



SMART OPERATION





In order to operate with determination and achieve goals sustainably, the PAT has established clear values, as the foundation for creating the organizational culture from generation to generation, which are **“SMART”**

STANDARD



Operating with good
governance and standards

MASTERY



Working professionally comparable
to a high-capacity organization

AGILITY



Being adaptable by
creating new innovations

RESPONSIBILITY



Responsibility toward
society and stakeholders

TEAMWORK



Determination in working as a team

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Type of Business/Operations

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

- 1) Taking over all port activities from the Bangkok Port Office under the Transport Department, the Ministry of Transport
- 2) Operating and promoting port activities for the benefits of the government and the people
- 3) Operating other activities related to port operations

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

- (1) To build, purchase, procure, sell, rent, lease and operate activities related to port services and facilities
- (2) To procure, supply, rent, lease, hold ownership, occupy, sell or operate activities related to moveable properties and real estate
- (3) To determine charges for the use of port, service and facilities, and to issue the rules on port tariff payment
- (4) To organize and provide port safety, port use, services and facilities
- (5) To make a loan to port business
- (6) To maintain and dredge water channel within port area
- (7) To control, improve and provide convenience and safety to ports and navigation within port area
- (8) To determine port tariff within its premise
- (9) To issue bonds or other financial instruments for investment
- (10) To establish limited company or public company to operate port or other businesses within the scope of port operations. Such limited or public company shall not have foreign investors holding more than 49 percent of the registered capital.
- (11) To cooperate with other person or hold stakes in limited or public limited company for the benefit of the port business



Vision

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

Strategic Positioning of the Ports under the PAT’s Supervision



Bangkok Port

To be a world-class river port providing excellent and value-added services to support national commerce, investment and SMEs



Laem Chabang Port

To be the world’s leading port ensuring seamless connection of the logistics chain & global trade.



**Chiang Saen Commercial Port/
Chiang Khong Port**

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



Ranong Port

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

Mission

- 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 confidence 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

Value

“ S M A R T ”

S = STANDARD

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

M = MASTERY

Operate with efficiency to meet a high-performance organization
(Operate with knowledge and ability with dedication and do the best to achieve high-quality performances. Also engage in personal development to continuously improving work efficiency)

A = AGILITY

Be perpare for change whit the creation of new innovation
(Be perpare to effectively adapt work processes and methods to the changing environment and be able to take the initiative to innovate to develop and apply in the work to bring value to the organization)

R = RESPONSIBILITY

Corporate social responsibility and stakeholders

(Operate with conscientiously and responsibility for duties, organizations, society, the environments, and the country)

T = TEAMWORK

Commit to collaboration

(Operate together with respect and and mobilize opinions together with rational principles to effectively achieve the organization’s goals)

2022-2024

Stage 1 Short-Term Position

Top 3 Digital & Green Gateway Port in South East Asia
Supports Transshipment

2025-2027

Stage 2 Mid-Term Position

Top 5 Digital & Green Gateway Port in Asia
Supports Transshipment

2028-2030

Stage 3 Long –Term Position

Top 10 World Class Gateway Port in the World
Supports Transshipment

To be World Class Port with Excellent Logistics Services

Positional Components for the Organization to Achieve

1. World Class Gateway Port, Phase 1

- * Ranking as a World Class Gateway Port
- Top 3 Gateway Port in Southeast Asia
- * Ratio of Transportation Mode in terms of hinterland connections of Laem Chabang Port
 - Road: 87.76%/Rail: 5.61%/Coastal: 6.64%
- * Transshipment Support
- Work Guidelines for Supporting Increases in Container Transshipment Volume (10% of average container transshipment volume in the past 5 years (2017-2021).

2. Port 4.0 Development, Phase 1

- * Move towards Port 4.0: Complete Port 4.0 Platform development and create knowledge and understanding among the stakeholders involved.

3. Green Port, Phase 1

- * Port Development into the Green Port Supply Chain:
 - Greenhouse gas emissions from the PAT's operations decline by 4% base year by 2019.

Positional Components for the Organization to Achieve

1. World Class Gateway Port, Phase 2

- * World Class Gateway Port Ranking
- Top 5 Gateway Port in Asia
- * Ratio of Transportation Mode in terms of hinterland connections of Laem Chabang Port
 - Road: 87.55%/Rail: 5.71%/Coastal: 6.74%
- * Increases to Transshipment Volume
- Transshipment volume increase by 11% from 2024.

2. Port 4.0 Development, Phase 2

- * Continually promote the use of Port 4.0.

Positional Components for the Organization to Achieve

1. World Class Gateway Port, Phase 3

- * World Class Gateway Port Ranking
- Top 10 Gateway Ports in the World
- * Ratio of Transportation Mode in terms of hinterland connections of Laem Chabang Port
 - Road: 87.35%/Rail: 5.81%/Coastal: 6.84%
- * Increases to Transshipment Volume
- Transshipment volume increase by 12% from 2027.

2. Port 4.0 Development, Phase 3

- * Become a part in reducing the country's logistics costs and utilize big data in developing innovation products, services and operations.

3. Green Port, Phase 3

- * Port Development into the Green Port Supply Chain:
 - Greenhouse gas emissions from the PAT's operations decline by 10% base year by 2019 and a goal to reduce greenhouse gas emissions from the supply chain with mutual approval by xx%.

VISION

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

For Sustainable Growth in 2030

Linking PAT's Vision, Mission and Strategic Objectives

VISION

To be World Class Port with Excellent Logistics Services for Sustainable Growth in 2030
 คำนิยาม : **SMART PAT** : STANDARD , MASTERY, AGILITY, RESPONSIBILITY, TEAMWORK

<p>STRATEGIC OBJECTIVE 1 To upgrade the Port Services to become a World Class Gateway Port</p>		<p>Strategic Objective 2 To maintain market shares and be ready to create added value from port-related or new businesses to strengthen the organization</p>	
<p>Strategy 1 : Developing the Port's Competitive Capacity</p>		<p>Strategy 2: Developing businesses and assets including marketing capacity to seek business opportunities that create value for service users and grow with sustainability</p>	
<p>Goals : To develop the Port into a World Class Gateway Port Strategy : 1.1 Develop port operation systems to become a world class gateway port 1.2 Develop domestic and regional cargo transportation networks and logistics systems to become a gateway for intermodal transport</p>	<p>Goals : To maintain market shares Strategy : 2.1 Promote marketing in developing the main business to build strength</p>	<p>Goals : To maximize benefits from returns on assets Strategy : 2.2 Develop assets to create added value</p>	<p>Goals : To create added value from businesses connected to ports or new businesses Strategy : 2.3 Create new business opportunities to build competitive capacity and grow with sustainability</p>
<p>Strategic Objective 3 : To enhance its capacity for financial investment and management in support of future operations that meets standards</p>	<p>Strategic Objective 4 : To improve port operations to become a world class port with digital technology and innovation</p>		
<p>Strategy 3 : Developing financial management systems to be effective and meet standards</p>	<p>Strategy 4: Developing organizational capacity with digital technology and innovation</p>		
<p>Goal : To become an organization with security and effective financial management Strategy : 3.1 Plan and develop finance and investment for effective operations</p>	<p>Goal : To succeed in moving towards Port 4.0 with digital technology Strategy : 4.1 Develop digital technology systems for organization management Strategy : 4.2 Develop digital technology systems for supporting service provision for customers and stakeholders</p>	<p>Goal : To manage and develop personnel who meet the needs of business ecosystems in the modern age Strategy : 5.1 Improve human resource management to meet standards of businesses in the modern age (HRM) Strategy : 5.2 Develop personnel capacity and capabilities to be prepared for competition (HRD) Strategy : 5.3 Build corporate value and culture to be prepared to manage changes</p>	<p>Goal : To manage and develop personnel ecosystems in the modern age Strategy : 5.1 Improve human resource management to meet standards of businesses in the modern age (HRM) Strategy : 5.2 Develop personnel capacity and capabilities to be prepared for competition (HRD) Strategy : 5.3 Build corporate value and culture to be prepared to manage changes</p>
<p>Strategy 5 : Developing the organization's capacity with effective human resource processes</p>		<p>Strategy 5 : To manage and develop human resources to ensure readiness of PAT in achieving international standards and keeping up with the rapid changes</p>	
<p>Strategy 6 : Developing the organization with engagement for sustainable growth</p>		<p>Strategy 6 : To build trust and acceptance among stakeholders by performing its operations with responsibility to society for sustainable growth</p>	
<p>Goal : To improve good governance standards for sustainable growth Strategy : 6.2 Develop good governance systems for sustainable growth</p>	<p>Goal : To become a sustainable port with standards for management of responsibilities to society and the environment to create acceptance among stakeholders Strategy : 6.1 To develop port operations with responsibility to society and the environment to create confidence and acceptance among stakeholders</p>	<p>Goal : To improve good governance standards for sustainable growth Strategy : 6.2 Develop good governance systems for sustainable growth</p>	

PART



Message from
the Management



“ Committed to good governance and development of services by using technology and innovation to increase flexibility and speed, enabling timely responses to changes and enhancing port services capacity and standards to become a leading world class ports ”



Message from the Chairman of the Port Authority of Thailand

The PAT plays an important role in supporting domestic and international maritime transportation and acts as a key mechanism driving the country's economic growth by complying with policies of the government and the Ministry of Transport. Overall, the transportation business in the fiscal year 2022 recovered after being affected by the outbreak of COVID-19 pandemic. With better growth trends, the Ministry of Transport has formulated a policy that focused on developing its infrastructure for linking transportation networks, particularly by railway and waterway transport, along with improving management standards to help reduce transportation costs of the business sector.

With an intention to carry out the PAT's operations that can meet customer's demand comprehensively while supporting the national transportation and policies, which have caused significant changes in logistics, the PAT has improved its infrastructure and facilities to connect Laem Chabang Port to various countries in order to become a regional logistics hub and a primary gateway supporting trade and investment with BIMSTEC and GMS countries. The PAT has also developed dry port with an aim to become a cargo transportation network linking domestic and international maritime transportation along with developing the organization towards substantial progress with security and sustainability.

The PAT Board of Commissioners is committed to good governance and development of services by using technology and innovation to increase flexibility and speed, enabling timely responses to changes, building confidence among all stakeholders and enhancing port services capacity and standards to become a leading world class ports while reducing logistic costs in order to increase the country's competitiveness. This reflects our management through transparency, ethics, fairness, responsibility towards society, communities and the environment, boosting engagement in operations and improvements to quality of life of people in the society with sustainable growth.

On behalf of the PAT Board of Commissioners, I would like to extend my sincere gratitude to all PAT executives and staff for performing the best on their duties. In addition, I would also like to thank port users and all stakeholders for your continuous supports of the PAT's operations. I sincerely hope to receive such fruitful cooperation from you in the future.

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



“ The PAT continues to develop its business in accordance with its vision of achieving international standards, becoming a world class port, improving infrastructure and providing excellent services by developing quality human resources and specifying SMART values for everyone in the organization to work with good governance and international standards ”



Message from Director General of the Port Authority of Thailand

The Port Authority of Thailand (PAT) has operated with experience and expertise while playing a part in the unceasing a relentless development as an organization governed by the Ministry of Transport, which is a key mechanism in driving the economy and cutting maritime transportation costs.

In 2022, the PAT has upgraded its capacity to the international level along with linking the cargo transportation and becoming a major gateway for regional trade in support of the government's policy to open free trade and the world's growth in maritime transportation from supporting expansion and connections in the transportation and logistics sectors. Currently, the PAT is developing and improving essential port infrastructure at all its ports by expanding Laem Chabang Port's cargo handling capacity from 11 million TEUs to 18 million TEUs and undertaking the Dry Port Development Project. In support of the PAT's main duty in providing excellent logistics services, Port Community System (PCS) has adopted using information technology to link work and expedite cargo transport processes from port of origin to port of destination. While at Bangkok Port, we are focusing on an improvement of services by launching the Semi-Automated Container Terminal at Bangkok Port's west quay. At the same time, the Single Rail Transfer Operator Project (STRO) has been introduced at Laem Chabang Port to support transshipment containers, which links domestic and regional cargo transport networks and logistics systems, positioning the ports as the gateways and intermodal transport. In addition, the PAT has developed infrastructure and service capacity at Ranong Port to support regional trade for the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation (BIMSTEC).

The PAT is committed to becoming a green port by implementing modern technological innovations to develop port infrastructure by using clean and renewable energy which reduces pollution while being environmentally friendly.

The PAT continues to develop its business in accordance with its vision of achieving international standards, becoming a world class port, improving infrastructure and providing excellent services by developing quality human resources and specifying SMART values for everyone in the organization to work with good governance and international standards (S: Standard), professional mastery as a highly competent organization (M: Mastery), agility in adapting to changes by innovating (A: Agility), responsibility to society and stakeholders (R: Responsibility) and commitment to working together as a team (T: Teamwork). In the past year, everyone in the PAT has been through economic crisis caused by outbreaks of Coronavirus Disease-2019 (COVID-19) and the PAT remained able to aid affected business operators.

In light of all this, I would like to thank the PAT Board of Commissioners, executives and staff for being ready to implement the organization's strategy of becoming a highly capable organization while recognizing stakeholder confidence and acceptance, conserving the environment, improving society and supporting the national economy to connect with the global economy for mutual and sustainable growth.

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

PAT Board of Commissioners Policy for Fiscal Year 2022

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

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

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



PART



Management Team, Roles, and Duties



PAT Board of Commissioners



Adm. Sophon Wattanamongkol Chairman

Age : 64 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 2020

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

Educational Background

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

Training

- Executive Program in Energy Literacy for a Sustainable Future (Class 16), Thailand Energy Academy
- Director Certification Program (Class 291/2020), Thai Institute of Directors (IOD)
- Senior Executive Program, Capital Market Academy (Class 20/2015)
- Diploma, National Defence Course (Class 55), National Defence College, National Defence Studies Institute

Work Experience

- Deputy Commander-in-Chief of the Royal Thai Navy
- 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 : 63 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 2020

- Member of the Board of Directors, the Airports of Thailand Public Company Limited.

Educational Background

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

Training

- Risk Management Program for Corporate Leaders (Class 25/2021), Thai Institute of Directors (IOD)
- Middle -level Executive (Class 6/1998), Department of Public Works and Town & Country Planning
- Senior Administration Program (Class 54/2010), Damrong Rajanupab Institute, Interior College, Office of the Permanent Secretary for 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 (IOD)

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

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 : 62 years

Date of Birth : 6 September 1960

Current Position

Retired Government Official

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

-

Educational Background

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

Training

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

Work Experience

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

Knowledge/Expertise

- Law Enforcement for Public Order

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

- Police Administration and Judicial Process

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 : 63 years

Date of Birth : 16 August 1959

Current Position

-

Other Appointments in the High-Level Management of State Enterprise/Company during Accounting Year 2021

- Committee Member of the Civil Aviation Authority of Thailand
- Chairman of the Director General Evaluation Sub-committee, Civil Aviation Authority of Thailand
- Vice Chairman of the Audit and Internal Audit Committee, Civil Aviation Authority of Thailand

Educational Background

- Bachelor of Laws, Ramkhamhaeng University

Training

- Diploma, Super Series “Leadership & Effective Corporate Culture” (Class 3), Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Board Essentials Program (BEP) (Class 1), Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Business Governance by Corporate Regulators in State Enterprises and Private Organizations (Class 24/2022), King Prajadhipok’s Institute
- Diploma, Risk Management Program for Corporate Leaders (Class 25/2021), Thai Institute of Directors (IOD)
- Rule of Law for Democracy (Class 8/2019), Institute of the Constitutional Court College
- Advanced Political and Electoral Development Course (Class 6/2015), Political and Electoral Development Institute

Work Experience

- Committee Member of the Civil Aviation Authority of Thailand
- Chairman of the Director General Evaluation Subcommittee, Civil Aviation Authority of Thailand
- Vice Chairman of the Audit and Internal Audit Committee, Civil Aviation Authority of Thailand
- Head of the Phatthana Nititham Law Office
- Executive Director of Aber-LIM Company Limited
- Chairman of Bangkok Technology Engineering and Business Company Limited
- Member of the Board of Directors of PEA ENCOM International Company Limited

Knowledge/Expertise

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

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

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

Remarks: Information from the Director’s Pool for State Enterprises for 2022 (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. Vuttikrai Leewiraphan
Commissioner

Age : 56 years

Date of Birth : 15 September 1966

Current Position

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

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

- Member of Payment Systems Committee, the Bank of Thailand

Educational Background

- Master of Science in Administration, Boston University, USA
- Bachelor of Political Science (Public Administration) in Human Resources Management, Chulalongkorn University Training
- Diploma, Super Series “Leadership & Effective Corporate Culture” (Class 3), Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, e-Government Program for Chief Executive Officer (e-GCEO) (Class 8), Digital Government Development Agency (Public Organization) (DGA)
- Diploma, Financial Statements for Directors (FSD) Online (DLCP) (Class 45/2022), Thai Institute of Directors (IOD)
- Diploma, Director Leadership Certification Program (DLCP) Online (Class 4/2022), Thai Institute of Directors (IOD)
- Diploma, Role of The Chairman Program (RCP) Online (Class 49/2022), Thai Institute of Directors (IOD)
- Diploma, Director Certification Program (DCP) (Class 295/2020), Thai Institute of Directors (IOD)
- Top Executive Program in Commerce and Trade (TEPCoT) (Class 12/2019), the Commerce Academy, University of the Thai Chamber of Commerce

- Senior Executives Program (Class 23/2016), Capital Market Academy
- Diploma, National Defence Course (Class 57/2014), National Defence College, National Defence Studies Institute
- Advanced Certificate Course in Public Administration and Public Law for Executives (Class 8/2008), King Prajadhipok’s Institute

Work Experience

- Director General, Department of Intellectual Property, Ministry of Commerce
- Director General, 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)

- Information Technology
- Corporate Management
- Human Resource Management

Remarks: Information from the Director’s Pool for State Enterprises for 2022 (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. Chirute Visalachitra Commissioner

Age : 57 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 2020

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

Educational Background

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

Training

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

Work Experience

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

Knowledge/Expertise

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

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

- Laws
- Transportation
- Human Resource Management

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

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

None

Connected Transactions with other Commissioners

None



Mr. Somsak Hommuang
Commissioner

Age : 63 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 2020

-

Educational Background

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

Training

- Diploma, Director Leadership Certification Program (DLCP) (Class 7/2022), Thai Institute of Directors (IOD)
- Diploma, Financial Statements for Directors (FSD) Online (Class 45/2022), Thai Institute of Directors (IOD)
- Diploma, Corporate Governance for Executives (CGE) (Class 16/2020), Thai Institute of Directors (IOD)
- Diploma, Risk Management Program for Corporate Leaders (RCL) (Class 21/2020), Thai Institute of Directors (IOD)
- Diploma, Corporate Governance Program for Directors and Senior Executives of State Enterprises and Public Organizations (Class 17/2017), King Prajadhipok’s Institute
- Diploma, Director Certification Program (DCP) (Class 220/2016), Thai Institute of Directors (IOD)

- Diploma, Maritime Transport Management (1988), WES Institute, Kingdom of Belgium

Work Experience

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

Knowledge/Expertise

- Economy
- Finance and Public Affairs

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

- Logistics
- Maritime Transport

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

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 : 64 years

Date of Birth : 13 September 1958

Current Position

-

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

- Advisor, Ship Expert Technology Co., Ltd.

Educational Background

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

Training

- Diploma, Super Series “Leadership & Effective Corporate Culture” (Class 3), Institute of Research and Development for Public Enterprises (IRDP)
- Diploma, Business Governance by Corporate Regulators in State Enterprises and Private Organizations (Class 24/2022), King Prajadhipok’s Institute
- Professional Executives’ Thinking Skills Program (Class 3/2008), the collaboration of Chulabhorn University and Department of Local Administration 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)

- Laws
- Finance
- Other professional skills in budgeting work.

Remarks: Information from the Director’s Pool for State Enterprises for 2022 (Rev. 2).

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

None

Connected Transactions with other Commissioners

None



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

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

The PAT Board of Commissioners is a panel of people who is elected to represent the shareholders in government agency and must possess qualifications in terms of appropriate knowledge and competency to drive the PAT towards sustainable growth in line with government shareholders' guideline. Therefore, the PAT Board of Commissioners shall commit to perform their duties and responsibilities with due

professional expertise in port business and water transportation, as well as uphold ethical standards. Key duties and responsibilities of the PAT Board of Commissioners are to define PAT's directions; to review and approve the PAT's Corporate Plan and Annual Action Plan; to set up sub-committees for assisting the PAT Board of Commissioners' tasks; to participate in the PAT Board of Commissioners meetings with full commitment; to evaluate the performance of the PAT Board of Commissioners and sub-committees for deciding suitable compensation and self-assessment; to enhance knowledge and understanding of PAT's business among both new and old board members; to evaluate the performance of the PAT Director General and other high-level executives (two lower-level positions under the supervision of the PAT Director General); to draw up a clear and comprehensive succession plan for the PAT Director General and other executives; and to govern the PAT business in compliance with applicable laws, regulations, rules, and standards.



The PAT Board of Commissioners

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

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

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

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

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

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

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

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

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

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

1.10 To promote and apply innovation management into practices for the PAT's sustainable growth in parallel with sustainable development of Thailand's economy, society, and environment.

2. The PAT Board of Commissioners Meetings

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

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

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

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

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

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

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

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

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

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

The PAT Audit Committee

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

The PAT Document Consideration Committee

has equal authority to the Management Committee as follows:

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 and approve proposed issues before presenting to the PAT Board of Commissioners;
3. To review and approve procurements pursuant to its applicable power and related regulations;
4. To review the PAT's business plans and implementation plans;
5. To perform other tasks as assigned by the PAT Board of Commissioners; and
6. To invite relevant parties to clarify and provide information, advice any recommendations, as well as to request documents from related agencies to support the committee's consideration as deemed necessary.

The PAT Director General Nomination Committee

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

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

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

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

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;
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;
5. To appoint sub-committees or working groups as deemed necessary; and
6. To invite relevant parties to clarify and provide information, advice or recommendations as well as to request documents from related agencies to support the committee's consideration as deemed necessary.

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 PAT 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 appoint sub-committees or working groups as deemed necessary;

6. To invite relevant 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;

7. 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

8. To perform other tasks as assigned 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, anti-corruption as well as ethics before presenting to the PAT Board of Commissioners for approval prior to a new fiscal year ahead;

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

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

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

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

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

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

The PAT Committee on Knowledge, Technology, and Innovation Management

has duties and responsibilities as follows:

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 formulate policies and guidelines for management and development of the PAT's human resources;

2. To supervise and oversee preparation and improvements of the human resources master plan to be consistent with and in support of the strategic vision in the PAT enterprise plan including key work systems and plans in the organization's performance evaluation plan before presenting to the PAT's Board of Commissioners;

3. To govern operations in the area of human resource management, which consists of preparation of the organization's structure, short- and long-term manpower plans, personnel recruitment systems, substitution systems, career path management and management of the PAT's performance;

4. To supervise operations in the area of human resource development, which consists of the preparation of competency systems, development of employee capabilities according to the organization's specifications, preparation of systems for improving highly competent individuals and preparation of learning and development systems for the PAT's employees;

5. To govern operations in the area of promoting environments that support human resource management and development such as building employee satisfaction and engagement, creating organization values and culture, providing welfare systems consistent with needs and legal requirements and creating a human resource system with good governance;

6. To monitor the performance according to the master plan and human resources action plan;

7. To promote, support, develop and improve the management and human resources of the PAT;

8. To appoint subcommittees or work groups as deemed necessary;

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

10. To report performance results to the PAT's Board of Commissioners for acknowledgment in a timely manner.

The PAT Public and Business Relations Committee

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

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

has duties and responsibilities as follows:

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

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

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

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

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

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

7. To perform other duties as assigned by the Chairman of the PAT Board of Commissioners.

Committee/Sub-committee's Meetings In the fiscal year 2021, the meeting attendances of the PAT Board of Commissioners are as follows:

Name	PAT Audit Committee	PAT Document Consideration Committee	PAT Director General Nomination 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	Sub-committee on PAT Human Resources	The PAT Public and Business Relations Committee	Sub-committee on Legal Affairs and Contract of the PAT Board of Commissioners
1. Mr. Krichthep Simlee		12/12			11/12	6/7				
2. Pol. Lt. Gen. Jaroenvit Srivanit	12/12								12/12	
3. Mr. Chanin Kanhirun		12/12	1/1		12/12		11/12			10/10
4. Mr. Vuttikrai Leewiraphan				3/3				7/7		
5. Mr. Chirute Visalachitra				3/3		5/7				
6. Mr. Somsak Hommuang						7/7	11/12			
7. Mr. Woraphot Aiemruksa		12/12			12/12			7/7		
8. Ms. Chunchachit Sungmai										

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



Policy and Remuneration for the PAT Board of Commissioners

Payments of remuneration and meeting allowances to the PAT Board of Commissioners and sub-committees are in accordance with the state enterprise remuneration and meeting allowance payment principles prescribed by the State Enterprise Policy Office, the Ministry of Finance, and approved by the Cabinet's resolution on 24 April 2019. Details are as follows:

1. Monthly Remuneration

The chairman of state enterprise shall receive double monthly remuneration paid to each member of the board of commissioner as follows:

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

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

2. Meeting Allowances

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

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

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

2.2 The meeting allowance shall be paid to a member of the committees/subcommittees/working groups who attends the meeting at 0.5 times of the meeting allowance's normal rate whereby each of the PAT Board of shall receive the meeting allowance of not more than 2 committees/subcommittees/working groups and each of which is not more than once/a month.

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



3. Bonus

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

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

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

The PAT Board of Commissioners' Meeting in the Fiscal Year 2022, the PAT Board of Commissioners convened 15 meetings (between October 2021 and September 2022).

No.	Name	Number of Attended Meetings	Meeting Allowance (Baht)
1.	Adm. Sophon Wattanamongkol	15	375,000
2.	Mr. Krichthep Simlee	15	280,000
3.	Pol. Lt. Gen. Jaroenvit Srivanit	14	280,000
4.	Mr. Chanin Kanhirun	15	300,000
5.	Mr. Vuttikrai Leewiraphan	14	280,000
6.	Mr. Chirute Visalachitra	15	300,000
7.	Mr. Somsak Hommuang	14	280,000
8.	Mr. Woraphot Aiemruksa	15	300,000
9.	Ms. Chunhachit Sungmai	-	-
Total			2,395,000

- Remarks:
- Chairman and other members of the PAT Board of Commissioners were appointed on 24 December 2019.
 - In December 2021, March and June 2022, two meetings were held each month.
 - the PAT Board of Commissioners No. 9, Ms. Chunhachit Sungmai, resigned on 27 November 2020.



PAT Executives



Mr. Kriengkrai Chaisiriwongsuk Director General

Age	49 years
Date of Birth	29 October 1973
Date of Appointment	1 February 2022

Educational Background

- Master of Business Administration Program, Chiang Mai University
- Bachelor of Engineering Program in Electrical Engineering, Chiang Mai University

Work Experience

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

Performance and Accolades

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



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

Age	60 years
Date of Birth	13 November 1961
Date of Appointment	25 February 2019

Educational Background

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

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
12 November 2021	Retired from the position as the Director General (Employment Contract Expiration)

Pol. Sub. Lt. Montree Lergchumniel **Administrator 16,** **Administration Attached to the Director General**

Age	58 years
Date of Birth	27 May 1964
Date of Appointment	1 July 2022

Educational Background

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

Work Experience

13 February 1997	Director, Engineer Division, Laem Chabang Port
9 March 2004	Administrator 13, Laem Chabang Port
1 October 2010	Assistant Managing Director, Laem Chabang Port
1 October 2012	Deputy Managing Director, Laem Chabang Port
1 October 2015	Managing Director, Laem Chabang Port
1 March 2019	Deputy Director General (Engineering)
1 April 2020	Managing Director, Laem Chabang Port
1 July 2022	Administrator 16, Administration Attached to the Director General



Lt. JG. Dr. Chamnan Chairith, R.T.N.
Deputy Director General
(Asset Management and Business Development)

Age 58 years
 Date of Birth 3 January 1964
 Date of Appointment 1 March 2019

Educational Background

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

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)

1 April 2022 Resigned from the position

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

Age 59 years
 Date of Birth 12 September 1963
 Date of Appointment 1 April 2020

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)



Lt. JG. Yutana Mokekhaow, R.T.N.
Deputy Director General
(Financial Management and Corporate Strategy)

Age 57 years
 Date of Birth 21 June 1965
 Date of Appointment 1 April 2020

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)



Mr. Bundit Sakonwisawa
Managing Director, Laem Chabang Port

Age 60 years
 Date of Birth 15 October 1961
 Date of Appointment 1 July 2022

Educational Background

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

Work Experience

10 October 2013 Deputy Director of Harbour Services and Mechanical Handling Equipment Department, Bangkok Port
 1 October 2015 Director of Harbour Services and Mechanical Handling Equipment Department, Bangkok Port
 1 March 2019 Deputy Managing Director, Laem Chabang Port
 1 April 2020 Managing Director, Bangkok Port
 1 July 2022 Managing Director, Laem Chabang Port



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

Age 58 years
 Date of Birth 9 May 1964
 Date of Appointment 1 May 2021

Educational Background

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

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)
1 May 2021	Deputy Director General (Human Resources Management and Corporate Governance)

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

Age 58 years
 Date of Birth 18 December 1964
 Date of Appointment 1 July 2022

Educational Background

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

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
29 October 2021	Administrator 16, Administration Attached to the Director General
1 July 2022	Managing Director, Bangkok Port



Mr. Ruangsak Bamnetpan
Deputy Director General
(Information Technology)

Age 60 years
Date of Birth 22 December 1962
Date of Appointment 29 October 2021

Educational Background

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

Work Experience

10 September 2010 Deputy Director of Information Technology Department (Organization Development and Information Technology)

1 October 2011 Deputy Director of Information Technology Department (Engineering)

1 October 2013 Director of Information Technology Department (Engineering)

1 March 2019 Assistant Director General (Engineering)

29 October 2021 Deputy Director General (Information Technology)

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

Age 58 years
Date of Birth 30 May 1964
Date of Appointment 1 July 2022

Educational Background

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

Work Experience

10 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)

1 July 2022 Deputy Director General (Asset Management and Business Development)



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

Age 61 years
 Date of Birth 18 November 1961
 Date of Appointment 1 March 2019

Educational Background

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

Work Experience

12 March 2012 Director of Office of Regional Ports (Asset Management and Business Development)

10 October 2013 Deputy Director of Business Development and Asset Management Department (Asset Management and Business Development)

1 October 2016 Director of Business Development and Asset Management Department (Asset Management and Business Development)

1 March 2019 Assistant Director General (Asset Management and Business Development)

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

Age 59 years
 Date of Birth 31 March 1963
 Date of Appointment 1 May 2020

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



Pol. Lt. Chaichan Chutong
Assistant Director General
(Human Resources Management and Corporate Governance)

Age 59 years
 Date of Birth 1 February 1963
 Date of Appointment 1 May 2021

Educational Background

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

Work Experience

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



Acting Sub Lt. Rutthakorn Khiewpaisal
Assistant Director General (Audit)

Age 56 years
 Date of Birth 24 April 1966
 Date of Appointment 29 October 2021

Educational Background

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

Work Experience

11 January 2013	Administrator 13, Administration Attached to the Director General
1 October 2015	Administrator 14, Administration Attached to the Director General
1 May 2020	Director of Business Development and Marketing Department (Asset Management and Business Development)
29 October 2021	Assistant Director General (Audit)



Lt. JG. Kittikun Jaruvattanayont, R.T.N.
Assistant Director General (Engineering)

Age 51 years
 Date of Birth 8 June 1971
 Date of Appointment 29 October 2021

Educational Background

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

Work Experience

11 April 2016 Director of Office of Regional Ports, (Asset Management and Business Development)
 1 March 2019 Director of Engineering Department (Engineering)
 29 October 2021 Assistant Director General (Engineering)

Mr. Thamsin Sribangplenoi
Deputy Managing Director, Bangkok Port

Age 57 years
 Date of Birth 18 October 1965
 Date of Appointment 29 October 2021

Educational Background

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

Work Experience

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



Policy and Remuneration for the PAT High-Level Executives

Work Plan and Performance Evaluation of the PAT Director General

The sub-committee for consideration and evaluation of the PAT Director General's performance comprises two members of the PAT Board of Commissioners, namely Mr. Chirute Visalachitra who serves as the sub-committee chairman, and Mr. Vuttikrai Leewiraphan, sub-committee members. The Director of Human Resources Department serves as the secretary to the sub-committee, and the Director of the Corporation Plan Division and the Director of the Corporate Assessment Division, Corporate Strategy Department, serve as assistant secretaries

The sub-committee has authority and duty as follow:

1. To review plans proposed by the PAT Director General to the PAT Board of Commissioners, and then present the results to the PAT Board of Commissioners for approval;
2. To specify the details, criteria, and methods for 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 once a year to ensuring consistency with the contract, criteria, and methods approved by the PAT Board of Commissioners, and report evaluation results for the PAT Board's review;
4. To consider adjustments of the fixed remuneration and annual special benefit based on his/her performance and evaluation results according to the criteria and guidelines for the remuneration of top executives, and present the results to the PAT Board of Commissioners for consideration;
5. To appoint sub-committees or working groups as deemed necessary; and
6. To invite related parties to clarify and provide information, consultations or suggestions, as well as to request documents from related to support the committee's consideration as deemed necessary.

