understanding between the PAT (Ranong Port) and Hambantota International Port Group, Sri Lanka

- The PAT held a Joint Working Group Meeting with the representatives of Hambantota International Port Group on July 8, 2020 to discuss on activities and projects to be held through their collaboration.

## 7. Memorandum of Understanding between the PAT (Ranong Port) and Visakhapatnam Port Trust, India

- The PAT signed a Memorandum of Understanding with the Visakhapatnam Port Trust, the Republic of India, on November 7, 2019 to forge partnerships in port management, marketing, and investments between Ranong Port and ports in BIMSTEC countries.

## 8. Memorandum of Understanding between the PAT (Ranong Port) and Chennai Port Trust, India

- The PAT signed a Memorandum of Understanding with the Chennai Port Trust, the Republic of India, on November 7, 2019 to forge partnerships in port management, marketing, and investments between Ranong Port and ports in BIMSTEC countries.

## 9. Memorandum of Understanding between the PAT (Ranong Port) and Kolkata Port Trust, India

- The PAT signed a Memorandum of Understanding with the Kolkata Port Trust, the Republic of India, on November 7, 2019 to forge partnerships in port management, marketing, and investments between Ranong Port and ports in BIMSTEC. In addition, the PAT exchanged useful information with allied ports such as guidelines towards a World Class Port, truck management, and preventive measures for ports during the COVID-19 situation.

## Multilateral Cooperation

### 1. Cooperation with the ASEAN Ports Association (APA)

- The PAT jointly developed and updated the APA website, and published its information on the platform to promote the Authority.

### 2. Asia-Pacific Economic Cooperation (APEC) Framework

- The PAT representatives participated in the meeting to discuss on the direction of Thailand at the APEC meeting and presented project proposal for 2020 financial support from APEC on January 17, 2020 at the Ministry of Foreign Affairs. August 21, 2020 to follow up on relevant projects and to present an update on the COVID-19 situation and the preventive measures being used in Thailand and the PAT, as well as the impacts of the COVID-19 pandemic on the global economy, maritime transport, and the PAT's operations.
- The PAT representatives participated in the 49<sup>th</sup> APEC Transportation Working Group Meeting on

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

- The PAT representatives participated in GPAS seminar on August 26, 2020 to present environmental projects, COVID-19 preventive measures used by Thailand and the PAT, as well as the impacts of the COVID-19 pandemic on the global economy, maritime transport, and the PAT's operational results.

## 4. ASEAN Maritime Cooperation

- The PAT representatives attended the 1<sup>st</sup> Task Force Meeting on Mid-Term Review of the Kuala Lumpur Transport Strategic Plan through VDO-Conferencing system on June 16, 2020 at the Ministry of Transport so as to assess mid-term results according to the Kuala Lumpur Transport Strategic Plan 2016-2025 (KLTSPP) for ASEAN nations. This plan covers all modes of transport; land, water, and air transport, including facilitations and sustainable transport. At the meeting, participants also reviewed the plan and activity-based goals so as to ensure KLTSPP implementations keep pace with the current situation as well as regional/global initiatives. Also, the PAT representatives participated in the 49<sup>th</sup> ASEAN Senior Transport Officials Meeting (STOM) on June 17, 2020.
- The PAT, as the organizing committee for the ASEAN Maritime Transport Working Group Meeting (MTWG), arranged and attended the 40<sup>th</sup> MTWG on August 27, 2020 at the Marine Department.

## 5. International Maritime Organization (IMO)

- The PAT joined an IMO sub-committee to prepare for the IMO council election, with the PAT Director General chairing the sub-committee.
- The PAT held regular meetings with the Ministry of Transport, the Ministry of Foreign Affairs, and the Marine Department to compile the manual on IMO council election preparations, and getting prepared for the upcoming election.

## Other International Activities

1. The PAT organized short training courses on the topic of “Strategic Port Administration and Management” for the representatives of the Overseas Coastal Area Development Institute (OCADI) and the Japan International Cooperation Agency (JICA) during February 24 - 26, 2020. The training included study visits to the leading logistics firms in Thailand.
2. On the occasion of site visits to the PAT headquarters, the PAT welcomed an EU-ASEAN delegation on February 18, 2020 and the delegation from the US embassy on July 20, 2020 and August 19, 2020, respectively.
3. The PAT attended meetings/discussions with several international organizations, including Port Round Table and the International Association of Ports and Harbors (IAPH) to closely monitor guidelines on COVID-19 preventives measures.
4. The PAT representatives attended the “12<sup>th</sup> Transport Infrastructure Working Group under the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT)” on July 22, 2020, the “25<sup>th</sup> Transport Ministers’ Meeting” and other meetings related to IMT-GT.
5. The PAT representatives attended the GMS Regional Investment Framework (RIF) Annual Update (2020) on July 29, 2020 to report the progress of its port development projects implemented within the GMS RIF Plan 2022.
6. The PAT representatives took part in the World Maritime Day activities on September 24, 2020.



# PAT's Highlighted Activities of the Year

## PAT Organizes Activities to Mark National Mother's Day



On August 11, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N, Director General, led the PAT executives and staff in carrying out activities to commemorate the birthday of H.M. Queen Sirikit The Queen Mother on August 12, 2020 at the PAT headquarters. These activities were held out of loyalty and gratitude to the Queen Mother,

who has carried out various royal works for the benefits of her subjects. As parts of the activities, the Director General and PAT volunteers handed out 1,000 food boxes together with PAT drinking water to people at the entrance of the PAT headquarters in line with the PAT Moral Promotion Center's Activities Plan 2020.

## PAT Executives Participates in Well-wishing TV Program on His Majesty King Maha Vajiralongkorn's and Her Majesty Queen Sirikit the Queen Mother's Birthday



On July 14, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General, along with the PAT executives took part in the pre-recorded television program to express loyalty and well wishes on the auspicious occasions of H.M.

King Maha Vajiralongkorn's 68<sup>th</sup> birthday on July 28, 2020 and H.M. Queen Sirikit The Queen Mother's 88<sup>th</sup> birthday on August 12, 2020 at broadcast room No. 5, 9 MCOT HD TV Station.

## Senate Committee on Transport Visits the PAT

On August 27, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General, together with the PAT executives, welcomed General Yodyuth Boonyatikarn, Chair of the Senate Committee on Transport, and the committee members to the PAT headquarters. The purposes of the visit included the exchange of opinions on the PAT's management approach and key port development projects, namely the Laem Chabang Port Phase 3 Development Project, the Single Rail Transfer

Operator Project at Laem Chabang Port, the Project on Improvement of Ranong Port's Infrastructure and Services, the Smart Community Development Project for a Betterment of Klongtoey Community, the Coastal Terminal Development Project at Bangkok Port for domestic coastal navigation promotion, and the discussion on the solution to address the traffic congestion around the Bangkok Port and Bangna-Art Narong Expressway (S1). The meeting and discussion were held at the meeting room on the 19<sup>th</sup> floor, the PAT headquarters. During the visit, the PAT also arranged the port tour for the Senate Committee on transport to observe the operation in the Bangkok Port's customs area.



## Deputy Minister of Transport Visits Khlong Yai Multipurpose Terminal, Trat Province

Mr. Atirat Ratanasate, Deputy Minister of Transport, inspected Khlong Yai Multipurpose Terminal in Khlong Yai District, Trat Province on June 19, 2020. He also co-chaired a meeting alongside Trat Governor, Acting Sub. Lt. Pichien Limwangyu. The meeting was attended by Lt. JG. Kamolsak Promprayoon, R.T.N., Director General, Lt. JG. Dr. Chamnan Chairith, R.T.N., PAT Deputy Director General (Asset Management and Business Development), the PAT officials, and representatives from local government agencies and private organizations. Held at the Klongyaiwittayakom School's meeting room, the meeting aimed at gathering opinions and recommendations in response to the government policy and meeting resolution among relevant authorities that has assigned the PAT to manage Khlong Yai

Multipurpose Terminal by 2021. During his inspection trip, Mr. Atirat gave his policy on the terminal's operations and management instructing the PAT to make the utmost use of the terminal's infrastructure for enhanced maritime transport along the eastern coast, and more efficient cargo transportation between neighboring countries, and tourism promotion in Trat Province and nearby areas. As the operator of the Khlong Yai Multipurpose Terminal, the PAT is committed to generating more business and income to local community and the nation as a whole.





## Thailand is Re-elected as the Member of the International Maritime Organization (IMO) Council for 8<sup>th</sup> Consecutive Term

Mr. Atirat Ratanasate, Deputy Minister of Transport, led a Thai delegation to the 31<sup>st</sup> Assembly of the International Maritime Organization (IMO) at the IMO headquarters in London, the United Kingdom. The Thai delegation comprised Mr. Peraphon Thawornsupacharoen, Deputy Permanent Secretary for Transport, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, Mr. Somchai Sumanuskajonkul, Deputy Director General of the Marine Department, and representatives from the PAT, the Marine Department, the Ministry of Transport's Office of the Permanent Secretary, the Ministry of Foreign

Affairs, and the Royal Thai Embassy in London. During the general assembly, the election of the IMO Council Members for 2020 - 2021 biennium was held on November 29, 2020. Thailand was elected to the IMO Council in Category "C" with 127 votes out of 165 votes casted from country members — the highest since Thailand has been participated in the election and ranked the 16<sup>th</sup> among the 20 elected countries. The success at the election has allowed Thailand to serve as the IMO Council Member for eight consecutive terms and continue its prominent role in international maritime affairs.



## PAT Executives Welcome Delegation from the U.S. Embassy in Bangkok

On July 20, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General, together with Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), welcomed Mr. Eric Groff, Economic Officer, and delegation from the U.S. Embassy in Bangkok. The delegation met with the PAT executives for discussions on various PAT projects such as the Laem Chabang Port Phase 3 Development

Project, the Ranong Port Development Project, and the Smart Community Development Project for a Betterment of Klongtoey Community. Held at the meeting room No. 1701, the PAT headquarters, the discussions aimed at promoting transport and logistic cooperation between the two nations and addressing COVID-19 measures and impacts.





## MOU Signing Ceremony between the PAT and SCG

On September 8, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General, Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development), Mr. Chalot Wongsanguan, Managing Director of SCG Skills Development Co., Ltd., and Mr. Paitoon Jiranantararat, Head of SCG Logistics Business, inked a Memorandum of Understanding (MOU) on Human Resources Development between the PAT and SCG Skills Development.

Witnessed by SCG President, Mr. Roongrote Rangsiyopash and Mr. Nithi Patarachoke, Head of SCG Cement — Building Materials Business, the signing ceremony took place at the Executive Dining Room, SCG Headquarters Building 3. The objective of the MOU is to foster cooperation between the PAT and SCG Skill Development in developing workforce in the logistics sector to be equipped with knowledge and skills to carry out their job safely in line with international logistic standards as well as to prepare for the changes in the logistics industry in both the ASEAN region and the world paving way for the PAT to achieve sustainability, create new opportunities, and develop itself as a world class port.







# Good Corporate Governance Policy

## Port Authority of Thailand

1. The Port Authority of Thailand (PAT) is committed to upholding and implementing the Good Corporate Governance Principle and Guideline in order to fulfil its vision, missions, strategy, and long-term goals, which will boost its competitiveness and pave the way for its sustainable growth;
2. The PAT's good corporate governance is developed based on principles and guidelines in accordance with international standards that gained acceptance at domestic and international levels by adhering to the Organization for Economic Co-operation and Development (OECD) Principles on Corporate Governance 2015, as well as the corporate governance principles prescribed by the State Enterprise Policy Office (SEPO) and the Stock Exchange of Thailand. These principles have been applied to the PAT context, as shown in the PAT Good Corporate Governance Manual. This manual has 10 Sections, including: Section 1: Promotion of Government Shareholder's Roles; Section 2: Promotion of Fair Market Value; Section 3: Rights of Government Shareholders; Section 4: Roles of the PAT Board of Commissioners; Section 5: Roles of Stakeholders; Section 6: Sustainability and Innovations; Section 7: Information Disclosure; Section 8: Risk Management and Internal Control; Section 9: Ethics; and Section 10: Monitoring of Operational Performance;
3. The PAT Board of Commissioners and executives place a high value on good corporate governance and shall be the role models in performing their duties in compliance with principles and guidelines on good corporate governance;
4. The PAT employees shall earnestly carry out their duties to drive the PAT towards the achievement of pre-determined direction, goals, and strategy in line with the principles and guidelines on good corporate governance as an operational framework, which will cultivate a good organizational culture;
5. The PAT shall prepare a report on compliance with internationally-recognized good corporate governance principles, applicable laws, regulations, and procedures, and publicize to the government shareholders and the public on yearly basis;
6. The PAT shall regularly review and update its policy and guidelines on good corporate governance to ensure continuous improvement and up-to-date information.

This is hereby announced for public acknowledgement.

Given on September 29, 2020

**Somsak Hommuang**

(Mr. Somsak Hommuang)

Chairman of the PAT Corporate Governance and  
Corporate Social Responsibility Committee





## Internal Control

The Port Authority of Thailand (PAT) has placed importance to the implementation of its internal control in accordance with COSO Framework 2013 Guideline (including 5 components and 17 principles), set by the Committee of Sponsoring Organization of the Treadway Commission (COSO). The PAT has adopted an Internal Control Adequacy Evaluation guided by the Securities and Exchange Commission (SEC) as a framework for conducting its Internal Control, corresponding to the nature of its business operations, size, and the complexity level of tasks under its care. Moreover, the PAT has monitored, evaluated, and improved its internal control on a regular basis to ensure internal control adequacy, appropriateness, and compliance. The PAT also focuses on laying down Comprehensive Internal Control System that is applicable to all activities and appropriate for its business operations to achieve objectives in 3 dimensions, including Operation Objectives, Reporting Objectives, and Compliance Objectives. The PAT has complied with Section 79, the State Fiscal and Financial Discipline Act, B.E. 2561 (2018), Chapter 4: Accounting, Reporting, and Auditing prescribing that state agencies shall establish its internal audit, internal control, and risk management by adhering to the Guideline of the Ministry of Finance concerning Standard and Criteria on Internal Control for Government Agencies, B.E. 2561 (2018).

The PAT has assigned a unit responsible for its internal control and established the PAT Internal Control Committee to ensure its internal control fully complies with international standards and prescribed guidelines. In this regard, the PAT Internal Control Committee has formulated the guideline on internal control assessments, before reviewing and summarizing assessment results that reflect the PAT's overall internal control performance, and has compared Control Self-Assessment (CSA) against internal auditor's assessments.

The PAT Risk Management and Internal Control Committee is authorized by the PAT Board of Commissioners to consider and approve the PAT's risk management and internal control policy framework; to make consideration in regulating a charter for integrated coordination with the PAT Audit Committee; to review and approve a Risk Management Plan, an Internal Control Action Plan, and a Business Continuity Management Plan; and to supervise and evaluate the efficiency of risk management, internal control, and business continuity management in accordance with prescribed policies of the PAT.

The PAT has the policy on integrating Good Governance, Risk and Compliance (GRC), in accordance with international principles and guidelines issued by the Open Compliance and Ethics Group (OCEG). In GRC works, the PAT has also integrated relevant information processes and information technology. Personnel and information technology or digital technology are regarded as essential mechanisms of GRC operations. The PAT's GRC policy is publicized to raise awareness, understanding, and implementation of the policy among all levels of employees. The PAT has annually updated its GRC policy to keep pace with the changing context and to fulfill GRC objectives.

The PAT's Internal Control System has been constantly improved and upgraded in line with changes in internal and external factors. In 2020, the PAT evaluated its internal control based on five components as follows:

### 1. Control Environment

Being responsible for overseeing organizational management, decision-making, and policy and strategic planning to achieve the PAT's mission and goals, the PAT Board of Commissioners, therefore, has appointed committees and specified the scope of authority and duties of its commissioners, executives, and staff in writing with communications made for all employees to acknowledge. At the same time, Key Performance Indicators (KPIs) have been set in compliance with the organization's policies and objectives as laid down by the Board of Commissioners. Such KPIs then serve as guidelines for performance standards. In addition, the PAT Board of Commissioners has monitored and assessed internal control mechanisms on a regular basis, as well as reviewed internal control objectives on a yearly basis, in ensuring that all employees are aware of their roles, power, duties, and responsibilities. Training sessions have been provided to promote knowledge and understanding of each employee in accordance with main responsibilities. The PAT Board of Commissioners has pledged to fight corruption and uphold good governance with policy and guidelines given to the PAT personnel in compliance with internationally-accepted standards. Punishments are prescribed against corruption practices, and any self-related transaction that may lead to a conflict of interest with the PAT is disclosed to prevent any actions expressing the conflicts of interest with PAT.