Remuneration and other benefits/welfare provide for the PAT high-level executives from (Level 14 up), including the Director General cover 32 persons in 2022, are as follows:

Unit: Baht

Item	2022	2021	2020
Total Financial Remuneration	60,832,886.24	62,650,860.40	58,129,673.50
Other Forms of Remuneration	15,309,706.62	12,052,449.22	11,075,176.92
Total	76,142,592.86	74,703,309.62	69,204,850.42



Nomination of PAT's Top Executive

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

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



PART



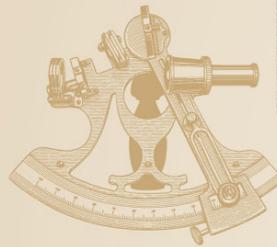
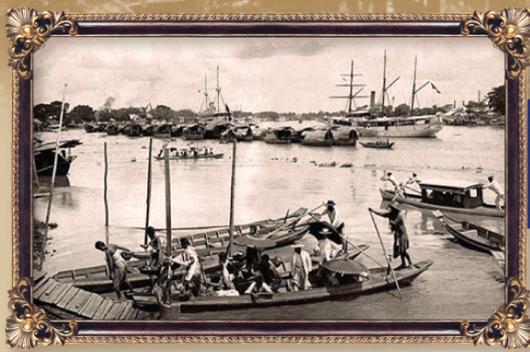
History and Significant Achievements



History of the Port Authority of Thailand (PAT)



พลเรือโท พระยาราชวังสัน
รัฐมนตรีว่าการกระทรวงกลาโหม



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

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



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

1935

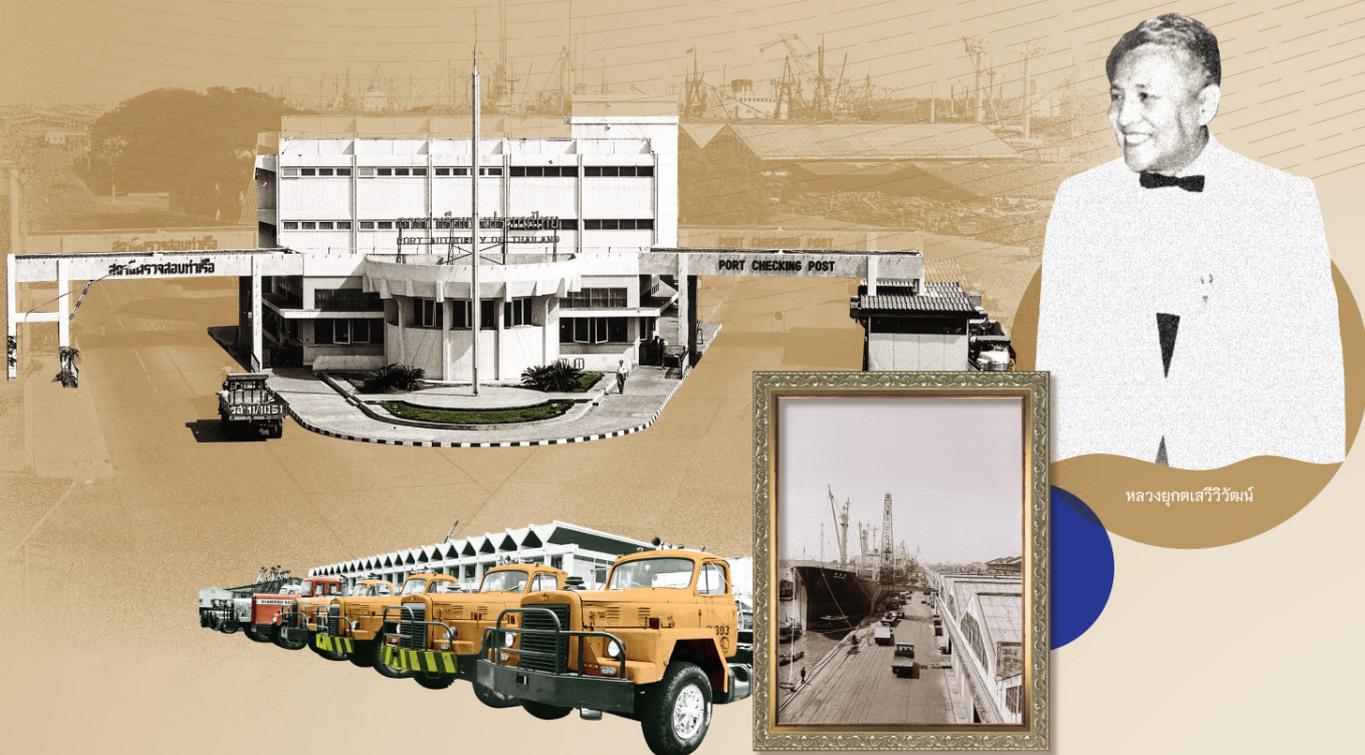
The government established the Port Construction Committee, chaired by General Phra Boriphan Yuthakij, the Minister of Economic Development to carry out operations in dredging the sandbar at the mouth of the Chao Phraya River and construct a modern port at Klongtoey Sub-district as proposed by the League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

1936

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

1938

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



หลวงยุกตเสวีวิวัฒน์

1940

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

1947

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

1948

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

1951

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

In May 1951

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

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

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

In 2003, the National Economic and Social Development Board (NESDB) proposed a port development plan as part of the regional transport network expansion. The PAT was assigned to manage and



operate regional ports to support the government's economic expansion policy and a goal to become the international trade and investment gateway. The PAT opened two regional ports in Chiang Saen and Chiang Khong to connect regional economic centers, increased transport convenience, and reduce transport costs for Thai goods export. Chiang Saen Port commenced its commercial operations on October 1, 2003 and Chiang Khong Port was officially opened on January 1, 2004.

Chiang Saen Port is the center or the gateway to the Indochina region and the Sub Mekong Region that is a cooperation project among six countries on the Mekong River, including China, Laos PDR, Myanmar, Cambodia, Vietnam and Thailand. Chiang Khong Port, which began its official operations on January 1, 2004, is another port supporting import and export of goods and trade among four partner countries namely China, Myanmar, Lao PDR and Thailand.

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

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

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

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

Organizational Structure



PAT Ethics and Social Responsibility Committee



Office of Secretary of the Board of Commissioners



Human Resources Management and Corporate Governance

Human Resources Management Department

- Human Resources Division
- Personnel Development Division
- Welfare Division
- Labor Relations Division

Office of Medical Care and Health

Office of Corporate Governance

- Good Governance Division



Financial Management and Corporate Strategy

Finance and Accounting Department

Office of Accounting

- Financial Accounting Division
- Payment Audit Division
- Budgetary Accounting Division

Office of Financial Management

- Cash Billing Division
- Credit Billing Division
- Financial Management Division
- General Stores Division

Office of Financial Analysis and Planning

Corporate Strategy Department

- Corporate Plan Division
- Research and Organization Development Division
- Organization Appraisal Division



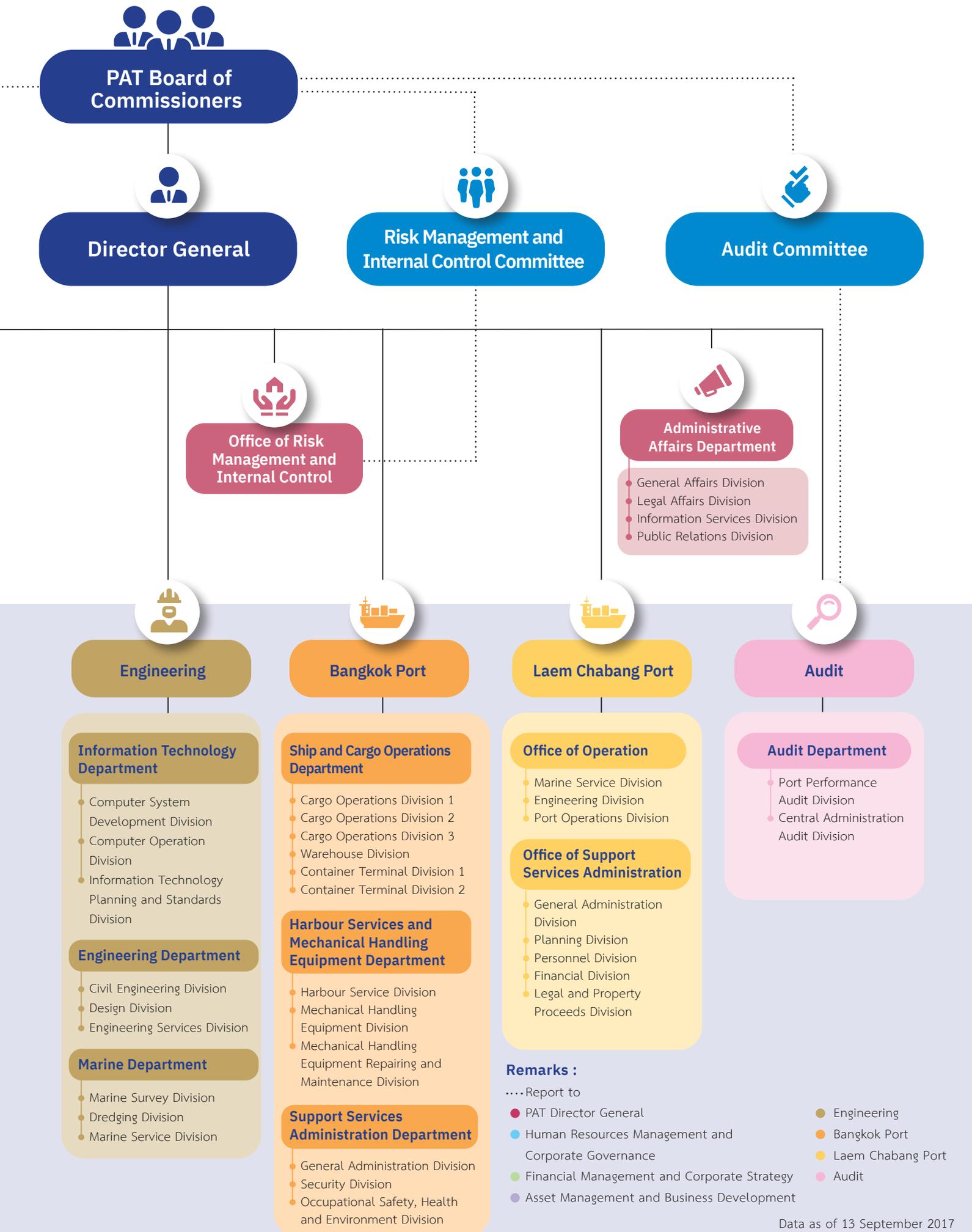
Asset Management and Business Development

Business Development and Marketing Department

- Research and Business Development Division
- Asset Management Division
- Business Relations and Marketing Division

Office of Regional Ports

- Chiang Saen Commercial Port/Chiang Khong Port
- Ranong Port



Remarks :

-Report to
- PAT Director General
- Engineering
- Human Resources Management and Corporate Governance
- Bangkok Port
- Financial Management and Corporate Strategy
- Laem Chabang Port
- Asset Management and Business Development
- Audit



Manpower Structure

The PAT employee headcount, as follows:

Department	Level 17	Level 16	Level 15	Level 14	Level 13	Level 12	Level 11	Level 10	Level 9
Administration Attached to The Director General	-	1	-	3	3	3	2	4	1
Office of Secretary to the PAT Board of Commissioners	-	-	-	-	1	-	1	2	2
Office of Risk Management and Internal Control	-	-	-	-	1	-	1	2	3
Audit	-	-	1	-	-	-	-	-	-
Audit Department	-	-	-	1	1	2	-	6	4
Administrative Affairs Department	-	-	-	-	1	4	9	16	13
Human Resources Management and Corporate Governance	-	1	1	-	-	-	-	-	-
Human Resources Management Department	-	-	-	1	1	4	5	16	19
Office of Medical Care and Health	-	-	-	-	1	3	3	4	4
Office of Corporate Governance	-	-	-	-	1	1	1	2	1
Financial Management and Corporate Strategy	-	1	-	-	-	-	-	-	-
Finance and Accounting Department	-	-	-	1	2	7	8	31	34
Corporate Strategy Department	-	-	-	1	1	4	4	7	6
Asset Management and Business Development	-	1	1	-	-	-	-	-	-
Business Development and Marketing Department	-	-	-	1	1	3	4	9	10
Office of Regional Ports	-	-	-	-	1	2	1	5	5
Engineering	-	1	1	-	-	-	-	-	-
Engineering Department	-	-	-	1	1	4	5	19	15
Marine Department	-	-	-	1	1	12	8	34	16
Information Technology	-	1	-	-	-	-	-	-	-
Information Technology Department	-	-	-	1	1	4	3	9	8
Bangkok Port	-	1	1	-	-	4	8	3	4
Ship and Cargo Operations Department	-	-	-	1	2	6	42	2	50
Harbour Services and Mechanical Handling Equipment Department	-	-	-	1	1	3	3	30	13
Support Services Administration Department	-	-	-	1	1	3	4	8	10
Laem Chabang Port	-	1	1	1	1	1	2	-	-
Office of Operation	-	-	-	-	1	5	5	26	3
Office of Support Services Administration	-	-	-	-	1	5	5	11	2
Filled Positions	-	8	6	15	25	80	124	246	223
Vacancies	1	-	1	1	0	13	11	32	14
Total Number of Positions	1	8	7	16	25	93	135	278	237

	Level 8	Level 6	Level 5	Level 4	Level 3	Level 2	Level 1	Filled Positions	Vacant Positions	Position for outsourced staff	Total No. of Positions
	2	-	-	-	-	-	-	19	4	-	23
	2	2	-	-	-	-	-	10	2	2	14
	2	-	-	-	-	-	-	9	4	-	13
	-	-	-	-	-	-	-	1	-	-	1
	10	1	-	-	-	-	-	25	18	-	43
	9	24	-	-	-	-	-	76	25	12	113
	-	-	-	-	-	-	-	2	-	-	2
	32	47	-	1	1	-	-	127	62	20	209
	6	13	-	4	1	1	-	40	16	8	64
	1	-	-	-	-	-	-	7	1	1	9
	-	-	-	-	-	-	-	1	1	-	2
	74	89	-	2	-	-	-	248	78	17	343
	5	2	-	-	-	-	-	30	14	1	45
	-	-	-	-	-	-	-	2	-	-	2
	12	12	-	1	-	-	-	53	12	3	68
	7	6	3	-	-	-	-	30	22	1	53
	-	-	-	-	-	-	-	2	-	-	2
	53	36	9	7	4	-	1	155	97	38	290
	28	51	38	18	28	21	-	256	115	17	388
	-	-	-	-	-	-	-	1	-	-	1
	14	4	-	-	-	-	-	44	14	2	60
	15	22	16	-	-	-	-	74	16	1	91
	268	308	270	15	5	-	1	970	441	18	1,429
	150	311	34	20	19	37	1	623	182	16	821
	18	28	-	2	10	-	-	85	53	15	153
	-	2	-	-	-	-	-	9	2	-	11
	34	20	17	10	15	7	-	143	41	-	184
	27	36	-	-	-	-	-	87	22	-	109
	769	1,014	387	80	83	66	3	3,129	-	-	-
	47	492	333	266	121	58	24	-	1,242	172	-
	816	1,506	720	346	204	124	27	-	-	-	4,543

The Key Plans/Projects under the Corporate Plan for the Fiscal Year 2023-2027 are as follows:

- Develop Laem Chabang Port Phase 3
- Management of the Concession Agreement with Private Operators in Laem Chabang Port, Phases 1-2 after the Concession Expire
- Develop its Western Quay into Semi-Automated Container Terminal
- Multimodal Transport & Distribution Center
- Develop Expressway Ramp connecting Bangkok Port and the Bang Na - At Narong Expressway (S1)
- Develop the SRTTO Project and Coastal Berth (Terminal A) at Laem Chabang Port
- Performance in promoting an increase in volume of transshipment of containers

Strategic Objective 1
Upgrade its services to become a world class gateway port

- Establish free zones in Bangkok Port
- Manage PAT's key customers (PAT Key Accounts)
- Promote PAT's Coastal Berth Services
- Promote the Single Rail Transfer Operator Project (SRTTO)
- Develop and improve quality of services provided for PAT customers
- Develop PAT's Dry Port

Strategic Objective 2
Maintain market shares and create added value from port-related businesses or new businesses to strengthen the organization

- Study and design systems for developing and integrating finance and accounting with smart technologies

Strategic Objective 3
Enhance its capacity for financial management and investment in support of future operations that meets with standards

Major Projects Driving PAT towards Goals

VISION

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

Strategic Objective 4
Improve port operations to become a world class port with digital technology and innovation

- Develop automatic gate system at Bangkok Port
- Develop the Marketing Information System, Phase 1
- Develop PAT's CRM System and Contact Center
- Develop Data Logistics Chain connections with the Port Community System (PCS)
- Strengthen basic innovative structures and basic components

Strategic Objective 5
Manage and develop human resources to ensure readiness of PAT in achieving international standards and keeping up with the rapid changes

- Utilize Human Resources Information System (HRIS) in its operations
- Manpower Management Plans
- Conduct assessment of PAT's new organizational structure and manpower plan
- Develop PAT personnel skills under the Training Roadmap
- Promote PAT's values and corporate culture

Strategic Objective 6
Build trust and acceptance of stakeholders by performing its operations with responsibility to society for sustainable growth

- Performance in Corporate Social Responsibility according to ISO 26000 Standards
- Manage and strengthen relationships with PAT stakeholders
- Develop the Klongtoey Smart Community
- Develop its port operations and services to become a green port



Performance under the Corporate Plan

Current and Future Key Investment

Projects/Plans	Project Performance under the Corporate Plan
<p>1) Laem Chabang Port Phase 3 Development Project</p>	<ul style="list-style-type: none"> • Private Sector's Investment in Laem Chabang Port Phase 3 Development Project (Terminal F) <ul style="list-style-type: none"> - On 25 November 2021, PAT and GPC International Terminal Co., Ltd. signed a joint investment agreement for the Laem Chabang Port Phase 3 (Terminal F), with a concession period of 35 years, from the date set forth in the commencement letter issued by PAT. • Construction of Laem Chabang Port Phase 3 Development Project (Terminal F) <ul style="list-style-type: none"> ▶ The Construction of Laem Chabang Port Phase 3 Development Project (Phase 1) : Land reclamation <ul style="list-style-type: none"> - PAT hired CNNC a joint venture, (Zhongyang Construction Group Co., Ltd., N.T.L. Marine Co., Ltd., Nathalin Co., Ltd.), and signed a contract with CNNC joint venture on 3 September 2020, at the price including VAT of 21,320.00 million Baht, The bidding price shall be valid for at least 180 days from the date of bidding submission and the construction shall be completed within 1,460 days, from the date of receipt of the commencement letter to begin the construction of the Project issued by PAT. - The PAT submitted the notification letter to the contractor to start the construction of the project on 5 May 2021, scheduled for completion on 3 May 2025. The Project is currently being executed by the contractor. ▶ Construction of Laem Chabang Port Phase 3 Development Project (Phase 2) : Constructions of Buildings, Berths, Roads and Utility Systems <ul style="list-style-type: none"> - On 11 November 2020, the PAT submitted the draft TOR to the Ministry of Transport for consideration prior to announcing the TOR. The Ministry of Transport requested PAT to review the operation, about which the PAT has already issued additional clarifications. - On 23 September 2021, the Ministry of Transport sent a letter to PAT to consult with the Comptroller General's Department and the Government Procurement and Supplies Management Committee since the scope of work and tender documents were unclear, or there may have been confusing statements as to the terms of price competition, which appeared as a result of three advisors or analysts. - On 8 October 2021, the PAT submitted a letter to the Comptroller General's Department requesting to discuss the designation of the same type of construction work, and the Comptroller General's Department issued a letter of reply to the PAT about the discussion on 27 January 2022. - On 22 March 2022, PAT sent a letter to the Ministry of Transport to report the results of the discussions on the designation of similar construction works. The Ministry of Transport later issued a letter of reply urging PAT to reconsider the results. - PAT completed a review of the standard price to ensure that it is up-to-date as directed by the Director General of PAT.

Projects/Plans	Project Performance under the Corporate Plan
<p>1) Laem Chabang Port Phase 3 Development Project (Continued)</p>	<ul style="list-style-type: none"> - On 21 July 2022, PAT sent a letter to the Ministry of Transport to clarify the necessary reasons for implementing the project. Currently, the project is in the process of proposing to the Ministry of Transport for consideration before proceeding. ▶ Hiring of contractors to monitor environmental impacts during construction work of Laem Chabang Port Phase 3 Development Project (Phase 1 - 4) <ul style="list-style-type: none"> - PAT hired TEAM Consulting Engineering and Management Plc., TLT Consultants Co., Ltd., and Environment Research & Technology Co., Ltd. with the budget of 57.343 million Baht (including VAT). Contractors shall conduct environmental impact monitoring reports, monitor environmental quality in the construction and implementation periods (the construction period is approximately 1,440 days (4 years or 48 months) and monitor during the implementation period of approximately 720 days (2 years or 24 months)) within a period of 10 days from the date of receipt of the notification letter of PAT and the implementation period is 2,160 days (6 years or 72 months) from the date of signing of the contract, and the service must continue as required until the construction work is completed. - PAT submitted the notification letter to contractors to begin environmental impact monitoring work on 21 August 2021, and the Project is scheduled for completing by 20 July 2027 (signed on 20 August 2021). The contractors are in the operational phase. ▶ Hiring contractors for construction supervision of Laem Chabang Port Phase 3 Development Project (Phase 1 - 4) <ul style="list-style-type: none"> - PAT hired Asian Engineering Consultants Co., Ltd. and Chotichinda Consultant Co., Ltd., by the selection method with the budget of 89.800 million Baht (including VAT). The hiring contracts were signed on 24 March 2020 and 12 October 2020. PAT submitted the notification letter to the contractors to commence construction supervision work on 16 October 2020 (Phase 1: The construction period is 52 days and Phase 2: The warranty period is 24 months) - The project is currently being executed by the contractors.



Projects/Plans	Project Performance under the Corporate Plan
<p>2) Project on the Development of the Single Rail Transfer Operator (SRTO) at Laem Chabang Port</p>	<ul style="list-style-type: none"> • The Project on the Development of the Single Rail Transfer Operator at Laem Chabang Port, Phase 1 <ul style="list-style-type: none"> ▶ <u>Construction Work of the Project with the Installation of the Handling Equipment (3 units).</u> The construction of the project and installation of 3 units of the main lifting equipment have been completed and the project was officially opened on 25 October 2018. ▶ <u>Repair Work for Defective Rubber Tyred Gantry Crane (RTG) (3 units)</u> PAT hired Microtechnology SRL Co., Ltd. with the budget of 56.239 million Baht (including VAT). The implementation period is 240 days from the date of signing the contract dated 16 August 2021 and the work was scheduled for completion by 13 April 2022. The consultant has already acted in compliance with the contract. ▶ <u>Hiring of a contractor to provide Container Handling Services within the SRTO Project and the terminal and hiring a contractor for container management, and other related services within the SRTO Project.</u> PAT hired T.I.P.S. Co., Ltd. at a unit price of 333 Baht (including VAT) per container of all sizes and statuses with the budget of 897.544 million Baht (including VAT). The contract period is 5 years from the date of the signing the contract which was signed on 5 April 2022, and PAT submitted the notification letter to the contractor to commence the operations on 7 April 2022. The project is currently being executed by the contractor. • The Project on the Development of the Single Rail Transfer Operator at Laem Chabang Port, Phase 2 <ul style="list-style-type: none"> ▶ <u>Hiring a contractor for the construction of two Rail - Mounted Gantry Cranes (RMG) and four rubber tyred gantry cranes (RTG) .</u> <ul style="list-style-type: none"> - On 24 May 2022, PAT announced changes in the plan for hiring a contractor for construction of two Rail-Mounted Gantry Cranes (RMG) and four Rubber Tyred Gantry Cranes (RTG). - On 15 August 2022, PAT appointed the PAT committee to draft the scope of work and formulate the criteria for the selection of proposals. The PAT Committee is currently in the process of drafting the scope of work.
<p>3) Coastal Berth Development Project (Terminal A) at Laem Chabang Port</p>	<ul style="list-style-type: none"> • Construction of Coastal Berth and Installation of Handling Equipment The construction of the project and installation of the handling equipment were completed and the project was officially opened on March 13, 2020. • The Recruitment of contractors to provide container-handling services and transport services <ul style="list-style-type: none"> ▶ <u>Hiring of a contractor to provide container-handling services at coastal berth (Terminal A).</u> <ul style="list-style-type: none"> - PAT hired JWD joint venture, with the budget of 161.025 million Baht (including VAT), at a unit price of 179.53 Baht (including VAT) per container of all sizes and statuses. The contract period is valid until 30 September 2023 from the date of receipt of the commencement letter on 15 January, 2020 and the contract was signed on 22 October 2019. The project is currently being executed by a contractor.

Projects/Plans	Project Performance under the Corporate Plan
<p>3) Coastal Berth Development Project (Terminal A) at Laem Chabang Port (Continued)</p>	<ul style="list-style-type: none"> ▶ Hiring of a contractor to provide container transport services at coastal berth (Terminal A). <ul style="list-style-type: none"> - JWD joint venture was hired to provide container transport services at coastal berth (Terminal A) by the electronic bidding method (e-bidding) with the budget of 378.10 million Baht (including VAT), at a unit price of 421.58 Baht (including VAT) per container of all sizes and statuses. The contract period is valid until 30 September 2023 from the date of receipt of the commencement letter on 16 January 2020 and the contract was signed on 24 January 2020. The project is currently being executed by a contractor.
<p>4) Smart Community Development Project</p>	<ul style="list-style-type: none"> • Hiring of a contractor for Architectural Works/Structural Engineering Works (Detail Design), Phase 1, and Hiring of a consultant to conduct Environmental Impact Assessment (EIA) PAT hired SS Consultants Corporation Co., Ltd., with the budget of 8,666,946 Baht (including VAT). The contract was signed 12 July 2022 with the implementation period of 270 days. The project is currently being executed by a contractor. • Hiring of consultants to conduct a population survey of the klongtoey community and hiring of consultants to prepare relocation plans for the klongtoey community. <ul style="list-style-type: none"> - The population survey of the klongtoey community by a team from Mahidol University due to requests from community leaders to propose additional options and the COVID-19 pandemic situation, the team from Mahidol University is unable to conduct the survey and use the results of the survey as a data for the relocation plan, which has now been extended by 150 days from 8 October 2021 to 7 March 2022. - The consultant has submitted a complete report to the PAT and the Committee has already reviewed it. The consultant is currently in the process of preparing a summary report to propose to the PAT executives along the line of work for acknowledgement before proposing to the relevant agencies for further action. • Klongtoey Community Relocation Plan, Smart Community Development Project <ul style="list-style-type: none"> - The consultant submitted a complete report to PAT. The Committee is currently in the process of preparing a summary report to propose to the PAT executives along the line of work for acknowledgement before proposing to the relevant agencies for further action.



Projects/Plans	Project Performance under the Corporate Plan
<p>5) Revenue Development /Asset Management Plan Related to Property Leasing</p>	<ul style="list-style-type: none"> • PAT hired 15 Business Consultants Co., Ltd. as a consultant to study and review the criteria for determining the rental yield of commercial buildings outside the Customs Areas of Bangkok Port with the budget of 1.39 million Baht (including VAT) for a period of 90 days from the date of signing the contract dated 31 July 2020. The project was scheduled for completion by 31 October 2020. The project was completed. <ul style="list-style-type: none"> - PAT has considered the criteria for determining the rate of return on rent for commercial buildings in areas of PAT in terms of determining the rental rate between the market rate and the compromise rate. - PAT has developed a public relations plan to inform the tenants of the building. <ul style="list-style-type: none"> ■ PAT notified the tenants of commercial buildings to acknowledge the increase in rental fee. However, as the tenants of commercial buildings under PAT have suffered from the COVID-19 pandemic, PAT postponed rent increases of commercial buildings outside the Customs Area of Bangkok Port (1,186 rooms) with an extension of 6 months from 1 July 2022 to 1 January 2023 . ■ PAT issued a notification letter of the decision in the postponement of the rent increases for commercial buildings outside the Customs area of Bangkok Port (1,186 buildings). PAT is currently in the process of building understanding between the tenants of commercial buildings before proposing to the PAT Board of Commissioners for further acknowledgement.
<p>6) Port Community System (PCS) Development Project</p>	<ul style="list-style-type: none"> • PAT hired FB Consortium, comprising Fict Associates Co., Ltd. and Beryl 8 Plus Public Company Limited, with the budget of 438,999,600 Baht (including VAT), and with the implementation period of 1,095 days from the date of signing the contract on 7 March 2022. The project is scheduled for completion by 6 March 2025. <ul style="list-style-type: none"> - The project is currently ongoing. <ul style="list-style-type: none"> ■ The consultant analyzed and reviewed the study report on the conceptual design of the railway system conceptual design
<p>7) The Project on Expressway Ramp Construction connecting Bangkok Port and Bang Na - At Narong Expressway (S1)</p>	<ul style="list-style-type: none"> • Hiring of consultants to conduct a Project Feasibility Study and Environmental Impact Assessment (EIA) <ul style="list-style-type: none"> - The Expressway Authority of Thailand (EXAT) hired Chotichinda Consultant Co., Ltd., Epsilon Co., Ltd., Weiss Project Consulting Co., Ltd., and Pre-Development Consultant Co., Ltd., with the budget of 29.75 million Baht (including VAT) and with the implementation period of 360 days. The project was scheduled for completion on 26 July 2020. A request was made for an extension of the contract period by 157 days, ending on 30 December, 2020. The project was completed.

Projects/Plans	Project Performance under the Corporate Plan
<p>7) The Project on Expressway Ramp Construction connecting Bangkok Port and Bang Na - At Narong Expressway (S1) (Continued)</p>	<ul style="list-style-type: none"> • The recruitment of contractors to conduct Details Design and bidding documents. <ul style="list-style-type: none"> - EXAT hired Epsilon Group Co., Ltd. and Chotichinda Consultants Co., Ltd. as Detailed Design consultants with the budget of 40.299 million Baht (including VAT). The contract was signed on 22 January 2021, with the implementation period of 240 days from the date of receipt of the notification letter to start the work. The project scheduled for completion on 12 October 2021. - The project is currently being executed by contractors. <ul style="list-style-type: none"> ■ Due to the people living in communities surrounding Bangkok Port affected by the implementation of the project, PAT held a meeting with the Working Group on the study on the remedial measures for the people affected by the implementation of the S1 Project and the Smart Community Project with the Committee on Judiciary independent organs, State Attorney Organ, State Enterprises, public organizations and funds, the House of Representatives Affairs and other agencies on 11 March 2022, to consider solutions to the problems of communities affected by the development of the project. ■ The Work Group on the Study on the remedial measures for the people affected by the implementation of the S1 Project and the Smart Community Project was appointed by order of the Committee.



A Public – Private Joint Investment

Projects under Public Private Partnership (PPP)	Project Progress
<p>1) Dry Port Development Project</p>	<p>The Office of Transport and Traffic Policy and Planning (OTP) hired consultants to conduct a study on the Dry Port Development Master Plan which will develop Dry Port to serve as the regional logistics hub. Based on the findings of the study, the areas have been graded, and the area feasibility of the development of a dry port, including the opening of dry port services.</p> <p>The Dry Port Development Project of PAT is an important project under the PAT’s Corporate Plan for the fiscal year 2022 -2026 that is under Strategy 2: to develop businesses and assets as well as marketing potential in order to seek business opportunities that create value for port users and ensure sustainable growth ; to develop cargo transportation networks which connect between Laem Chabang Port, point of origin -transportation of goods at destination and important border trade ; to improve logistics efficiency and reduce overall logistics costs by acting as a distribution center in the Northeast provinces, as well as a distribution center from the People’s Republic of China to Bangkok Port and Laem Chabang Port. Strategy 2.3: to create new business opportunities to enhance competitiveness and sustainable growth, it is necessary to drive the implementation of Dry Port Development under the Dry Port Development Master Plan of the Ministry of Transport to ensure that PAT will be able to operate effectively. The development has taken place in a concrete way and in accordance with the framework of the Dry Port Development Master Plan of the Ministry of Transport. The project is currently in the process of hiring a consultant to conduct a report on the study and analysis for the Dry Port Development Project in Khon Kaen Province in accordance with the Public-Private Partnerships Act, B.E. 2562 (2019).</p>
<p>2) Implementation of the Public-Private Partnership Act, B.E. 2562 (2019) following the termination of the berths B1 - B5, A2, A5 contract at Laem Chabang Port and Shipyard Project at Laem Chabang Port</p>	<ol style="list-style-type: none"> 1. Berth B1 and Berth B2: The consultant has already studied and analyzed the project in accordance with the requirements of the Public-Private Partnership Act, B.E. 2562 (2019) (Projects announced by the Public-Private Partnership Policy Committee regarding the rules and procedures for the implementation of joint venture projects with lower values than specified in Article 9). PAT proposed the Ministry of Transport to consider the guidelines for the implementation of the declaration. PAT is currently in the process of withdrawing the matter in order to complete the information before proposing to the Minister of Transport for approval. 2. Berth B3 and Berth B4: The leasing periods expired in December 2020. The Ministry of Transport has considered and approved the guidelines for implementation after the expiration of the lease contracts. However, due to the inability to implement the specified time frame, the lease contract was extended for another 5 years (ending 31 March 2025) and the Minister of Transport has approved the contract extension. 3. Berth B5: PAT proposed the Minister of Transport to consider and approve the guidelines for implementation after the expiration of the lease contract in accordance with the provisions of the Article 49 of the Public-Private Partnership Act B.E. 2562 (2019) after the expiration of the concession agreement, and the Minister of Transport approved the contract extension.

Projects under Public Private Partnership (PPP)	Project Progress
	<ol style="list-style-type: none"> <li data-bbox="512 387 1409 640">4. Berth A2: PAT proposed the Minister of Transport to consider and approve the guidelines for implementation after the expiration of the lease contract in accordance with the provisions of Article 49 of the Public-Private Partnership Act, B.E. 2562 (2019) after the expiration of the concession agreement. At present, PAT is in the process of withdrawing the matter in order to completely update the information before presenting to the Minister of Transport for consideration and approval. <li data-bbox="512 645 1409 860">5. Berth A5: The leasing period expired in April 2021. The Minister of Transport considered and approved the guidelines for implementation after the expiration of the lease contracts. However, due to the inability to implement the specified time frame, the lease contract was extended for another 5 years (ending 30 April 2026) and the Minister of Transport has approved the contract extension. <li data-bbox="512 864 1409 1122">6. Berth B1 and Berth B2 (Article 49): The Office of the State Enterprise Policy Committee has issued a letter discussing the implementation of Article 49 of the Public-Private Partnership Act, B.E. 2562 (2019). PAT is required to prepare guidelines for the implementation of Article 49 and is currently in the process of hiring consultants to study and analyze the project in accordance with the requirements of the Public-Private Partnership Act, B.E. 2562 (2019). <li data-bbox="512 1126 1409 1453">7. Shipyard Project at Laem Chabang Port (Article 49): The Office of the State Enterprise Policy Committee has issued a letter of reply to the discussion of the implementation of Article 49 of the Public-Private Partnership Act, B.E. 2562 (2019) for Berth B2. The implementation of the Shipyard Project at Laem Chabang Port is to be carried out similar to Berth B2. PAT is required to prepare guidelines for implementation under Article 49 and is currently in the process of obtaining approval for the transfer of the budget for hiring consultants to study and analyze the project in accordance with the requirements of the Public-Private Partnership Act, B.E. 2562 (2019). <li data-bbox="512 1458 1409 1641">8. Shipyard Project at Laem Chabang Port (Article 22): PAT is required to act in compliance with Article 22 of the Public-Private Partnership Act, B.E. 2562 (2019). PAT is currently in the process of hiring consultants to study and analyze the project in accordance with the requirements of the Public Private Partnership Act, B.E. 2562 (2019). <li data-bbox="512 1646 1409 1861">9. Berth A1: The leasing period expires in February 2030. PAT will undertake the project in the form of a new project under the Public-Private Partnership Act, B.E. 2562 (2019). PAT is currently in the process of requesting a budget to hire consultants in the fiscal year 2024 to study and analyze the project in accordance with the requirements of the Public-Private Partnership Act, B.E. 2562 (2019).





Capital Structure

Capital and Shareholder Structure

As of 30 September 2022, the PAT had an initial capital of 7,234.545 million Baht, the same amount as in the fiscal year 2021 and 2020. the PAT's shares are solely held by the Ministry of Finance as follows:

Unit: Million Baht

Item	Fiscal Year 2022	Fiscal Year 2021	Fiscal Year 2020
Initial Capital	7,234.545	7,234.545	7,234.545

Loans

During fiscal years 2020 - 2022, the PAT had no outstanding loans.

Revenue Remittance (Levies)

The PAT contributed 2,610.00 million Baht of its revenue to the state in the fiscal year 2022, and the between fiscal years 2020 - 2022 as following details :

Unit: Million Baht

Item	Fiscal Year 2022	Fiscal Year 2021	Fiscal Year 2020
Levies	2,610.000	4,183.490	6,230.000





Financial Management

Capital and Shareholder Structure

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

Item	Fiscal Year		
	2022	2021	2020
Current Ratio	1.74 times	2.31 times	1.90 times
Return on Total Assets ROA	11.41%	12.23%	11.24%
Debt to Total Assets	37.41%	41.87%	44.10%

During the fiscal years 2020 - 2022, the current ratio of the PAT ranged between 1.74 - 2.31 times. The figures show the PAT has had higher liquidity as its current assets exceed its short-term provisions. The PAT, therefore, has the ability to settle its short-term provisions.

For in the fiscal years 2020 - 2022, the Return on Total Assets (ROA) rat of the PAT were at 11.24%, 12.23% and 11.41%, respectively. The PAT's asset managing efficiency was improved in the fiscal year 2022. The ROA rate and profit were lower than that recorded in 2021, but higher than that recorded in the fiscal year 2020.

For the fiscal years 2020 - 2022, the Debt to total Assets of the PAT were at 44.10%, 41.87%, and 37.41% 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-At Narong Expressway (S1). The area will be developed in Modern Port City concept, which is expected to generate appropriate returns, optimize investment and land use, and support the development of high-rise buildings for residences of people living near the Bangkok Port. The project was initiated to support the government’s development policy under the 20-year National Strategy (2017 - 2036) with hope to achieve the vision of becoming “a developed country with security, prosperity, and sustainability in accordance with the Sufficiency Economy Philosophy” with the ultimate goal being all Thai people’s happiness and well-being and the best benefits of the country. In upgrading people’s quality of life and increasing national income to become a developed country, the PAT also supports the government in creating happiness for all Thais, social security, equality, and fairness, which will enhance national economic competitiveness.

The PAT has developed a project to infrastructure system design and good environment. The project will help improve quality of life of the community, marking it a new urban core development project. The PAT has already prepared design, architectural and structural engineering work, as well as detail designs, and has prepared an environmental impact assessment and would be completed in May 2023. Revenue from the asset management in the fiscal year 2022 included rental fees from land and buildings outside the Customer Area in Bangkok Port. Details are as follows:

Item	Revenue/Year			
	Fiscal Year 2022	Fiscal Year 2021	Fiscal Year 2020	Fiscal Year 2019
Revenue from land rental	369,355,380.65	335,179,940.09	325,093,973.67	296,563,770.58
Revenue from building rental	76,000,402.19	75,927,537.06	73,160,884.14	79,703,896.73
Total	445,355,782.84	411,107,477.15	398,254,857.81	376,267,667.31



Performance on Human Resources Management

Focus on Human Resources Development and Retention

1. Human Resources Development

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

In FY2022, the PAT has developed its personnel to build skills in support of current and future operations as follows:

1. Number of Training
Courses for PAT Employees 56 courses
2. Number of Employees Who
Passed the Training 11,049 employees
3. Total Training Hours 75,814 hours

2. Succession Plan

The succession plan is a human resource (HR) tool for preparing human resources to have knowledge, expertise, attitude, leadership skills, and ability to hold key strategic positions immediately when positions become vacant while creating motivation at work and enabling retention of quality personnel in the organization, thereby enabling the PAT to plan manpower and human resources development systematically. In FY2022, the PAT developed a succession plan for executive positions at Levels 14 and above and set criteria for the selection of successors for positions at Levels 14 - 16, which will be used to select candidates for positions in FY2023.

3. Short- and Long-term Manpower Planning

Manpower planning is part of human cost management that takes into account the management of manpower in support of current and future missions, demand and supply, as well as the substitution of technology for manpower to ensure that the PAT has the qualitative and quantitative manpower to carry out its mission. In FY2022, the PAT conducted a benchmarking study with state-owned enterprises and organizations with similar operating characteristics to the PAT and used the data to analyze and compare the driving factors of manpower and data from manpower ratio or productivity analysis as data determining manpower driver factors of the PAT for short-term (within 3 years) and long-term (within 5 years) manpower analysis. The study was also aimed at considering and recommending guidelines for managing manpower and outsourcing. The manpower plan has been presented to the PAT's management committee to acknowledge and publicize the manpower management plan to every work unit of the PAT.

4. Review of Career Management

PAT reviewed job groupings and current career management with vertical growth characteristics, an improvement that focuses on increasing career growth opportunities both within and between work groups by specifying criteria for position transfers, promotions, basic qualifications and specific qualifications for positions (Success Profiles). This included designing processes and reviewing the roles of those involved in managing career advancement paths in addition to creating a career path model for employees to see the growth path of positions within the organization and enable employees to develop themselves towards work goals and careers. The PAT has already publicized the results to employees throughout the organization in 25 July - 25 August 2022.

5. Human Resource Information System (HRIS)

Under the PAT's Digital Action Plan of 2020 - 2024, the PAT has focused on developing information technology systems to increase efficiency and support management and operations within the organization by procuring the Human Resource Information System (HRIS) to replace existing systems in order to support higher demand. The PAT has new HRIS to replace to the existing one to meet user needs and can be used in planning to assist with effective decision-making by executives in human resource management and development. The PAT began implementing the project in 2021. In FY 2022, the PAT began transferring data, testing systems and training the employees involved in using the system, which was completed in June. In addition, the PAT completed testing with Parallel Runs and Data Cut-Off Go-Live testing along with introducing the HRIS. The system will be launched on 10 October 2022.

6. Focus on Human Resource Management and Development & Personnel Retention

The PAT has a systematic personnel recruitment and selection process for both executive and operational personnel and the PAT recruits to fill vacant positions 2 times/fiscal year, divided into internal and external recruitment as follows:

6.1 Internal Recruitment is divided into 2 methods:

1) The selection examination from the employees is carried out in accordance with the PAT Regulations on Personnel Recruitment to Fill Vacancies B.E. 2563 (2020). This examination is used for positions at the starting level of the field of work from Levels 1-6 to create a path of progress.

2) Selection is carried out in accordance with PAT Order No. 38/2565 on Principles for the Selection of Persons in Leadership Positions (revised in accordance with the Resolutions of the PAT Executive Committee No. 4/2022), which clearly defines the procedures, factors and weight of consideration, such as KPI evaluation score of 10 percent 30 percent and a performance score of 30 percent, etc. Selection is divided into 3 levels as follows:

- Positions at Levels 14-16 are selected by the PAT Board of Commissioners

- Positions at Levels 11-13 are considered by the selection committee at the level before results are presented to the Policy Committee.

- Positions at Levels 8-10 must be considered by the Bureau/Departmental Selection Committee (as the case may be) before being included for consideration and selection in the selection committee for the next level.

In addition, the PAT has prepared a succession plan for positions at Level 14 and above.

6.2 External recruitment The selection examination was carried out in accordance with the PAT Regulations on the Recruitment of Persons for Vacant positions of the PAT of Thailand of B.E. 2563 (2020). Employees will be given first consideration for recruitment. In cases where there are no qualified employees, recruitment from third parties will be carried out.

In FY2022, the application for selection examinations was open to candidates from the general public those who passed testing for general knowledge and ability with qualifications and stated intentions to be examined and selected for vacancies before beginning academic examinations, practical examinations and interviews to fill vacancies with those who passed selection examinations.

7. Adjusting the PAT's Highest Salary Rate

In FY 2022, the PAT expanded the PAT's salary ceiling with approval from the Ministry of Transport and is in the process of in which the Secretariat of the Cabinet gathers the opinions of the relevant agencies to accompany the Cabinet's consideration.

8. Continuous Development of the Employee Performance Management System

8.1 Project to Prepare Standard Indicators and Target Values of the PAT

The Human Resources Department, together with the experts, used the indicator assessment data of Bangkok Port and the administrative field of work to make comparisons with old indicator data as well as linking them with various plans of the organization in order to determine the main indicators and target values in order to be consistent with the direction of the organization, and to be able to fully convey the indicators of the agency from the management level down to the operator level.

8.2 Performance Evaluation Based on Key Performance Indicators (KPIs)

The Human Resources Department improved performance evaluation methods by referring to key performance indicators to ensure fair and transparent performance evaluations throughout the organization. In cases where any unit has evaluators and employees who are related, or members of the same family working in the same unit, which will cause conflicts of interest, a supervisor from one higher level performed evaluations.

9. Improvements to Employee Database Processes

In FY2022, the Human Resources Department has adjusted employee database processes by increasing the frequency of verifications for qualifications/licenses or certificates systematically, having more inquiries and including results in employee records. At the same time, the Human Resource Department received permission to link data from the Department of Provincial Administration, the Marine Department, the Department of Land Transport and the National Health Security Office (NHSO) in order to make employee database operations accurate, orderly and useful for manpower management in the area of recruitment and operations. In addition, the Human Resource Department was able to link the aforementioned data in the HRIS system being tested and modified by the Human Resource Department to replace the old system.

10. Improvements to Qualifications in Job Description Forms

The PAT currently considers equality of human rights as a factor. Hence, the Personnel Management and Development Policy Committee of the Port Authority of Thailand (PMDPC) has reached a resolution to approve revising specific qualifications for the position of Chief of Stevedoring and Control Section from "male" to "no gender limitations" because the positions are administrative with duties to examine the documents and equipment of truck and cargo transportation companies, which can be performed by women, in order to not create a barrier to career advancement for female employees while reinforcing equality in human rights.



11. Employee Engagement Program

In FY2022, the Labor Relations Division, Human Resources Management Department, carried out a project to strengthen personnel engagement in the organization in order to create satisfaction for employees to be happy at work, Promote the use of knowledge and abilities to contribute to the sustainable growth of the organization by implementing the following action plan:

► Improve Levels of Satisfaction and Engagement to the Organization among Employees Official Improvements

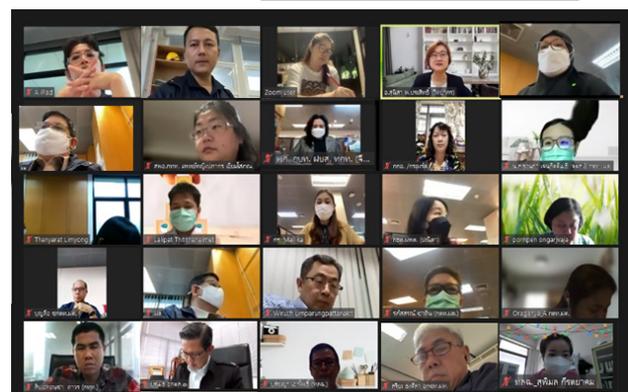
1. The workshop review of strategic development plans, the PAT employees' levels of satisfaction and engagement to the organization and plans for improving the PAT employee satisfaction and engagement in the organization for FY2022 was held for representatives of PAT committees on employee satisfaction and engagement in the organization from 19 department/bureaus via Zoom Cloud Meetings.



2. Employee engagement factors and satisfaction in the organization among PAT employees were reviewed according to employee focus groups and organization contexts. In addition, questionnaires were tried out via online Zoom Cloud Meetings by inviting sample employees in organization contexts to participate in reviewing factors and testing satisfaction questionnaires to determine reliability before using the aforementioned questionnaires to survey satisfaction in FY2022.



3. Site visits, implementation of strategic plans for improving PAT employee satisfaction and engagement in the organization plans for improving PAT employee satisfaction and engagement in the organization were carried out. In addition, communications were made concerning guidelines and site visit schedule notices, compliance with satisfaction improvement strategic plans and satisfaction improvement plans including the satisfaction survey for FY2022 via Zoom Cloud Meetings with attendance from satisfaction committees at the department/bureau level and those involved.



Unofficial Improvements

The PAT’s project to promote engagement in the organization among employees in FY2022 was carried out online by designating one pilot unit in the operations branch and one pilot unit from the support branch. Details and specifications of the project’s operations consist of the “Message from the Heart” activity where senior executives or executives of each line of work participating in discussions, communications, listening, and exchanging opinions concerning work practices and results from the survey on employee satisfaction and engagement in the organization including employee recommendations from FY2021 and the “Take Mindful Care and Succeed Together” activity carried out by lecturers, advisors and teams on main topics consisting of physical and mental happiness at work, building work-life balance, corporate values and building satisfaction and engagement in the organization.



▶ Survey of Satisfaction and Engagement in the Organization among PAT Employees

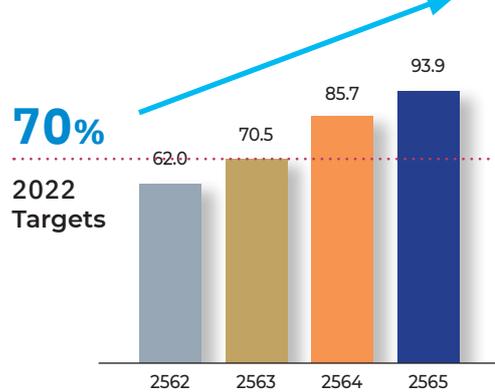
The survey on satisfaction and engagement in the organization among PAT employees was carried out by inviting Level 1-6 employees of every work unit to respond to questionnaires online and recording online questionnaire responses of Level 8 employees and up.



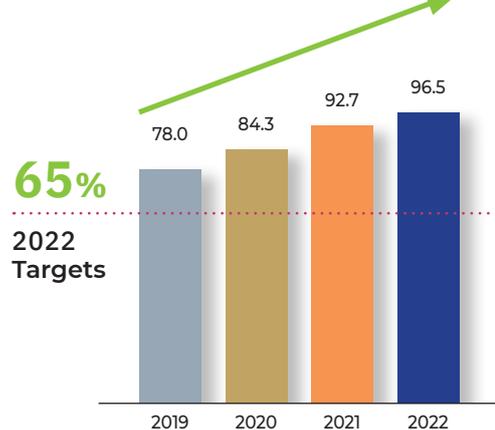
Results from the survey on employee satisfaction and engagement the organization in FY222 show employees overall to have the following levels of satisfaction and engagement:

1. Job satisfaction level 93.9%
2. Employee Attachment 96.5%.

Job Satisfaction



Employee Engagement





Stakeholders and Customers

The PAT focuses on stakeholders and customers following the assessment criteria for the operation process and management (Enablers) of state enterprise in support of the current mission/business operations, competition, demand and customer expectations. This will enable the PAT to achieve improved operational efficiency and system, and all PAT stakeholders to better address the rapid changes in the business environment including to maintaining strengths, improve weakness and add modern management issues. The key operations are as follows:

Stakeholder Management

The PAT pays high importance to all stakeholders and has a plan to promote good stakeholder relations, management and administration, communicate and listen to them on their opinions on the PAT operations in order to gain acceptance for the PAT's project development. In 2022, the PAT has implemented two strategies in the Stakeholder Strategic Plan: Strategy 1, Ensuring acceptance from stakeholder for the purpose of managing relationships with internal and external stakeholders, and Strategy 2, Upgrading the value chain and strengthening the network of cooperation with stakeholders in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES) for a total of 21 projects with a successful performance rate of 98.75% in order to efficiently address demands and expectations in addition to benefitting stakeholders in economic, social and environmental engagement. The PAT continuously monitored and reported on the results to the PAT Board of Commissions for review and improvement of operations related to stakeholders and to ensure sustainable organizational development. The performance results in 2022 are as follows:



Stakeholders	Government Agencies, Public Ownership	Customers/ Port Users	Community	Suppliers	NGOs	Employees/Workers Labor Union
Participation Channels	<ul style="list-style-type: none"> ■ Arrange a joint meetings with government agencies for coordination and solutions monthly/quarterly ■ Visit PAT's operations in port areas once a year ■ Joint the meeting as deemed necessary. 	<ul style="list-style-type: none"> ■ Monthly online platform/websites. ■ Monthly journal/PR media. ■ CRM activities. ■ Monthly visit ■ Annual satisfaction surveys ■ Complaint Channel 	<ul style="list-style-type: none"> ■ Monthly online platform/websites. ■ Monthly journal/PR media. ■ CSR activities. ■ Monthly customers visit ■ Annual satisfaction surveys ■ Complaints Channel 	<ul style="list-style-type: none"> ■ Monthly/quarterly joint meetings. ■ News communications and PR. ■ Complaint Channel. 	<ul style="list-style-type: none"> ■ Monthly/quarterly meeting and having discussions on solve operation problems solutions. ■ Joint activities for creating relationships. 	<ul style="list-style-type: none"> ■ Monthly joint meetings with Labor Unions. ■ Annual activities for relationship building ■ Course and learning media preparation. ■ Annual activities for building engagement.
Stakeholder Demands, Expectations and Responses	<ul style="list-style-type: none"> ■ Adhering to the policies on Thailand's maritime transport and logistics system. ■ Complying with good governance principles and corporate social and environmental responsibility. ■ Developing technology and innovations to boost maritime transport capability. 	<ul style="list-style-type: none"> ■ Providing efficient, cost, timely and high standards services ■ Increasing electronic channels ■ Complying with corporate governance and corporate social and environmental responsibility. ■ Developing technology and innovations to boost maritime transport capability 	<ul style="list-style-type: none"> ■ Good Environmental and safety management with no impact on community and society. ■ Regular activities for building relationships with communities. ■ Engagement of surrounding communities and hearings of opinions/perceptions of surrounding communities. ■ Career development for people in communities. ■ Creating good quality of life. ■ Paying fair compensation for land expropriations. 	<ul style="list-style-type: none"> ■ High standard safety and good environment ■ Increasing contact and coordination channels via digital systems. ■ Providing accurate, complete, reliable and fair news and information. ■ Ensuring correct, completely, fairly, and unbiased contact management and supervision 	<ul style="list-style-type: none"> ■ Supporting and developing communities and the environment to grow in tandem with businesses and the national economy. ■ Environmental and safety management no impact on community and society. 	<ul style="list-style-type: none"> ■ Encouraging participation of employees ■ Developing the skills, knowledge and expertise of employees and workers. ■ Creating environments, surroundings, and amenities for occupational safety to meet standards.
Major Projects in 2022	<ul style="list-style-type: none"> ■ Plans to upgrade communications and build understanding about the PAT's business operations among government agencies. ■ Plans for exchanging information and boosting efficiency in the rail transportation system. 	<ul style="list-style-type: none"> ■ Customer Relations Management project (CRM). ■ Plans for promoting relationships and engagement in BKP's operations. ■ Plans for promoting communication via the official LINE account. ■ Communication Plans for building understanding with real estate tenants outside Customs fences. 	<ul style="list-style-type: none"> ■ Community relations projects and sustainable scholarship projects. ■ The project to survey satisfaction of surrounding communities (the forest planting area) about the forest planting project of Chiang Saen Commercial Port. 	<ul style="list-style-type: none"> ■ Plans for strengthening relationships and working with engagement (meetings and participation in solving problems by port/truck ■ Plans for solving problems with trade partners and suppliers. ■ Plans for building relationships with suppliers. 	<ul style="list-style-type: none"> ■ Plans for building relationships and engagement with NGOs of the committee for considering and screening data from people affected by the Laem Chabang Port Development Project, Phase 3. 	<ul style="list-style-type: none"> ■ Plans for building awareness and understanding in roles and duties of internal audit units. ■ Plans for promoting engagement by PAT employees in risk management and internal control. ■ Plans for promoting good health among employees. ■ Plans for building employee engagement in improving workplaces. ■ Plans for developing systems to support system user needs and modernizing systems to be ready to rule.