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of Sponsoring Organizations  
of the Treadway Commission  
(COSO)

### 2. Risk Assessment

The PAT has recognized the importance of risk management by integrating the COSO-ERM Framework 2017 (20 principles, 5 components) into its operational planning to fulfill organizational objectives, regulatory compliance, and reporting standards under changing circumstances that may affect port business due to internal and external factors. The PAT is implementing risk management as a tool for organizational management, and risk management at corporate level is systematically managed by the committees as appointed. The PAT risk management and internal control is under the supervision of executives who are responsible for overseeing operations related to their positions.



### 3. Control Activities

The PAT has designed effective control activities and issued relevant policies and regulations in writing, while operating its business in compliance with the regulation on the Government Procurement and Supplies Management Act, B.E. 2560 (2017), which clearly stipulated the scope of duties and responsibilities in the procurement process to ensure control activities in administration are appropriate, adequate and auditable. The Management Team has reviewed the results of control activities on a regular basis and defined roles and duties for executives and staff at all levels, with clear delegation of powers for approving any issues. Work performances of all employees have been reviewed on a regular basis based on regulations and manuals to ensure efficient check and separation of powers. In addition, the PAT has a policy and guideline on information security that comply with ISO 27001 standards.

### 4. Information & Communication System

The PAT has prepared the strategic plans to develop and improve operational processes through the applications of information technology. With an intention to become a world class port in support of the country's economic development, the PAT has also improved its services and implemented infrastructure development in various aspects, such as Data Logistic Chain Integration through Port Community System (PCS), the implementation of good governance and transparency, and the use of innovation and technology in line with the country's Thailand 4.0 policy and the Eastern Economic Corridor (EEC) initiative. The PAT has developed the e-Payment system to collect container service fees and outbound container tariffs at the east quay sub-gate and has implemented the Port Community System (PCS) to serve as a center of Big Data platform linking the activities and transactions made among stakeholders engaged with all ports under the PAT. The system will also enhance the seamless connection and information management between the PAT and all related public and private agencies in the maritime business and Logistics

Chain, such as the Customs Department, freight forwarders entrepreneurs and shipping liners, including the integration with the National Single Window (NSW) and other systems based on Seamless Transportation Concept, which aimed at facilitating the e-commerce for Business to Business (B2B) and Business to Government (B2G). In addition, the PAT always keeps pace with international standards by introducing smart devices to improve its operation and to lower the country's logistics cost.

### 5. Monitoring & Evaluation System

The PAT has promoted awareness in all units that have the most important role to play in ensuring the effectiveness and efficiency of risk management and internal control. Also, the PAT employees at all levels shall take responsibility for internal control management which is regarded as a part of the PAT management team and related officials' duties. In addition, the PAT also requires all units to conduct their Control Self-Assessment (CSA) on a quarterly basis in line with the COSO Framework 2013 Guideline (5 components, 17 principles), as determined by the Ministry of Finance concerning Standard and Criteria on Internal Control for State Agencies, B.E. 2561 (2018), and SEC's Internal Control Adequacy Evaluation Form. The Audit Department, an independent unit, is responsible for a review of the PAT's internal control to ensure adequate and appropriate internal control system, while providing recommendations for more efficiency and effectiveness of internal control, with proper communication to the management. The assessment result will be reported and notified for further improvement so that any significant weaknesses discovered during the auditing are addressed in a timely manner. Then the Audit Department shall report the internal control assessment result and the monitoring on the progress of significant weakness improvement to the PAT Audit Committee. To that extent, the PAT's internal control system is found to be adequate, efficient, and effective for its business operations.





## Risk Management

The PAT has accorded importance to risk-management supervision and used it as a tool to handle internal and external risks that may affect its operations. Risk management, as a result, plays a key role in minimizing any unwanted impacts on the PAT and also in fulfilling its business goals.

The PAT Board of Commissioners has established the PAT Risk Management Committee and has entrusted it with the mission of formulating policy and guideline on risk management to ensure risk management is appropriate, efficient, and effective in achieving its business goals, complies with the PAT's vision and direction, and reducing impacts from uncertainties in the business environment.

In 2020, the PAT Risk Management and Internal Control Committee's works can be summarized as follows:

- Supervising risk management by formulating a complete risk management plan based on COSO 2017 standard, which is recommended for listed companies by the Stock Exchange of Thailand namely Enterprise Risk Management — Integrate
- Closely monitoring risk management in 2020 on a quarterly basis and recommending organizational-level risk management guideline to the Management, with the PAT Risk Management and Internal Control

with Strategy and Performance, the approval of Risk Appetite for identifying internal risks at the acceptable level with continuous assessment to ensure that the PAT is achieved the organizational goals, formulating policy/guideline on Governance, Risk Management, and Compliance (GRC); approving the revision of the Charter of the PAT Risk Management and Internal Control Committee, approving the Annual Risk Management Action Plan 2021 and the PAT's Risk Management Plan 2021 before submitting them to the PAT Board of Commissioners for acknowledgment/approval;



Committee in charge of supervising and ensuring that organizational-level risk management proceeds in line with the prescribed policy and guideline as assurances that risk management is efficient and effective at an acceptable level;

- Considering and approving risk appetite for 2021 before submitting it to the PAT Board of Commissioners for acknowledgment, with its review focusing on risk factors relevant to the PAT's business direction, strategy, and goals as well as changing context; and reporting the work results of the PAT Risk Management and Internal Control Committee to the PAT Board of Commissioners on a quarterly basis.

The PAT Risk Management and Internal Control Committee carried out its duties systematically, carefully, and completely to the fullest of its ability, with commitment to improve risk management efficiency and independence, in accordance with good corporate governance for the purposes of managing risks efficiently, effectively, and appropriately and ensuring these risks are within an acceptable level for the proper benefits of the PAT and stakeholders in pursuit of identified goals on a sustainable basis.

To support national policy, the PAT places high importance on business continuity management by ensuring that all ports under its supervision are well-prepared with a business continuity plan. As a key organization that supports the Ministry of Transport in driving strategies under national policy, the PAT prepared the "World-Class Standard Business Continuity System 2015 - 2018" which meets the ISO 22301 standard. The plan was drawn to prepare for any disaster, enabling the PAT to continue its core business without interruption while reducing risk and impact from threat of business interruption which may be unexpected or cause significant loss to the PAT and the country. The PAT has always adhered to the standard, all its four areas in the fiscal year 2018 were certified based on ISO 22301:2012, covering all of its ports namely Bangkok Port and supporting units; Laem Chabang Port; Chiang Saen Commercial Port, including Chiang Khong Port and Ranong Port. To create a good corporate image and assure customers as well as stakeholders that the PAT operations will not be disrupted even in events of emergencies, the PAT has consistently implemented its Business Continuity Plan (BCP) based on ISO 22301:2012 standard. This plan has contributed to Strategy 8 (Improving operational and service to meet with international standards promoting innovation and good governance, enhancing stakeholders' performance and acceptance towards port activities) of the PAT Corporate Plan Fiscal Years 2019 - 2023.

In 2020, the PAT has reviewed and conducted stimulated testing of the major procedures of its business continuity management system based on ISO 22301:2012 standard so as to uphold business continuity management standard that is on par with ISO 22301:2012 (Certified ISO 22301:2012) at all its ports.





# Code of Ethics of the PAT

## Board of Commissioners, Executives, and Employees

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

1. Setting up the Ethics and Corporate Social Responsibility Committee which comprises three members of the Board of Commissioners and four senior executives. The scope of responsibility of the committee is to approve the integrity, ethics, anti-corruption promotion plan, and corporate social responsibility plan, to educate members of the Board of Commissioners, executives, and employees so that they have good understanding and can comply with the PAT Code of Ethics, to participate in anti-corruption activities, and to encourage the members of the Board of Commissioners, executives, employees, communities, customers, and the general public to participate in social and environmental responsibility activities. The committee shall monitor the implementation of such activities. In case of breach of the Code of Ethics under the PAT Board of Commissioners' Regulation on Code of Ethics of the Board of Commissioners, Director General, and Employees, B.E. 2561 (2018) enacted on November 8, 2018, PAT shall strictly follow the complaint process which is clearly stated in the regulations. In 2020, there was no complaint related to ethics violation;
2. Preparing and distributing Code of Ethics Manual to all employees for use as guideline;
3. Organizing activities to raise awareness on integrity and ethics according to the action plan on anti-corruption and ethics promotion, including education activity to promote integrity and ethics, religious activity, as well as an event held in recognition of employees with good behavior, integrity, ethics, and transparency.





## Anti-Corruption Policy

- To comply with the PAT's Anti-Corruption Policy, apart from avoiding a violation of the constitution, laws, rules, regulations, announcements, and orders;
- The PAT Board of Commissioners, Director General, and employees have the duties and responsibilities to uphold anti-corruption. They, therefore, must be cooperative to strictly adhere to the applicable systems, processes, activities and guidelines;
- To neither engage in corruption nor perform any act with corrupt intent for own benefits or one's relatives, in all forms, whether directly or indirectly, and to not encourage or participate in the corruption with other person;
- To not ignore or neglect any activity that may constitute a corrupt practice related to the PAT. It is considered the duty of all PAT staff to report such act to their superior or those responsible for countering it, and to give cooperation in an examination of facts; and
- To prioritize common interest over self-interest, and to carry out one's duties for only the benefits of the PAT only so as to prevent conflict of interest.



# The PAT Ranks **No. 1** in Integrity and Transparency Assessment 2020, Scoring **91.87** Points, among Government Agencies under the Ministry of Transport

On September 28, 2020, the Office of the National Anti-Corruption Commission (NACC) announced the results of its Integrity and Transparency Assessment (ITA) 2020, covering 8,303 government agencies, assessed by 447,790 government officials, and 853,875 service users. Overall, the state agencies scored an average of 67.90 points or C grade for the fiscal year 2020.

Based on the assessment result, the PAT scored 91.87 points — up from 89.71 points a year earlier, and ranked the first among all 18 government agencies and state enterprises under the Ministry of Transport, followed by the Department of Rural Roads (90.72 points) and the Expressway Authority of Thailand (89.63 points) respectively. Of all 53 state enterprises in the assessment, the PAT ranked 15<sup>th</sup>.

The PAT has taken part in the NACC's ITA program as this assessment aims to help all government agencies across the country to realize the situation and problems related to their integrity and transparency which have been reflected in the assessment. As a result, the assessed government agencies can improve their efficiency and


services so as to give greater convenience and respond better to public needs.

The ITA has deployed a holistic approach with three main assessment tools, namely the Internal Integrity and Transparency Assessment (IIT), which involves government officials, the External Integrity and Transparency Assessment (EIT), which involves service users or people contacting government agencies, and the Open Data Integrity and Transparency Assessment (OIT), which has reviewed data disclosure on government agencies' websites. There are 10 indicators in assessment criteria, e.g. performance, budget expenditure, quality, communications efficiency, data disclosure, etc.

## Results of Integrity & Transparency Assessment for Government Agencies under the Ministry of Transport

Rank	Name of Government Agencies	Fiscal Year 2020	Change in Rank	Fiscal Year 2019	Fiscal Year 2018
1.	Port Authority of Thailand	91.87	+2	89.71	85.33
2.	Department of Rural Roads	90.72	-	91.00	87.98
3.	Expressway Authority of Thailand	89.63	+13	83.88	92.28
4.	Office of the Permanent Secretary	89.48	-3	91.64	89.96
5.	The Office of Transport and Traffic Policy and Planning	88.11	+2	88.36	80.34
6.	Mass Rapid Transit Authority of Thailand	88.01	-	88.96	85.95
7.	Marine Department	86.68	+3	87.17	85.27
8.	Department of Airports	85.65	+5	86.14	81.47
9.	Airports of Thailand Public Company Limited	85.46	+5	85.29	82.10
10.	Aeronautical Radio of Thailand Ltd.	85.38	-5	89.40	89.46
11.	State Railway of Thailand	84.60	-	86.83	80.56
12.	Department of Land Transport	84.14	-8	89.52	87.66
13.	Bangkok Mass Transit Authority	83.64	+2	84.40	84.04
14.	Civil Aviation Training Center	83.22	+3	82.21	72.18
15.	Civil Aviation Authority of Thailand	79.93	+3	77.80	-
16.	The Transport Company Limited	77.05	-4	86.42	90.15
17.	Department of Highways	73.41	-8	87.80	81.76
18.	Department of Rail Transport	59.94	-	-	-





# Conflict of Interest

PAT understands the importance of the implementation of good governance principle. It requires its executives and employees to avoid any action which may have a conflict of interest with PAT, according to the PAT's Regulation on Conflict of Interest, B.E. 2557 (2014) and the Regulation (No. 2), B.E. 2561 (2018). The two regulations have laid out the guidelines for practice related to a conflict of interest for its executives and employees to comply with. An audit is carried out in every fiscal year.

All employees at all levels are required to prepare report on a conflict of interest, as in provided form. The Director General will report to the Chairman of the PAT Board of Commissioners, while employees report to their direct supervisors up to the Director General. The Human Resources Department will next take action in order to ensure that all employees are strictly adhered to and follow the regulations in order to achieve the desired result, maintain the standard, and comply with Code of Ethics, integrity, and accountability.





# Connected Transaction Policy

1. The PAT has defined connected transactions according to the definition specified by the Office of the Securities and Exchange Commission (SEC), which refers to “any transactions made between the PAT or its unit/subsidiary and a connected person”, and a connected person refers to a person or juristic person who may have led to the conflict of interests of the PAT Board of Commissioners or executives, causing a conflict situation to make a decision serving one interest or PAT’s utmost benefit.
2. The connected transactions can be classified into 5 categories as follows:

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



3. Such connected transaction may cause the conflict of interest, the PAT, therefore, has upheld transparency and fairness to shareholders by conducting connected transactions in accordance with the following principles:
  - A connected transaction shall be approved by the PAT commissioners and executives with full responsibility, caution, integrity, and transparency. However, stakeholders shall not be allowed to take part in the decision-making process of the said transaction;
  - A connected transaction shall be conducted for PAT's interest like any transactions conducted with other outside parties; and
  - A monitoring and auditing system shall be in place to ensure that transactions are carried out properly.
4. The PAT Board of Commissioners shall ensure that connected transactions management is done in compliance with generally standardized and accepted practice applied by both government and private sectors, the criteria on connected transactions as required by the SEC's the notification of Capital Market Supervisory Board, and other guidelines as appropriate.
5. In case the PAT enters into a connected transaction, it shall embrace good-practice guidelines by disclosing essential information on connected transactions through a resolution issued by the PAT Board of Commissioners or any other channels as deemed appropriate by the nature of the transactions and facts involved. The disclosure shall cover the following information:
  - 1) Date, month, year of the transaction, and the name of counterparty;
  - 2) Description of assets, services, financial assistance provided or received; and in case of capital investment, the name and type of business as well as the summary of the financial statements and operational performance; and lists of major shareholders and Board of Commissioners are required;
  - 3) Total transaction value and criteria used for evaluation, total value of returns, terms of payment, conditions, interest rate, repayment schedule, and guarantee (if any);
  - 4) Name of the connected person and relationship;
  - 5) Description and scope of the connected person's interest in conducting connected transactions.
  - 6) The source of fund for buying assets and financial assistance, as well as the adequacy of the fund. In case of loans, conditions that may affect the right of government shareholder such as the Ministry of Finance shall be indicated, e.g. limitations related to the financial contributions to the state;
  - 7) The list of PAT Board of Commissioners with a potential conflict of interest, and/or those who are regarded as connected persons shall be disclosed and marked that they are not allowed to attend the commissioners' meetings and have no voting right in the meeting on such transactions;
  - 8) PAT Board of Commissioners shall provide comments on the entering into a transaction to ensure the reasonableness of the transaction for the utmost benefit of the PAT when compared with the transaction executed with an independent outside party, as well as potential risks; and
  - 9) The opinion of the Audit Committee and/or the commissioners that differ from that of the PAT Board of Commissioners (if any), including abstention from voting of that commissioner.