Stakeholders	Government Agencies, Public Ownership	Customers/ Port Users	Community	Suppliers	NGOs	Employees/Workers Labor Union
Goals/Results	<ul style="list-style-type: none"> ■ Satisfaction from visits to observe PAT's operations at 90.4%. 	<ul style="list-style-type: none"> ■ Customer satisfaction at no less than 80%. ■ No complaints about real estate rent. 	<ul style="list-style-type: none"> ■ Satisfaction from participation in projects at no less than 80%. ■ Community satisfaction in forest planting activities at 94.90%. 	<ul style="list-style-type: none"> ■ No.8 joint Meetings ■ Mean indicator scores at Level 3. 	<ul style="list-style-type: none"> ■ 4 times for Communications with NGOs: ■ Meeting attendance at no less than 80%. 	<ul style="list-style-type: none"> ■ Level of awareness and understanding according to auditing plans at 95.45 percent. ■ Results from annual employee satisfaction and engagement surveys at 93.9%.
Benefits	<ul style="list-style-type: none"> ■ Building organization Trust ■ Cooperation with agencies to boost efficiency and operational development. 	<ul style="list-style-type: none"> ■ Creating satisfaction and enhancing service efficiency. ■ Developing technology and innovation to enhance service capability. 	<ul style="list-style-type: none"> ■ Reducing environmental impact from business operations. ■ Supporting education, sports, career development, generating income and community strength. 	<ul style="list-style-type: none"> ■ Confidence in business operations. ■ Strict compliance with contract and conditions 	<ul style="list-style-type: none"> ■ Enhancing good relationship ■ Reducing impacts on the organization's operations. 	<ul style="list-style-type: none"> ■ Creating good relation in internal and external work units. ■ Employees understand the organization's main behaviors.
Agencies Responsible	<ul style="list-style-type: none"> ■ BKP ■ Corporate Strategy Department ■ Finance & Accounting Department ■ Marine Department 	<ul style="list-style-type: none"> ■ BKP ■ Administrative Affairs Department ■ Business Development & Marketing Department 	<ul style="list-style-type: none"> ■ LCP ■ Office of Regional Ports ■ Business Development & Marketing Department 	<ul style="list-style-type: none"> ■ LCP ■ Engineering Department 	<ul style="list-style-type: none"> ■ LCP ■ Business Development & Marketing Department 	<ul style="list-style-type: none"> ■ Human Resources Management and Corporate Governance ■ Audit Department ■ Office of Risk Management & Internal Control ■ Office Medical of care and Health ■ Information Technology Department



Customer Management of the Port Authority of Thailand (PAT)

In 2022, the PAT has established business and marketing promotion activity according to the Customer Management Strategic Plan for 2022 - 2026 through the Annual Operation in order to support the strategic objectives of 11 plans.

**Table of Strategies and Projects under Customer and Market Strategy Plans
FY2022-FY2026**

Strategy 1 Upgrade Services to Increase Satisfaction	Strategy 2 Develop Products and Services by Applying Innovative Technologies	Strategy 3 Promote Marketing in Response to Target Customer Segments and Maintain the Customer Base	Strategy 4 Create New Business Opportunities
Indicators <ul style="list-style-type: none"> Satisfaction scores of PAT customers and stakeholders. 	Indicators <ul style="list-style-type: none"> Success in preparing customer Demand and analysis project innovation development. Number of processes with digital 	Indicators <ul style="list-style-type: none"> Success in PAT key account management plans. Success of PAT marketing plans. Image and awareness scores. 	Indicators <ul style="list-style-type: none"> Number of domestic and foreign business networks and allies in the port and logistics industry.
Strategy 1.1 Managing and building good relationships with customers	Strategy 2.1 Product and Service Development	Strategy 3.1 Manage PAT Key Accounts to Maintain Market Shares	Strategy 4 Create Opportunities and Expand Business Networks
<ol style="list-style-type: none"> Project to Improve PAT's Quality customers Service based on Satisfaction Survey Results in 2021 	Strategy 2.2 Technology and Innovation Applications in Work Processes	<ol style="list-style-type: none"> PAT Key Account Management Plan 	<ol style="list-style-type: none"> Cooperation Building Project with Allies to Create Opportunities and Expand Business Networks
Strategy 1.2 Improve Work Processes and Service Products	<ol style="list-style-type: none"> Customer demand Analysis to support Innovation development. 	Strategy 3.2 Marketing and Sales Promotion	
<ol style="list-style-type: none"> PAT Customer Relationship Management Project (CRM) PAT's master plan on social and environmental responsibility in process for the PAT in fiscal year 2022-2026 		<ol style="list-style-type: none"> Project to Promote Container Transportation via Ranong Port Project to Promote the Use of Bangkok Berth Coastal Port Services Project to Promote the Use of Cargo and Container Transportation Services via Chiang Saen Port Commercial Port Project to Support the Marketing and Operations of Shipping Lines and Laem Chabang Port Operators 	
		Strategy 3.3 Image and Awareness Building	
		<ol style="list-style-type: none"> Project to Manage Social Media and Develop Communication Channels to Support the PAT's Marketing 	

In addition, the PAT has regularly its customer classification by analyzing the use of information technology systems, such as CTMS, VCMS, SAP. The PAT can identify the characteristics of individual customer groups:

1. Shipping Liners/ Agents
2. Cargo Owners/Import and Export Agents
3. Terminal Leasing Company(TLC) at Laem Chabang Port
4. Tenants



In 2022, the PAT implemented product/service development projects and improved/capitalized on and monitored key project operations, including PAT customer relationship building activities, as follows:

Key Product & Service Development Project

▶ **Category 1 : Key Services**

- SRTO Project : Launched in 2018, the service processes were improved in 2022 by outsourcing the service for container transfer via railways.
- Coastal Berth Project : Launched in 2018, labor-saving equipment was increased in 2022, including two RTG cranes, to increase container transfer efficiency.
- Fuel transfer at Chiang Saen Commercial Port : Launched in 2018, the use of services was promoted and supported during periods of oil price fluctuations.
- Land-to-Sea Linkage Project : Launched in 2022 by negotiating business and signing a Memorandum of Understanding (MOU) to carry out the activities.

• **Truck Terminal/Truck Parking Project :**

Launched in 2022 with the objective to expand and support the Electronic System for Truck Queuing System at Laem Chabang Port Project by establishing a work team to study the feasibility of 90 rai of land in the development of the truck parking area at Laem Chabang Port.

▶ **Category 2 : IT System to Support Services**

- VIS System (Vessel & Invoice System): The VIS system launched in 2018 with the objective to accommodate ship line service users in Obtaining berthing permission at the Laem Chabang Port. In 2022, the number of port users increased from 145 to 151.
- e-Payment System: This online system enables port users to submit/track their requests for cargo/fee credit. The system was introduced in September 2018. In 2022, the service was developed to allow the payment of services through the payment acceptance system via the Bill Payment (Cross Bank) System, which allows payment via Internet banking, bank branches, and ATMs (that support QR code scanning) for all banks.

- **Truck Queue System:** This is an electronic information notification system launched in 2019 for managing cargo trucks entering and exiting Laem Chabang Port. In 2022, a system was developed for collecting and displaying Open Gate data on the www.lcp.port.co.th website.

- **e-Service for Vessel Cargo Management System:** This online system enables port users to submit/ track their request for cargo/fee credit which was introduced in 2019. In 2022, The PAT has developed a feature for prompt payment via the One-Stop E-port Service System without having to link accounts for automatic deduction.

- **PAT PMS Mobile Application:** A system to check and pay rent for land, commercial buildings and office buildings, property taxes, premiums, and receive rent payments by barcode and QR code via mobile

banking at all banks, starting in 2021. In 2022, the system was developed to support iOS and Android operating systems with the estimated launch date in September 2022.

- **Marketing Data System:** The system is for the collection of data on service use by customers in order to analyze marketing strategies and plans to determine the marketing direction and opportunities effectively. The system is in the detail design process and is being developed for trial use in February 2023.

- **Port Community System (PCS):** Data Logistic Chain Linkage System, a center for integrated government-to-government (G2G), business-to-government (B2G) and business-to-business data linkage on the e-Logistics Platform. The system is in the conceptual design process.

Project	Type of Project		Project Progress		
	Improve ment	New	2020	2021	2022
Type 1 : Main Service					
1. SRTO Project <i>(Launched in 2018)</i>	✓		launch of services	Set special service fees for containers transport via rail.	Modify work processes by outsourcing to provide rail cargo transportation services
2. Coastal Berth Project <i>(Launched in 2018)</i>	✓		Promote Service Use	Review and adjust service package design costs.	Increase mechanical handling Equipotent Rubber Typed such as two Gentry Cranes (RTG) enhance container lifting capacity
3. Fuel Transfer at Chiang Saen Commercial Port <i>(Launched in 2020)</i>	✓		Launch of Services	<ul style="list-style-type: none"> • Prepare fee reduction packages for promoting service use. • Hire experts with safety equipment that meets standards for transferring fuel ships to trucks. 	Promote the use of services and support services during situations with oil price fluctuations
4. Land to Sea Transportation Link Project <i>(Launched in 2022)</i>		✓	-	-	Negotiate business and sign MOUs to carry out activities.
5. Truck Terminal Truck Parking Project <i>(Launched in 2022)</i>		✓	-	-	Appoint a working team to study feasibility of developing a truck parking space in Laem Chabang Port.

Project	Type of Project		Project Progress		
	Improve ment	New	2020	2021	2022
Type 2 : Service Support IT System					
1. VIS System (Vessel & Invoice System)) <i>Explanation : Ship and invoice management system of Laem Chabang Port (Launched in 2018)</i>	✓		142 Service Users	145 Service Users	151 Service Users
2. e-Payment <i>Explanation: The payment system via the Bill Payment (Cross Bank) system functions via internet banking, bank branches and ATMs (with QR Code scanners) at any bank. (Launched in 2018)</i>	✓		Modify and test the system in Phase 2	Develop the system to be able to send SMS and email messages to customers' mobile phones receive real-time data.	Increase payment channels for customers via the Bill Payment (Cross Bank) system. Payments can be made via internet banking, bank branch counters and any ATM with QR Code scanners)
3. Truck Queue <i>Explanation: System for reporting electronic data for managing cargo trucks entering-existing Laem Chabang Port. (Launched in 2019)</i>	✓		System Testing	Build on the project by procuring areas for truck parking.	Develop a system for collecting and displaying container return (open gate) data in the website at www.lcp.port.co.th .
4. e-Service for vessel Cargo Management <i>Explanation: Submission of a form for docking ships/ checking application and cargo status/loan services (Launched in 2019)</i>	✓		System Testing	Add Bill Payment (Cross Bank) services.	Accept loan payments via the One Stop E-port Service system immediately without need to hold accounts for automatic deductions.
5. PAT PMS Mobile Application <i>Explanation: System for checking and paying rental fees for land, commercial buildings and office buildings, structure taxes and insurance premiums with barcodes and QR codes via mobile banking with every bank. (Launched in 2021)</i>	✓		System Development	Accept rental fee payments via mobile banking at any bank. Check payment transactions in real-time.	Develop systems to be able to use iOS and Android operating systems (began in September 2022).

Project	Type of Project		Project Progress		
	Improvement	New	2020	2021	2022
Type 2 : Service Support IT System					
6. Information Systems for Marketing <i>Explanation: Collect customer service data for strategic market analysis and marketing plan preparations to determine marketing directions and seek marketing opportunities effectively. (Launched in 2022)</i>		✓	Collect data and concepts for system development.	Follow supply regulations when hiring outside companies to develop the system.	Details have been designed. The system is currently being developed for testing in September 2023.
7. Port Community System (PCS) <i>Explanation: System for linking data logistic chain as a center for government-to-government (G2G), business-to-government (B2G) and business-to-business data integration as an e-logistics platform. (Launched in 2022)</i>		✓	Accept opinions and recommendations from stakeholder representatives in designing the PCS system and information technology infrastructure (ICT) to suit the country's contexts.	Follow supply regulations in hiring outside companies for system development.	Prepare conceptual design.

Customer Relationship Management (CRM) Activities

The PAT conducts customer relationship building activities, including:

- “PAT SMART Team” activities for major customer groups.
- “Friendly Golf Competition” activities to strengthen and build relationships with LCP users.
- “PAT Happy New Year” activities to meet and make visits during the 2022 New Year’s festival and express gratitude to customers for choosing PAT’s services, as well as to discuss and listen to customer feedback and needs in order to improve services.

- Cooperation committee meeting between the Bangkok Port, BKP users and related government agencies to solve various problems in the operation of the Bangkok Port and promote cooperation in order to create a positive image for the agency.

- Joint meeting on the operation of contracted vessels and cargo, investment, management and port operation (TLC) to find solutions to problems and facilitate various operations, while promoting cooperation to deliver services to customers together.

Work/Project/Activity Plan	Person Responsible	Customers				Stake- holders	Work Description	Activity Goals	Outcome
		Group 1	Group 2	Group 3	Group 4				
1. PAT SMART Team	Bangkok Port, Laem Chabang Port/ For. Por. Tor./ Sor. Tor. Por.	✓					✓ Maintain PAT Key Accounts	<ul style="list-style-type: none"> • Introductions • Hear recommenda- tions. 	Satisfaction Levels
2. Friendly Golf Competition	Laem Chabang Port	✓		✓				Relationship Building	Level of Interest in Activities
• 1st Competition: “Get A Little Closer”	Laem Chabang Port	✓	✓	✓	✓	✓			
• 2nd Competition: “LCP Misses Golf”	Laem Chabang Port	✓	✓	✓	✓	✓		Relationship Building	Level of Interest in Activities
3. PAT New Year’s Day	Bangkok Port, Laem Chabang Port/ For. Por. Tor./ Sor. Tor. Por.						Meetings and visits on the occasion of New Year’s Day 2022 ✓ Thank customers for using PAT services. ✓ Talk to customers and listen to customer recommendations and needs to improve services including asset services with coverage of central and regional ports. ✓ Maintain good relationships.	Maintain Relationships	Satisfaction Levels
4. Meeting of the cooperation committee with three parties.	Bangkok Port	✓	✓			✓	Meetings of the committee on cooperation between Bangkok Port, Bangkok Port service users and the government agencies involved included: <ul style="list-style-type: none"> • PAT executives involved in Bangkok Port services. • Executives and representatives from associations and federations who use Bangkok Port Services • Customs Department Hold meetings to solve problems in Bangkok Port operations and promote cooperation to create a positive image for the organization.	Solve Service Problems/ Facilitate Use of Services/ Listen to Opinions	Satisfaction Level
5. Joint meeting on ship and cargo operations according to dock investment, management and operation agreements (TLC).	Laem Chabang Port			✓			Hold meetings to seek solutions for problems and facilitate operations and promote cooperation to jointly deliver services for customers (every two months).	Solve Service Problems/ Facilitate Use of Services/Listen to Opinions	Satisfaction Level

Activities for Promoting and Supporting Regional Port Service Provision

Ranong Port :

Building partnerships and actively conduct marketing with future target customers, as well as relevant public and private sector agencies, to promote the transportation of goods through Ranong Port.

1. Participate in meetings with the Ministry of Foreign Affairs under various projects related to BIMSTEC countries.

- Thailand-Bangladesh bilateral consultation to discuss trade promotion and increase cooperation to review the economy after the COVID-19 pandemic and to drive the connectivity development projects to have progress to promote the transportation of containers through RNP.

- High-level discussions to advance the Thai maritime connectivity agenda through economic diplomacy to exchange information and opinions between public and private agencies on Thailand's approach to maritime connectivity development.

- Preparatory meeting for the Meeting of the Thailand-India Joint Commission for Bilateral Cooperation (Economic, Social and Cultural).



2. Organization of a joint working group between the PAT, Marine Department and BCSOA to provide information to support the transportation of goods through Ranong Port – Chittagong Port in the form of coastal shipping and discuss the standardization of maritime transport services between Ranong Port - Chittagong Port on Standard Operating Procedures (SOPs) and implementation of the operations of the Ministry of Foreign Affairs within the framework of BIMSTEC's cooperation on transport connectivity.

3. Organization of a business matching meeting between operators (Plaloma Marine Co., Ltd.) and freight forwarders (MM Logistics Co., Ltd.) to discuss joint business operations for cargo transportation between Ranong Port and Chittagong Port, Bangladesh.

4. Participation in seminars with the State Railway of Thailand to acknowledge the transportation service strategy and future operational plans.

5. Signing of Memorandums of Understanding (MOUs)

5.1 Between PAT (Ranong Port) and Chittagong Port, Bangladesh

5.2 Between PAT (Ranong Port) and Bauthai Index Associate Co., Ltd. under the Land-to-Sea Ranong Port Project using the Kunming-Laos railway, passing through the RNP and then to BIMSTEC countries.

5.3 Between PAT (Ranong Port) and CU Lines (Thailand) Co., Ltd., focusing on the transportation of goods to India.



Chiang Saen Commercial Port :

1. Organization of a meeting to discuss guidelines or measures to supervise the distribution of fuel for cargo ships in the Mekong River in collaboration with the Chiang Rai Area Excise Office, Chiang Saen Customs House and Regional Marine Office for the purpose of developing vacant space to generate income and find new activities to increase income.

2. Organization of a meeting with PTT Oil and Retail Public Co., Ltd. to find business cooperation methods by inviting the company to invest in building oil tanks in the CSP area and sell oil to fuel exporters through CSP.



Succession Plan

The Port Authority of Thailand (PAT) aims to become “a world class port with excellent logistics services for sustainable growth in 2030”. One of the key factors that will help PAT to achieve its vision for world-class standards, competitive advantage, and adaptability is having human resources or human capital with capabilities, knowledge, skills, abilities and experience that are aligned with and promote the organization’s mission and talents under the effective human resource management and development system with good governance in reviewing career path, rewards and incentives for performing duties in order to create employee engagement and retention within the organization, as specified in Strategy 5, one of the key strategies driving the achievement of PAT’s vision and goals is that “developing the organization’s capabilities through the effective human resources processes”.

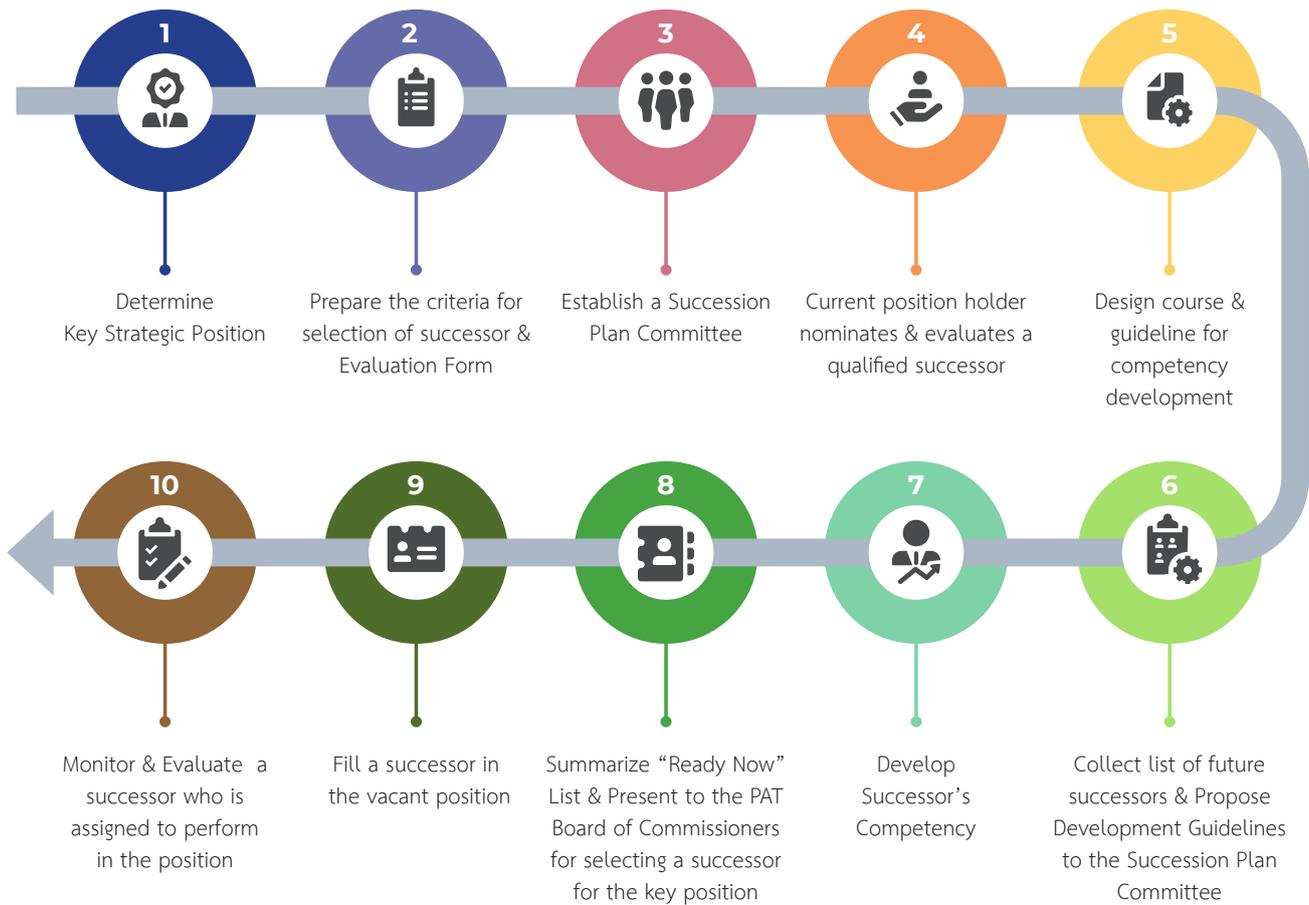
The PAT’s Human Resources Management Department, therefore, has reviewed the human resources management and development system to systematically and continuously develop and enhance its efficiency, and developed a succession plan by establishing key strategic positions that require continuous incumbents to ensure that PAT will maintain personnel who have competency, knowledge and capabilities in driving PAT’s business at present and in

the future as well as readiness to perform duty in the key position when it is vacant in a timely manner. In addition, this also helps encourage work motivation and retain the high quality personnel within the organization.

In the fiscal year 2022, PAT established the Committee on Succession Plan Project who has the authority to formulate policies/direction of operations; consider criteria for key position criteria for successor selection, including the formulation of operational procedures, guidelines for the plan preparation and successor development methods. Human Resources Management Department has developed qualified successors according to the successor development curriculum that corresponds to the competencies set by the organization through a virtual classroom approach and has presented them to the PAT Board of Commissioners for consideration and approval of the criteria and selection of successors level 14 - 16, comprising 1) preliminary qualifications, 2) individual’s key performance indicators (KPIs) and competency, 3) assessments by the PAT Director General and 4) consideration by the PAT Board of Commissioners. Moreover, Human Resources Management Department has publicized the criteria to the PAT employees before implementing the plans in the fiscal year 2023.



SUCCESSION PLAN





Bangkok Port



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Bangkok, 10110
Tel : +66-2269-5326
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Location

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

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

Port Entrance Channel: Bangkok Port water channel is 18 kilometer length, 150 meter wide in the straight channel, 250 meter wide in the curve water channel. Depth of the water channel has to be maintained at 8.5 meters from the average sea level. The depth of the water channel at the Bangkok Port is 8.5-11 meters above the average sea level.

Inland Area The Bangkok Port and surrounding area covers 2,353.20 rais. This includes another 943.20 rais in the Bangkok Port custom area, which is used for commercial purpose. The area rented by government agencies is 160.26 rasi, and by private sector of 516.50 rais. The social area includes PAT official buildings covering 117.86 rais, the area used by government agencies, such as the Customs Department, animal and plant quarantine, etc. covering 217.92 rais, communities of 197.93 rais, public roads of 199.54 rais, and rental offices of port related service providers, cargo storage in the customs zone and warehouse, etc.

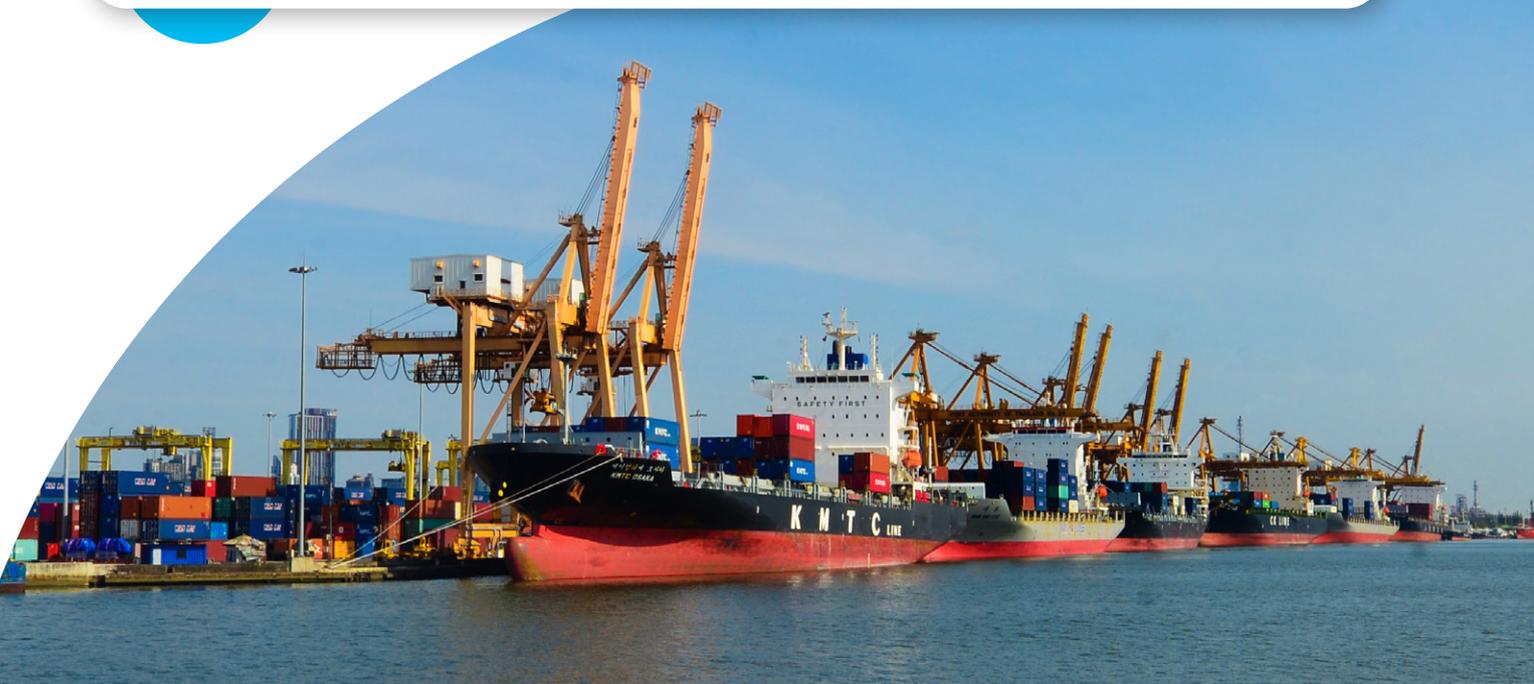
Dredging Service In 2020, the PAT has dredged and maintained the water channel within the Bangkok Port and Laem Chabang Port. Dirt dredged from the water channel was 2,187,985 cubic meters. The PAT also provided dredging service to the private terminals to ensure convenient and safe entry and exit, surveyed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

Area for Cargo Operation

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

Berths/Mooring Dolphins/Buoy

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



Cargo/Container Storage Area

Area	Cargo Storage Area					
	Inside of Transit Shed (sq.m.)	Outside of Transit Shed (sq.m.)	Transit Shed Platform	Container Yard		
				(sq.m.)	(Ground Slots)	(TEUs)
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, 11,15-17)	35,000	56,206	5,280	57,562	1,964	1,964
Transit Shed for Export	5,569	17,376		6,380	168	588
Transit Shed 13	5,569	17,376		6,380	240	8,036
Open Yard for Stuffing (90 rais)				148,194	2,296	840
Open Yard for Stuffing (45 rais)				72,000	896	3,136
Outbound Container Yard 5-6 (Container Terminal Division 1)				21,540	706	2,116
Container Yard 7-8 (Container Terminal Division 1)				23,510	638	1,832
Open Yard C (Container Terminal Division 2)				61,998	1,083	3,250
Empty Container Yard				62,936	1,438	5,033
In-transit Warehouse	7,559	6,228		10,670		444
Bonded Warehouse 1	1,649					
Bonded Warehouse 2	3,120					
Warehouse (Overtime Cargo)	8,955			3,090		71
Vehicle Warehouse	1,890	1,890		5,120		210
Dangerous Cargo Warehouse	1,200			14,976		280
Jute, Cotton, Kapok Cargo Unit	6,240			7,700		138

Remark: Ground slots refer to the area occupied for a 20-foot container.

East Quay

An area of 331 rai is used for container handling and container berth services, as well as mechanical handling equipment, under the management and responsibility of Container Terminal Division 1 and 2 are responsible for managing and providing port services in this area.

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

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

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

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

Container Terminal Division 1		
Mechanical Handling Equipment		
40-ton Rail-Mounted Shoreside Gantry Crane	8	Units
Rubber Tyred Gantry Crane		
- 4 Plus 1 - 1 Over 3 (35 Tonnes)	12	Units
- 4 Plus 1 - 1 Over 4 (35 Tonnes)	11	Units
Tractor for Container	61	Units
Container Chassis	61	Units

Container Terminal Division 2		
Mechanical Handling Equipment		
40-ton Rail-Mounted Shoreside Gantry Crane	6	Units
Rubber Tyred Gantry Crane		Units
- 4 Plus 1 - 1 Over 3 (35 Tonnes)	5	Units
- 4 Plus 1 - 1 Over 4 (35 Tonnes)	10	Units
Tractor for Container	43	Units
Container Chassis	43	Units

Software for Terminal Operations		
NAVIS Software System	1	Unit

Software for Terminal Operations		
NAVIS Software System	1	Unit

Service		
Staff	343	people
24/7 Service In-house		
Customs Clearance		

Service		
Staff	251	people
24/7 Service In-house		
Customs Clearance		



Mechanical Handling Equipment

Item	Capacity (Metric Tonnes)	Quantity (Units)
Top Loader	40	33
Reach Stacker (empty container)	7	25
Mobile Crane	10	4
Mobile Crane	50	3
Tractor for Container	30	32
Forklift	2.5 - 25	237
Motor Truck	5 - 7	36
Trailer (Multi-purpose)	30	33
Container Chassis (Multi-functional)	30	22
Container Chassis (Semi-Trailer Bed Slope)	20	2
Container Chassis	40 - 45	54

Service Crafts

Boat Type	Capacity	Quantity (ship)
Trailing Suction Hopper Dredger	2,500 cubic meters	3
Dredger	206.47 - 1,000 metric tonnes	3
Hopper Barge	120 - 300 cubic meters	6
Coastal Tug	200 - 1,000 horsepower	4
Buoy Tender	593 Gross Tonnage	1
Survey Boat	194.37 - 250 horsepower	3
Rong Nam Boat(Channel Ship)	150 - 240 horsepower	1
Water Service Boat	140 tonnes	1
Factory Ship	15 - 18 Metric tonnes	2
Oil Services Boat	21.5 Metric tonnes	1
Rua Tarua (Tug Boat)	270 - 420 horsepower	2
Tugboat	2,400 - 3,200 horsepower	9
Waste Collection Vessel	200 - 276 horsepower	2
Rope Boat	150 - 187 horsepower	8
Water Tanker	884 horsepower	1
Yacht	2,000 horsepower	1
Patrol Boat	250 horsepower	1



Laem Chabang Port



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It covers an area of approximately 2505.93 acres and consists of 11 berths at Basin 1, which are leased out to and operated by private operators. Currently, 11 berths are opened for operations, namely, Berths A0 - A5 and Berths B1- B5, and have a total container handling capacity of 4.3 million TEUs per year (6 Container Berths, 2 Multi-Purpose Berths, 1 Conventional Berth, 1 RO-RO Berth, and 1 Passenger and RO-RO Berth).

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

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

Container Handling Capacity

Unit: Million TEUs

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

Berths

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

Mechanical Handling Equipment

Item	Capacity (Metric Tonnes)	Number (Unit)
Gantry Crane	36-61	59
Rubber-Tyred Gantry Crane (RTG)	38-41	167
Rail-Mounted Gantry Crane (RMG)	38-41	-
Reach Stacker	40-45	35
Top Loader	8-30.5	32
Mobile Crane	48-160	3
Trailer	40'-45'	433
Yard Tractor	-	377
Forklift	2.5-16	81

Remark: Mechanical handling equipment of private operators are included. Information as of November 2022.

Cargo / Container Storage Area

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

Service Crafts

Category	Capacity (HP)	Number (Ship)	Drawbar Power
1. Tug Boats			
1 Rua Tarua 203	3,000	1	43
2 Rua Tarua 206	1,600	1	12
3 Rua Tarua 207	1,600	1	12
4 Rua Tarua 301	3,550	1	40
5 Rua Tarua 302	4,340	1	50
6 Rua Tarua 303	5,920	1	70
7 Rua Tarua 304	4,335	1	50
8 Rua Tarua 305	4,434	1	50
9 Rua Tarua 306	4,434	1	50
2. Waste Collecting Barge			
1 Chalalai Laem Chabang 01	188	1	
3. Rope Boat			
1. Rope Boat 5	210	1	
2. Rope Boat 6	210	1	

Remarks : 1. The aforementioned service crafts exclude 11 Tug Boats owned by private operators.



Laem Chabang Port Phase 1

The Northern Berths

1. Berth A0: Coastal and Multi-Purpose Berth has a berth length of 590 metres with a handling capacity of 0.75 million tons for general cargoes transported by barges, coastal vessels and general cargo vessel per year and a container-handling capacity of 0.30 million TEUs per year.

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

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

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

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

6. Berth A5: RO/RO Berth for handing automotive export and general cargo with 450-metre length and 14.00 metre MSL in depth can accommodate a 70,000 DWT vessel and automobile exports of approximately 0.70 million vehicles per year.

7. Shipyard: Located in the northern most area of Berth A Zone, the shipyard comprises two floating docks with a capacity to repair 140,000 and 50,000 DWT vessels, and one fully-equipped dry dock to handle a vessel of not less than 13,000 gross tons.

The Southern Berths

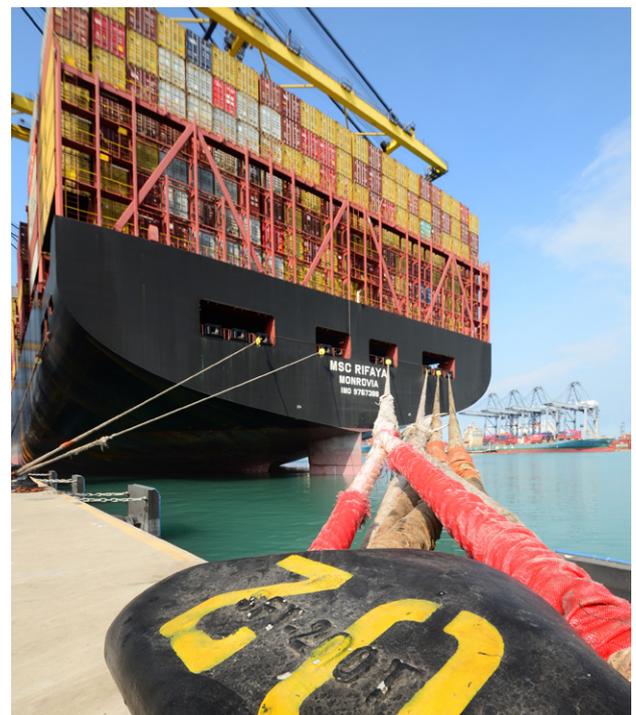
1. Berth B1: has a berth length of 300 meters and a depth of 14.00 meters below MSL for transporting cargoes, It can accommodate vessels of 50,000 DWT and support container throughput of 0.60 million TEUs per year.

2. Berth B2: has a berth length of 300 meters and a depth of 14.00 meters below MSL for transporting cargoes, It can accommodate vessels of 50,000 DWT and support container throughput of and 0.60 million TEUs per year.

3. Berth B3: has a berth length of 300 meters and a depth of 14.00 meters below MSL for transporting cargoes, It can accommodate vessels of 50,000 DWT and support container throughput of and 0.60 million TEUs per year.

4. Berth B4: has a berth length of 300 meters and a depth of 14.00 meters below MSL for transporting cargoes, It can accommodate vessels of 50,000 DWT and support container throughput of and 0.60 million TEUs per year.

5. Berth B5: has a berth length of 400 meters and a depth of 14.00 meters below MSL for transporting cargoes, It can accommodate vessels of 50,000 DWT and support container throughput of and 0.80 million TEUs per year.





Laem Chabang Port Phase 2

1. Berth C0: RO/RO Berth, Conventional Berth, and Conventional Berth with a maximum container-handling capacity of not exceeding 50 TEUs per trip. It is operated by Laem Chabang International RO-RO Terminal Co., Ltd. The berth has a capacity to handle conventional vessels with a total of approximately 1.00 million revenue tons and RO/RO vessels with a total capacity of approximately 1.0 million vehicles.

2. Berth C1 and C2: The berths are operated by Hutchison Laem Chabang Terminal Co., Ltd., and have berth lengths of 700 and 500 meters, respectively and a depth of 16 meters below MSL with the capability to handle 80,000-DWT container vessel, and a container-handling capacity of approximately 2.4 million TEUs per year.

3. Berth C3: The berth has a berth length of 500 meters and a depth of 16 meters below MSL for transporting containers. It is operated by Laem Chabang International Terminal Co., Ltd. The berth has a total container-handling capacity of approximately 0.10 million TEUs per year.

4. Berths D1-D3: The berths are operated by Hutchison Laem Chabang Terminal Co., Ltd., and have a total berth length of 1,700 meters, or 700, 500 and 500 meters for Berths D1, D2 and D3, respectively. The berths have a container handling capacity of 1.4, 1.0 and 1.0 million TEUs per year, respectively, and will commence operations when the combined container throughput for Berths A3, C1 and C2 exceeds 75 percent or within seven years from the date of signing the contract.

Laem Chabang Port Phase 3

At present, the Port Authority of Thailand (PAT) has successfully completed implementation of Laem Chabang Port Phase 1 and 2 developments. Phase 1, consisting of Terminal A with six berths and Terminal B with five berths, is fully opened for service. Phase 2 consists of Terminal C with four berths, all of which are fully operational and Terminal D with three berths. Berth D1 is opened for operation with a berth length of 970 meters. Berths D2 and D3 are currently under construction and scheduled for completion by 2026. Once all of the berths in Phases 1 and 2 are fully opened for services, Laem Chabang Port will have a total container handling capacity of 11.10 million TEUs per year and be able to accommodate imports and exports totaling 2.0 million vehicles per year.

The government has placed higher importance on domestic transportation and has included Laem Chabang Port Phase 3 as an integral project of the Eastern Economic Corridor (EEC). In addition, following the government's policy, the adjustment in the capacity of the Single Rail Transfer Operator (SRTO) Project Phase 3 was made to be capable of handling up to 4 million TEUs of containers per year, an increase from initial design capacity of 1.00 million TEUs per year in order to increase the proportion of transportation by rail to around 30 percent, and container automation system is also added through public-private partnerships (PPP). Once Laem Chabang Port Phase 3 is completed, total container throughput at LCP will rise to approximately 18.00 million TEUs per year with 6.00 million TEUs per year of containers transported by rail. Berth F1 is expected to open for operations by 2025.

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

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

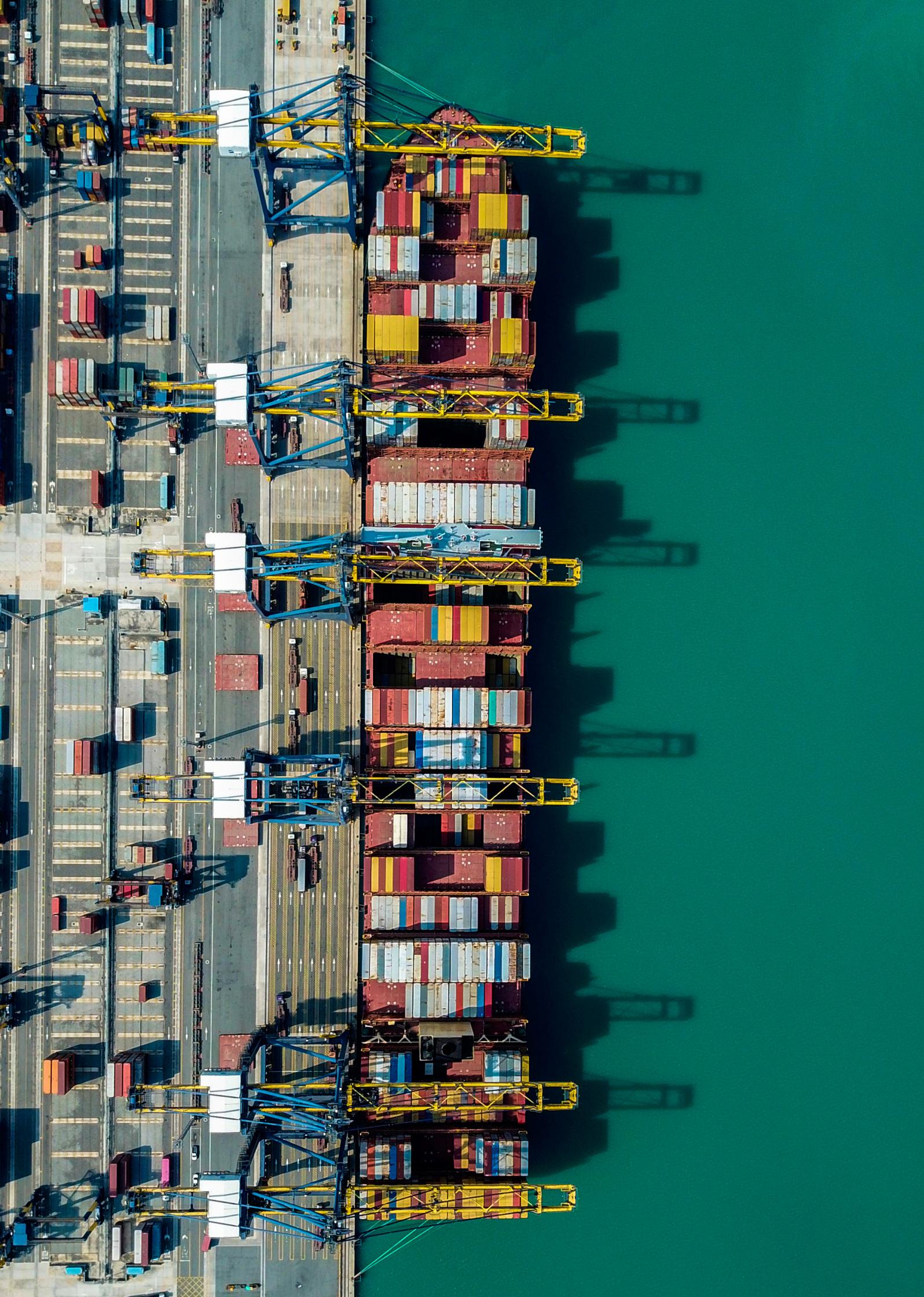
The Coastal Berth Development Project was implemented to develop the area at the end of Basin 1 between Berth A1 and Berth A0. The berth is an 'L' shape, with 30 meters width and a berth lengths of 120 and 125 meters, the dimension of the berthing area is 115x120 meters with a depth of -10 meters (MSL). The terminal can accommodate 1,000 and 3,00 DWT vessels that are capable of transporting 100 and 200 TEUs per trip of containers, respectively at the same time. In addition, the project also include the land area about 43 rais served as the supporting area. Such supporting area is the waterfront area with limitation of berth length but has the potential to be developed into the coastal berth for handling small vessels with a container handling capacity of 300,000 TEUs per year. This will help increase the proportion of container transportation from land to waterways at Laem Chabang Port from 5 percent to 10 percent in the future.

This project will support the shift mode policy in transforming the transportation from road to water transport to reduce the overall transportation costs and expenses for the country by developing the logistics system's potential and increase the nation's competitiveness in a concrete manner. The Project was officially opened for service on 13 March 2020.

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

In accordance with the government's policy on modal shift from road to rail and water transportation which aims to develop the nation's overall logistics system to be more energy-saving, reduce pollution and to reduce the nation's overall logistics costs, the PAT, as a state enterprise, has a policy to develop the Single Rail Transfer Operator at Laem Chabang Port to accommodate container transported by rail at Laem Chabang Port. Currently, the transportation of containers at Laem Chabang Port to the hinterland area of the berths is done 88 percent by road, and only 7 percent by rail and another 5 percent by water. As in sufficiency of its port infrastructure to accommodate containers transported by rail, Laem Chabang Port has the capacity to transport containers by rail of only approximately 500,000 TEUs per year. Therefore, Laem Chabang Port planned to develop the SRTO project by constructing a rail yard in Zone 4 which is located in Terminal B and C on an area of approximately 600 rais (370 rais are planned for immediate use, while 230 rais are held in reserve). The railyard will feature six railroad sidings, each with a length of between 1224-1434 meters. Each of the sidings can simultaneously accommodate two trains, or 12 in total for the railyard. The Rail- Mounted Gantry Crane (RMG) is installed and capable of working across all six tracks at the same time. Thus, the rail yard will have a total container-handling capacity of 2.0 million TEUs per year. The project was officially launched on 25 October 2018.







Chiang Saen Commercial Port



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Located

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

Chiang Saen Commercial Port is the trade gateway between Thailand and other countries in the upper Mekong River Basin for promoting international trade in accordance with the Agreement on Commercial Navigation on Lancang-Mekong River among China, Laos, Myanmar and Thailand, and to create economic stability and investments that are consistent with the National Economic and Social Development Plan pursuant to the Cabinet's resolution on 18 January 2011 approving the PAT as the administrator of Chiang Saen Commercial Port. The PAT began to manage Chiang Saen Commercial Port on 1 April 2012 and the original port was transformed into a cruise port. Chiang Saen Commercial Port has two 2-level sloped berths, comprising the northern berth with the capacity to handle three 50-meter vessels simultaneously, and the southern berth with the capacity to handle four 50-meter vessels simultaneously. The port has a full range of mechanical handling equipment and amenities and has installed an information technology system for convenience in providing cargo transfer services and payment of service fees in a one-stop-service format involving related agencies such as the Marine Department, Customs Department, Immigration Bureau, etc.

Facilities

- 20,000 square meters Outdoor Container Yard.
- Truck parking area for up to 100 trucks
- 200x800 square meters Vessel Basin
- 30x30 square meters Transit Sheds: 2 units
- Oil transferring space of 32,000 square meters (15 rais)
- 9,600 square meters General Cargo Area: 2 units
- 70 plugs and sockets for reefer containers
- Information Technology System for Cargo Services
- CCTV 14 Point for Safety measures

Mechanical Handling Equipment

Item	Capacity (Metric Tonne)	Quantity (Unit)
Mobile Crane	50	1
Forklift Truck	5	2

Services

Chiang Saen Commercial Port provides a one stop service all in the same building which includes the Chiang Saen Commercial Port Office, Regional Office of the Marine Department (Chiang Rai), Chiang Saen Customs Checkpoint, Chiang Saen and Chiang Khong Food and Drug Checkpoint, Chiang Saen International Communicable Disease Control, Health Quarantine Office, Chiang Rai Immigration Checkpoint, Chiang Saen Plant Quarantine Station, Chiang Saen Animal Quarantine Station, and Fish Quarantine and Inspection Regional Center 1 (Chiang Rai).

Berths

- 2 of two level sloped berths with 300 meter length for accommodating 50 meter Ship and 3 - 5 general cargo loading and whloading holding at the same time.
- A vertical berth with a length of 200 meter length for accommodating two 50 meter long of general cargo and container vessels at the sametime.
- A berth for fuel transfer with 150 meter length for accommodating two 50 meter tankers at the same time.

Road Access

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

Waterway Network

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



Chiang Khong Port



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Location

It situated in Chiang Khong District, Chiang Rai, on the Mekong River bank, facing Mueang Huai Sai, Bo Kaeo Sub-district, Lao PDR. At the back of the port is Highway No. 1290 linking Chiang Saen and Chiang Khong Districts. The Port enhances efficiency in import and export of goods as well as promotion of border trade between Laos PDR and Thailand.

Chiang Khong Port can accommodate small cargo ships, and approximately 90 percent of the total ships calling at the port is from Lao PDR. Cargo handling is manually operated and the cargo owners are responsible for labor recruitment. Also, One-Stop Service is available at Chiang Khong Office Building where port users can precede customer clearance, immigration, quality check and other services.

Facilities/Services

- The port with concrete block structure, 24 meter wide, 180 meter long, can accommodate three 80 - 150 ton ships or 3 - 5 ships at a time.
- The truck yard area in the Port which can handle 5 - 10 trucks a time.
- Providing other government offices in the area of One Stop Service at Chiang Khong Port, such as Customs Department, Excise Department, Department of Marine Transport, Immigration Checkpoint, Health Checkpoints, Animal and Plant Quarantine Office, etc.





Ranong Port



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Location

The port is located on the east bank of Kra Buri River, Pak Nam-Tha Ruea Sub District, Mueang District, Ranong province. The port covering 325 rai area comprises one multi-purpose terminal that is 134 meters length, 26 meters width, and a container terminal Berth spanning 150 meters length and 30 meters width. Depth of the water channels at both terminals is 8 meters which accommodate a cargo vessel of not exceeding 12,000 DWT at a time. An Access bridge connecting coastal side is 212 meters length and 7.5 meters width while the access bridge connecting with the multi-purpose terminal is 40 meters length and 8.5 meters width.

In term of Mechanical Handling Equipment, Ranong Port has prepared all facilities and port equipment, such as mobile crane and other equipment for cargo lifting and transferring.

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

Mechanical Handling Equipment

Item	Capacity (Ton)	Quantity (Units)
Forklift truck	2.5-15	5
Top Loader	30-40	2
Reach Stacker (empty container)	7	1
Container chassis	30	5
Multi- Chassis	30	3
Mobile Crane	50	1
Mobile harbor crane	63	1
Weight at least 63 Metric Tonne	(Radius 20-meters)	
Trailers	-	4

Navigation Channel

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



Inland Transport Network

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

Rail Transport - Cargoes can be transported from all regions via rail to Chumphon Province and transferred to Ranong Port by road for a distance of 110 kilometers. This route can save transportation cost while the Government is planning to develop a railway system to connect Ranong Port directly.

Water Transport - Connecting goods transport from the Gulf of Thailand to Ranong Port through Prachuap Khiri Khan and Surat Thani and then transferred to Ranong Port via roads.

Air Transport - There is a commercial airport with direct flights between Ranong Province and Bangkok.

Facilities/Services

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

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

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

Facilities

- General cargo storage of 7,200 sq.m, container cargo storage of 11,000 sq.m, one 1,500 sq.m. transit shed, checking post, Customer Office, Harbor And Cargo Service Section building, and One-Stop-Service(OSS) building
- 3 lighting towers at the cargo and container yards, 14 Lateral Buoy and 3 pairs of Leading lights
- 30 Plugs and sockets for reefer containers
- Transport Truck Scale



PART



Operational Performance
2022



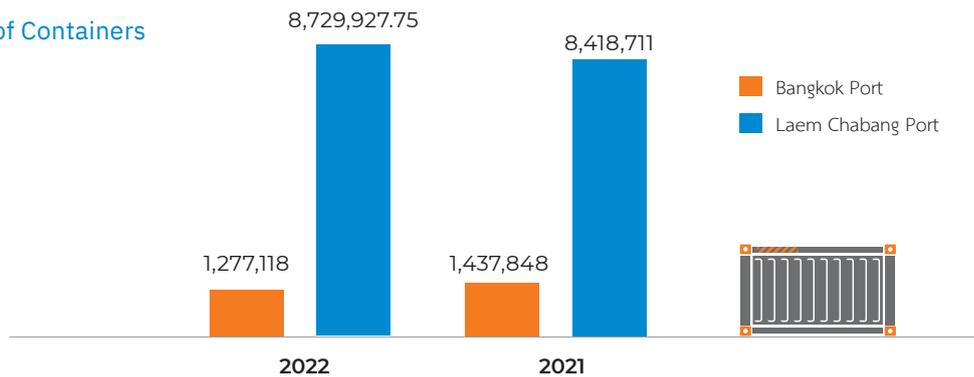
Operational Performance

Vessels and Cargoes Statistics

at Bangkok Port and Laem Chabang Port

Number of Containers

(Unit: TEUs)

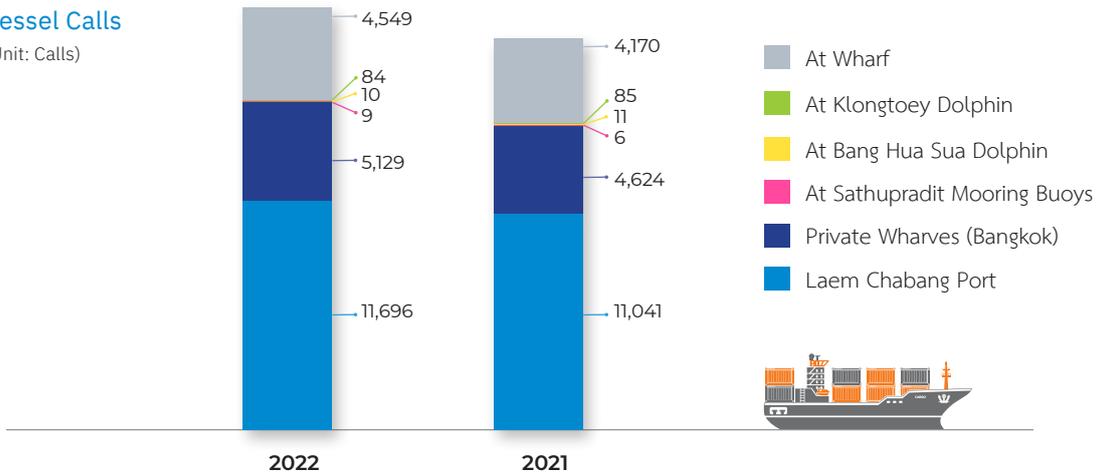


Container Throughput at Bangkok Port and Laem Chabang Port (Unit: TEUs)

Fiscal Year	2022	2021	2020	2019	2018
Bangkok Port					
Import Container	824,724.00	894,342.00	864,476.00	880,139.00	880,911.00
- Loaded Container	796,091.00	874,311.00	847,547.00	868,910.00	864,893.00
- Empty Container	28,633.00	20,031.00	16,929.00	11,229.00	16,018.00
Export Container	452,394.00	543,506.00	570,589.00	570,992.00	616,533.00
- Loaded Container	439,673.00	529,439.00	552,328.00	536,331.00	583,444.00
- Empty Container	12,721.00	14,067.00	18,261.00	34,661.00	33,089.00
Total	1,277,118.00	1,437,848.00	1,435,065.00	1,451,131.00	1,497,444.00
Laem Chabang Port					
Import Container	4,436,742.75	4,188,698.50	3,787,384.00	3,997,581.00	3,955,688.00
- Loaded Container	2,654,206.75	2,628,392.25	2,353,495.00	2,473,271.00	2,312,909.00
- Empty Container	1,746,740.75	1,517,894.50	1,372,450.00	1,482,546.00	1,600,699.00
- Transshipment Container	35,795.25	42,411.75	61,440.00	41,764.00	42,080.00
Export Container	4,293,185.00	4,146,685.25	3,810,516.00	4,066,403.00	4,060,192.00
- Loaded Container	4,184,548.25	4,032,288.50	3,658,707.00	3,941,174.00	3,960,491.00
- Empty Container	72,001.50	70,564.75	90,537.00	84,685.00	58,450.00
- Transshipment Container	36,635.25	43,832.00	61,272.00	40,544.00	41,252.00
Shifting Container	0	83,327.50	44,047.00	43,632.00	0
Total	8,729,927.75	8,418,711.00	7,641,947.00	8,107,615.00	8,015,880.00

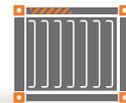
Number of Vessel Calls

(Unit: Calls)



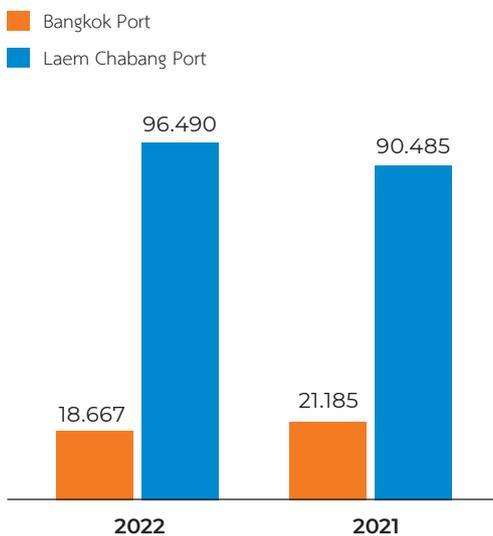
Number of Vessel Calls at Bangkok Port and Laem Chabang Port (Unit: Calls)

Fiscal Year	2022	2021	2020	2019	2020
Bangkok Port					
At Wharf	4,549	4,170	3,822	3,803	3,266
At Klongtoey Dolphin	84	85	109	128	144
At Bang Hua Sua Dolphin	10	11	27	47	54
At Sathupradit Mooring Buoys	9	6	7	12	19
Private Wharves (Bangkok)	5,129	4,624	5,128	6,001	5,649
Laem Chabang Port	11,696	11,041	11,092	12,391	13,310



Number Of Cargo

(Unit: Million Tonnes)

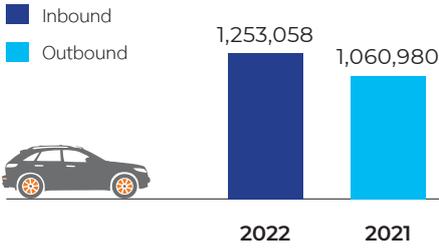


Volume of Cargoes at Bangkok Port and Laem Chabang Port (Unit: Million Tonnes)

Fiscal Year	2022	2021	2020	2019	2018
Bangkok Port					
Import Cargo	12.077	13.275	12.867	13.297	13.027
Export Cargo	6.590	7.910	8.285	8.180	9.024
Total	18.667	21.185	21.151	21.477	22.051
Laem Chabang Port					
Import Cargo	39.568	38.919	34.43	36.693	34.738
Export Cargo	55.926	50.566	46.87	52.510	51.082
Transshipment Cargo	0.996	1.000	1.657	0.954	0.986
Total	96.490	90.485	82.958	90.157	86.806

Number of Vehicles

(Unit: Units)

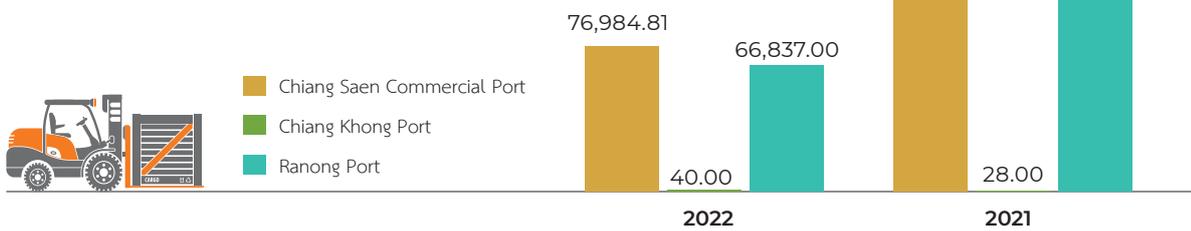


Number of Vehicles through Laem Chabang Port (Unit: Units)

Fiscal Year	2022	2021	2020	2019	2018
Inbound	169,787	112,238	92,229	102,916	80,018
Outbound	1,083,271	948,742	774,021	1,112,604	1,171,143
Total	1,253,058	1,060,980	866,250	1,215,520	1,251,161

Volume of Cargo

(Unit: Metric Tonnes)

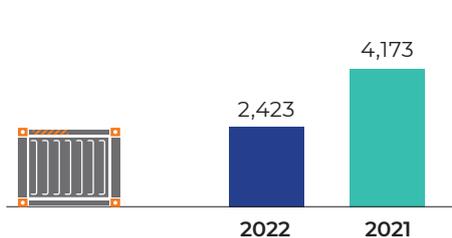


Volume of Cargoes at Regional Ports (Unit : Metric Tonnes)

Fiscal Year	2022	2021	2020	2019	2018
Chiang Saen Commercial Port					
Import Cargo	6,705.70	5,805.28	4,069.70	1,721.90	3,249.40
Export Cargo	70,279.11	98,166.70	150,151.28	242,069.91	251,474.21
Total	76,984.81	103,971.98	154,220.98	243,791.81	254,723.61
Chiang Khong Port					
Import Cargo	0.00	24.00	57.00	111.00	201.00
Export Cargo	40.00	4.00	2,494.48	52,834.90	71,266.93
Total	40.00	28.00	2,551.48	52,945.90	71,467.93
Ranong Port					
Import Cargo	11,028.00	13,268.00	16,889.00	24,832.00	17,878.00
Export Cargo	55,809.00	115,418.00	65,846.00	110,188.00	74,912.00
Total	66,837.00	128,686.00	82,735.00	135,020.00	92,790.00

Number of Containers

(Unit: Container)



Container Throughput at Ranong Port (Unit: Container)

Fiscal Year	2022	2021	2020	2019	2018
Import Cargo	1,314	2,007	1,382	1,880	1,163
Export Cargo	1,109	2,166	1,345	1,835	1,159
Total	2,423	4,173	2,727	3,715	2,322



Economic, Maritime Transport and Port Industry Analysis

► 2022 Economic Overview and 2023 Trend

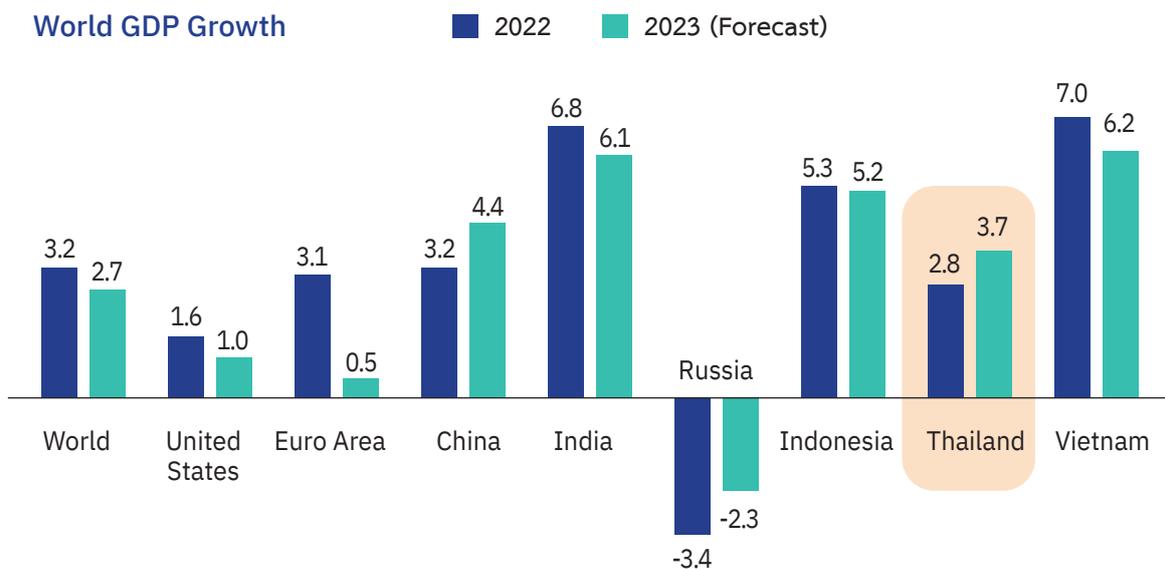
The International Monetary Fund (IMF) published the World Economic Outlook report, stating that the global economy is facing challenges such as higher inflation rates than in the past, tight financial conditions in almost all regions of the world, Russia's invasion of Ukraine, and the ongoing COVID-19 pandemic.