# Performance in Compliance with the Official Information Act, B.E. 2540 (A.D. 1997)

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

1. Setting up the PAT Information and General Services Division in handling Information under Part 1; Information Disclosure under Article 7 - 13, Part 2; Confidential Information under Article 14 - 20, Part 3; Personal Information under Article 21 - 25, and Part 4; Historical Information under Article 26 including Notice of Official Information Commission, Ministerial Regulations, and the Cabinet's resolutions issued under the Official Information Act, B.E. 2540 (A.D. 1997) arranged in categorized files for easy access by the general public;
2. Revising PAT regulations, disciplines, orders, and notices: a total of 16 issues were published in the Government Gazette as follows:
  - Regulations: none
  - Disciplines: none
  - Orders: none
  - Notices: 16 issues
3. 3,678 items of Notices on Price Inquiry, bidding invitation e-Auctions, and a summary of purchasing/contracting (Sor Khor Ror 1) were published;
4. Educating the PAT's staff by organizing training on "Information Provision Guideline";
5. Responding to people's requests for information and data and considering the matter of the non-disclosure of private information. In the fiscal year 2020, 165 Port users requested for information and data under the Official Information Act and that all information and data could be provided to all of them;
6. Improving PAT Information Technology System for information disseminations. The PAT has facilitated public to access and search for information and data via 5 channels:
  - 6.1 Contact in person at Information and General Services Division, the PAT headquarters, 2<sup>nd</sup> Floor, B Building, near the PAT Library
  - 6.2 Hotline number 0-2269-5555, extension number 1 for information requests, and extension number 3 for lodging complaints, or telephone number 0-2269-5464 for information requests, and number 0-2269-5465 for lodging complaints
  - 6.3 Fax number 0-2269-5466
  - 6.4 Mailing a letter to the Port Authority of Thailand (Information and General Services Division, Administrative Affairs Department) 444 Tha Ruea Road, Klongtoey, Bangkok 10110
  - 6.5 Sending an e-mail to [info@port.co.th](mailto:info@port.co.th) and visiting website: [www.port.co.th](http://www.port.co.th) The services under No. 6.1 and 6.2 are available during 08.30 - 16.30 hrs., Monday - Friday.
7. Regarding the proceeding of actions by the Information Disclosure Tribunal on the appeal in respect of information non-disclosure in the fiscal year 2020, no appeal on concealing information non-disclosure was lodged with the Official Information Commission;
8. A total of 36 complaints were lodged and resolved as follows:
  - 8.1 Complaints on informal loan: 1 issue
  - 8.2 Complaints on services and giving advices: 10 issues
  - 8.3 Complaints on cargo handling: 2 issue
  - 8.4 Miscellaneous complaints: 23 issues
9. In the fiscal year 2020, none complaints related to procurement were received.

# PAT Audit Committee Report,

## Fiscal Year 2020

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

- |                                     |                  |
|-------------------------------------|------------------|
| 1. Ms. Chunhachit Sungmai           | Chairperson      |
| 2. Pol. Lt. Gen. Jaroenvit Srivanit | Committee Member |
| 3. Mr. Somsak Hommuang              | Committee Member |

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

PAT Audit Committee performs its duties in accordance with the Regulations of the Ministry of Finance regarding Audit Committee and Internal Audit Unit of State Enterprise, B.E. 2555 (A.D. 2012), Charter, Rules, and Guidelines according to the Standard Operating Procedure Manual for State Enterprise Audit Committee by the State Enterprise Policy Office (SEPO), Ministry of Finance, and with the assignment from the PAT Board of Commissioners. In the fiscal year 2020, the Audit Committee held a total of 7 meetings. Meeting minutes were prepared after each meeting, and meeting resolution was circulated to related persons for acknowledgment or action as deemed appropriated and invited high-level PAT executives and officials related to the procurement participated in meeting regularly. In addition, a meeting with the representatives from the State Audit Office of the Kingdom of Thailand without the presence of the PAT executives was held to discuss issues arising from financial and accounting audit as well as information for preparing for internal audit for the fiscal year 2020. The State Audit Office of the Kingdom of Thailand was the auditor for the PAT's account, charging the audit fee of 5,825,000 Baht. Significant performance results in 2020 are as follows:

1. Scrutinizing the accuracy and reliability of the financial statements for the fiscal year 2020 in order to ensure that PAT's performance and financial status are presented accurately, completely, and reliably and meet the generally accepted accounting standards, related rules, and regulations.
2. Verifying the efficiency and effectiveness of risk management and the internal control, giving recommendations to the Management for the improvements of PAT's internal control in case where a key weak point was found as well as making report on the result of the reviews on the internal control assessment of the internal auditor 2019 (Por Kor 6 Form) for the year ending September 30, 2019 for the consideration/issuance of order/follow-ups in order to have the key weak point in the internal control improved/remedied regularly and continuously.
3. Verifying the Operational Performance Report on Good Corporate Governance in order to ensure that PAT's operations are conformed with the Principle of Good Corporate Governance by reviewing the efficiency of key financial and non-financial work

processes/systems for the purpose of boosting confidence in PAT's operations.

4. Reviewing the audit reports to ensure efficiency and effectiveness, focusing on preventive audit, and present significant issues from the audit to the PAT Board of Commissioners for proper action to address the issues. The audits aimed at ensuring that PAT has systematic operations and complies with related laws, regulations, restrictions, operation guideline, Cabinet's resolution, announcement or order, and has appropriate follow up on the progress of the implementation of the Audit Committee's resolution/observation/recommendation derived from the audit reviews.
5. Promoting and supporting IT audit by hiring Deloitte Touche Tohmatsu Jaiyos Co., Ltd. as a consultant to train PAT's employees on IT audit, system control audit, and co-sourcing system audit, according to the Annual IT Audit Plan 2020 and the follow-up of progress on IT issue solutions.
6. Overseeing the management and operation of the internal audit through reviewing of audit report from individual plan/project, following up on the progress of internal audit management and operation on a quarterly basis, following up on the improvement of issues according to the recommendation agreed after receiving the audit report, and providing additional observation for further operational efficiency improvement, encouraging continuous development and trainings to enhance auditors' knowledge and proficiency in internal audit, IT audit, management and other areas, as well as acknowledging the appointment, transfer, and promotion of internal auditors.

7. Considering related transactions or items that may involve conflict of interest or contain risk of corruption that may affect PAT's operations; providing observation or recommendations to ensure transparent operations. In addition, the Audit Committee has reported issues related to conflict of interest at every Audit Committee meeting in order to demonstrate operational transparency.
8. Complying with the Audit Committee's good practice by preparing Audit Committee's internal audit report for submission to the PAT Board of Commissioners on a quarterly basis. In addition, the PAT Audit Committee attended Corporate Governance for Executives (CGE) course and Risk Management Program for Corporate Leaders (RCL) course, training held by Thai Institute of Directors (IOD).

In conclusion, the Audit Committee has performed its duties by dedicating their knowledge competencies with due care, transparency, reliability, and independence in expressing their opinions. The Audit Committee had the view that PAT's administrations and operations on the aspect of good corporate governance have been developed continuously. Risk management and internal control system have been sufficiently and suitably made and laid down; the financial report is fully, properly, sufficiently disclosed with reliability and is compatible with the generally accepted accounting standards including the performance in accordance with related laws, rules, and regulations.

Chunhachit Sungmai

(Ms. Chunhachit Sungmai)

Chairperson of the Audit Committee,  
Port Authority of Thailand





# Procurement

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

The PAT has adopted measures to promote transparency in the procurement process according to the PAT's Notice on Transparency Promotion in the Procurement Process issued on April 5, 2019 to ensure that its procurement process supports the National Strategy on Anti-corruption

Phase 3 (2017 - 2021), strategy No. 4 on Proactive Anti-Corruption Prevention System, and No. 2 on Corruption Prevent Mechanism Creation in order to provide the same guideline on procurement activities.



# Summary of PAT’s Environmental Activities

The PAT has not only accorded importance to the quality of life of its employees, port users, and local communities, but it has also consistently paid attention to its environmental impacts. It, therefore, introduced and promoted the Green Port projects in support of its mission and strategy to operate the port business while taking good care of the environment and to win acceptance from all stakeholders for the purpose of building growth and sustainable mutual coexistence. The PAT has pursued the goals of reducing carbon dioxide (CO<sub>2</sub>) emissions and constantly improving its environmental management. Presently, the PAT has implemented eco-efficiency assessment based on ISO 14045 standard so as to maintain the balance between business growth in regard to profitability and the generation of added value and ecological care by means of reducing the use of resources or in-process minimization of environmental impacts. Eco-Efficiency, after all, is recognized at the PAT as an indicator of economic — environmental ties that focuses on Sustainable Development Goals (SDGs), which are long-term goals of foreign countries.

The PAT has consistently taken action to reduce CO<sub>2</sub> emissions from its operations between 2016 and 2020 through 26 projects, which can be categorized into six groups areas as follows:

- |   |   |
|---|---|
| 1. Mechanical Handling Equipment Group: the procurement of electric forklifts and hybrid RTGs;  | light bulbs / LED spotlights, the reduction of wasted electricity in the electricity distribution system, and the installation of solar and wind power systems; |
| 2. Vehicle and Road Transportation Group: supporting modal shifts which help lower CO <sub>2</sub> emissions through the 20G Coastal Berth Project; | 5. Planting Group: growing perennial plants and mangrove forests;   |
| 3. Ship Group: using cruising speed;  | 6. Waste Management Group: the Bangkok Port’s Waste Management Project.   |
| 4. Electricity Group: the installations of solar-power  |   |

The implementation of the aforementioned 26 projects have cut CO<sub>2</sub> emissions by 6,753 tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). The Vehicle and Road Transportation Group is the biggest contributor to the reduction by lowering CO<sub>2</sub> emissions at approximately 2,578 tCO<sub>2</sub>e. The second biggest contributor was Electricity Group, which curbed the emissions by 2,452 tCO<sub>2</sub>e. Planting Group is the third biggest contributor, cutting the emissions by 862 tCO<sub>2</sub>e. In the fiscal year 2020, the PAT conducted major environmental activities as follows:

## Projects for Reduction of CO<sub>2</sub> Emissions

In the fiscal year 2020, the PAT implemented seven projects for the reduction of CO<sub>2</sub> emissions. As a result, these seven projects could lower CO<sub>2</sub> emissions by about 4,899 tCO<sub>2</sub>e:

### 1. 20G Coastal Berth Project

Bangkok Port started transporting cargoes via the 20G Coastal Berth to encourage the shift from land transportation to water transportation. Truck traffic to Laem Chabang Port has thus reduced, easing the problem of traffic congestion, road accidents, and pollutions. In the fiscal year 2020, the 20G Coastal Berth handled 161,000 T.E.U.s of cargoes. This figure means the emissions of CO<sub>2</sub> was cut by 3,281 tCO<sub>2</sub>e.

### 2. Project on Purchasing and Installing 53 Sets of Low Loss Transformer and Equipment

The PAT has replaced old transformers with 53 sets of low loss transformer and equipment to increase stability and security of power supply at Bangkok Port. The low loss transformer has high efficiency and can reduce power consumption in the system. The replacement also curbed CO<sub>2</sub> emissions by 725 tCO<sub>2</sub>e each year.

### 3. Forestation Project in Honor of Their Majesties the King and Queen

The PAT collaborated with Chiang Saen District Office in Chiang Rai Province, government and private organizations, and local communities in growing trees on more than 740 rais of land on July 23, 2020 in Yonok and Ban Saeo Sub-district municipalities. The collaboration gave 42,000 trees to the areas. Chosen for this forestation project were large indigenous plants such as Golden Teak, Burma Padauk, Black Wood, Lok Hat, Rattan, Cassod, Raintree, and Bamboo. These trees will help absorb 665 tCO<sub>2</sub>e of CO<sub>2</sub> each year.

### 4. Growing Mangrove Forest around Ranong Port

The PAT organized forestation activities for mangrove forest in the surrounding area of Ranong Port in Moo 4, Ngao Sub-district, Mueang Ranong District, Ranong Province on December 3, 2019. About 600 members of government and private organizations, port users, and students joined the activities to plant 35,000 mangrove trees (red mangrove) in over 50 rais of land. These trees can absorb 108 tCO<sub>2</sub>e of CO<sub>2</sub> each year.

### 5. CO<sub>2</sub> Emission Reduction by Using Cruising Speed

The Marine Department of the PAT has complied with the CO<sub>2</sub> emission reduction measure in its operation by using cruising speed. In the fiscal year 2020, the deployment of Dredging Sandon 7, 8, and 9 was planned and the data of fuel consumption while using constant speed was collected. With the proper speed control, the deployment reduced CO<sub>2</sub> emissions by 86 tCO<sub>2</sub>e per year.

### 6. Replacing the Chiang Saen Commercial Port's Lamp Posts with Solar Powered Lamp Posts and LED Spotlights

Chiang Saen Commercial Port replaced its original lamp posts on the streets inside the port with 46 solar-power lamp posts and installing 12 LED spotlights, which cut CO<sub>2</sub> emissions by 24 tCO<sub>2</sub>e annually.

### 7. Installing the Ranong Port's Lamp Posts with LED Spotlights

Ranong Port replaced some of its lamp posts with 23 LED spotlights, which lowered CO<sub>2</sub> emissions by 10 tCO<sub>2</sub>e annually.





## Project on Environmental Management and Improvement to Meet Required Standards and Enhance Efficiency

### 1. PAT's Eco-Efficiency Assessment Project

The PAT has implemented eco-efficiency assessment based on ISO 14045 standards to assess its operation. The PAT's Management Committee approved the PAT's eco-efficiency rate in the fiscal year 2019, which validated the ratio between revenue and environmental impact from business operations. The assessment has shown that every 264,000 Baht of revenue earned from PAT's operations will generate one tCO<sub>2</sub>e of GHG emissions. Additionally, the Thailand Greenhouse Gas Management Organization (Public Organization) certified that the PAT's carbon footprint in the fiscal year 2019 was 50,143 tCO<sub>2</sub>e.

### 2. Project on "Ship Waste Management System Improvement in compliance with MARPOL"

Bangkok Port has carried out the Project on "Ship Waste Management System Improvement in compliance with MARPOL" by updating the Ship Waste and Garbage Management Manual of Bangkok Port to be current and distributing the manual to all port users and related persons via [www.port.co.th](http://www.port.co.th). In addition, a meeting was held on

February 13, 2020 to inform both internal and external organizations of this project, distribute the manual, monitor progress, gather opinions/recommendations, and discuss obstacles about the project's implementation. The project has found that all service users have submitted 100% waste notification forms.

### 3. Paperless Project

The working group on document classification and Electronic Document Control System process, which prescribes documents in an electronic or paperless form, has decided to indicate the KPI of the Paperless Project by using the data in 2019 as its base year. Designed to reduce paper usage of every organization under the PAT, this project aims at curbing paper consumption by five percent when compared with the base year.

### 4. Project on "Mangrove Forest and Coast Conservation at Laem Chabang"

Laem Chabang Port implemented the Project on "Mangrove Forest and Coast Conservation at Laem Chabang" by

providing a fund to repair an 80-meter bridge for a natural trail through the Laem Chabang Mangrove Forest. Not only that this bridge has allowed visitors to explore and study mangrove forest's ecological system, but it has also paved way for the area to evolve into an eco-attraction.

## 5. Project on “Garbage Separation to Stop Global Warming”

Bangkok Port has provided 14 more sets of garbage bins. Each set comprises a blue bin for general waste, a yellow bin for recyclable waste, and a red bin for hazardous waste. These bins have been placed at the PAT headquarters, canteen, and office buildings within the compound of Bangkok Port. Besides this project has been promoted via pamphlets, LINE application, and environmental representatives of each organization so as to encourage staff and port users to properly separate waste. Implemented since 2016, the project has found through random checks that more than 75 percent of waste put inside the waste-separation bins have been properly separated.

## 6. BKP Go GREEN: Use One Fewer Plastic Bag Each Day

Bangkok Port has produced PR materials in the forms of pamphlets and the PAT's LINE official account in addition to communicating about BKP Go GREEN project through the environmental representatives of each organization and food shops. Posters and vinyl banners are also erected at various corners of Bangkok Port, such as canteen, transit sheds, and the Warehouse Division.

## 7. Monitoring of Environmental Quality in Accordance with the Environmental Impact Assessment (EIA) Report

The PAT has constantly monitored and assessed environmental quality related to its operation, which may affect the quality of life of employees, port users, and people living in its neighborhoods. Environmental quality monitoring covers the air quality, wastewater, ambient noise, and other environmental impact at all ports under the PAT's supervision, namely Bangkok Port, Laem



Chabang Port, Chiang Saen Commercial Port, and Ranong Port on a yearly basis.