The global economy is increasingly heading toward a slowdown. Global economic growth in 2022 slowed, expanding 3.2% less than the previous year's 6.0% growth. This is the smallest growth since 2001, except during the global financial crisis and peak of the COVID-19 pandemic, and reflects a slowdown in the largest economies such as China and the United States which has affected the world.

The main factors hindering the growth of the global economy during 2022 are the unrest between Ukraine and Russia, the cost-of-living crisis caused by high inflation, and China's economic slowdown. These fluctuations will continue to last until 2023, and the global economy will continue to slow down. The IMF expects the global economy to expand only by 2.7%.

Meanwhile, the Thai economy in 2023 is expected to expand in the range of 2.7% - 3.2%, supported by improvements in private consumption and tourism sectors, as well as the continued expansion of exports of goods, which is expected to increase, in terms of US dollars, by 7.9%, with private consumption and investment expanding by 4.4% and 3.1%, respectively (FPO, October 2022).

World GDP Growth



► Industrial Sector

Slowing economy and inflationary pressures has affected the growth of maritime trade, causing it to slow down more than anticipated. In 2022 and the outlook for 2023, the marine transportation industry is shifting from a period of insufficient capacity to a period of declining demand, and freight rates that used to be very high during the COVID-19 pandemic have dropped significantly. Furthermore, concerns over a global recession, risk of war, and political uncertainty have resulted in a decline in consumer spending. The demand for total production has declined and affected the volume of international trade. It can be said that the transport industry has entered a period of continued low demand.

The container transportation sector is facing uncertainty from the slowing Chinese economy. Western economies are experiencing high inflation and rising energy costs due to the Russo-Ukrainian War. The slowdown of large economies has affected the volume of regional and inter-regional container trade, with volumes declining in most major areas. However, PAT's performance is still able to expand, with container volumes expanding by 2.4% in FY22 as a result of the return of normal economic activity among Thailand's major trading partners throughout the world.

► Economic and Industrial Impact on PAT's Operations

In FY2022, the PAT's vessel, cargo and container handling performance is as follows: There were a total of 14,672 vessel calls (6.0% increase), 59.231 million tons of cargo throughput (3.0% decrease), and 10.007 million TEUs of container throughput (2.4% increase).

The slight increase in the growth of container berths /containers was driven by the continued expansion of Thai exports and imports. This is mainly due to the volume of export shipments and the easing of Covid-19 control measures to normal levels as a result of the expansion in domestic and international demand. The performance details of Bangkok Port (BKP), Laem Chabang Port (LCP), Chiang Saen Commercial Port, Chiang Khong Port, and Ranong Port are as follows:



Bangkok Port

The Bangkok Port handled a total of 4,548 vessel calls, a 9.1% increase (divided into 1,657 calls from cargo ships (17.89% decrease) and 2,891 calls from coastal vessels (34.34% increase)); 18.667 million tons of cargo throughput, an 11.9% decrease; and 1.277 million TEUs of container throughput, an 11.2% decrease (with container throughput by coastal vessels increasing by 18.1%, while container throughput via feeder vessels decreasing by 19.1%).

Remarks : 1. BKP's vessel calls include general cargo vessel, container vessel and coastal vessel
2. BKP's cargo volume includes general cargo, containerized cargo (import and export), and Khlong toey Midstream Dolphin

Laem Chabang

The port handled a total of 10,124 vessel calls, a 4.7% increase; 40.563 million tons of cargo throughput, a 1.7% increase; and 8.729 million TEUs of container throughput, a 4.7% increase.

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

Regional PAT Offices

Ranong Port

The port handled a total of 155 vessel calls, a 37.5% decrease; 66,837 tons of cargo throughput, a 48.1% decrease; and 2,423 TEUs of container throughput, a 41.9% decrease.

Remarks : The company group that received concessions to explore natural gas drilling in the Gulf of Martaban suffered a slowdown in the drilling exploration, resulting in reduced cargo and container volumes and vessel calls at Ranong Port. This is also a result of the unsettled political situation.

Chiang Saen Commercial Port

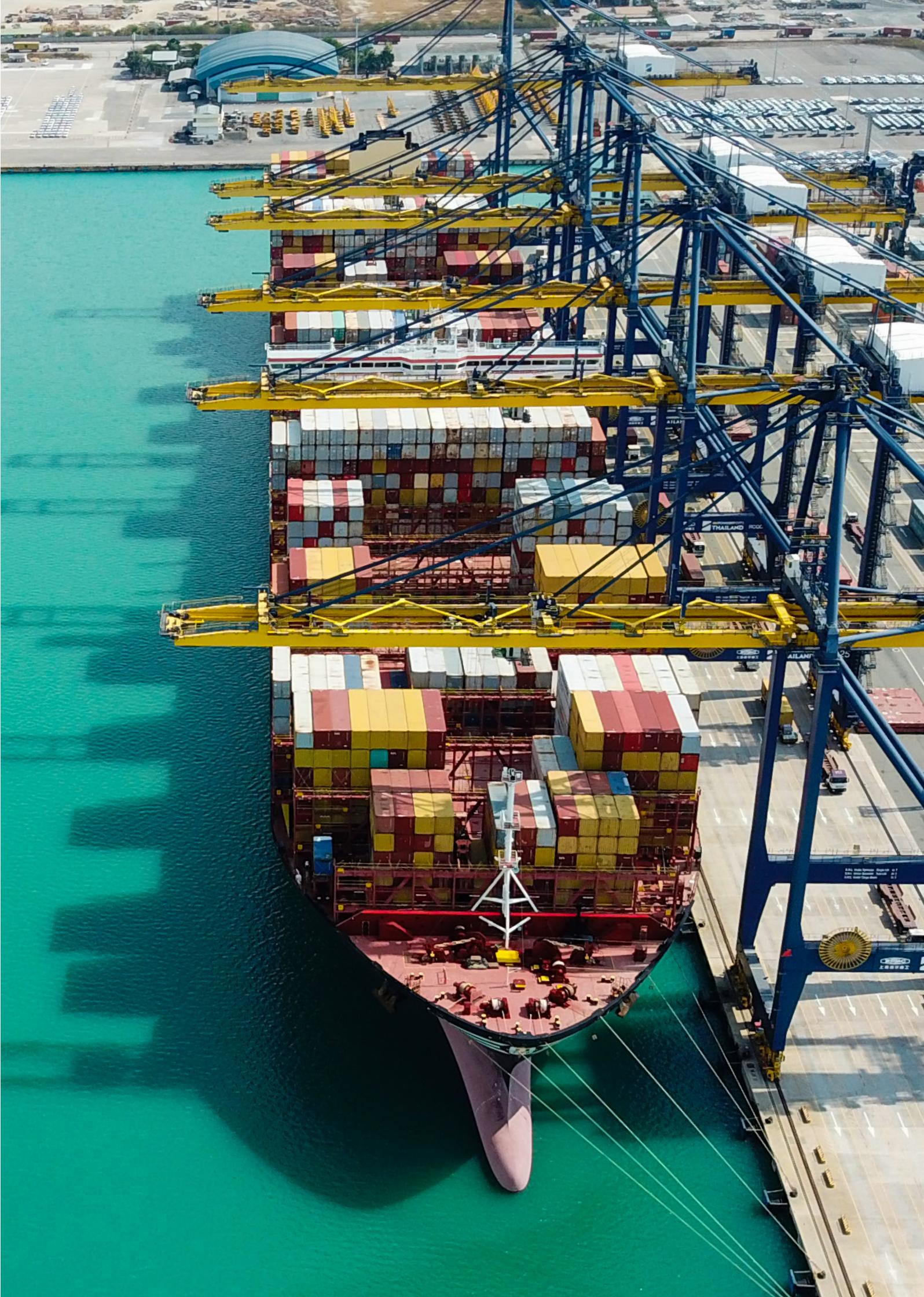
The port handled a total of 2,005 vessel calls, a 10.1% decrease; 76,985 tons of cargo throughput, a 26.0% decrease; and 2,735 TEUs of container throughput, a 46.0% decrease.

Remarks : 1. Soap Loi Port of the Republic Union of Myanmar and Guan Lei Port of the People's Republic of China temporarily closed until August 2022, resulting in reduced cargo and container volumes and vessel calls.
2. The volume of frozen food shipments decreased due to consumer demand as well as regulations/restrictions requiring containers loaded with frozen cargo to be exported to China.
3. The reduced container volume is partly an effort to reduce car transportation costs by opening containers at BKP and transporting the cargo via cars without loading the cargo into containers.

Chiang Khong Port

The port handled a total of 7 vessel calls, a 40.0% increase; and 40 tons of cargo throughput, a 42.9% increase.

Remarks : However, such increases are low compared to the low bases of the previous year. This is because the trade at Chiang Khong Port is between Thailand and the Lao People's Democratic Republic, where international shipping is currently traded at international checkpoints via the Fourth Thai-Lao Friendship Bridge (Chiang Khong-Houayxay).





Analysis Report on Performance Results and Financial Position

Performance Results

For the year ended 30 September 2022

Unit: Million Baht

Item	Bangkok Port	Laem Chabang Port	Chiang Saen Commercial Port and Chiang Khong Port	Ranong Port	Port Authority of Thailand
Operating Revenue	5,461.610	7,963.099	8.811	13.624	13,447.144
Non-Operating Revenues	731.107	1,885.274	0.048	12.400	2,627.020
Total Revenue	6,192.717	9,848.373	8.859	26.024	16,074.164
Operating Expenses	4,443.596	1,429.360	19.784	21.732	5,914.473
Non-Operating Expenses	2,360.852	1,499.336	4.986	20.180	3,883.545
Total Expenses	6,804.448	2,928.696	24.770	41.912	9,798.018
Net Profit (Loss)	(611.731)	6,919.677	(15.911)	(15.888)	6,276.146
Other Comprehensive Income					
Actuarial Gains on Employee Benefit Programs	3,320.930	163.209	2.795	(6.814)	3,480.121
Total Comprehensive Income	2,709.199	7,082.886	(13.116)	(22.702)	9,756.267

Analysis of Performance Results for the Fiscal Year 2022 Compared to the Fiscal Year 2021

Net Profit

In the fiscal year 2022, the PAT's net profit was 6,276.146 million Baht, an increase of 6.413 million Baht (0.10%) from the fiscal year 2021, and the PAT's other comprehensive income generated from actuarial gains on employee benefit programs was 3,480.121 million Baht, which is not an operating profit of the PAT business.

Total Revenue

In the fiscal year 2022, PAT's total revenue was 16,074.164 million Baht, an increase of 432.515 million Baht, or 2.77% from the fiscal year 2021. The improvement in economic conditions resulted in revenue related to vessels increased by 36.854 million Baht with 4,651 vessel calls (a 8% increase) at Bangkok Port and 11,696 vessel calls (a 6% increase) at Laem Chabang Port. Meanwhile, revenue related to cargo handling decreased by 39.098 million Baht with container throughput volumes of 1.277 million TEUs (a 11% decrease) at Bangkok Port (due to an increased in number of vessel calls at private ports and limitation of Bangkok Port's infrastructure that is incapable of accommodating larger vessels) and 8.730 million TEUs (a 4% increase) at Laem Chabang Port. Revenues related to port services increased by 89.831 million Baht; revenue from land, building and warehouse rental increased by 117.027 million Baht; and other revenues increased as a result of co-signing in joint venture contracts valued at 100 million Baht.

Total Expenses

In the fiscal year 2022, PAT's total expenses were 9,798.018 million Baht, an increase of 426.101 million Baht (4.55%) from the fiscal year 2021. In the fiscal year 2022, PAT's expenses related to the early retirement benefit program was 160 million Baht and 136.273 million Baht from land and building taxes. Expenses from railway and berth development projects, increased by 33.548 million Baht. Energy expense increased by 99.977 million Baht; and expenses from doubtful debts according to the calculation of the allowance for doubtful accounts based on IFRS 9 increased by 122.866 million Baht.

Financial Position

As of 30 September 2022

Unit: Million Baht

Item	Bangkok Port	Laem Chabang Port	Chiang Saen Commercial Port and Chiang Khong Port	Ranong Port	Port Authority of Thailand
Assets					
Current Assets	11,960.011	16,803.394	5.435	17.610	13,932.635
Non-current Assets	6,774.073	34,257.737	9.575	34.045	41,075.430
Total Assets	18,734.084	51,061.131	15.010	51.655	55,008.065
Liabilities and Owner's Equity					
Liabilities					
Current Liabilities	1,691.127	6,312.649	9.872	5.281	8,018.925
Non-current Liabilities	27,206.784	(0.246)	65.021	140.712	12,558.460
Total Liabilities	28,897.911	6,312.403	74.893	145.993	20,577.385
Owner's Equity					
Capital	309.510	6,925.035	-	-	7,234.545
Retained Earnings	(10,473.337)	37,823.693	(59.883)	(94.338)	27,196.135
Total Owner's Equity	(10,163.827)	44,748.728	(59.883)	(94.338)	34,430.680
Total Liabilities and Owner's Equity	18,734.084	51,061.131	15.010	51.655	55,008.065

Remark: Connected transactions were made which Laem Chabang Port recorded as current assets valued at 14,853.810 million Baht while Bangkok Port, Chiang Saen Commercial Port and Chiang Khong Port, and Ranong Port recorded them as non-current liabilities valued at 14,853.810 million Baht.

Total Assets

As of 30 September 2022, PAT's total assets were 55,008.065 million Baht, an increase of 3,763.209 million Baht (7.34%) from the fiscal year 2021. Trade receivables increased by 52.283 million Baht; other receivables increased by 17.105 million Baht; other current financial assets increased by 1,511.603 million Baht; deferred income from rent increased by 285.435 million Baht; and assets under construction of Laem Chabang Port Phase 3 Development Project and others, increased by 1,007.208 million Baht.

Total Liabilities

As of 30 September 2022, PAT's total liabilities were 20,577.385 million Baht, a decrease of 879.313 million Baht (4.10%) from the fiscal year 2021 due to a reduction of 4,027.055 million Baht in employee benefit obligations based on actuarial estimations for employee benefit programs. Meanwhile, trade accounts payable increased by 505.661 million Baht; other current liabilities increased by 29.729 million Baht; and accrued remittance increased by 2,503.745 million Baht.



International Cooperation

The PAT has entered into cooperation/memorandum of understanding/sister port agreements with ports or foreign internal entities at both bilateral and multilateral levels. The main objective is to develop academic cooperation in promoting Thailand's marine transport potential to be one of the world's leading ports, both in terms of port management, formulating strategy/planning for port development and promoting capacity for employee development with exchanges of information on port management, technology and the environment, as well as helping to promote better international relations. Cooperative activities have been conducted in various field, including marketing promotion information technology, human resources development, exchange of information, knowledge and experts, along with the arrangement of meeting/seminars/ training in Thailand and oversea as follows:

Bilateral Cooperation



1) Upcycling the Oceans (UTO) Cooperation, Thailand

▶ On 27 January 2022, the memorandum of cooperation for Upcycling the Oceans (UTO), Thailand, a cooperative effort of PAT, PTT Global Chemical Public Company Limited (GC), the Marine Department (MD) and Khon Kaen Fishing Net Co., Ltd. (KKF), was signed with the aim of managing used plastic bottles (PET) and used nets from water sources, rivers and oceans. YOU Turn transported used plastics into the upcycling process (upcycle) and manufactured them into useful products. The project’s upcycling production and distribution was coordinated by the Friends in Need (of PA) Volunteers Foundation, Thai Red Cross Society, to promote the UTO project and achieve the goal of collecting plastic waste in addition to promoting the role of the PAT in sustainable waste management, which is in accordance with circular economy principles in a tangible way in addition to showing commitment to corporate social and environmental responsibility (CSR)



2) Memorandum of Understanding between the PAT and the Port of Rotterdam

- ▶ Meetings were held with the world's leading ports and port management and logistics authorities from 31 July to 7 August 2022 in the Kingdom of Belgium and the Kingdom of the Netherlands. The meetings were led by Dr. Atirat Ratanasate, Deputy Minister of Transport, and Mr. Chayatan Phromsorn, Permanent Secretary, Ministry of Transport, along with the PAT Committee, PAT executives and employees, who attended the meeting with the world's leading port executives, including the Port of Rotterdam, Hutchison Port, ECT Rotterdam, APM Terminals Maaslakte, the Kingdom of the Netherlands, and the Port of Antwerp, The Kingdom of Belgium, to study the operational practices of these world-leading ports in addition discussing the development of the ports' major projects in terms of infrastructure and port operations, development of post-port area linkages in order to ensure compliance with the country's marine transport development policy and guide the ports' policy and management to meet international standards with the ability to fully and effectively respond to the expectations of the organization and stakeholders to achieve the vision of being a World Class Gateway Port.



3) Memorandum of Understanding between the Busan Port Authority, Republic of Korea

- ▶ The PAT and the Busan Port Authority participated in a meeting to exchanged information for the preparation of a project to study the suitability and feasibility of establishing a national shipping line and guidelines for the development of a commercial fleet during 4-7 July 2022 in the Republic of Korea.

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

- ▶ The PAT participated with the Flanders regional government on 28 January 2022 via a VDO conference to discuss activities/projects to be jointly carried out under the Letter of Intent in 2022-2023 such as local seminars, regional seminars, APEC scholarship considerations, C-MAT scholarships, and the 30th anniversary of the relationship between the PAT and the Flanders regional government.

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.
- ▶ The PAT participated in the APA Working Committee Meeting (APA WCM) on 20 July 2022 via a VDO conference. The meeting was held for the purpose of consulting on strategy and plans for the work of the APA, budgets and consideration of APA Executive Officers for 2023-2024.

2) ASEAN Maritime Cooperation

- ▶ The PAT participated in the 52nd ASEAN Senior Transport Officers' Meeting on 2-3 November 2021 and the 26th ASEAN Transport Ministers' Meeting on 11-12 November 2021 via a VDO conference at the Ministry of Transport. The objective was to discuss and steer cooperation in marine transport, actions aimed at driving for reductions in carbon emissions in the marine transport sector, the ASEAN Single Shipping Market Development project on port security for ASEAN member states in cooperation with international maritime organizations and other international sectors.

- ▶ The PAT participated in the 53rd Senior ASEAN Transport Officials' Meeting on 28-29 June 2022 via a VDO Conference. The objective was to discuss and drive the implementation of the Kuala Lumpur Transport Strategic Plan (KLTSPP), which is the implementation of various projects/activities in the field of land, water, and air transport by making transport convenient and sustainable.
- ▶ The PAT participated in the 42nd ASEAN Transport Working Group meeting on 9-10 March 2022 via VDO conference for the purpose of discussing and driving cooperation in marine transport, actions aimed at reductions in carbon emissions in the marine transport sector, the ASEAN Single Shipping Market Development project on port security for ASEAN member states in cooperation with international maritime organizations and other international bodies.
- ▶ The PAT participated in the 43rd ASEAN Maritime Transport Working Group Meeting on 20-22 September 2022 in Nha Trang, Socialist Republic of Vietnam, on a number of issues such as actions to drive for reductions in carbon emissions in the marine transport sector, the ASEAN Single Shipping Market Development project on port security for ASEAN member states and cooperation with international maritime organizations and other international sectors. The PAT reported progress in the development of smart ports focused on digital development, technology and innovation within the ports to promote the operational efficiency of ports in the ASEAN region.

3) Asia-Pacific Economic Cooperation (APEC)

- ▶ Represented by the Ministry of Transport, Thailand hosted the 52nd APEC Transportation Working Group (APEC TPT-WG 52) meeting. The PAT supported the meeting organization and participated in the meeting of the Maritime Experts Group (MEG) and the Intermodal and Intelligent Transportation Experts Group (IIEG) during 14-26 September 2022 at Pullman Bangkok King Power Hotel, Bangkok (Rangnam). In addition, the PAT presented the Promoting Safety for Dangerous Goods Transportation in the APEC Region. The objectives were to study trends in the quantity and type of dangerous goods in the APEC region and to make recommendations for the management of dangerous goods in APEC region ports.

4) International Maritime Organization (IMO)

- ▶ The PAT participated in the 126th IMO council meeting on 24-26 November 2021 via VDO conference for the purpose of discussing the preparation of the IMO's strategic plan, budget roadmap, minutes to meetings of the IMO's various committees and jointly considering the agenda of the General Assembly, Council rules and procedures, etc.
- ▶ The PAT joined the National Committee in coordinating with IMO, the IMO Commissioners (with the PAT Director General acts as the chairman of the sub-committee) including the key Working Group in preparing to be an IMO commissioner candidate for the 2024-2025 period. Various meetings were attended to consider plans and activities to prepare the candidates.

5) Asia Pacific Model E-Port Network (APMEN)

- ▶ The PAT joined the Asia Pacific Model E-Port Network (APMEN) Working Group meeting on 19 August 2019 with an aim of promoting knowledge and understanding of E-Port system development to support paperless trade with the help of ICT infrastructure and developing logistics information.



Other International Activities

1) Meeting with World-leading Ports and Port Management and Logistics Authorities in the Republic of Singapore

- ▶ Mr. Saksayam Chidchob, Minister of Transport, Mr. Chayatan Phromsorn, Permanent Secretary, Ministry of Transport, along with the PAT Director, PAT executives and employees, attended a meeting with the world’s leading ports and port management and logistics authorities in the Republic of Singapore during 7-9 September 2022. A meeting was held with the Port of Singapore Authority (PSA). The PSA is an agency under the PSA Corporation performing the duty of directing marine transport and working as a service provider in Singapore that was launched in 1997 for the purpose of expanding its marine transport services more comprehensively

and facilitating marine transport in general. Thus, the PSA has established a shipping line, PSA Marine, which serves pilots, tugboat and cargo ships in Singapore’s port districts as well as in Peru, Taiwan, India, Oman, Hong Kong, India and China, where it provides business consultation. Furthermore, the PSA Marine has now revamped its tugboat business model to support shipping between ports in Singapore to reduce the amount of road traffic. This is a development to support sustainable and environmentally friendly transport with experience in water transport to further support policy governance and plan for the development of transportation to be efficient like never before, while the policy of establishing a national naval line in Thailand in a tangible way.



The delegation also participated in a meeting with PSA International (PSA), a leading Global Terminal Operator (GTO) with a comprehensive global network of deep-sea port services, rail transport and other related supply chain management and logistics businesses such as Distripark and Cargo warehouse. In addition, the PSA joined with its allies in providing world-class services in combination with the development of innovative marine transport solutions at Tuas Port, which the world's largest and most modern port capable of handling the transport of over 65 million TEUs in goods and is a fully automated port launched on 1 September 2022. Singapore has focused on digital technology, innovation and environmental issues such as port automation to increase the efficiency and safety of port operations, and the development of the Port Community System (PCS) to be a Center for seamless operations in data connectivity among the public,

private and stakeholder sectors, including study of alternative energy use by installing photovoltaic systems for power supply for use in office buildings.

In order to promote the innovative development of the PAT, a delegation participated in a lecture and discussion with PIER71 held between the Maritime and Port Authority of Singapore (MPA) and the National University of Singapore (NUS). The collaboration aimed to expand Singapore's marine innovation ecosystem, promote innovation in the maritime industry by attracting talent, creating opportunities to exchanging knowledge and ideas, and attracting investment in new entrepreneurs (Start-ups).

PIER71 designed a program for offering industry opportunities and supporting new entrepreneurs in addition to encouraging new entrepreneurs' ideas for accessing the market and raising capital faster.



- ▶ The PAT participated in the ASEAN-Japan PTG the Development of Evaluation Guideline for Capacity/Performance of Container Terminals on 19 November 2014. Japan conducted a research project on the development of guidelines for assessing the capacity and efficiency of container terminals in the ASEAN region. The objectives were to study the performance of container ports in ASEAN and assist in port investment decisions, including evaluation of the performance of container ports through the analysis of statistical data from Port EDI and AIS in addition to exchanging information and setting appropriate benchmarks for ASEAN ports.
- ▶ The PAT participated in a webinar on Enhancing Container Circulation to Support Maritime Transportation on 13 January 2022 on projects in Thailand. The Marine Department initiated the study of promoting container turnover in ASEAN member states to develop an action plan to promote container turnover in the ASEAN region with policy recommendations from practical studies on strengthening container processing procedures in ASEAN member states.
- ▶ The PAT held a meeting to hear opinions on questionnaires from ASEAN member states on 9 February 2022, the Guideline for Smart Port :Port Performance Indicators (SPPI) via online conference format. The objective was to define the concept and performance indicators of smart ports in the ASEAN region to help the ports allocate resources and establish guidelines for upgrading to Smart Ports in ASEAN. The project was presented by the PAT and supported by Japan.
- ▶ The PAT participated in the Thematic Meeting under the APEC Transport Working Group 2022 on 21 April 2022 for the purpose of discussing the implications and best practices for post-covid-19 recovery.
- ▶ The PAT participated in the APEC Green Port Online Training Workshop during 25 - 26 May 2022 via VDO conference for the purpose of promoting the exchange of theoretical and practical skills in environmentally friendly development. as well as policies, technologies, and trends for the ports' green growth.





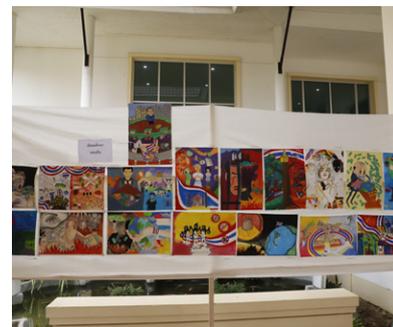
PAT's Highlighted Activities of the Year

■ FEBRUARY



CG Day 2022 at Chiang Saen Commercial Port

On 24 February 2022, Mr. Somsak Hommuang, the PAT Board of Commissioners as Chairman of the PAT Good Corporate Governance and Social Responsibility Committee, presided over the opening ceremony of CG Day 2022. The event was attended by Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, along with PAT executives and staff, the Chief District Officer of Chiang Saen, government and private agencies including a group of many teachers and students from schools in Chiang Saen District. CG Day was organized to promote a culture of non-tolerance of corruption and build a network of cooperation against corruption along with promoting morals in Thai society. Activities at the event consisted of a special anti-corruption lecture, a drawing competition and exhibition booth on the topic of “Painting and Creating Anti -Corruption” for schools surrounding Chiang Saen Commercial Port, a lecture on “Self-Sufficiency, Discipline, Integrity, Volunteerism” and student performances. Public health officers of Chiang Saen District were responsible for screening attendees and the activities were conducted under preventive measures against the spread of Coronavirus Disease 2019 at Chiang Saen Commercial Port, Chiang Rai.



MARCH



Transport Minister (Mr. Saksayam Chidchob) Gives Policy and Visits the Port Authority of Thailand 's Operations

On 3 March 2022, Mr. Saksayam Chidchob, Minister of Transport, together with Mr. Atirat Ratanasate, Deputy Minister of Transport, Mr. Chayatan Phromsorn, Permanent Secretary of the Ministry of Transport, led his team for a site visit to the Port Authority of Thailand (PAT) to give policy and follow-up on the progress of important development projects of the PAT. His visit was welcomed by Adm. Sophon Wattanamongkol, the Chairman of the PAT Board of Commissioners, Mr. Kriengkrai Chaisiriwongsuk, Director General of PAT, PAT executives and staff at the PAT Club building. On the same occasion, the delegation also visited the operations within the customs fence of Bangkok Port.

JUNE

Laem Chabang Port Exclusive Golf 2022

On 9 June 2022, Mr. Kriengkrai Chaisiriwongsuk, Director General of the Port Authority of Thailand (PAT), presided over the opening ceremony of Laem Chabang Port Exclusive Golf 2022 for a friendly golf tournament entitled "Getting A Little Closer Together". The event was attended by private operators of Laem Chabang Port, shipping lines and PAT employees to express gratitude and reassure key customers, terminal private operators and shipping liners along with promoting a positive image of Laem Chabang Port as an effective organization in terms of management, service and development with various agencies involved with Laem Chabang Port at Siam Country Club's Rolling Hill Course.