## 8. Air Pollution Management

The PAT has laid down a measure to reduce dust at its ports by switching off engines when they are not in use, preparing waiting rooms for forklift drivers of heavy-container to reduce diesel-oil consumption, doing dust vacuum in the transit shed, washing roads within the port areas, spraying water to minimize further spreading of dust at construction sites, conducting vehicle engine maintenance/check-up on schedule, and improving traffic management, etc. In addition, the PAT has monitored PM2.5 level at its ports and reported results to the Ministry of Transport on a daily basis.

## 9. Environmental Information System (EIS)

The PAT has implemented the Environmental Information System (EIS) by collecting data about PAT's resources utilization, including fuel, electricity, and water consumption, waste from operational activities, the number of plants grown, and the result of environmental quality monitoring. Such data is then analyzed and used in tracking and determining the carbon footprint of the PAT.



# Highlighted Activities

## on Responsibility Towards the Community, Society, Environment, and Country

### PAT Spearheads Mangrove Reforestation Activity in Ranong Province

On December 3, 2019, Mr. Kamol Mantham, Inspector-General of the Ministry of Transport and Mr. Chatupot Piyamputra, Governor of Ranong Province jointly presided over the launch of mangrove reforestation activity in Ranong Province, together with Lt. JG. Dr. Chamnan Chairith, R.T.N., Deputy Director General (Asset Management and Business Development) of the PAT, executives of the PAT, heads of government agencies, port users, employees of the PAT as well as other related agencies at Moo 4, Ngao Sub-district, Mueang Ranong District, Ranong Province.

This mangrove reforestation activity aimed at increasing the coverage area of a mangrove forest and reducing environmental impacts in the area, as well as giving local communities and all related stakeholders opportunities to participate in natural resources and environment conservation and area management for public benefits.

With cooperation from the Mangrove Forest Resources Development Station 10, Ranong Province. This activity successfully planted mangroves covering 50 rai of former shrimp-farm areas in Moo 4, Ngao Sub-district, Mueang Ranong District, Ranong Province.



### PAT Celebrated 69<sup>th</sup> Anniversary with Monetary Donation to Kanchanabaramee Foundation

On May 18, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, together with other PAT executives donated 398,122 baht derived from PAT executives and employees to the Kanchanabaramee Foundation to mark the PAT's 69<sup>th</sup> anniversary in 2020. The donation was received by Dr. Somyos Deerassamee, M.D., Ph.D., President of the Kanchanabaramee Foundation to support the operations of the foundation's project on providing free breast cancer screening for underprivileged women across the nation.

On its 70<sup>th</sup> anniversary in 2021, the PAT plans to donate 33 million baht to the foundation in order to support the procurement of a mobile mammography x-ray vehicle as

a mobile mammogram unit offering free breast cancer screening for underprivileged and at-risk women living in remote areas across Thailand.





## PAT Delivers Check Dams under the “Saving Water to Save the Land” Project to Mark H.M. the King’s Coronation

On August 8, 2020, Lt. JG. Kamolsak Promprayoon, R.T.N., Director General of the PAT, led a group of PAT executives and volunteers staff from PAT joined members of the Royal Volunteer 904 program as well as partners, including the Customs Department, SC Group Company Limited, the Customs Broker and Transportation Association of Thailand (CTAT), the Bangkok Shipowners and Agents Association (BSAA), and PTT Oil and Retail Business Public Company Limited to jointly participate in an auspicious ceremony to hand over two check dams under the “Saving Water to Save the Land” project to mark the Royal Coronation of His Majesty the King in Na Saeng Sub-district, Ko Kha District, Lampang Province. Mr. Sithichai Jindaluang, Vice Governor of Lampang Province, was on hand to accept the check dams together with the District Chief of Ko Kha, Head of Na Saeng Sub-district, local administrators, community leaders, and around 100 local residents from the area, who attended the ceremony at the Hat Pu Dai Villages Check Dams, Lampang Province.

In the fiscal year 2020, the PAT provided fund, totaling 1.77 million baht for the construction of nine check dams in upstream areas of northern provinces, namely in Wang Thong District, Phitsanulok Province, Ko Kha District, Lampang Province, Mae Ai District, Chiang Mai Province, Chiang Saen and Chiang Khong Districts, Chiang Rai Province, and Laplae District, Uttaradit Province, with an aim to deliver durable and secure check dams for

sustainable benefits. The PAT has recognized the importance of upstream areas, and committed to continue its check dam development project in accordance with the original initiative of His Majesty King Bhumibol Adulyadej the Great to “Build Dams, Bring together alliances of volunteers from all regions”.



# Policy on Corporate Social and Environmental Responsibility

1. The Port Authority of Thailand (PAT) has recognized the importance of the social and environmental responsibility and has placed a high value especially on conducting a Corporate Social Responsibility in process (CSR in process), which will promote the PAT's sustainable growth on the basis of operations that not only respond to its missions and founding objectives but also generate good economic returns, pay attention to the well-being of stakeholders and society, as well as sincerely take care of the environment.
2. The PAT's CSR in process has been developed based on domestically- and internationally-accepted principles of the ISO 26000 standard. The PAT has applied the standard to its context by publishing the PAT Manual on Implementation of Corporate Social and Environmental Responsibility in process for the Sustainability, which prescribes seven principles, namely: 1) Accountability; 2) Transparency; 3) Ethical Behavior; 4) Respect for Stakeholder Interests; 5) Respect for the Rule of Law; 6) Respect for International Norms of Behavior; and 7) Respect for Human Rights. These principles are based on the seven subjects of the ISO 26000 which are 1) Organizational Governance; 2) Human Rights; 3) Labor Practices; 4) Environment; 5) Fair Operating Practices; 6) Consumer Issues; and 7) Community Involvement and Development.
3. The PAT Board of Commissioners and executives have accorded importance to good governance and have served as good role models with strong commitment and determination to adhere to the principles of the CSR especially, the in-process social and environmental responsibility of the organization.
4. The PAT employees shall earnestly carry out their duties in pursuit of prescribed organization's goals and strategies while taking into account the CSR in process which has been a shared value and deeply rooted in the organizational culture.
5. The PAT will constantly review, improve, and update its CSR policy and plans, especially the implementation of the CSR in process.

This is hereby announced to be acknowledged by all.

Given on March 1, 2020

Somsak Hommuang

(Mr. Somsak Hommuang)

Chairman of the PAT's Committee on Corporate Governance  
and Corporate Social Responsibility







# Analysis Report on Performance Result and Financial Position

## Performance Result

For the year ended September 30, 2020

Unit: Million Baht

Items	Bangkok Port	Laem Chabang Port	Chiang Saen Commercial Port and Chiang Khong Port	Ranong Port	Port Authority of Thailand
Operating Revenues	5,630.298	6,780.986	8.898	18.967	12,439.149
Other Operating Revenues	619.784	1,561.323	0.590	10.998	2,192.695
Total Revenues	6,250.082	8,342.309	9.488	29.965	14,631.844
Operating Expenses	4,365.995	1,046.997	17.077	26.972	5,457.041
Other Expenses	2,273.835	1,252.058	3.866	14.955	3,544.714
Total Expenses	6,639.830	2,299.055	20.943	41.927	9,001.755
Net Profit (Loss)	(389.748)	6,043.254	(11.455)	(11.962)	5,630.089
Other Comprehensive Income Actuarial Gains on Employee Benefits Project	-	-	-	-	-
Total Revenues	(389.748)	6,043.254	(11.455)	(11.962)	5,630.089

## Performance Analysis of the Fiscal Year 2020 Compared to the Fiscal Year 2019

### Net Profit

In the fiscal year 2020, PAT's net profit was 5,630 million Baht, up by 28 million Baht (0.50%) from a year earlier. The PAT earned a profit of 21 million Baht from the sale of floatable assets and others. However, as the COVID-19 outbreak adversely affected the global economy, manufacturing, and product distribution, PAT's total revenue decreased by 526 million Baht. Its total expenses also came down by 554 million Baht.

### Total Revenue

In the fiscal year 2020, PAT's total revenue was at 14,632 million Baht, decreased by 526 million Baht (-3.47%) compared to 2019 as a result of the COVID-19 outbreak dampened its cargo and container volume. When compared with the fiscal year 2019, cargo volume reduced by 6.966 million tons while container volume shrank by 475,119 T.E.U.s. Income related to cargo handling, as a result, dropped by 380 million Baht. In addition, income from fuel oil sales to operators was 105 million Baht less. However, thanks to the renewal of lease contracts, the revenue from lands, buildings, and warehouses rental was increased by 22 million Baht.

## Total Expenses

In the fiscal year 2020, PAT's total expenses were 9,002 million Baht or dropped by 554 million Baht (-5.79%). In the fiscal year 2019, the PAT had to recognize an increase of 348 million Baht of the employee benefits expense that resulted from the enactment of the Labor Protection Act (No. 7), B.E. 2562 (2019). The law has raised retirement compensations for retired employees with over 20 years of service from 300 days of the final salary to 400 days of the final salary. Income from selling fuel to operators, meanwhile, decreased by 105 million Baht in the fiscal year 2020. Asset depreciation expenses also came down by 67 million Baht, due to the sale of floatable assets and others.

## Financial Position

As of September 30, 2020

Unit: Million Baht

Items	Bangkok Port	Laem Chabang Port	Chiang Saen Commercial Port and Chiang Khong Port	Ranong Port	Port Authority of Thailand
<b>Assets</b>					
Current Assets	7,339.120	10,283.566	8.298	13.857	8,779.615
Non-Current Assets	7,476.505	33,764.725	10.668	43.919	41,295.818
<b>Total Assets</b>	<b>14,815.625</b>	<b>44,048.291</b>	<b>18.966</b>	<b>57.776</b>	<b>50,075.433</b>
<b>Liabilities and Owner's Equity</b>					
<b>Liabilities</b>					
Current Liabilities	1,697.515	2,912.703	4.837	4.577	4,619.632
Non-Current Liabilities	26,083.473	82.018	44.352	117.758	17,462.376
<b>Total Liabilities</b>	<b>27,780.988</b>	<b>2,994.721</b>	<b>49.189</b>	<b>122.335</b>	<b>22,082.008</b>
<b>Owner's Equity</b>					
Capital	309.510	6,925.035	-	-	7,234.545
Retained Earning	(13,274.873)	34,128.535	(30.223)	(64.559)	20,758.880
<b>Total Owner's Equity</b>	<b>(12,965.363)</b>	<b>41,053.570</b>	<b>(30.223)</b>	<b>(64.559)</b>	<b>27,993.425</b>
<b>Total Liabilities and Owner's Equity</b>	<b>14,815.625</b>	<b>44,048.291</b>	<b>18.966</b>	<b>57.776</b>	<b>50,075.433</b>

Note: Connected transaction was made which Laem Chabang Port recorded as current assets valued 8,865.226 million Baht while Bangkok Port, Chiang Saen Commercial Port and Chiang Khong Port, and Ranong Port recorded them as non-current liabilities of 8,865.226 million Baht.

## Total Assets

As of September 30, 2020, PAT's total assets were 50,075 million Baht — down by 1,201 million Baht (-2.34%) from the previous year. Account receivables shrank by 168 million Baht due to the COVID-19 outbreak. Aside, the PAT sold floatable assets and others at 580 million Baht during the year.

## Total Liabilities

As of September 30, 2020, PAT's total liabilities were 22,082 million Baht. It shrank by 2,525 million Baht from the fiscal year 2019, because the PAT had reserved money for the state remittance in the fiscal year 2019 even though the State Policy Office allowed the state remittance to be submitted during the fiscal year 2020.

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

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

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

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

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



# Notice of the Port Authority of Thailand

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

for the accounting period ending September 30, 2020 and 2019

The Office of the Auditor General has already audited and certified the Port Authority of Thailand's Statement of Financial Position as of September 30, 2020 and 2019, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows for the same accounting period.

It is hereby publicly announced.

Announced on February 3, 2021

Lt. JG. Kamolsak Prompragoon, R.T.N.  
(Lt. JG. Kamolsak Prompragoon, R.T.N.)  
Director General

A hand holding a pen points to a financial report featuring bar charts and pie charts. In the background, a laptop is visible, and a person is partially seen. The entire image has a blue tint.

# Auditor's Report and Financial Statements

# Auditor's Report

To: PAT Board of Commissioners

## Opinions

The Office of the Auditor General of Thailand conducted the audits of Financial Statements of the Port Authority of Thailand consisting of Statement of Financial Position as of September 30, 2020, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows on the same year-end date, including Notes to Financial Statements and significant accounting policy.

The Office of the Auditor General of Thailand came to the conclusion that the above-mentioned Financial Statements showed the Port Authority of Thailand's financial position as of September 30, 2020, operating performance and the cash flow in correspondence with the key essence of the Thai Financial Reporting Standards.

## Basis for the Opinions

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

## Significant Events and Information

The Office of the Auditor General highlighted the Notes to Financial Statements No. 31 on Obligations and Contingent Liabilities that although the Contingent Liabilities are described as uncertainty related to result of the lawsuit filed against the PAT demanding compensation for damages, the Office's opinion remains unchanged.

## Other Information

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



The Office of the Auditor General's opinions do not cover other information and the Office does not express confidence in other information.

The Office of the Auditor General is responsible for audit-related activities, including the review and consideration whether other information is contradictory to the Financial Statements or facts obtained from the audit by the Office or the Annual Report presents information that is in contradictory to the facts.

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

## Management's Responsibility for Financial Statements

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

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

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

## Auditor's Responsibility for Financial Statement Audit

The Office of the Auditor General of Thailand performs the audit with an objective to achieve reasonable confidence that the consolidated Financial Statements are free from material that is inconsistent with the facts whether it is caused by corruption or errors, and present the Auditor's Report including the opinions of the Office of the Auditor General. Reasonable confidence means high confidence but does not guarantee that the audits performed based on the State Auditing and General level of Auditing Standards would unveil the information that is in contradiction to the facts. Contradictory information that could have arisen consequently as a result of a corruption or an error is considered material when there is a reasonable projection that each or all of the contradictory items shall influence economic decision making of the Financial Statements readers.

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

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

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

The Office of the Auditor General has communicated with regulators on different matters, including the scope and timeframe of the audit as planned, significant issues discovered during the audit, and significant weakness in the internal control system discovered during the audit.