JUNE

The Ideator Project to Create the Corporate Culture through Technology and Innovation

On 24 June 2022, Mr. Chanin Kanhirun, the PAT Board of Commissioners as the Chairman of PAT Committee on Knowledge, Technology and Innovation Management presided over the opening ceremony for the final round of the competition- “The Ideator: PAT Innovates the Future (the 1st edition)”. Pol. Lt. Gen. Jaroenvit Srivanit, Mr. Somsak Hommuang, Mr. Woraphot Aiemrukxa, members of the PAT Board of Commissioners, Adm. Sungkorn Pongsiri, a consultant of the PAT Board of Commissioners, together with Mr. Kriengkrai Chaisiriwongsuk, Director General of PAT, PAT executives and staff also attended the event at the Berkeley Hotel Pratunam, Bangkok.

The winners of the competition from a total of 50 ideators from all departments of the Port Authority of Thailand were the ideator of the PAT FIT: Future Information Technology project, which is initiated to maximize benefits of the existing system and data by retrieving cargo and container information from the National Single Window System (NSW) and transforming those into data visualization, such as digital dashboards and infographics to enable PAT executives to clearly see a big picture of complex data at a glance with better understanding and rapid analysis that help improve port management in difference areas; enhancing decision-making process, exploring business opportunity, studying on customer behavior (shipping lines), studying on trade routes (country of origin/destination) and forecasting cargo demand, etc. This initiative will also be a key for PAT to become a data-driven organization.



AUGUST



KM Award 2022 Project and Honoring PAT Knowledge Providers Who Imparted Knowledge

On 10 August 2022, Mr. Chanin Kanhirun, the PAT Board of Commissioners as Chairman of the PAT Committee on Knowledge, Technology and Innovation Management presided over the opening ceremony of KM Award 2022 - the Best Knowledge Management Competition for the Year 2022. The competition was held with an aim to provide platform for local facilitators from selected departments to present their best practices and apply knowledge to further develop operations in the future. Mr. Somsak Hommuang, Mr. Woraphot Aiemruksa, members of the Board of PAT commissioners, Adm. Sungkorn Pongsiri, a consultant of the Chairman of the PAT Board of Commissioners as a member of the Knowledge Management Committee, Mr. Kriengkrai Chaisiriwongsuk, Director General of PAT and PAT executives also participated in judging. In addition, the award was presented to the PAT executives and employees who imparted knowledge at S 31 Sukhumvit Hotel, Bangkok. For the competition results of the “KM Award 2022”, the first place for the best knowledge awards went to the project titled “E Invoice Development of an Electronic Billing System” from Finance and Accounting Department; the second place went to the Project titled “PAT STATISC DASHBOARD” from Corporate Strategy Department, the third place went to the Project titled “AI Warehouse Management System” from Ship and Cargo Operations Department and, in the fourth place (2 awards) were the Project titled “Improvement of the Internal Control Evaluation Process” from the Risk Management and Internal Control Office and the Project titled “HR Chat Bot” from Human Resource Management Department.



AUGUST

The MOU Signing Ceremony between the Port Authority of Thailand and the Department of Land Transport to Integrate Freight Transport Information

On 23 August 2022, The Port Authority of Thailand (PAT) held a signing ceremony of the Memorandum of Understanding between PAT and the Department of Land Transport (DLT) with aims to collaborate on information integration through computer networks systems and support the implementation of its mission to ensure efficient vehicle management as required by law. The MOU was signed by Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, and Mr. Jirut Wisanjit, Director General of DLT, Mr. Ruangsak Bamnetphan, Deputy Director General (Information Technology), Mr. Bundit Sakonwisawa, Managing Director of Laem Chabang Port, Ms. Rattana Itthiamorn, Director of Freight Transport Bureau, and Mr. Pongthorn Chandrathibodi, Director of Legal Affairs Bureau, from DLT, joined as witnesses at the meeting room, the 19th floor, the PAT Headquarters.



SEPTEMBER



52nd APEC Transportation Working Group

On 14 September 2022, Mr. Saksayam Chidchob, Minister of Transport, gave opening remarks as host of the 52nd APEC Transportation Working Group (TPTWG52) under the concept of “Seamless, Smart and Sustainable Transportation” to facilitate trade, investment and restore connectivity of travel and tourism in APEC and global economies. Mr. Chayathan Phromsorn, Permanent Secretary of the Ministry of Transport, Mr. Sorapong Paitoonphong, Deputy Permanent Secretary, Ministry of Transport, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General along with representatives of government agencies under the Ministry of Transport and APEC’s member economies also attended the meeting in a hybrid format taking place at Pullman Bangkok King Power Hotel.

NOVEMBER



Signing Ceremony PPP Agreement of the Laem Chabang Port Phase 3 (Terminal F)

On 25 November 2021, Mr. Anutin Charnvirakul, Deputy Prime Minister and Minister of Public Health, presided over the signing ceremony of Public Private Partnership (PPP) Agreement for Laem Chabang Port Phase 3, Terminal F Project, between the Port Authority of Thailand (PAT) and GPC International Terminal Ltd. The ceremony was also witnessed by Mr. Saksayam Chidchob, Minister of Transport, Mr. Atirat Ratanasate, Deputy Minister of Transport, Dr. Kanit Sangsuphan, Secretary-General of the Eastern Economic Corridor Policy Committee, executives of the Ministry of Transport, the PAT Board of Commissioners, PAT executives as well as high-level executives from the GPC Consortium. The PPP Agreement for Laem Chabang Port Development Phase 3, Terminal F Project was signed by Lt. JG. Yutana Mokekhaow, R.T.N., Deputy Director General (Financial Management and Corporate Strategy), and a group of GPC led by Mr. Rattaphol Cheunsomchit, Deputy Chief Executive Officer, Gulf Energy Development plc., M.L. Peekthong Thongyai, Managing Director of PTT Tank Terminal Co., Ltd., and Mr. Wang Haiguang, representative from CHEC OVERSEA INFRASTRUCTURE HOLDING PTE. LTD. at the Ballroom, 4th floor, Conrad Hotel, Bangkok. The Laem Chabang Port Development Project Phase 3 will be able to accommodate the world's largest cargo ships and equipped with cutting-edge technology and automation system for cargo management. There will also be efficient logistics network integration for hinterlands by road, rail and coastal shipping as well as Green Port Development which takes into account the local environmental quality and health and well-being of the people living in the community nearby the port which will lead the port to become a world class port that meet with international standards in the future.

Part



Corporate Governance



Good Corporate Governance Policy of The Port Authority of Thailand

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

2. The PAT's good corporate governance is developed based on principles and guidelines in accordance with international standards accepted at domestic and international levels by adhering to the Organization for Economic Co-operation and Development (OECD) Principles on Corporate Governance 2015, 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 high value on good corporate governance and shall be the role models in performing their duties in compliance with principles and guidelines of 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 a 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 27, 2022

Somsak Hommuang

(Mr. Somsak Hommuang)

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





Policies and Performance on Good Governance

The PAT set out a good governance framework for 2022 in accordance with international standards that gains acceptance at both domestic and international levels, such as the Good Governance Principles 2015 of the Organization for Economic Co-operation and Development (OECD), the corporate governance principles prescribed by State Enterprise Policy Office (SEPO) and the Stock Exchange of Thailand, etc., in order to provide a framework for managing the internal work system within the PAT and strengthening the ethical behavior of employees covering the following key principles:

Ethical Behavior or Code of Conduct		Definition
1.	Accountability	Responsibility for performance results.
2.	Responsibility	A sense of duty with sufficient competence and efficiency.
3.	Equitable Treatment	Treating stakeholders in good faith with consideration of equality.
4.	Transparency	Transparency must be manifested in the following two ways: <ul style="list-style-type: none"> • Transparency in accountability in all operations. • Transparency of information disclosure to all relevant parties.
5.	Value Creation	Creating added value for the business both in the short and long terms in which any changes or added value must generate an increase in competitiveness in all aspects.
6.	Ethics	Promoting the development of good governance and ethics in business operations.
7.	Participation	Participation includes providing opportunities for the public to participate in giving their opinions on any actions with potential impact on the environment, health, quality of life, and well-being of the community or locality.

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

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

Section 2 : In support of fair marketing, PAT has promoted non-exclusive marketing competition, non-discrimination in procurement, fighting corruption that would result in PAT losing both financial and social credibility benefits. In addition, in order to fulfill the mission of PAT and result in maximum effectiveness, the PAT also promotes the fair treatment of stakeholders such as trade partners, suppliers, cooperation partners and trade allies with knowledge and expertise to jointly raise the standard of the organization's performance in order to achieve such fair practices by the PAT, which has been working to cover the following key issues:

- In promoting fair competition, policy and practices on promoting fair competition (competitors) have been established by PAT with the objective of conducting business within the framework of the laws and rules of competition prescribed without seeking the confidential information of business competitors through dishonest or inappropriate means, antitrust and trade discrimination with avoidance of exercising

state power to obtain monopoly rights in business operations in addition to carrying out activities to build relationships with competitors.

- In terms of transparent and fair access to financing, PAT has established policies and guidelines on transparent and fair access to sources of financing (creditors), and PAT takes into account the financial costs and risks of financing the management of capital to be appropriate in order to support business operations and maintain confidence in creditors, and also carry out the allocation of sources of funds derived from income, government subsidies and loans carefully and cost-effectively by considering their necessity and appropriateness in line with business conditions, money market conditions, capital markets, and compliance with the policies prescribed by the Ministry of Finance in strict compliance with covenants or conditions and applicable laws with commitment to maintaining lasting relationships with creditors with mutual trust as well as regularly disclosing accurate and complete information.

- For fair and non-discriminatory procurement to trade partners and suppliers, PAT takes into account the importance of the procurement process in accordance with good governance principles, remaining transparent, accountable and aware of building public confidence in procurement by PAT. Thus, PAT has adopted the same standard practices as all government agencies under the Public Procurement and Supplies Administration Act, B.E. 2560 (2017) and the Ministry of Finance Regulations on Public Procurement and Supplies Administration, B.E. 2560 (2017) by which policies and guidelines have been established. Action Plans for Procurement have been prepared and disseminated through PAT's website, including the preparation of a report form on the interests in the connected transactions of procurement, which have a limit of more than 500,000 Baht or more.

- For its anti-corruption and anti-bribery efforts, PAT has established anti-corruption policy, measures and action plans. The results have been reported to PAT's Good Governance Committee, the Office of the NACC and the Ministry of Transport, which also participated in the Integrity and Transparency Assessment (ITA) of the operations of government agencies for 2022. PAT had a total assessment score of 92.23 points.

▶ PAT has established anti-corruption policy in accordance with the framework of the Master Plan under the National Strategy 2018 - 2037 (Issue 21: Anti-Corruption and Misconduct), in order to encourage the PAT Board of Commissioners, the Director General, and employees to comply with Details are as follows :

1) To comply with PAT's anti-corruption policy including avoiding violation of the constitution, laws, rules and regulations, notices and orders.

2) The PAT Board of Commissioners, the Director General, and employees have duties and responsibilities to prevent and uphold anti-corruption. Therefore, they must be cooperative to strictly adhere to the applicable systems, processes, activities and practices.

3) To not engage in corruption and perform any acts displaying an intention to be corrupt in order to obtain personal gain or the gain of relatives, either directly or indirectly, and no promotion or engagement of any person in such acts.

4) To not neglect or ignore when witnessing acts of corruption related to PAT. It is considered the duty of all PAT staff to report such act to their superior or those responsible for proceeding with further actions and to give cooperation in investigation of the facts.

5) To prioritize to the common interest rather than self-interests and to perform duties only for the benefit of PAT in order to prevent conflict of interest.

- Commercial and social account separation, PAT prepares separate commercial and social accounts, taking into account the display of operational measurement data that reflects all results and actual outcomes of performance in order to know the real costs of policy implementation, which is an activity focused on social assistance and target groups in accordance with government policy. PAT ordered the disclosure of account transactions on government policy or public social accounts, which show the details on performance in line with various transactions in public or society assistance in order to know the costs incurred and the actual performance in projects such as the project on the Improvement of Ranong Port's Infrastructure and Services, Berth Development Projects at Chiang Saen Commercial Port and Chiang Khong Port.

- In terms of establishing channels to be used in the event that competitors and creditors suffer violations of legal rights, PAT has established policies and practice guidelines by providing various channels for receiving complaints and compensation. Furthermore, Information Services Division, Administrative Affairs Department, is responsible for receiving complaints providing communication to all stakeholders, monitoring, and reporting on performance based on policies and guidelines for complaint-channel development in a systematic manner.

Section 3 : For the rights of government shareholders, PAT has established policies and guidelines for the management of shareholders' rights based on both related laws and other regulations covering the following 3 different issues, namely prevention of the use of inside information, prevention of connected transactions, and prevention of conflicts of interest, in accordance with the Anti-Corruption Act, B.E. 2561 (2018) and the Government Information Act, B.E. 2540 (1997). Thus, the Director General of PAT, executives and staff are required to report conflicts of interest and sign non-disclosure agreements to the public by August on a yearly basis. The PAT's Board of Commissioners, other sub-committees, and all attendees participating all committees are required to sign to express their commitment to transparency in the operations and to ensure confidential meetings, including prevention of the use of internal and confidential information in meetings for personal gain or the gain of others. This also includes conducting a summary report to the Audit Department, along with follow-up and preparation of a report on the aforementioned performance for submission to PAT's Good Governance Committee and the PAT Board of Commissioners for acknowledgment on a quarterly basis.



Section 4 : For the roles of stakeholders, PAT gives great importance to all groups of stakeholders because they play a role in promoting and securing PAT's sustainable growth. Due to this significance, the execution of PAT's mission requires serious consideration for the well-being of the society, stakeholders and conservation of the environment. Those involved in the success and sustainability of PAT, directly and indirectly, include employees, co-operators, manufacturers, trading partners, and partners in activities involving, for example, ships, cargoes and port services, as well as those affected by PAT's operations in terms of health, occupational health and safety, such as the communities and society surrounding PAT's area of operation. PAT has created a strategic plan that focuses on its stakeholders for the fiscal years 2023 - 2027. The plan includes the specification of stakeholders, prioritization of stakeholders and their issues, and building of relationships with stakeholders. In addition, performance results are monitored and reported to PAT's Board of Commissioners on a quarterly basis and the results are evaluated according to the operational plan. Furthermore, a survey is conducted annually on customer and stakeholder satisfaction to obtain key factors affecting the satisfaction and engagement of customers and stakeholders in order to create a work plan and improvement guidelines for PAT's work processes and service provision to enhance efficiency and effectiveness and for use as factors when preparing the customer and market strategic plans.

Section 5 : For information disclosure, PAT has disseminated posts information on its website concerning important contents on both financial and non-financial matters. PAT also presents an annual report including information and contents on the structure of shareholders, profiles of the PAT's Board of Commissioners and executives, financial statements certified by auditors, analytical explanations of financial status, performance results, major changes, a report of the Audit Committee's responsibilities

for financial report, the major risks in operating business, strategic plans, the PAT's implementation of good governance and social responsibility. Additionally, PAT discloses important information such as the policy directions of the PAT Board of Commissioners and executives, the PAT's good governance policies, key plans, procurement, important financial and non-financial performance and annual reports, etc., on its website.

Section 6 : For roles of the PAT Board of Commissioners, the PAT Board of Commissioners is a group of representatives in government shareholders who were appointed due to their readiness and aptitude in terms of qualifications, skills, knowledge, and abilities to drive PAT towards sustainable growth according to the guidelines set by the shareholders in the government sector. In this key role, the PAT Board of Commissioners is committed to act in accordance with its roles, duties, and responsibilities in its efforts to gain expertise in port management and water transportation, while adhering to good practices to which enterprise directors are committed to follow. These key roles and responsibilities include participating in setting directions, considering approval of the PAT's enterprise plan and annual action plan; appointing sub-committees to support the performance of the PAT Board of Commissioners, attending the PAT Board of Commissioners' meetings as possible, engaging in self-assessment of the PAT Board of Commissioners and Sub-committees to receive assessment results used to determine remuneration in a systematic manner, and enhancing understanding about the PAT's structure for both current the PAT Board of Commissioners, undertaking performance assessments of PAT Director-General and senior executives or executives of 2 levels below PAT Director General, conducting succession planning of PAT Director General and senior executives in a complete and active manner with supervision to ensure that PAT complies with relevant laws, rules, regulations and standards.

Section 7 : For risk management and internal control, PAT always places importance on risk management and internal control as a tool for dealing with internal and external risks that may affect its operations. Risk management is, therefore, considered an important factor for reducing impact, enabling the achievement of set business goals. The PAT Board of Commissioners has established the PAT's Risk Management and Internal Control Committee and has entrusted it with the mission of formulating policies, creating risk management and internal control plans, monitoring the standards and effectiveness of the risk management and internal control system, and recommending guidelines to ensure that the risk management related to business operations are appropriate, efficient and effective for achieving business goals, are in line with the organization's vision and direction, and reduce impact from uncertainties in the business environment.

Section 8 : For its Code of Ethics, PAT recognizes the importance of operating business based on integrity and ethics. PAT, therefore, conducted its Code of Ethics Manual in accordance with Ethical Standard Act, B.E. 2562 (2009) to provide knowledge and understanding among the PAT Board of Commissioners, executives and employees and to ensure that they can comply with the PAT's Code of Ethics. PAT also conducts activities to raise awareness about integrity and ethics according to the action plan for promoting anti-corruption ethics and morality, including educational activities to promote integrity, ethics and religious activities in addition to an event held to recognize and honor employees with good conduct, integrity, ethics, and transparency. This includes monitoring the implementation of such activities. In cases of breach of the Code of Ethics under the PAT Board of Commissioners' Regulations on Code of Ethics for the PAT Board of Commissioners, the Director-General and Employees, B.E. 2561 (2018), enacted on 8 November 2018, PAT shall strictly follow the complaint process that is clearly stated in the regulations. In 2022, there was no complaints related to ethics violations.

Section 9 : Sustainability and Innovation

- **With respect to innovation,** the PAT Board of Commissioners has established a committee for managing information, technology and innovation by preparing/reviewing policies, the manual on creativity promotion and innovation management, the PAT's masterplan on innovation management, and the annual action plan. Additionally, the direction of the PAT's operations has been communicated under the enterprise plan and masterplans to the PAT's key stakeholders. Furthermore, the policies, manual on creativity promotion and innovation management, and innovation management masterplan have been broadcast to PAT employees for acknowledgement and use as operational guidelines throughout the organization.

- **With respect to sustainability,** PAT has formulated a policy on sustainability development by reviewing information on factors affecting the PAT's sustainability as an input for the review and preparation of annual strategy plan and operational plan of PAT. In addition, approval for the draft strategic framework consistent with the PAT's sustainable factors was requested from the Management Committee, the Risk Management and Internal Control Committee, and the PAT Board of Commissioners for the preparation of an operational plan. Furthermore, an operational manual for sustainability development was prepared to be in line with the organization's strategic planning process, along with the evaluation of strategic plan and action plan for completeness and accuracy according to PAT's strategic draft.

Section 10 : With respect to the follow-up of performance results, PAT regularly monitors financial and non-financial performance on at least a quarterly basis and supervises to ensure that the performance report presented to PAT Board of Commissioners is of sufficient quality to make decisions reflecting critical points, such as the analysis and summary of performance results in comparison with goals and performance results of the past year, reasons for performance failing to meet targets, problems/obstacles, including alternative solutions to be presented to the PAT Board of Commissioners in their entirety without intervening in the decision-making and administration of the management team.





Risk Management and Internal Control

Risk Management

1. Governance and Risk Management Culture Integration Policy, Good Governance, Risk Management and Compliance with the PAT Laws and Regulations

The Port Authority of Thailand (PAT) is committed to the implementation of integration principles and practical guidelines for good governance (G), risk management (R) and compliance with laws, rules and regulations (C), also known as GRC, in order to enable the PAT to achieve the objectives of its mission, vision and goals confidently, efficiently, prosperously and sustainably with good governance that strengthens competitiveness and increases value for the organization, risk management is also being integrated into its operations to meet international standards build, recognition of the risk appetite, and awareness and to strictly comply with related laws, rules, regulations and standards.

Risk Management Structure

the PAT Board of Commissioners, Risk Management and Internal Control Committee, Risk Management and Internal Control Subcommittee, and Working Groups on Risk Management and Internal Control at department and office levels are appointed to supervise the risk management to meet standards. The PAT also integrates risk management with strategic planning to ensure efficient and effective risk management plan in achieving the organization's goals, growth and sustainability.

Standard Frameworks and Tools Used in Risk Management

The PAT continuously improves risk management by applying the standard framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO-ERM 2017) to its risk management. In addition, tools, which meet international standards, such as 7S McKinsey, PESTEL Analysis, Five Forces Model, and SWOT Analysis are integrated into the risk management plan as well as the PAT's corporate master plans, action plans, etc. to ensure that the PAT is prepared to cope with internal and external factors that may affect PAT business operations.





ค่านิยมหลัก & วัฒนธรรมองค์กร
Core Values & Corporate Culture

Risk Management Culture

The core values and corporate culture of the PAT are clearly defined under the SMART slogan, which instills values and nurtures PAT staff to behave towards operational success and operational risk management. Supporting resources are appropriately allocated and the core values and corporate culture, as well as risk management manuals, are continuously disseminated through various channels within the PAT.

2. Risk Factors for the PAT’s Business Operations

In the current situation that is rapidly changing in terms of technology and innovation, resulting in disruptive technology, as well as environmental technology direction that focuses on sustainability (Green Port), it affects both short and long term development direction of the PAT. Thus, the PAT has analyzed internal and external factors, including economic, social, government policy, environmental, political and competitive conditions, in order to determine corporate risks as follows:

Strategic Risks

Risks from inability to sufficiently increase competitiveness to meet port users needs

The PAT’s core business is to responsible for the management of major ports in Thailand which are as follows:

Bangkok Port (BKP) is the main river port situated on the Chao Phraya River at the heart of Bangkok, it serves as a distribution center with quick access to more than 10 million consumers that supports cargo transportation between Laem Chabang Port and destinations throughout the country. Bangkok Port has a total area of approximately 934 rais (941.2 acres), with a berth length of 3,100 meters and a depth of 8.2 meters. The berth can accommodate a vessel of 12,000 DWT and handle an average of 1.5 million TEUs per year of container throughput.





In 2020-2021, the COVID-19 pandemic caused a significant impact on the overall river port industry. Nonetheless, Bangkok Port was not significantly impacted by the situation. As a result, during 2020-2021, the market share of the Bangkok Port has gradually improved. In 2021, after the easing of the Covid-19 pandemic, it saw a 0.21% growth in Bangkok Port's performance, in contrast to the overall industry and private port operators which saw their performance at -1.97% and -9.39% respectively. One of the main reasons the Bangkok Port still has good performance is the fact that port users continued to mainly use the Bangkok Port's services due to a full range of services. In addition, the Bangkok Port's location near business and industrial districts, which makes it suitable for cargo transportation, is still a major factor that attracts service users.

The PAT has defined a business development strategy for Bangkok Port in order to prepare the readiness and adequacy of its infrastructure and services to support the expansion of the industry at the heart of City, Bangkok, by developing modern and advanced port facilities and infrastructure to keep up with the changing business direction, such as Semi-Automated Container Terminal Development Project and Bangkok Port, Multimodal Transport and Distribution Center Project, etc.

Laem Chabang Port (LCP) is the main deepsea port for international shipping situated in Chonburi Province and approximately 130 kilometers from Bangkok, LCP's infrastructure for berthing services consists of Container Berths, Multi-Purpose Berths, Ro/Ro Berths, Passenger Berths, Conventional Berths, and Shipyards. LCP also promotes cooperation between public and private sectors by enabling private operators to operate terminals on a concession basis terminal operations.

The LCP is considered as the port with the highest market share compared to other deepsea ports in the country. The key factors affecting shipping lines, port choice include port infrastructure, facilities available and shipping line's costs and expenses, etc. Therefore, the improvement and development of the infrastructure and facilities, as well as the improvement of services and the efficiency of operations that ensures the needs and satisfaction of service users, remain the main factors that will help promote and attract more port users.

The growth factors of Laem Chabang Port include its port infrastructure that can support business expansion, and supporting facilities, including public utilities, technology, digital operating systems, etc., The PAT has established a strategy for the development of the Laem Chabang Port's business by expanding its port areas and supporting areas through the Laem Chabang Port Phase 3 Development Project, Basic Utility Improvement Project, the Single Rail Transfer Operator (SRTO) Project, the Coastal Berth Development Project (Berth A), etc.



Operational and Business Risks

Risks from substandard operational competency due to key organizational components being inconsistent with each other and unsupportive of growth

Human Resource

The PAT is rapidly expanding its business in terms of its investment in infrastructure, technology, connection of logistics network between road, railway and coastal shipping, and seeks business opportunities by building business networks and partners in the domestic and international port and logistics industries, studying researches or business practices that can be used for further development, and using new technologies and innovations to drive the business forward. If the PAT is unable to prepare and develop personnel to have sufficient skills and experience in a timely manner, it can affect business operations and achievement of long-term goals.

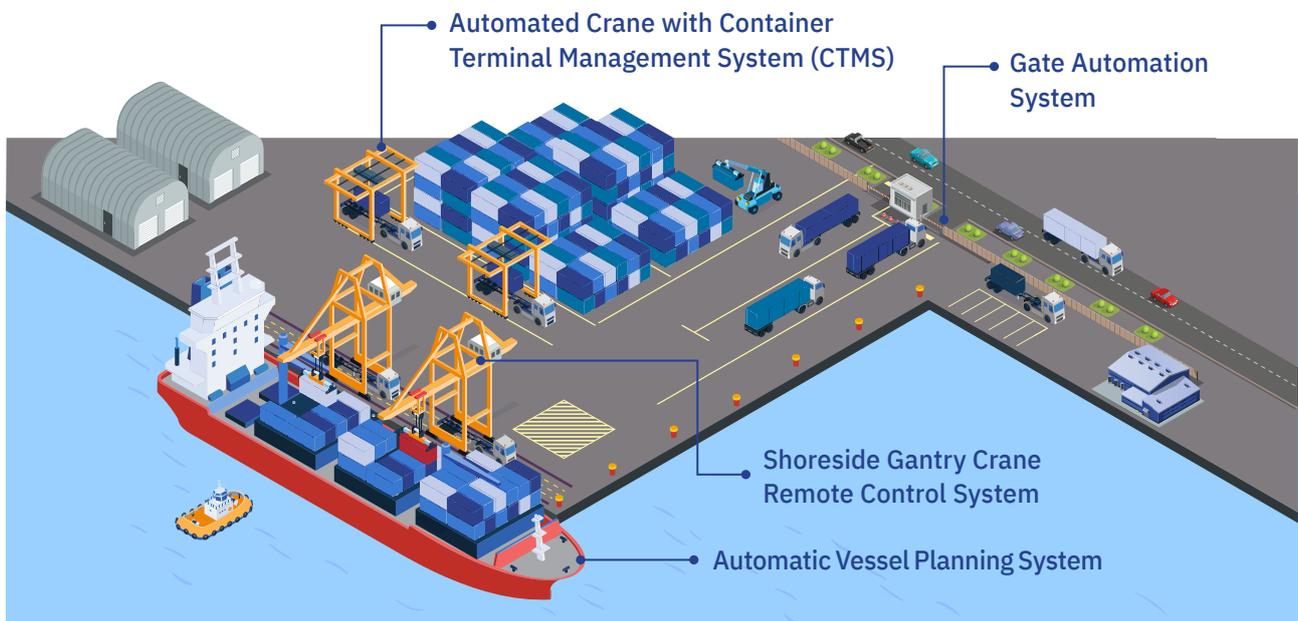
However, in order to enable work to be effectively carried out according to the strategic direction of each business unit, the PAT has established a structure that supports the work and planning of short - and long-term human resources, as well as the analysis of productivity in the overall organization. Employees are managed through skill development mechanisms based on skill matching careers. In each line of work, the manpower plan is considered in order to identify key positions and individual development plans to develop personnel of each field of work in order to gain expertise and develop talent management to support

future management, develop leadership and promote overall learning to ensure that the PAT has enough qualified executives and employees to effectively support future business growth.

Digital Technology

Another key factor for strategic success of the PAT is the development of Smart Port and Green Ports to upgrade its self as a world class port. This includes the development of digital transformation, Green Port Development and environmentally friendly operations, e-logistics platform with data linkage of, Smart Port, logistics and water transport involving all related stakeholders to lay the foundation for the PAT's Port 4.0 development.

Therefore, the PAT has implemented risk management to reduce potential risks that the operation system will not be aligned with the corporate context and that it cannot accommodate future changes by creating a digital master plan for the port's technological development to be in line with the planned direction towards the management of internal and external stakeholders to enable effective coordination for the operations of all sectors, not just any one sector or only the port itself, by applying technology platforms to maximize the efficiency of all stakeholders' performance and adopting the Port Community System (PCS) into its operations as a data center for linking between stakeholders in an effort to create an integrated ecosystem with greater service efficiency and speed throughout the entire range of services.