Narong Panusuwat

(Mr. Narong Panusuwat)

Director of Financial and Procurement Audit Office No. 12

Chutima Watthanamethi

(Ms. Chutima Watthanamethi)

Auditor, Senior Professional Level

Office of the Auditor General

26 January 2021

# Port Authority of Thailand

## Statement of Financial Position

As of September 30, 2020

Unit: Baht

	Note	2020	2019
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	7,713,071,928.24	6,895,556,298.86
Temporary investments	6	10,617,659.30	2,914,099,025.29
Accounts receivable	7	793,189,431.83	964,807,417.74
Other debtors	8	419,055.98	2,226,695.96
Inventories	10	77,714,306.62	87,616,935.41
Other current assets	11	184,602,774.08	63,946,410.95
<b>Total current assets</b>		<b>8,779,615,156.05</b>	<b>10,928,252,784.21</b>
<b>Non-Current Assets</b>			
Debtor account of provident fund (not overdue)	9	84,647,921.08	90,912,212.16
Deferred income from rent	12	17,012,168,933.99	17,091,842,731.01
Real estate for investment	13	5,252,606,947.52	5,597,697,256.47
Property, plant and equipment	14	12,150,457,565.69	12,576,205,247.26
Assets under construction and installation	15	1,511,256,445.88	1,773,388,352.77
Deferred debit of assets of community project	16	333,499,331.84	333,499,331.84
Intangible assets	17	177,012,438.36	204,377,854.15
Other non-current assets		4,774,168,503.78	2,680,635,793.50
<b>Total non-current assets</b>		<b>41,295,818,088.14</b>	<b>40,348,558,779.16</b>
<b>Total Assets</b>		<b>50,075,433,244.19</b>	<b>51,276,811,563.37</b>

The accompanying notes are integral part of these financial statements



# Port Authority of Thailand

## Statement of Financial Position (Continued)

As of September 30, 2020

Unit: Baht

	Note	2020	2019
<b>Liabilities and Owner's Equity</b>			
<b>Current Liabilities</b>			
Accounts payable		671,240,281.68	960,829,153.78
Other payables	18	1,344,700,559.42	1,353,723,922.09
Accrued remittance	19	2,091,745,000.00	4,015,654,000.00
Other current liabilities	20	511,945,718.22	448,106,171.57
<b>Total Current Liabilities</b>		<b>4,619,631,559.32</b>	<b>6,778,313,247.44</b>
<b>Non-Current Liabilities</b>			
Deferred income from donated assets	21	169,793,938.07	193,168,705.38
Accrued saving deposit & deposit & accrued interest	22	416,119,191.02	402,944,696.19
Obligations of employee benefits	23	16,829,024,314.24	17,202,778,192.00
Provisions	24	47,438,820.98	30,178,933.60
<b>Total Non-Current Liabilities</b>		<b>17,462,376,264.31</b>	<b>17,829,070,527.17</b>
<b>Total Liabilities</b>		<b>22,082,007,823.63</b>	<b>24,607,383,774.61</b>
<b>Owner's Equity</b>			
Capital	25	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
Insurance fund	27	2,683,814,917.93	2,644,876,502.86
Unappropriated		9,449,402,505.72	8,164,343,288.99
<b>Total Owner's Equity</b>		<b>27,993,425,420.56</b>	<b>26,669,427,788.76</b>
<b>Total Liabilities and Owner's Equity</b>		<b>50,075,433,244.19</b>	<b>51,276,811,563.37</b>

The accompanying notes are integral part of these financial statements

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

Viwat Amarit  
(Mr. Viwat Amarit)  
Director, Finance and Accounting Department

# Port Authority of Thailand

## Statement of Comprehensive Income

For the Year Ended September 30, 2020

Unit: Baht

	Note	2020	2019
<b>Revenues</b>			
Ship handling		1,935,453,224.98	2,046,339,390.45
Cargo handling		10,086,327,758.41	10,466,517,442.35
Services		417,368,155.69	382,692,629.87
Land, building and warehouse rental		1,491,371,135.78	1,469,101,314.12
Fuel sold for charters		416,708,177.58	522,557,196.25
From provident fund	26	13,600,794.44	13,897,320.13
From insurance fund	27	42,364,977.61	41,972,187.23
Gain on sale of fixed assets		21,067,175.52	4,948,754.95
Interest earned		69,964,909.26	55,621,676.15
Other revenues	28	137,617,384.73	154,024,506.11
<b>Total Revenues</b>		<b>14,631,843,694.00</b>	<b>15,157,672,417.61</b>
<b>Expenses</b>			
Personnel expenses		4,025,928,132.04	4,349,222,238.37
Repair and maintenance		1,089,628,133.69	1,039,887,608.91
Fuel and electricity		711,431,149.29	730,646,037.71
Fuel sold for charters		407,935,070.00	513,030,370.00
Depreciation and amortization		1,705,488,385.90	1,772,623,754.88
Public utilities		51,346,525.78	51,099,974.56
Stationery and book expenses		18,977,850.68	19,580,747.26
Safety equipment expenses		4,814,341.76	8,113,739.76
Public relations and marketing cost		50,480,272.27	72,822,006.88
Expert and outsource workers' wages		395,598,291.44	406,199,737.89
Contracting private tug boat services cost		187,251,960.40	175,162,560.53

# Port Authority of Thailand

## Statement of Comprehensive Income

(Continued)

For the Year Ended September 30, 2020

Unit: Baht

	Note	2020	2019
Expenses from the railway and coastal berth development project		19,533,083.06	384,193.33
Aid fund of employees and workers	26	33,783,167.17	32,703,607.63
Asset Insurance fund	27	3,426,562.54	5,616,690.49
Other expenses	30	296,132,136.18	378,348,901.65
<b>Total Expenses</b>		<b>9,001,755,062.20</b>	<b>9,555,442,169.85</b>
<b>Net Income for the Year</b>		<b>5,630,088,631.80</b>	<b>5,602,230,247.76</b>
<b>Other Comprehensive Income:</b>			
New items that will not be reclassified subsequently to profit or loss			
Actuarial gains on employee benefits project		-	532,295,991.00
<b>Total Income for the Year</b>		<b>5,630,088,631.80</b>	<b>6,134,526,238.76</b>

The accompanying notes are integral part of these financial statements



# Port Authority of Thailand

## Statement of Changes in Equity

For the Year Ended September 30, 2020

Annual Report 2020

Unit: Baht

	Note	Capital	Retained Earnings			Total
			Appropriated		Unappropriated	
			Reserve for Expansion and Investment	Insurance Fund		
Account balance as of October 1, 2018		7,234,545,409.65	8,625,662,587.26	2,523,699,797.50	6,423,947,755.59	24,807,855,550.00
Total Income for the year		-	-	-	6,134,526,238.76	6,134,526,238.76
Reserve for remittance - 2019		-	-	-	(4,015,654,000.00)	(4,015,654,000.00)
Reserve for remittance - 2018		-	-	-	(257,300,000.00)	(257,300,000.00)
Contribution to the Insurance Fund		-	-	121,176,705.36	(121,176,705.36)	-
Account balance as of September 30, 2019		7,234,545,409.65	8,625,662,587.26	2,644,876,502.86	8,164,343,288.99	26,669,427,788.76
Account balance as of October 1, 2019		7,234,545,409.65	8,625,662,587.26	2,644,876,502.86	8,164,343,288.99	26,669,427,788.76
Total Income for the year		-	-	-	5,630,088,631.80	5,630,088,631.80
Reserve for remittance - 2020	19	-	-	-	(4,045,284,624.69)	(4,045,284,624.69)
Reserve for remittance - 2019 (Additional)	19	-	-	-	(4,346,000.00)	(4,346,000.00)
Reserve for remittance - 2020 (Additional)	19	-	-	-	(256,460,375.31)	(256,460,375.31)
Contribution to the Insurance Fund	27	-	-	38,938,415.07	(38,938,415.07)	-
Account balance as of September 30, 2020		7,234,545,409.65	8,625,662,587.26	2,683,814,917.93	9,449,402,505.72	27,993,425,420.56

The accompanying notes are integral part of these financial statements

# Port Authority of Thailand

## Statement of Cash Flows

For the Year Ended September 30, 2020

Unit: Baht

	Note	2020	2019
<b>Cash Flows from Operating Activities</b>			
Net Profit		5,630,088,631.80	5,602,230,247.76
Net Profit on cash increase (decrease) from operating activities			
Allowance for doubtful debt		3,714,889.52	89,760,903.66
Depreciation expenses		4,545,584.20	2,581,181.53
Depreciation and amortization		1,705,488,385.90	1,772,623,754.88
Write-off of assets in Housing and Community Project		-	68,906.95
(Gain) on sale of assets		(21,067,175.52)	(4,948,754.95)
Employee benefits obligation		799,336,980.75	1,134,597,467.25
Provisions		33,594,339.83	(3,976,751.55)
Interest receivable		(69,964,909.26)	(55,621,676.15)
Revenue from provident fund		(12,063,527.31)	(13,677,890.35)
Provident fund expenses		33,781,306.17	32,701,895.63
Revenue from insurance fund		(42,364,977.61)	(41,972,187.23)
Deferred income		79,673,797.02	28,012,022.97
Income from donated assets		(23,374,767.31)	(26,199,758.32)
Operating profit before changes in operating assets and liabilities		8,121,388,558.18	8,516,179,362.08

The accompanying notes are integral part of these financial statements

# Port Authority of Thailand

## Statement of Cash Flows (Continued)

For the Year Ended September 30, 2020

Unit: Baht

	Note	2020	2019
Decrease (increase) in operating assets			
Accounts receivable		167,911,580.69	15,216,025.91
Other debtors		1,799,155.68	2,019,153.02
Inventories		5,357,044.59	23,626,931.17
Debtor account (Provident Fund)		6,264,291.08	17,059,211.54
Other current assets		(126,353,052.40)	(469,803.29)
Increase (decrease) in operating liabilities			
Accounts payable		2,677,547.82	(19,014,147.91)
Other liabilities		(9,023,362.67)	(85,347,662.83)
Other current liabilities		63,839,546.65	(22,090,801.50)
		8,233,861,309.62	8,447,178,268.19
Cash from interest		130,090,103.45	104,419,918.72
Cash from employee saving		13,052,442.49	13,405,625.18
Cash paid for savings and accumulated interest		(33,659,253.83)	(36,666,032.09)
Cash paid for employee benefits obligations		(1,173,090,858.51)	(1,119,247,255.66)
Cash payment for debt litigation		(16,334,452.45)	(4,422,931.55)
<b>Net cash from operating activities</b>		<b>7,153,919,290.77</b>	<b>7,404,667,592.79</b>

The accompanying notes are integral part of these financial statements



# Port Authority of Thailand

## Statement of Cash Flows (Continued)

For the Year Ended September 30, 2020

Unit: Baht

	Note	2020	2019
<b>Cash flows from Investment Activities</b>			
Temporary investments (Increase)		2,903,481,365.99	(419,633,369.81)
Proceeds from sales of fixed assets		25,666,261.69	7,513,915.95
Investment in property, plant and equipment		(11,522,443.53)	(15,199,197.43)
Cash in advance for investment in land of the Treasury Department		-	(665,122,775.00)
Cash investment in intangible assets		(100,044.75)	(322,619.37)
Investment in assets under construction and installation		(3,023,928,800.79)	(813,097,351.21)
<b>Net cash spending in investment activities</b>		<b>(106,403,661.39)</b>	<b>(1,905,861,396.87)</b>
<b>Cash flows from financing activities</b>			
Contribution to state remittance		(6,230,000,000.00)	(4,760,000,000.00)
<b>Net cash spending in financing activities</b>		<b>(6,230,000,000.00)</b>	<b>(4,760,000,000.00)</b>
<b>Increase in cash and net cash equivalents</b>		<b>817,515,629.38</b>	<b>738,806,195.92</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>4</b>	<b>6,895,556,298.86</b>	<b>6,156,750,102.94</b>
<b>Cash and cash equivalents at end of year</b>	<b>4</b>	<b>7,713,071,928.24</b>	<b>6,895,556,298.86</b>
<b>Additional information on cash flows</b>			
Unpaid purchase of lands, buildings and equipment		2,251,237.30	215,670.09
Unpaid acquisition of asset during construction and installation		106,886,457.40	401,188,444.53

The accompanying notes are integral part of these financial statements

# Port Authority of Thailand

## Notes to the Financial Statements

For the Year Ended September 30, 2020

### 1. General Information

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

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

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

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

Regional Ports include:

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

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

## 2. Key Events During the Reporting Period

COVID-19 outbreak, which began in early 2020, has upset global economy, manufacturing, product distribution, as well as many businesses. In such situation, the impact of COVID-19 outbreaks has brought about a general deterioration in PAT's operating result, which varies upon volumes of import-export. During the period of January to September, the PAT's container throughput stood at 6.66 million T.E.U.s, a decrease of 5.81% or 560.97 million Baht, declined by 4.91% compared to the same period last year. In addition, the COVID-19 crisis has continued to affect the operating result of the PAT in 2020.

## 3. Criteria for Consolidating the Financial Statements

### 3.1 Criteria of Practices

These financial statements were prepared in compliance with the Accounting Standards, Financial Reporting Standards as well as Interpretation of Accounting Standards being announced by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King, related rules and notices of the State Enterprise Policy Office (SEPO), which meet the Generally Accepted Accounting Principles of Thailand.

The Federation of Accounting Professions issued the new revision of Financial Reporting Standards which would be enforceable over the accounting period cycles commencing on or after January 1, 2019 and January 1, 2020. The Standards are disclosed in the Notes to the Financial Statements, item No. 32 and No. 33 respectively.

### 3.2 Criteria for Valuation

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

### 3.3 Estimation and Use of Discretion

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

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

#### Allowance for Doubtful Accounts

Allowance for doubtful accounts is the adjustment of the debtor's value with the expected loss due to the impossibility of debt settlement. The executives use their discretion to estimate the loss for the outstanding debtors by considering several methods, i.e. analysis of the debts term, experiences of debt settlement by considering the current economic environments. However, use of the estimations and assumptions may affect against the value of estimation of the allowance for doubtful accounts and must be updated for the margin in the future.



## Plant, Equipment and Intangible Asset

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

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

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

## 4. Principle Accounting Policy

### 4.1 Presentation of the Financial Statements

The PAT observes the Accounting Standard 1 (revision 2018) regarding the presentation of the financial statements under the requirements of the updated standards. The financial statements consist of:

- Statement of Financial Position
- Statement of Comprehensive Income
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to the Financial Statements

### 4.2 Revenue Recognition

- Service Revenue Recognition

Being recognized on the accounting period of service provided

- Revenue from the private sector's operation (Fixed Fee) and additional compensation (Additional Fee)

Revenue from the private sector's operation (Fixed Fee), including other minimum amount to be paid throughout the remaining period of the lease contracts, has been recognized in the Statement of Comprehensive Income by linear method throughout the lease contract period. For the additional compensation (Additional Fee) which will be paid based on the volume of contingent containers or cargo in each year under the classified rate in each contract, it is recognized as the contingent lease and the revenue in accounting period of that lease.

- Interest Received

1. Bank deposit interest is recognized on a time proportion basis.
2. Loan interest of Employee Aid Fund is recognized on payment period, except for 6 months overdue payment interest of the Employee Aid Fund which is recognized on a cash basis.

### 4.3 Cash and Cash Equivalents

Cash and cash equivalents refer to cash on hand, all types of bank deposits; current accounts, saving accounts and fixed accounts of less than 3 months, excluding term deposits.

### 4.4 Temporary Investments

Fixed bank deposits of not less than 3 months but not over 12 months

### 4.5 Account Receivable and Other Debtors

Account receivable and other debtors are demonstrated as the price in the invoice of doubtful debt deduction.

Allowance for doubtful debts is set as an amount of estimated loss from doubtful debts based on historical records and the current financial status of non-government and non-state enterprise debtors as of the date in the balance sheet, which is in compliance with the Ministry of Finance's Regulations regarding State Enterprise's Accounting and Finance, B.E. 2548 (A.D. 2005) and the criteria of the PAT Board of Commissioners' resolution at its 9/2549 meeting on October 16, 2006. The allowance for doubtful debt was set for non-government and non-state enterprise debtors at the following rates:

Length of Overdue	Allowance for Doubtful Debts (Percentage)
Over 3 months to 6 months	50
Over 6 months to 1 year	75
Over 1 year	100

The allowance for doubtful debts is recognized as an expense. When the bad debt is realized, it will be deducted from the allowance for doubtful debts.

### 4.6 Inventories

Inventories at the end of fiscal year are recorded as a cost on the basis of the moving-average method or net realizable value, whichever is the lower. Deteriorated spares and handling equipment are recorded as actual costs.

### 4.7 Property, Plant and Equipment

Property, plant and equipment valued over 30,000 Baht are recorded at the cost on acquiring date or upon its completion, deducted the accumulated depreciation and impairment loss on asset. Those valued below 30,000 Baht is recognized as expense in the accounting period of the acquiring date.

The land transferred to the PAT upon its establishment in 1951 was recognized at fair value on the date of acquisition.

The cost price includes the direct cost relating to the acquisition of assets, construction cost, assets built by PAT as well as cost of the materials, direct labor and other direct costs relating to the supply of assets, to maintain the assets ready to use as required. The elements of each particular of land, plant and equipment with an unequal exploitation lifetime must be recorded separately, as well as the depreciation assessment of assets is also determined separately if each component is substantial.

Assets donated by persons, groups of persons, or agencies shall be recorded as follows:

In events of obligation-free donations, the acquired assets shall be recognized at a fair value and recognized as revenue at the equal value. In events of obligations-attached donations, assets shall be recognized as acquired donation assets that are deferred liabilities. Their value shall be gradually recognized as revenue which is equivalent to the depreciation of asset from donation. In accounting, it is also possible to deduct the asset value by the amount of subsidy granted in support of the said assets.

Profit or loss from the sale of property, plant and equipment is the difference between the net compensation from the sales and accounting value of property, plant and equipment by means of the net recognition as other revenue in the Statement of Comprehensive Income.

Categorization of the real estate is arranged as the investment property.

Upon changes of the available real estate to be the investment property, the real estate shall be re-categorized as the investment property with the accounting value.

#### Subsequent Costs

Costs of substitution of the elements shall be recognized as an integral part of the accounting value of the particular property, plant and equipment. High possibly that the PAT shall receive economic benefits in the future and the value of the cost could be measured reliably; the substituted parts shall be disposed based on the accounting value. The costs for restoration or maintenance of the property, plant and equipment being regularly incurred shall be recognized for the profit or loss upon occurrence.

#### Depreciation

The depreciation is calculated from the deterioration value of the assets, consisting of the cost price of the assets or cost price for other substitution and deducted with the remaining value of the assets.

The depreciation is recorded as the expense in the Statement of Comprehensive Income by linear method throughout the approximate lifetime criteria of the elements of each particular of assets which is 2 - 30 years.

The residual value of the land, building and equipment must be estimated by the value which the PAT expects to receive from the dispositions of the assets at present as if such assets have had the lifetime and conditions anticipated to be at the end of useful life. Furthermore, the residual value and useful life are reviewed, at least once by the end of every year.

## 4.8 Intangible Assets

The Projects for the Development of a Financial and Accounting Administration System, the Administration Accounting System as well as the Organizational Resources Planning including the license fee of the SAP software program are expenses of upgrading the Financial and Accounting Administration System, the Administration Accounting System, the Human Resources Management System, the Storing System, the Maintenance System and the Information Technology System for the organizational management. The expense will be set as an expense in 3 - 5 years.

## 4.9 Real Estate for Investment

The real estate for investment, i.e. real estate occupied for exploitation from the rental or increased value or both, not for sale on the regular course of business or used in manufacturing or products supply or service or used for management.



The cost price of the real estate for investment includes the direct cost to acquire the real estate for investment and the construction cost of the PAT as well as the raw material cost, direct wage and other direct costs to maintain the condition of real estate for investment to be ready for use.

The real estate for investment being shown in the cost price, less the cumulative depreciation cost and loss from the depreciation cost shall be recorded in the Statement of Comprehensive Income by linear method throughout the approximate lifetime of each particular of the assets.

## 4.10 Employee's Benefits

The obligations of the PAT and benefits for the employee are recognized and measured for the benefits of employee in each category as follows:

1. Short-term benefits for employees: the PAT acknowledges the debts and expenses from the annual leave being carried forward to the next year by recognizing the cost price, which is expected to carry forward the annual leave without updating of the discount rate.

2. Long-term benefits for employees

### 2.1 Post-retirement benefits programs

2.1.1 Retirement compensation and medical coverage after retirement program by using the estimation techniques based on the Actuarial Science and calculating the benefits to determine the present value of the obligations, current service cost, past service cost by recognizing as the liabilities in the Statement of Financial Position and the expenses in Statement of Comprehensive Income. Any profit and loss from the estimation based on the Actuarial Science Principle are considered as the costs in the Statement of Comprehensive Income immediately.

2.1.2 Contribution funds according to the Project of Employee's Post-Retirement Benefits are provided by the PAT in 2 conditions:

- Aid Fund: the PAT pays the contribution in the certain amount in the fund established by PAT without separation as the juristic person from the PAT and additional amount equal to the obligations of the Employee's Post-Retirement Benefits by using the estimation techniques based on the Actuarial Science and calculating the benefits to determine the current value of the obligations for the pension and succeeded pension in 30 times of the current service cost and past service cost by recognizing as the liabilities in the Financial Statements and the expenses in Statement of Comprehensive Income promptly.
- Provident Fund: the PAT pays the contribution in certain amount separately and has no legally binding or obligation of payment of additional contribution. The obligations of the contribution in the project shall be recognized as the employee's cost in the Statement of Comprehensive Income during the period of employment at the PAT.

The PAT registered the PAT Provident Fund, with registration No. 4/2548, and became effective on June 7, 2005 as a juristic person with the objectives of promoting savings and providing security for member employees and their families in case of death, retirement, or resignation from the Fund. The Fund opened for membership application on July 1, 2005. The PAT Board of Commissioners' resolution No. 14/2548 dated November 25, 2005 approved the additional member application to the Fund starting from December 1, 2005. Both groups of applicants received additional monthly contribution at a fixed rate of 10%

of their salary in the application month until the last day of their membership. The members are also eligible for additional capital and additional contribution based on salary in the fiscal year 2006. According to the Provident Fund's Provisions, members can choose to contribute at 5%, 10%, 12%, or 15% of their monthly salary to the Fund and the PAT will contribute between 5% - 12% of the employee's salary depending on their employment period.

2.1.3 Severance benefits upon termination shows the PAT intention to be clearly obliged and has no intention to terminate the project. Details on the termination prior to the original retirement date or encouragement of voluntary early-retirement have been clearly specified. The severance benefit is recognized as an expense when the PAT offers the benefit for voluntary resignation and its offer is likely to be accepted with a reasonably estimated number of acceptance. The cash flow is depreciated if the period of benefit payment exceeds 12 months from the date of reporting named as Early Retirement Project.

2.2 Other long-term benefits are estimated based on the Actuarial Science and calculating the benefits to determine the present value of the obligation, current service cost, past service cost by recognizing them as the liabilities in the Statement of Financial Position and the expenses in Statement of Comprehensive Income. Any profit and loss from the estimation based on the Actuarial Science are recognized as the costs in the Statement of Comprehensive Income immediately, i.e. remuneration for 15/25 years of services and welfare in case of disability or death in service.

#### 4.11 Provisions

Provisions shall be recognized when the PAT has the liabilities according to the law or from the estimation as a result of the past event and it is highly possible that the PAT shall lose economic benefits to pay for the aforementioned liabilities and based on the reliable estimation of the payable amount.

#### 4.12 Depreciation of the Assets

The accounting value of the PAT's assets is reviewed on every reporting date that the depreciation is indicated. In case of indication, the PAT would have estimated the value of the assets expected to be recovered. The loss from the depreciation is recognized when the accounting value of the asset is higher than the expected value to be recovered from the depreciation and recorded as expense in the reporting period.

Calculation of the value expected to be recovered

Expected value to be recovered means the value from use of the assets or fair value of the assets, after deducting the sale cost, whichever is higher. On assessment of the value from use of the assets, the estimation of the cash flow to be received in the future shall be calculated in the current value to reflect the assessable value in the current market, which varies upon the time and risk against the asset. For the asset, which does not cause the cash flow independently from other assets, shall consider the expected value to be recovered together with the asset unit causing the cash, which the asset relates to.

Reversion of the Depreciation

The loss from the depreciation shall be reversed in the case that the PAT recognizes the loss from depreciation in previous statement is lower or finished, which the PAT has expected the value to be recovered. The loss from depreciation shall be reversed only when the accounting value of the asset does not exceed the accounting value after deduction of the depreciation cost or disposal cost as if the loss from the depreciation were not recorded before.

### 4.13 Insurance Fund

The Insurance Fund was established in accordance with the Port Authority of Thailand Insurance Fund Regulation, B.E. 2528 (A.D. 1985) by virtue of the section 29 (1) of the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951) with the main objective to insure the assets of the PAT.

Assets and liabilities of the Insurance Fund are shown in the PAT Assets and Liabilities; meanwhile, the fund appeared on inappropriate retained earnings statement, revenues and expenses of the Insurance Fund are recorded as Revenues and Expenses of the PAT.

## 5. Cash and Cash Equivalents consist of the followings:

Unit: Million Baht

	2020	2019
Cash	95.85	112.66
Bank deposits		
Current account	(13.01)	(9.97)
Saving account	4,259.16	2,260.67
Non-refundable 3-month fixed deposit	3,371.07	4,532.20
<b>Total</b>	<b>7,713.07</b>	<b>6,895.56</b>

Out of the total amount of cash and cash equivalents of 7,713.07 million Baht, the amount of 4,749.36 million Baht belongs to the PAT, 282.18 million Baht belongs to the Provident Fund, and 2,681.53 million Baht belongs to the Insurance Fund.

## 6. Temporary Investments consist of the followings:

Unit: Million Baht

	2020	2019
Over 3-month fixed deposit		
Refundable	0.30	10.16
Non-refundable	10.32	2,903.94
<b>Total</b>	<b>10.62</b>	<b>2,914.10</b>

The refundable over 3-month fixed deposit totals 0.30 million Baht, and the amount of 0.30 million Baht was used for an electricity guarantee. The non-refundable over 3-month fixed deposit totals 10.32 million Baht belongs entirely to the Bangkok Port.



## 7. Account Receivables consist of the followings:

Unit: Million Baht

	2020	2019
Trade Account Receivables	1,050.41	1,218.32
<u>Less</u> Allowance for Doubtful Debt	(257.22)	(253.51)
Trade Account Receivables - Net	793.19	964.81

Trade account receivables are categorized based on the debt aging as follows:

Unit: Million Baht

Debt	2020	2019
Undue	791.56	939.70
Over 3 months - 6 months past due	1.52	2.38
Over 6 months - 1 year past due	3.49	95.66
Over 1 year past due	253.84	180.58
<b>Total</b>	<b>1,050.41</b>	<b>1,218.32</b>

Allowance for doubtful debts totaled 257.22 million Baht comprises account receivables of port tariff at 227.08 million Baht, land rental, building rental, electricity and water supply of 29.80 million Baht, and port due insurance of 0.34 million Baht.

## 8. Other Account Receivables consist of the followings:

Unit: Million Baht

	2020	2019
Advanced Loan	0.05	1.41
Claim	0.15	0.15
Miscellaneous	2.66	3.10
<b>Total</b>	<b>2.86</b>	<b>4.66</b>
<u>Less</u> Allowance for Doubtful Debts	(2.44)	(2.43)
Other Account Receivables - Net	0.42	2.23

## 9. Employee Aid Fund Debtors are as follows:

Unit: Million Baht

	2020	2019
General Loan	69.64	73.03
Housing Loan	2.31	2.33
Vehicle Loan	0.06	0.11
Special Loan	14.82	17.62
<b>Total</b>	<b>86.83</b>	<b>93.09</b>
<u>Less</u> Allowance for Doubtful Debt	(2.18)	(2.18)
<b>Total</b>	<b>84.65</b>	<b>90.91</b>
<b>Undue Aid Fund Debtors</b>	<b>84.65</b>	<b>90.91</b>

As of September 30, 2020, allowance for doubtful debts of the Employee Aid Fund that may cause damage according to the preset criteria was 2.18 million Baht.

## 10. Inventories consist of the followings:

Unit: Million Baht

	2020	2019
Handling Equipment Parts	128.34	129.16
Vessel Parts	2.75	7.62
Electrical and Phone Equipment	5.21	5.40
Building Repair Materials	2.62	2.51
Fuel and Lubricant	6.60	9.54
Stationery and Consumable Supplies	5.76	5.36
Waterworks Equipment and Sanitation	1.02	0.96
Car and Mechanical Parts	0.10	0.15
Handling Equipment Parts - Regional Ports	2.68	2.76
Medicine and Medical Supply Cost	4.92	4.97
Others	7.75	4.68
<b>Total</b>	<b>167.75</b>	<b>173.11</b>
<u>Less</u> Inventory Obsolescence Reserve	(90.04)	(85.49)
<b>Total</b>	<b>77.71</b>	<b>87.62</b>

In 2020, the PAT has reversed the allowance for Inventory Obsolescence Reserve of 0.17 million Baht resulting from a requisition. This year, the PAT has set allowance for inventory obsolescence reserve at 4.72 million Baht.

## 11. Other Current Assets consist of the followings:

Unit: Million Baht

	2020	2019
Accrued Bank Interest Receivable	13.73	19.43
Prepaid Expense	5.68	3.06
Deposit	0.53	0.53
Undue Input-Tax	164.57	40.76
Other Current Assets	0.09	0.17
<b>Total</b>	<b>184.60</b>	<b>63.95</b>

## 12. Income From the Pending Rent consist of the followings:

Unit: Million Baht

	2020	2019
Bring Forward	17,091.84	17,119.85
<u>Plus</u> Income based on the linear method	3,509.11	3,579.75
<u>Less</u> Payment received based on the contracts	(3,588.78)	(3,607.76)
<b>Amount Carried Forward</b>	<b>17,012.17</b>	<b>17,091.84</b>

The PAT has 62 contracts with a period of over 10 years as follows:

	Bangkok Port (Contracts)	Laem Chabang Port (Contracts)	Total Number of Contracts
Space rental contracts	4	46	50
Space rental for berthing operations contracts	-	12	12
<b>Total</b>	<b>4</b>	<b>58</b>	<b>62</b>



### 13. Investment Properties consist of the followings:

Unit: Million Baht

	Investment Properties		
	Land	Building	Total
<b>Cost Price</b>			
As of October 1, 2019	296.92	13,869.82	14,166.74
As of September 30, 2020	296.92	13,869.82	14,166.74
<b>Accumulated Depreciation</b>			
As of October 1, 2019	-	8,569.04	8,569.04
<u>Plus</u> Depreciation for the year	-	345.10	345.10
As of September 30, 2020	-	8,914.14	8,914.14
<b>Book Value - Net</b>			
As of October 1, 2019	296.92	5,300.78	5,597.70
As of September 30, 2020	296.92	4,955.68	5,252.60

Depreciation of investment properties for the year was 345.10 million Baht, including 16.08 million Baht of depreciation of donated assets.

Investment Properties as of September 30, 2020 are as follows:

Unit: Baht

Port Authority of Thailand	Accounting Value as of September 30, 2020		
	Investment Properties		
	Capital	Cumulative Depreciation Cost	Price Based on the Net Account
Land occupied by the PAT for earning the revenue from rental fee and future price increase			
Bangkok Port			
Empty land under the land lease contract	16,117,562.68	-	16,117,562.68
Laem Chabang Port			
Empty land under the land lease contract	231,819,739.61	-	231,819,739.61
Land of the Housing Authority/Accommodation	20,168,283.63	-	20,168,283.63
	251,988,023.24	-	251,988,023.24
Empty land	28,818,347.62	-	28,818,347.62
Total land value	296,923,933.54	-	296,923,933.54
Leased building group under the lease and operating contract			
Bangkok Port	805,906,572.67	(624,453,844.42)	181,452,728.25
Commercial buildings and community flats			
In-transit warehouse building	16,200,833.75	(16,196,057.22)	4,776.53
Office building	31,545,892.97	(20,621,314.45)	10,924,578.52
	853,653,299.39	(661,271,216.09)	192,382,083.30
Laem Chabang Port			
Buildings on the leased areas	13,016,169,617.19	(8,252,868,686.51)	4,763,300,930.68
Total buildings and structures value	13,869,822,916.58	(8,914,139,902.60)	4,955,683,013.98
Total	14,166,746,850.12	(8,914,139,902.60)	5,252,606,947.52

Investment Properties of the PAT consist of the followings:

Lands in the total areas of 1,687.34 acres (4,268.99 rais) are held by the PAT for the revenues from the rents and the increments of the price in the future. 269.71 acres (682.19 rais) of land is located at Bangkok Port and 1,417.70 acres (3,586.80 rais) at Laem Chabang Port. They have been leased to the third parties under both short and long term Land Lease Agreements. As of September 30, 2020, the accounting value of such lands

was 268.10 million Baht, and the fair value was 41,376.52 million Baht. The value for the land at Bangkok Port was referred to 2016 - 2020 land appraisal price of the Treasury Department. For the land at Laem Chabang Port, the appraisal price was specifically assessed by Provincial Land Office for Laem Chabang Port for 2016 - 2020. Empty land belonging to the Authority located at Laem Chabang Port totaling 170.80 acres (432 rais) is not available for services or business operation. As of September 30, 2020, the empty land has an accounting value at 28.82 million Baht and fair value at 432.47 million Baht calculated based on the land assessed value of the Treasury Department for 2016 - 2020.

Commercial buildings, community flats, office buildings and warehouses in Bangkok Port were leased out to the third parties under the lease contracts. As of September 30, 2020, the cost price of the land was 853.65 million Baht with accounting value of 192.38 million Baht and fair value of 2,000.83 million Baht, which was determined and assessed with the compensation method by considering the depreciation from the physical depreciation, utilization, and depreciation due to the external or economic factors.

Assets; land and building under the lease and operating contracts of 13 berths at Laem Chabang Port were leased out to private berth operators. As of September 30, 2020, the cost price of assets was 13,016.17 million Baht with accounting value of 4,763.30 million Baht and fair value of 55,916.15 million Baht, which was appraised using the Income Method (DCF Technique).

The amount of money which relevant to the investment properties recognized in the Statement of Comprehensive Income consists of the followings:

Unit: Million Baht

	2020	2019
Revenue derived from lands, buildings and warehouses rental	1,491.37	1,469.10
Direct operating expenses arising from investment properties rental for the year	345.10	350.57

As of September 30, 2020, the PAT has investment properties, that the fair value were disclosed, and measured into three broad levels as follows:

Unit: Million Baht

	Level 1	Level 2	Level 3
<b>Investment Properties</b>			
Lands - Held by the PAT for rental	41,376.52		
Lands - Empty land at Laem Chabang Port	432.47		
Commercial buildings, community flats, office buildings and Bangkok Port warehouses		2,000.83	
Buildings under the lease and operating contracts of 13 berths at Laem Chabang Port			55,916.15



## 14. Land, Plant and Equipment consist of the followings:

Unit: Million Baht

	Land	Buildings	Floatable Assets	Handling Equipment	Other Assets			Total
					PAT's	Provident Fund's	Insurance Fund's	
<b>Cost Price</b>								
As of October 1, 2019	73.58	9,094.69	8,200.82	10,523.56	4,278.72	0.06	0.04	32,171.47
Purchase	-	1.52	-	-	12.04	-	-	13.56
Transfer from assets under construction and installation	-	144.75	207.68	275.16	238.22	-	-	865.81
Sales	-	(21.83)	(497.42)	(9.87)	(51.46)	-	-	(580.58)
As of September 30, 2020	73.58	9,219.13	7,911.08	10,788.85	4,477.52	0.06	0.04	32,470.26
<b>Accumulated Depreciation</b>								
As of October 1, 2019	-	4,639.22	4,243.76	7,407.23	3,304.93	0.06	0.04	19,595.24
Depreciation for the year	-	282.15	280.06	517.00	221.30	-	-	1,300.51
Sales	-	(17.37)	(497.42)	(9.87)	(51.31)	-	-	(575.97)
As of September 30, 2020	-	4,904.00	4,026.40	7,914.36	3,474.92	0.06	0.04	20,319.78
<b>Allowance for Depreciation</b>								
As of October 1, 2019	-	-	-	-	0.02	-	-	0.02
Allowance for depreciation for the year	-	-	-	-	-	-	-	-
As of September 30, 2020	-	-	-	-	0.02	-	-	0.02
<b>Accounting Value-Net</b>								
As of October 1, 2019	73.58	4,455.47	3,957.06	3,116.33	973.77	-	-	12,576.21
As of September 30, 2020	73.58	4,315.13	3,884.68	2,874.49	1,002.58	-	-	12,150.46

In the accounting period of the year 2020, the PAT has depreciation cost for the year at 1,300.51 million Baht. Out of this, the depreciation for the donated assets was 7.27 million Baht.

## 15. Assets under Construction and Installation consist of the followings:

Unit: Million Baht

	2020				2019
	Bring Forward	Increased	Decreased	Carry forward	
Construction work in progress	1,412.29	313.31	(350.23)	1,375.37	1,412.29
Assets pending in procurement process	350.77	226.00	(443.32)	133.45	350.77
Maintenance work in progress	10.33	96.78	(104.67)	2.44	10.33
<b>Total</b>	<b>1,773.39</b>	<b>636.09</b>	<b>(898.22)</b>	<b>1,511.26</b>	<b>1,773.39</b>

In the accounting period of the year 2020, the PAT had additional works of 636.09 million Baht which are partially transferred from the advance payment in the amount of 8.50 million Baht.

## 16. Deferred Debit of Assets of Housing Community Project

consist of the followings:

Unit: Million Baht

	2020	2019
Deferred Debit of Assets of Housing Community Project	333.50	333.57
<u>Less</u> Conversion during the year	-	(0.07)
<b>Total</b>	<b>333.50</b>	<b>333.50</b>

Deferred Debit of Assets of Housing Community Project is an expense of Klongtoey's Community Housing Development Project undertaken by the PAT in conjunction with the National Housing Authority. It aims to move out 4,200 resident families of slum communities and 600 resident families in Blocks 7 - 12 of community out of the PAT area in order to develop the area for port business. In this regard, part of the PAT area was allocated for the construction of flats with 1,680 residential units, which are now completed. PAT also provided the empty plots of land outside the area of the PAT by purchasing the vacant land at Soi Watcharaphon and Nong Chok District Area. The expenses shall be paid upon moving-in by the community and ownership transfer.

In the accounting period of the year 2020, there are vacant lands in Soi Watcharaphon that have not been transferred totaled 25-0-25.70 rais or 40,102.80 square meters worth 35.43 million Baht, and in Nong Chok District covering 214 rais which is divided into 2,140 plots with a total value of 298.07 million Baht. However, there has not yet been moving-in or ownership transfer.

## 17. Intangible Assets consist of the followings:

Unit: Million Baht

	Project on Development of Administration Accounting and Human Resources Planning Systems	Licenses of Other Software Programs	Total
<b>Cost Price</b>			
As of October 1, 2019	82.98	597.17	680.15
Purchase	-	0.10	0.10
Transferred from assets under construction and installation	-	32.41	32.41
As of September 30, 2020	82.98	629.68	712.66
<b>Accumulated Depreciation</b>			
As of October 1, 2019	82.98	392.79	475.77
Amortization	-	59.88	59.88
As of September 30, 2020	82.98	452.67	535.65
<b>Accounting Value - Net</b>			
As of October 1, 2019	-	204.38	204.38
As of September 30, 2020	-	177.01	177.01

In the accounting period of the year 2020, the PAT recorded annual amortization of assets at 59.88 million Baht, including the amortization of assets from donation of 0.66 million Baht.

## 18. Other Payables consist of the followings:

Unit: Million Baht

	2020	2019
Accrued wages and overtime wages	181.70	178.11
Accrued bonus for commissioners and port personnel	591.74	569.61
Accrued pension and inherited pension	4.94	7.71
Accrued Expenses	87.98	105.49
Land, building and warehouse leasing fee	25.58	18.57
Profit sharing (Fixed Fee) and additional benefits (Additional Fee)	449.27	474.19
Automatic port access fee	0.04	0.04
Others	3.45	-
<b>Total</b>	<b>1,344.70</b>	<b>1,353.72</b>



## 19. Accrued Remittance consist of the followings:

Unit: Million Baht

	2020	2019
Accrued Remittance		
As of the date of the beginning period	4,015.65	4,502.70
<u>Plus</u> Reserve for Remittance		
- From annual net profit	4,045.28	4,015.65
- Additional reserve from the year 2018	-	257.30
- Additional reserve from the year 2019	4.35	-
- Additional reserve from the year 2020	256.46	-
<b>Total</b>	<b>8,321.74</b>	<b>8,775.65</b>
<u>Less</u> Remittance submitted to the Ministry of Finance	(6,230.00)	(4,760.00)
<b>As of September 30</b>	<b>2,091.74</b>	<b>4,015.65</b>

As of September 30, 2020, the PAT has reserved 65% or 4,045.28 million Baht from annual net profit for remittance to Treasury and an additional of 4.35 and 256.46 million Baht from the financial report for the year ending September 30, 2019 and September 30, 2020, Budget Document No. 2 on Estimated Revenue for fiscal years 2020 and 2021 respectively.

On October 30, 2019, the PAT paid 2,100.00 million Baht as the first state remittance for Year 2019 and the second remittance on February 25, 2021 of 1,920.00 million Baht. Then on August 25, 2021, the first state remittance for Year 2020 has been paid at 2,210.00 million Baht

## 20. Other Current Liabilities consist of the followings:

Unit: Million Baht

	2020	2019
Department of Revenue Payable	63.71	57.56
Deposit and Guarantee	306.76	266.99
Deposit	13.16	13.37
Withholding Tax	5.06	5.35
Deferred Income Tax	39.21	46.31
Withholding Corporate Income Tax	20.77	1.11
Berth Entrepreneur's Payable	-	2.06
Cheques	53.67	46.10
Deposit Property Tax	-	8.34
Deposit Land & Building Tax	8.05	-
Other Current Liabilities	1.56	0.92
<b>Total</b>	<b>511.95</b>	<b>448.11</b>

## 21. Unrealized Revenue from Donated Assets consist of the followings:

Unit: Million Baht

	2020	2019
Bring Forward	193.17	219.37
<u>Less</u> Revenue Recognition	(23.38)	(26.20)
<b>Balance Forward</b>	<b>169.79</b>	<b>193.17</b>

## 22. Accrued Saving Deposit and Accrued Interest Payable

consist of the followings:

Unit: Million Baht

	2020			2019
	Accrued Saving Deposit	Accrued Interest Payable	Total	Total
Bring Forward	154.85	248.09	402.94	393.50
<u>Plus</u> Augmentation during the Year	13.06	33.78	46.84	46.11
<b>Total</b>	<b>167.91</b>	<b>281.87</b>	<b>449.78</b>	<b>439.61</b>
<u>Less</u> Installment during the Year	(12.22)	(21.44)	(33.66)	(36.67)
<b>Balance Forward</b>	<b>155.69</b>	<b>260.43</b>	<b>416.12</b>	<b>402.94</b>

As of September 30, 2020, accrued saving deposit and accrued interest payable of 416.12 million Baht will be paid by the PAT to employees when they retire or are dismissed.

## 23. Obligations of Employee Benefits

The amount recognized in the Statement of Financial Position as of September 30, 2020 and 2019 are as follows:

Unit: Million Baht

	2020	2019
<b>1. Employee Short-Term Benefits</b>		
Accumulated Annual Leave Days Program	47.24	45.70
<b>2. Employee Long-Term Benefits Obligations</b>		
<b>Employee Post-Retirement Benefits Project</b>		
Retirement Compensation Plan	1,459.39	1,451.04
Aid Fund Project	10,943.61	11,360.93
Medical Coverage Plan after Retirement	4,315.66	4,286.53
<b>Total Obligations of Employee Benefits After Retirement Project</b>	<b>16,718.66</b>	<b>17,098.50</b>
<b>Obligations for Other Long-Term Benefits Project</b>		
Long-Service Rewards	9.56	8.50
Compensation Program for Work-Related Death	53.56	50.08
<b>Total Obligations for Other Long-Term Benefits Project</b>	<b>63.12</b>	<b>58.58</b>
<b>Total Obligations for Employee Benefits</b>	<b>16,829.02</b>	<b>17,202.78</b>

Unit: Million Baht

	2020	2019
<b>Obligation of Employee Long-Term Benefits</b>		
Net present value of long-term obligation of employee benefits	16,781.78	17,157.08

Changes to the obligations for employee long-term benefits as of September 30, 2020 and 2019 are as follows:

Unit: Million Baht

	2020	2019
Obligations for employee benefits at the beginning of the period on October 1	17,202.78	17,719.72
Current service cost	246.71	321.15
Interest cost	446.75	455.32
Previous service cost	105.87	358.13
Actual expenses	(1,173.09)	(1,119.25)
Actuarial gains in other comprehensive income	-	(532.29)
<b>Obligations for employee benefits on the period ending date on September 30</b>	<b>16,829.02</b>	<b>17,202.78</b>



Expenses recognized in the Statement of Comprehensive Income for the year ending September 30, 2020 and 2019 are as follows:

Unit: Million Baht

	2020	2019
Accumulated Annual Leave Days Program	6.52	6.53
Retirement Compensation Plan	99.99	429.94
Aid Fund Project	482.80	473.86
Medical Coverage Plan after Retirement	202.13	222.41
Long-Service Rewards Project	2.13	1.37
Compensation Program for Work-Related Death	5.76	0.49
<b>Total Expenses Recognized in the Statement of Comprehensive Income</b>	<b>799.33</b>	<b>1,134.60</b>

Actuarial gains recognized in other statement of comprehensive income for the year ending September 30, 2020 and 2019 are as follows:

Unit: Million Baht

	2020	2019
Retirement Compensation Plan	-	(85.92)
Aid Fund Project	-	281.26
Medical Coverage Plan after Retirement	-	366.73
Long-Service Rewards Project	-	0.09
Compensation Program for Work-Related Death	-	(29.87)
<b>Total Actuarial gains in other statement of comprehensive income</b>	<b>-</b>	<b>532.29</b>

Main assumptions of the estimation based on the Actuarial Science Principles are as follows:

	2020 percentage	2019 percentage
Discount Rate		
Retirement Compensation Plan	2.03	2.03
Aid Fund Project	2.40 and 3.40	2.40 and 3.40
Medical Coverage after Retirement	2.40 and 3.40	2.40 and 3.40
Long-Service Rewards Project	2.03	2.03
Compensation Program for Work-Related Death	2.03 and 2.40	2.03 and 2.40
Increasing Rate of the Future Salary (Average)	7.12	7.12
Gold Price Trend Rate	3.85	3.85
Medical Cost Growth Rate	8.00	8.00
Turnover Rate of Employees		
Aged 0 - 20 years	-	-
Aged 21 - 30 years	1.30	1.30
Aged 31 - 40 years	1.05	1.05
Aged 41 - 50 years	0.30	0.30
Aged 51 - 60 years	-	-

Assumptions relating to the death refer to the Mortality Table, B.E. 2560 (A.D. 2017), as the statistical data being generally propagated and announced by the Office of Insurance Commission.

Sensitivity analysis of the main assumptions of the estimation based on the Actuarial Science Principles are as follows:

			Impact on Obligation of the Employee Benefits Projects			
	Assumption Changes		Increasing Assumptions		Decreasing Assumptions	
	2020 Percentage	2019 Percentage	2020 Million Baht	2019 Million Baht	2020 Million Baht	2019 Million Baht
Mortality Rates of Beneficiary	20	20	(2.58)	(2.38)	3.11	2.86
Mortality Rates	20	20	(1,378.75)	(1,324.09)	1,827.20	1,758.15
Employee Turnover Rates	1	1	(522.83)	(465.47)	42.77	36.91
Workplace Mortality Rates	0.0001	0.0001	16.78	14.46	(16.93)	(14.59)
Discount Rates	1	1	(1,683.67)	(1,760.52)	2,035.29	2,134.46
Salary Increase Rates	1	1	381.04	373.18	(543.79)	(482.85)
Medical Trend Rates	1	1	756.72	728.59	(616.92)	(594.47)
Gold Price Trend Rates	1	1	1.02	0.86	(0.86)	(0.73)

## 24. Provisions are as follows:

Unit: Million Baht

	Lawsuit of Overtime Cases	Other Lawsuits	Total
As of October 1, 2019	20.00	10.18	30.18
Estimate of Increased Liabilities	1.14	32.67	33.81
Estimate of Decreased Liabilities	(0.22)	-	(0.22)
Payment of Liability Estimate	(0.84)	(15.49)	(16.33)
As of September 30, 2020	20.08	27.36	47.44

As of September 30, 2020, the PAT recognized the provisions of the 51 aforementioned lawsuits valued 47.44 million Baht. Out of these, 48 cases are sued related to overtime payment, totaling 20.08 million Baht, and three other cases totaling 27.36 million Baht.

33.81 million Baht of provisions were increased from 8.51 million Baht interest record according to the court ruling. This included 1.11 million Baht of compensation on overtime cases, and 7.40 million Baht of compensation from other cases, as well as additional debt record by court ruling of 25.30 million Baht from five other cases.

Liabilities estimate reduced by 0.22 million Baht, due to reversal of provisions, including debt payment reduction at 16.33 million Baht including one case of overtime payment lawsuit and four other cases.

## 25. Capital consist of the followings:

Unit: Million Baht

	2020	2019
<b>Bangkok Port's Capital</b>		
First Set Capital	97.18	97.18
Sattahip Commercial Port's Operation	117.22	117.22
Economic Development	9.79	9.79
Loan and Interest Paid by the Government	82.08	82.08
The Chao Phraya River Bar's Maintenance Division's Operation	3.24	3.24
	309.51	309.51
<b>Laem Chabang Port's Capital</b>		
Government Budget	6,688.23	6,688.23
Reserve from Exception of Remittance for External Debt	40.00	40.00
Reserve from Economic Structure Adjustment Loan (SAL2)	96.74	96.74
Capital from Transfer of Sattahip Commercial Port's Fixed Assets	100.07	100.07
	6,925.04	6,925.04
<b>Total</b>	<b>7,234.55</b>	<b>7,234.55</b>



## 26. Aid Fund Project consist of the followings:

As of September 30, 2020 and 2019, assets and liabilities of the Fund are as follows:

Unit: Million Baht

	2020	2019
<b>Assets</b>		
Cash and Cash Equivalents	282.18	224.23
Related Transactions PAT - Receivables with Obligations	28,637.46	28,160.53
Other Current Assets	0.24	0.34
Debtor Account (Provident Fund) - Undue Payment	84.65	90.91
<b>Total</b>	<b>29,004.53</b>	<b>28,476.01</b>
<b>Liabilities</b>		
Department of Revenue Payable	1.41	-
Other Payables	6.76	7.71
Payable - PAT	17,634.59	16,701.98
Other Current Liabilities	2.04	2.45
Obligations for Employee Benefits	10,943.61	11,360.93
Accrued Saving Deposit and Accrued Interests	416.12	402.94
<b>Total</b>	<b>29,004.53</b>	<b>28,476.01</b>

For the year ending September 30, 2020 and 2019, the revenues and expenses of the Aid Fund are as follows:

Unit: Million Baht

	2020	2019
<b>Revenues</b>		
Bank Deposit Interest	0.58	0.61
Aid Fund's Loan Interest	11.48	13.07
Miscellaneous Revenues	1.54	0.22
<b>Total</b>	<b>13.60</b>	<b>13.90</b>
<b>Expenses</b>		
Savings Deposit Interest	33.78	32.70
<b>Total</b>	<b>33.78</b>	<b>32.70</b>

## 27. Self-Insurance Fund

As of September 30, 2020 and 2019, assets and liabilities of Self-Insurance Fund are as follows:

Unit: Million Baht

	2020	2019
<b>Assets</b>		
Cash and Cash Equivalents	2,681.53	136.04
Temporary Investments	-	2,503.63
Accrued Interest Receivable	2.29	5.21
<b>Total</b>	<b>2,683.82</b>	<b>2,644.88</b>
<b>Liabilities and Self-Insurance Fund</b>		
Self-Insurance Fund	2,644.88	2,523.70
Interim Appropriation Appropriated during the Year	38.94	121.18
<b>Total</b>	<b>2,683.82</b>	<b>2,644.88</b>

For the year ending September 30, 2020 and 2019, the Self-Insurance Fund's revenues and expenses are as follows:

Unit: Million Baht

	2020	2019
<b>Revenues</b>		
Interest Income	42.36	41.97
<b>Total</b>	<b>42.36</b>	<b>41.97</b>
<b>Expenses</b>		
Claims	3.43	5.62
<b>Total</b>	<b>3.43</b>	<b>5.62</b>

The Self-Insurance Fund was established in 1985 by virtue of section 29 (1) of the Port Authority of Thailand Act, B.E. 2494 (A.D. 1951), and was set up to provide insurance coverage for the PAT's assets as applying for insurance with an insurance company. The PAT appropriates net profit from its annual operations to the Self-Insurance Fund.

## 28. Other Revenues consist of the followings:

Unit: Million Baht

	2020	2019
Revenue from Breach of Contract Penalties	59.71	54.64
Revenue from Donated Assets	23.38	26.20
Miscellaneous Revenues	50.27	67.65
Others	4.26	5.53
<b>Total</b>	<b>137.62</b>	<b>154.02</b>

## 29. Remuneration for Key Executives

The Executive means the executives in the position ranking from Assistant Director General of the PAT or equivalent and higher, including Director of Finance and Accounting Department and the PAT Board of Commissioners, totaling 25 persons.

Unit: Million Baht

	2020	2019
Remuneration for Key Executives		
Short-term Benefits	41.06	40.43
Benefits after Retirement	-	1.48
<b>Total</b>	<b>41.06</b>	<b>41.91</b>



### 30. Other Expenses consist of the followings:

Unit: Million Baht

	2020	2019
Travelling Expenses — Domestic	8.70	12.12
Travelling Expenses — International	5.41	14.98
Cost of Equipment and Appliances	3.28	2.96
Expenses on Computer System	20.04	17.33
Expenses on Controlled Office Supplies	18.68	47.32
Publication Cost	0.87	2.78
Environmental Research and Development Expenses	5.78	4.98
Expenses on Photocopier Rental and Photocopy	1.59	1.79
Expenses on Auditing	2.00	2.00
Expenses of Marine Pilot Boat Service at Laem Chabang Port	28.51	32.69
Sports Expenses	18.71	27.02
Other Car Rental	24.48	21.91
Fee	4.59	4.95
Insurance Premium	4.59	4.28
Write-off of Assets in the Housing and Community Project	.	0.07
Entertainment Expenses	9.73	8.90
Association Contribution and Subsidies	18.50	15.69
Donation	40.01	34.79
Cost of Emergency — Flood, Fire Accident, etc.	6.26	6.85
Doubtful Debt	3.71	89.76
Compensation for Damages	34.64	(1.84)
Land and Building Tax	11.86	-
Miscellaneous Expenses	1.55	2.94
Depreciable Supply Expenses	4.45	2.75
Others	18.19	21.33
<b>Total</b>	<b>296.13</b>	<b>378.35</b>

### 31. Commitments and Contingent Liabilities consist of the followings:

#### Commitments:

- 1) As of September 30, 2020, The PAT guaranteed commitment which was paid by 12-month fixed deposit as follows:

Unit: Million Baht

		2020	2019
<u>Guaranteed Commitment</u>	<u>Bank</u>		
Electricity use	Krungthai Bank	0.30	0.30
Loan Payable for Klongtoey Community Residence Development Project, Phase 3	Government Housing Bank	-	9.86
<b>Total</b>		<b>0.30</b>	<b>10.16</b>

- 2) The cabinet has passed a resolution on November 12, 1985, permitting the Treasury Department to allow PAT to use state property, registration No. Chor Bor 341, in Thung Sukhla, Si Racha District, Chon Buri. The Cabinet also enacted the Royal Decree on State Property Status Withdrawal and sold the plot to PAT at a more favorable price. The Treasury Department, therefore, permitted the Ministry of Transport to use the area of 755 acres (1,910-0-09 rais) for Laem Chabang Deep Sea Port construction while the royal decree and the sales were under process.

The Treasury Department resolved to correct the area of the state property plot No. Chor Bor 341 from 755 acres (1,910-0-09 rais) to 767 acres (1,941-2-15 rais) [an increase of 12 acres (31-2-06 rais)] after a land survey was conducted to prepare an appendix for the Royal Decree on State Property Status Withdrawal for State Use, especially the state property plot No. Chor Bor 341 in 2003.

Later, the Royal Decree on State Property Status Withdrawal for State Use, B.E. 2548 (A.D. 2005), especially the state property in Thung Sukhla, Si Racha District, Chon Buri, was enforced on an area of 576 acres (1,456-0-83 rais). The withdrawal was not effective on the remaining 192 acres (485-1-32 rais) because a number of locals contended on land right.

The Ministry of Finance agreed to sell the particular plot of state property covering 767 acres (1,941-2-15 rais) at 1.83 million Baht per rai. When considering the 576 acres (1,456-0-83 rais) area to be withdrawn under the royal decree, the total value was 2,660.49 million Baht. PAT was allowed to pay in four installments of 665.122 million Baht for each installment and had to complete the transaction within four years. On June 27, 2019, the PAT has already paid the final installment to the Ministry of Finance.

On August 7, 2019, representatives from the Treasury Department, Department of Lands, and PAT held a joint meeting to discuss the framework for land title deed issuance for the plot No. Chor Bor 341 in Thung Sukhla, Si Racha District, Chon Buri, covering 576 acres (1,456-0-83 rais) to prepare for sales to the PAT. The meeting resolution is as follows:

- 1) The Treasury Department's Legal Office worked with PAT in checking whether the area to be withdrawn from state property was involved in lawsuits and under the consideration of civil court or administrative court, as well as the number of total cases. If the Ministry of Finance had to withdraw the status as a state property while the cases were not final, was it possible to do so and what impact on the cases would be.

- 2) The Treasury Department was assigned to clarify with the Department of Lands whether the area of 576 acres (1,456-0-83 rais), which would be withdrawn from state enterprise and whose legal land rights was transferred and already used by PAT since 1985, was already transferred to PAT according to legal provision. The plot did not have land title deed as required by Land Act and should not be registered for land ownership transfer according to the Land Code.
- 3) Preparing the guideline for action on the plot in case that the status as a state property is withdrawn but the land title deed cannot be applied. In addition, the case is under consideration by the court and shall wait until the case is final.

For the state property plot No. Chor Bor 341 covering 192 acres (485-1-32 rais) whose status as a state property has not yet been withdrawn, the Treasury Department applied for Nor Sor Lor document from the Department of Lands. After the document was obtained, the Treasury Department shall apply for withdrawal of its status as a state property for state use before selling to PAT. While the process was underway, the Treasury Department would collect land use fees from the PAT from the date that the PAT started to occupy and use the land in 1988. The land title deed issuance shall be completed as soon as possible so that the land right would be transferred to PAT in accordance with the Cabinet's resolution.

On October 16, 2020, The PAT issued a letter No. PAT 6025/2924 to follow up on a result from a consultation between the Treasury Department and the Land Department on the transfer of a Ratchaphatsadu land title deed No. Chor Bor 341 in Thung Sukhla, Si Racha District, Chon Buri Province. The land plot mentioned covers 1,456-0-83 rais of land. Currently, the PAT has not yet received any response from the Treasury Department.

### Contingent Liabilities:

As of September 30, 2020, the PAT is involved in 824 legal cases with a total value of 19,594.12 million Baht, details of which are as follows:

- 1) The PAT was prosecuted for 823 cases with a total value of 2,273.38 million Baht. Details are as follows:
  - 1.1 General cases totaling 15 such cases, with plaintiffs filed lawsuits against the PAT demanding compensation of about 89.46 million Baht (excluding interest). These cases are under court consideration and are not yet final. The PAT has recorded 27.36 million Baht provisions for these cases.
  - 1.2 Overtime payment cases totaled 661 cases with a total value of 1,365.25 million Baht (excluding interest). During 2005 - 2020, PAT employees filed lawsuits against the PAT on breach of Labor Law on compensation on overtime payment, compensation for work on holiday, and overtime payment on holidays. Progress of the cases is as follows:
    - 1.2.1 The cases under consideration of the Labor Court are 613 cases, totaling 1,335.56 million Baht.
    - 1.2.2 The cases being reviewed by the Supreme Court are 48 cases, with the total claim amount of 29.69 million Baht. The PAT has recorded 20.08 million Baht as provisions for these cases.
  - 1.3 Cases related to provident fund compensation totaling 147 cases. The plaintiffs filed lawsuits against PAT for a total of 818.67 million Baht (excluding interest). The cases are under court consideration and are not yet final.
- 2) The PAT is involved in one case where the Arbitrator had a final ruling, demanding the PAT to pay compensation of 1,033.59 million Baht (excluding interest). The party filed a lawsuit against the PAT demanding additional compensation of 16,287.15 million Baht or a total of 17,320.74 million Baht (excluding interest). After receiving the ruling, the PAT submitted a petition to the Administrative Court requesting the revocation of arbitration. The case is under consideration of the Administrative Court.



### 32. Financial Reporting Standards issued by the Federation of Accounting Professions applied by the PAT

The PAT has introduced the financial reporting standards issued by the Federation of Accounting Professions which had been enforced in the accounting period beginning on or after January 1, 2019. The PAT Management has considered that there is no significant impact on the PAT's financial statements.

### 33. Thai Financial Reporting Standards (TFRS) issued by the Federation of Accounting Professions that the PAT has not implemented before the effective date

Effective in the accounting period beginning on or after January 1, 2020

Financial Reporting Standards	Topics
TAS 1	Presentation of Financial Statements
TAS 2	Inventories
TAS 7	Statement of Cash Flows
TAS 8	Accounting Policies, Changes in Accounting Estimates and Errors
TAS 10	Events after the Reporting Period
TAS 12	Income Taxes
TAS 16	Land, Property and Equipment
TAS 19	Employee Benefits
TAS 20	Accounting for Government Grants and Disclosure of Government Assistance
TAS 21	The Effects of Changes in Foreign Exchange Rates
TAS 23	Borrowing Costs
TAS 24	Related Party Disclosures
TAS 26	Accounting and Reporting by Retirement Benefit Plans
TAS 27	Separate Financial Statements
TAS 28	Investments in Associates and Joint Ventures
TAS 29	Financial Reporting in Hyperinflationary Economies
TAS 32	Financial Instruments: Presentation
TAS 33	Earnings per Share

Financial Reporting Standards	Topics
TAS 34	Interim Financial Reporting
TAS 36	Impairment of Assets
TAS 37	Provisions, Contingent Liabilities and Contingent Assets
TAS 38	Intangible Assets
TAS 40	Investment Property
TAS 41	Agriculture
TFRS 1	The first implementation of the financial reporting standards
TFRS 2	Share-based Payment
TFRS 3	Business Combinations
TFRS 4	Insurance Contracts
TFRS 5	Non-current Assets Held for Sale and Discontinued Operations
TFRS 6	Exploration for and Evaluation of Mineral Resources
TFRS 7	Financial Instruments: Disclosure
TFRS 8	Operating Segments
TFRS 9	Financial Instruments
TFRS 10	Consolidated Financial Statements
TFRS 11	Joint Arrangements
TFRS 12	Disclosure of Interests in Other Entities
TFRS 13	Fair Value Measurement
TFRS 14	Regulatory Deferral Accounts
TFRS 15	Revenue from Contracts with Customers
TFRS 16	Leases
TSIC 7	Introduction of the Euro
TSIC 10	Government Assistance — No Specific Relation to Operating Activities
TSIC 25	Income Taxes — Changes in the Tax Status of an Entity or its Shareholders
TSIC 29	Service Concession Arrangements: Disclosures
TSIC 32	Intangible Assets — Web Site Costs

Financial Reporting Standards	Topics
TFRIC 1	Changes in Existing Decommissioning, Restoration and Similar Liabilities
TFRIC 2	Members' Shares in Co-operative Entities and Similar Instruments
TFRIC 5	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
TFRIC 6	Liabilities arising from Participating in a Specific Market — Waste Electrical and Electronic Equipment
TFRIC 7	Applying the Restatement Approach under TAS 29 Financial Reporting in Hyperinflationary Economies
TFRIC 10	Interim Financial Reporting and Impairment
TFRIC 12	Service Concession Arrangements
TFRIC 14	TAS 19 — The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
TFRIC 16	Hedges of Net Investment in Foreign Organizations
TFRIC 17	Distributions of Non-cash Assets to Owners
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments
TFRIC 20	Stripping Costs in the Production Phase of a Surface Mine
TFRIC 21	Levies
TFRIC 22	Foreign Currency Transactions and Advance Consideration
TFRIC 23	Uncertainty over Income Tax Treatments



Effective in the accounting period beginning on or after January 1, 2021

The Federation of Accounting Professions announced the revised financial reporting standards and interpretation of these standards in 2020. These standards shall apply to PAT for an accounting period starting on or after January 1, 2021. The revision of the standards has been made based on key principles as follows:

#### Revised conceptual framework for financial reporting standards

Financial Reporting Standards	Topics
TAS 1	Presentation of Financial Statements
TAS 8	Accounting Policies, Changes in Accounting Estimates and Errors
TAS 34	Interim Financial Reporting
TAS 37	Provisions, Contingent Liabilities and Contingent Assets
TAS 38	Intangible Assets
TFRS 2	Share-based Payment
TFRS 3	Business Combinations
TFRS 6	Exploration for and Evaluation of Mineral Resources
TSIC 32	Intangible Assets - Web Site Costs
TFRIC 12	Service Concession Arrangements
TFRIC 19	Extinguishing Financial Liabilities with Equity Instruments
TFRIC 20	Stripping Costs in the Production Phase of a Surface Mine
TFRIC 22	Foreign Currency Transaction and Advance Consideration

#### Definition of materiality

Financial Reporting Standards	Topics
TAS 1	Presentation of Financial Statements
TAS 8	Accounting Policies, Changes in Accounting Estimates and Errors
TAS 10	Events after the Reporting Period
TAS 34	Interim Financial Reporting
TAS 37	Provisions, Contingent Liabilities and Contingent Assets
TFRS 3	Business Combinations

## Interest Rate Benchmark Reform

Financial Reporting Standards	Topics
TFRS 7	Financial Instruments: Disclosure
TFRS 9	Financial Instruments

At present, PAT executives are in the process of assessing the possible impacts from the enforcement of the revised financial reporting standards.

### 34. Financial Report Approval

The financial statements were approved on January 26, 2021 by the PAT's Director General as authorized by the PAT's Board of Commissioners.



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