Financial Risks

Risks from unacceptably low return on investment

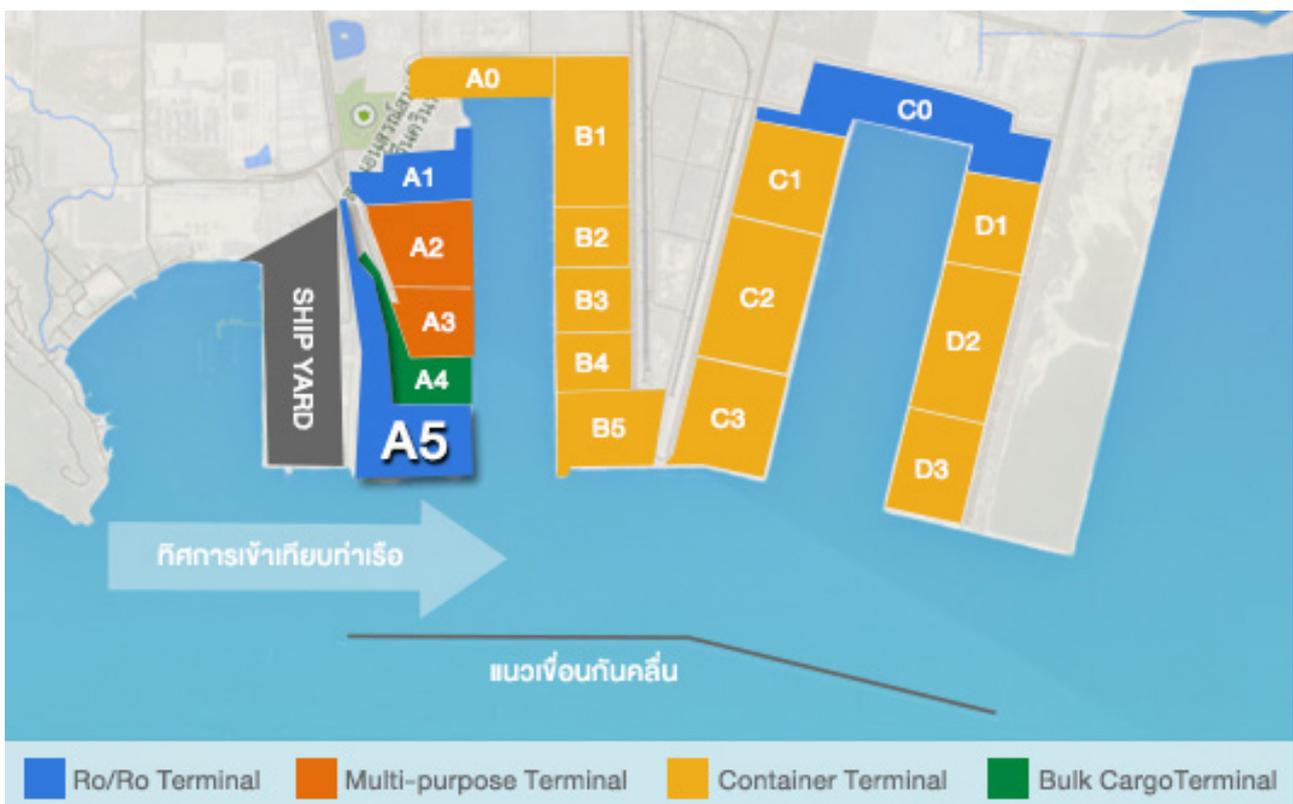
The PAT has formulated a variable direction that is in line with Thailand’s GDP growth. The Thai economy in 2022 obviously continues to recover, with the International Monetary Fund (IMF) expecting a growth of 3.3% and the Bank of Thailand expecting a growth of 3.2% (March 2022). Moreover, the Ministry of Finance’s spokesperson released a press release estimating that the Thai economy in 2022 is projected to continuously expand by 3.5% per year (forecast range of 3.0% to 4.0%), supported by the recovery of domestic demand and the continued recovery of the tourism sector. Private consumption will expand by 4.8% per year (forecast range of 4.3% to 5.3%) and 8.0 million foreign tourists are expected to visit Thailand, an increase from 0.4 million tourists in 2021. Meanwhile, the value of merchandise exports is expected to expand by 7.7% per year (forecast range of 7.2% to 8.2%), despite the impact of the Russia-Ukraine conflict that has led to a sharp increase in energy and commodity prices. As a result, the monetary policy of the main economic countries has become more stringent. Furthermore, there is a persistent shortage of raw materials in the supply chain.

The PAT continues to maintain its performance to grow year-on-year despite the country’s economic stagnation. However, close monitoring of the financial situation and management of the expenditures per container are still key factors in maintaining the financial risks at an acceptable level. The ability to generate returns from operations in accordance with the plans, the forecasting of accounting and finances, and the management of fluctuations in customer demand from port users and stakeholders will help further build trust among port users and stakeholders, and maintain the reputation and image of the PAT.

Legal/Regulatory Compliance Risks

Risks from inability to comply with laws, regulations, standards and joint agreements of the organization efficiently, cost-effectively and sustainably

The Laem Chabang Port is a landlord port regulated and overseen by the PAT, while port operations are leased to private operators through concessions. Terminals operated by private operators consist of the A Series Terminals (A0-A5), the B Series Terminals (B1 - B5), the C Series Terminals (C0 - C3), and the D Series Terminals (D1 - D3).



Therefore, the management of contracts is an important issue which must be strictly and efficiently observed to ensure be fairness and worthwhile for both the PAT itself and its port operators. Apart from legal compliance, the PAT is also focused on maintaining strategic, economic, social and environmental ties so that the Laem Chabang Port can operate its business sustainably.

Cyber Security

The PAT places great importance on cyber security threats as one of the risk factors in corporate risk management. Currently, cyber security threats are statistically rapidly increasing and affecting business in various forms, such as ransomware, data breaches, loss of image and reputation, and cyber extortion, which may cause business interruption. However, the PAT has prepared standard

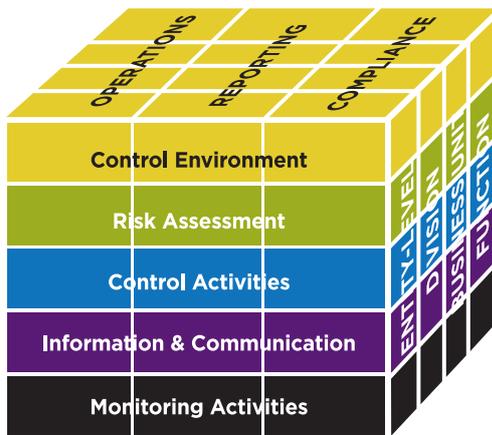
countermeasures such as preparing a business continuity response plan in case of technological disruption (ISO 22301), surveillance and communication with personnel in the organization, as well as measures to prevent the organization from falling victim to fraudsters, and establishing a standard system for the management of data security (ISO 27001).

The PAT places great importance on any issues related to compliance with laws and regulations, including environmental regulations, laws and regulations concerning the safety and health of employees and other regulations prescribed for employees protection from operation impacts, such as legal and regulatory risks, etc.



Internal Control

The PAT has implemented its internal control in compliance with the international standards of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in order to achieve its internal control objectives in all three areas, namely, operation, reporting and compliance, to create sustainability for the organization.



The PAT Risk Management and Internal Control Committee appointed and assigned by the PAT Board of Commissioners are responsible for considering and approving the PAT risk management and internal control policy framework, considering the establishment of a charter for integration with the PAT Audit Committee, considering and approving the PAT's internal control action plan, directing and evaluating the efficiency of internal control in accordance with the policy, supervising internal control to comply with international standards, evaluating, scrutinizing, and summarizing the assessment results of the PAT's overall internal control in order to efficiently and effectively achieve objectives. The assessment results of the PAT's internal Control can be summarized in five components as follows:

1. Control Environment

Demonstration of commitment to integrity and ethical values

The PAT has established guidelines and practices based on integrity and maintenance of morals and ethics in its operations by establishing standard operating policies and strategies, having clear written operational guidelines, and establishing human resource management policies and operational guidelines, as well as clear and fair personnel performance evaluation, including clearly formulating disciplinary actions.

Here are the titles of the 17 internal control principles by internal control component as presented in COSO's 2013 Framework:

CONTROL ENVIRONMENT

1. Demonstrates commitment to integrity and ethical values
2. Exercises oversight responsibility
3. Establishes structure, authority, and responsibility
4. Demonstrates commitment to competence
5. Enforces accountability

RISK ASSESSMENT

6. Specifies suitable objectives
7. Identifies and analyzes risk
8. Assesses fraud risk
9. Identifies and analyzes significant change

CONTROL ACTIVITIES

10. Selects and develops control activities
11. Selects and develops general controls over technology¹
12. Deploys control policies and procedures

INFORMATION AND COMMUNICATION

13. Uses relevant information
14. Communicates internally
15. Communicates externally

MONITORING

16. Conducts ongoing and/or separate evaluations
17. Evaluates and communicates deficiencies

The PAT Board of Commissioners demonstrates independence from the management, exercises oversight and operations of improve internal control

The PAT requires that the PAT Audit Committee and the Internal Audit Unit shall possess knowledge, capabilities and perform their duties independently to promote and support the internal control environment of the organization by applying the Skill Matrix in the selection and development of the committee in accordance with the Standard Qualifications of State Enterprise Directors and Employees Act, B.E. 2518 (A.D. 1975) and the Cabinet's resolution on 18 July 2017.

The PAT management establishes appropriate reporting line's structure, authority and responsibility to achieve organizational objectives under the oversight of the PAT Board of Commissioners

The PAT has established a clear organizational structure and chain of command in accordance with the PAT's Regulations, B.E. 2560 (A.D. 2017) with the decentralization of power by assigning duties and responsibilities to personnel in each position appropriately and in accordance with the objectives of the organization and monitoring of performance assigned to each line of work.

Demonstration of commitment to attract, develop and retain competent personnel

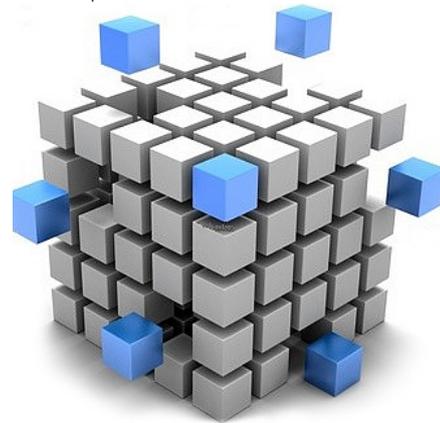
The PAT has guidelines for retaining new personnel with the application of talent management approaches to recruit and develop personnel, and guidelines for managing skill capacity changes by creating a 5-year personnel development plan, developing personnel to have multi-skills, creating a personnel development plan under the risk management plan to support the new business projects of the PAT, establishing career paths, and establishing guidelines in case of conflict of interest with the organization.

Assignment of internal control's duties and responsibilities to personnel in order to achieve the organization's objectives

The PAT has promoted continuous and consistent evaluation of the operational efficiency and the effectiveness of internal control, focusing on training to build knowledge and understanding of "Control Self Assessment (CSA)" for personnel at all levels so that it can be implemented in operations.

2. Risk Assessment

The PAT's risk management has been carried out to ensure that the PAT can achieve business objectives, create credible reports, and comply with laws, rules and regulations under the changing circumstance that has impacts on its business as a result of both internal and external factors. Risk management is considered an important component of the PAT's business process in all areas, and the risk management culture must be interconnected at all levels of operations.



3. Control Activities

Identification and development of control activities/ measures to help reduce risk of failure to achieve the objectives of the organization at an acceptable level

The PAT has executed control activities to reduce risks and create cost-effectiveness, as well as ensure the PAT management's confidence on the effectiveness of existing internal control system, while providing preventive control, including decentralizing and clearly specifying responsibilities between units or individuals, such as the duties of payees, payers, accountants, and setting monetary limits for authorized personnel at each level, in order to achieve flexibility and clarity in the performance of work and facilitate traceability, as well as detective control, including bank reconciliation statements, annual parcel inspection, and review of the agency's overall performance. The control is made in the form of providing suggestions to improve and develop the operating system and internal control system to suit the situation, as well as any other controls as necessary.

Selection and development of general control activities with technology systems to support the achievement of objectives.

The PAT has conducted systematic data processing. With the precise information, the PAT management can obtain accurate, complete and confidential information in a timely manner, and make prompt and efficient administrative decisions. The PAT has also set up the information security policies and guidelines in accordance with ISO 27001 standard, including the management of information technology, hardware, software, network and people ware.

Setting up control activities through policies that determine expectations and operational procedures to put such policies into practice

The PAT has set up key performance indicators to ensure that the policies can be put into practice, and can be used as a tool by the PAT executives for monitoring performance to effectively achieve the goal.

The PAT regularly conducts control activities to comply with changing policies and environments and to ensure the internal control system of the PAT are appropriate and adequate.

4. Information & Communication System

Preparation/procurement and usage of relevant and quality Information system to support of internal control as planned implementation

The PAT has introduced information system to adequately meet the users' needs and suite its operations by adopting modern information technology systems to prepare and collect financial data in the ERP system, data on operations in the container service system, ship and cargo system, etc., and information on compliance with laws, rules, regulations and Cabinet resolutions in the Intranet and the Office Automation (OA) System. e-Meeting System is implemented to facilitate the PAT Board of Commissioners by sending meeting appointment and document which specify essential and sufficient information for consideration prior to the meeting.



Internal communication of information, including objectives and responsibilities for internal control to support the Internal control's implementation as planned

The PAT systematically communicates with the entire organization's personnel officially and unofficially in a two-way communication, providing opportunities for personnel at all levels to communicate from the bottom-up approaches through various channels such as meetings, announcements of executive meeting results with answers to inquiries, corporate engagement projects, the PAT Network Line Group, and line @.

Communication with external agencies on issues that may affect internal control

The PAT provides channels for receiving complaints, troubleshooting service interruptions, collecting solutions to problems and service guidelines for various agencies, surveying the opinions of port users, providing news and information about the establishment of rules and practices for requesting information, collecting or waiving fees for receiving external complaints, and receiving complaints about fraud or corruption at the Anti-Corruption Operations Center (ACOC) at room No. 304, 3rd Floor, Podium Building, the PAT Headquarters, 444 Tarua Road, Klongtoey Subdistrict, Klongtoey District, Bangkok 10110, such information or clues about fraud or corruption are received and prepared to be submitted to relevant parties so that investigations can be conducted before replying to the informant.

5. Monitoring Activities

Identification, development, monitoring and evaluation during operations or individually scheduled evaluations to ensure complete and appropriate compliance with internal control elements

The PAT provides monitoring and evaluation of the performance in accordance with the established internal control system by assessing the existing internal control system to determine whether it is still suitable for the current environment. This includes analyzing the reasons for the differences between the plan and the performance, summarizing and making recommendations to ensure effective and efficient operations, as well as compliance with laws, rules or regulations and the performance of duties and responsibilities of PAT officers of all departments.

The PAT executives has conducted the monitoring and evaluation of results in order to determine whether the internal control system's efficiency and effectiveness are at an appropriate level and how consistent it is with the current situation, depending on the initial risk assessment results and the results obtained from the monitoring and evaluation of the unit level's performance.

Regarding independent assessments (IA), the PAT requires that internal auditors from the Audit Department or external auditors act as independent assessors.

Assessment and communication of internal control's impairment or weakness in a timely manner to a responsible parties, including high-level executives and supervisors (the PAT Board of Commissioners) to ensure that responsible parties can order suitable corrective actions as deemed appropriate

The PAT assesses and communicates impairment of internal control and takes action to monitor and correct impairments in a timely manner, reports the performance results according to the plan to improve internal control impairments of the organization and the line of work. The report is submitted to the PAT Board of Commissioners in accordance with the risk management and internal control structure of the PAT for consideration on a monthly basis to ensure that corrective actions can be executed appropriately in a timely manner.





Connected Transaction Policy

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

1. The PAT Board of Commissioners, Director General, executives, and employees of PAT must not exercise authority or allow others to use their positions directly or indirectly for personal and partisan benefits.

2. The PAT Board of Commissioners, Director General, executives, and employees of PAT must take into account common interests rather than personal interests by avoiding connected transactions in a manner that creates a conflict of interest with PAT.

3. The PAT Board of Commissioners, Director General, and executives of PAT must not be a participant in the approval of or voting on matters in which they have a stake or connected transactions.

4. The Director General, executives, and employees of PAT must not participate as a member of the procurement committee in matters in which they have a stake or connected transactions.

5. The PAT Board of Commissioners, Director General, executives, and employees of PAT are responsible for reporting information regarding their stakeholder status and the stakeholder status of those involved with PAT so that PAT can use the information according to the regulations regarding connected transactions and the prevention of conflicts of interest.

6. Before approving any transaction, the commissioners, Director General, and executives of PAT must consider it with transparency, fairness, appropriateness and prudence, taking into account the best interests of PAT and strict compliance with rules, regulations, and procedures of PAT.

7. The PAT Board of Commissioners, Director General, executives, and employees of PAT who are aware of or have access to important financial and non-financial information that has not been publicly disclosed or has been prohibited from public disclosure,

must not use such information to seek benefits for themselves or others which will cause PAT, public sector stakeholders or citizens who are the true data subjects to lose benefits.

8. If any the following actions are committed, and any of the commissioners, Director General, executives, and employees of PAT receives financial benefits and benefits other than what is considered normal or the actions result in damage to PAT, it shall be assumed that the action is a conflict of interest:

8.1 The use of PAT's information to seek benefits for oneself or others.

8.2 Holding the position of a director, manager or major shareholder in a business that is party to a contract with PAT or a business that is a competitor of PAT.

8.3 Transactions between parties connected to the PAT Board of Commissioners, Director General, and executives of PAT that are not in compliance with the connected transaction criteria.

8.4 The setting of biased policies.

“Connected transaction” means any transaction made between PAT or a subsidiary organization/ company and personnel that are connected to PAT, while “connected personnel” means any person or juristic person who may cause The PAT Board of Commissioners, Director General, or executives of PAT to have conflict of interest when they consider whether to act in the person's interest or PAT's best interest. This includes (1) The PAT Board of Commissioners and executives as well as connected persons or relatives of such persons; (2) any juristic person whose major shareholder or controlling person is a person in (1); and (3) any person whose actions indicate that the person is acting on behalf or under the influence of the person in (1) and (1) in the decision-making process, the establishment of goals, or their management or performance.

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 subsidiary organization/company 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, management contracts, and receiving technical assistance.
3. Real Estate Rental Transactions with Contract Period of Not Exceeding 3 Years	Lease or 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 Related to Assets or Services	Transactions about the acquisition or disposition of assets or rights for service provision or acceptance.	Buying machines, buying capital investment, selling a building, selling leasehold property, or acquiring concessions.
5. Transactions about Providing or Receiving Financial Assistance	Providing financial assistance.	Offering loans and guarantees.

Furthermore, PAT has created a manual for preventing the use of internal data, preventing conflicts of interest, and preventing connected transactions, and has established clear procedures and responsible agencies. In 2022, PAT prepared a report on conflicts of interest, connected actions, and acknowledgement and confirmation of the

use of internal information to the PAT Board of Commissioners, Director General and executives at levels 15 - 16, and a report on stakeholder status information in connected transactions related to procurement. Members of the PAT Board of Commissioners, Director General and executives of PAT have no connected transactions.



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 14 issues were published in the Government Gazette as follows:

- Regulations: none
- Disciplines: 1 issues
- Orders: none
- Notices: 13 issues

3. 4,740 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 2022, 56 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, 2nd Floor, B Building, near the PAT Library

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

6.3 Fax number 0-2269-5466

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

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

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

7. Regarding the proceeding of actions by the Information Disclosure Tribunal on the appeal in respect of information non-disclosure in the fiscal year 2022, no appeal on concealing information non-disclosure was lodged with the Official Information Commission;

8. A total of 66 complaints were lodged and resolved as follows:

8.1 Complaints on informal loan: - issue

8.2 Complaints on services and giving advices: 3 issues

8.3 Complaints on cargo handling: 3 issues

8.4 Miscellaneous complaints: 60 issues

9. In the fiscal year 2022, none complaints related to procurement were received.



Procurement Policy

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

1. Procurement needs to take into account the quality, price, quantity, service and speed of response, with an emphasis on efficiency and effectiveness, as well as take into account participation and social and environmental responsibility;
2. Procurement requires operational planning and performance evaluation to ensure efficient and effective procurement, as well as compliance with good governance;
3. Procurement must be transparent, fair, and verifiable, and must comply with related rules, regulations and laws, must have respect to human rights, and must not involve the demand or acceptance of any dishonest benefits in trading with partners or suppliers;
4. Procurement must be done without exploiting partners or suppliers. Complete, accurate and clear information must be provided and disclosed. In addition, partners or suppliers must be treated equally. This includes listening to the opinions and suggestions of partners or suppliers for improvement;
5. Promote environmentally friendly procurement, such as products that have been certified with green labels, etc. Environmentally friendly procurement must be promoted, such as green label products, etc.

Fair Procurement and Non-discrimination Towards Business Partners and Suppliers

The PAT has involved determining the structure of people responsible persons and procurement management guidelines with the following key details:

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

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

3. Agencies (original affiliation), when there is a purchase or hiring amount exceeding the limit of 500,000 baht, must prepare a report form on the stakeholder status in the connected transactions related to procurement, and must record the request of approval to be signed by an authorized person, in addition to preparing a report form on the stakeholder status in the connected transactions related to Purchasing for the committee for drafting the scope of work or the details of the specific features of the parcel to be purchased or hired.



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

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

6. The PAT's manual for supply operations is distributed through its www.port.co.th

7. The Legal Division conducts the preparation of procurement contracts in accordance with the Public Procurement and Supplies Administration Act, B.E. 2560 (2017), for business partners and suppliers in a transparent, non-discriminatory, and verifiable manner.

8. The Audit Department is responsible for auditing and reviewing operations to ensure accuracy and compliance with policies and procedures, operating authority, regulations and laws, and requirements of supervisory authority to ensure that suitable controlling systems are in place, and must report to the Audit Committee for evaluation.

9. For transparency and fairness, the PAT has established the responsible persons and complaint channels in case of unfair and discriminatory procurement as follows:

9.1 Complaints about services related to procurement in all processes according to the Public Purchasing and Stores Administration Act, B.E. 2560 (2017), and applicable regulations can be filed at the Information Division, Administration Department: Tel. 02-269-5464 or 02-269-5465, Fax. 02-269-5466, and E-mail: info@port.co.th

9.2 Complaints about corruption within the PAT can be filed at the Anti-Corruption Center of the PAT: Tel. 02-269-5932 or 02-269-5933, E-mail: anticorruption.pat@port.co.th



PAT Audit Committee Report for Fiscal Year 2022

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

1. Miss Chunchachit Sungmai
Chairman of the Audit Committee
2. Pol. Lt. Gen. Jaroenvit Srivanit
Committee Member
3. Mr. Somsak Hommuang
Committee Member

Acting Sub Lt. Ratthakorn Khiewpaisal, Assistant Director General (Audit), acts as the Secretary to the Committee.

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

The PAT Audit Committee conducts their duties in accordance with the Regulations of the Ministry of Finance regarding Audit Committee and Internal Audit of State Enterprises, B.E. 2555 (A.D. 2012), the Guideline of Internal Audit Committee of State Enterprise Manual (Amendment B.E. 2555), regulated by the State Enterprise Policy Office (SEPO) of the Ministry of Finance, the Ministry of Finance's Regulations on

State Enterprise Internal Auditing Standards and Guidelines, State Enterprise Assessment Model (SE-AM), the Audit Committee Charter and activities as assigned by the PAT Board of Commissioners.

In the fiscal year 2022, the Audit Committee held 12 consultations with the PAT Director General. The meeting minute of each meeting was prepared at the end of each meeting. The Audit Committee's resolutions were passed onto persons involved for further action. The Audit Committee occasionally invited PAT's high level executives and inspection unit's officers to join the meeting as deemed necessary. Meetings were also held with external auditors, without attendance of the management representatives. The significant performances in the fiscal year 2022 are as follows:

1. Review to ensure that the financial reports are accurate and reliable: The Audit Committee checked the financial report for fiscal year 2022 and jointly analyzed the financial statements with the Audit Department every three months, as well as meeting with external auditors about financial and accounting issues and the data to consider for creating an audit plan, to ensure that the PAT's financial reports provide sufficient, accurate and reliable information about its operating performance and financial positioning, which are in line with the generally accepted accounting principles, including relevant rules and regulations. In addition, the auditors were asked about the accuracy and completeness of the financial reports, the adjustment of important accounting transactions, including accounting estimate which affects financial reports, and the adequacy in the methods of accounting records.

2. Verifying the efficiency and effectiveness of risk management and the internal control, including giving recommendations to the PAT Management to improve PAT's internal control system in the event that there are significant weaknesses, as well as making report on reviewing the internal auditor's the result of the reviews on the internal control assessment of the internal auditor 2021 (Por. Khor. 6 Form) for the year ended on 30 September 2021 to consider/order/follow up for improvement/correction of key weaknesses in internal control on a regular and continuous basis. This includes the review of the operation results according to PAT's risk management for the fiscal year 2022 and suggestions for developing and improving processes to be more efficient.

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

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

5. Supervising the operations of management and internal audit. This includes reviewing the strategic plan, annual audit plan and a long-term audit plan, the implementation of the annual audit plan, report of the inspection results of each project. It also involves the follow up on the progress of the

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

6. Maintain the effectiveness of the Audit Committee. This includes reviewing the Audit Committee Charter to be consistent with the regulations criteria, guidelines and related manuals, and reviewing the PAT Audit Committee's Skill Matrix, as well as evaluating the performance of the PAT Audit Committee as a whole, individual self and individual crossovers according to the good practice guidelines of the State Enterprise Policy Office (SEPO) to ensure performance of the PAT Audit Committee to be efficient and to achieve the results as specified. Furthermore, the majority of the overall performance evaluation results of the entire committee is within performance criteria, with the exception of the audit committee elements which should be considered and appointed to complete all of the elements promptly, while the individual self and individual crossover assessments are in the excellent criteria. There are also guidelines for developing and improving the operations of the PAT Audit Committee, for which the PAT Audit Committee prepared a report on the results of the internal audit of the PAT Audit Committee to be proposed to the PAT's Board of Commissioners to perceive every three months. In addition, the PAT Audit Committee attended two training courses with the Thai Institute of Directors (IOD), which are Financial Statements for Directors (FSD) and Director Certification Program (DCP).

7. Consideration of the scope of the auditing guidelines and auditor remuneration for fiscal year 2023. In the Audit Committee Meeting No. 7/2565 on 20 April 2022, the audit committee members approved the scope of the auditing guidelines and auditor remuneration for fiscal year 2023 in the amount of 6,500,000 Baht as allocated by the Finance and Accounting Division and according to the proposal to the PAT's Board of Commissioners to consider the scope of the auditing guidelines and auditor remuneration for fiscal year 2023. In 2023, Dharmniti Auditing Company Limited was chosen as the auditor of the PAT, charging an auditing fee of 4,000,000 Baht per year.

In conclusion, the PAT Audit Committee has complied with the duties and responsibilities stated in the Audit Committee Charter and manual by using knowledge, skills, prudence, transparency, and trust which the PAT Audit Committee is of the opinion that financial reports are fully disclosed, accurate, adequate, reliable, in accordance with generally accepted accounting principles. In addition, the management and PAT's operations have developed and demonstrated good corporate governance, risk management, and adequate and appropriate internal control system, as well as supervision over compliance with laws, rules, regulations, and other relevant regulations. Audit Committee also have the freedom to express their opinions and giving direct advice to management and attendees by focusing on the benefits of the PAT.

Pol. Lt. Gen. Jaroenvit Srivanit
(Jaroenvit Srivanit)
Committee Member

Somsak Hommuang
(Mr. Somsak Hommuang)
Committee Member

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





PAT's Creativity Promotion and Innovation Management Policy

1) PAT recognizes the importance of creativity and modern corporate innovations. It, therefore, promotes creativity and innovation as a tool to add value and enhance competitiveness, enabling PAT to achieve its mission, vision and goals in a progressive and sustainable manner.

2) PAT has promoted creativity and systematic innovation management to enhance the organization's ability to create good and sustainable innovations. This consists of driving creativity and excellent innovation management; formulating strategies for innovation, creativity and innovation development that focuses on service users and the market; promoting corporate culture that emphasizes creativity, innovation development, and creative and innovation development processes; managing resources to promote creativity and innovation development; and monitoring and assessing success regarding creativity, innovation development, and management guidelines for PAT's intellectual property.

3) The PAT Board of Commissioners and PAT executives give an importance to and act as role models for the promotion of creativity and innovation within the organization by providing a manual for creativity promotion and innovation management with clear explanation and details for use in educating the entire organization and ensuring concrete implementation.

4) The PAT promotes a work environment and incentives that encourages creativity and innovation with the aim to create a good corporate culture and promote ideas within PAT.

5) PAT shall consistently follow up on, review and improve its activities on an annual basis to promote creativity and innovation management and to ensure success and continual and modern development that is in line with PAT's policies and contexts.

6) Details and explanation, as well as operational guidelines are provided in compliance with PAT's manual for creativity promotion and innovation management.

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



PAT's Sustainability Development Policy

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

1. Operate the business according to principles for good governance, corporate risk management, and applicable regulations by strictly adhering to the code of ethics;
2. Take into consideration the maintenance of economic, social, and environmental balance, as well as the promotion of acceptance and trust, and equitable treatment of all stakeholders;
3. Develop port infrastructure to become a transport hub connecting the entire logistics system, both inside and outside the country, that meets international standards;
4. Promote the development of innovation and technology to improve and develop operations, increase competitiveness, and maximize resource usage in order to meet the stakeholders' expectations and bring sustainable benefits to the society and environment;

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

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

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



Part



Responsibilities Towards the Community, Society,
Environment, and the Country



Environmental Policy of the Port Authority of Thailand

The PAT aims to become a leading sustainable port at the international level according to the its vision “to be a World-Class Port with Excellent Logistics Services for Sustainable Growth in 2030”. Therefore, PAT specified and announced the following environmental policies for employees across the entire organization to adhere to and disseminate to the public:

1. The PAT will operate the business to be consistent with domestic and international regulations and laws along with adhering to environmental practices with excellence in order to push for effective protection of the environment;
2. The PAT will develop environmental management systems to be consistent with international standards while emphasizing continual improvements in environmental work to be equal to leading international port operators;
3. The PAT focuses on operating business while minimizing greenhouse gas emissions by applying circular and green economic principles and setting goals to reduce greenhouse gas emissions from activities in the organization to be consistent with national strategies;
4. The PAT will expand results from the concept of operating a low carbon business to the entire supply chain including trade partners, business operators, suppliers, contractors and customers through appropriate and effective cooperation and governance processes;
5. The PAT will support customers and trade partners to continually implement environmental innovation in order to support good performance, promote the organization’s environmental values and culture, and become a leading international organization;
6. The PAT will utilize the capacity and ability of personnel in the organization to expand results from good care of the environment and the low carbon concept to society broadly through social projects and activities;
7. The PAT will improve infrastructure and apply digital technology to collect and disclose environmental performance to the public with transparency, reliability and compliance with international standards;
8. The PAT will review and improve environmental policies regularly by considering environmental trends, rules and laws at the domestic and international levels.

Given on May 31, 2022

Kriengkrai Chaisiriwongsuk

(Mr. Kriengkrai Chaisiriwongsuk)

Director General of the Port Authority of Thailand

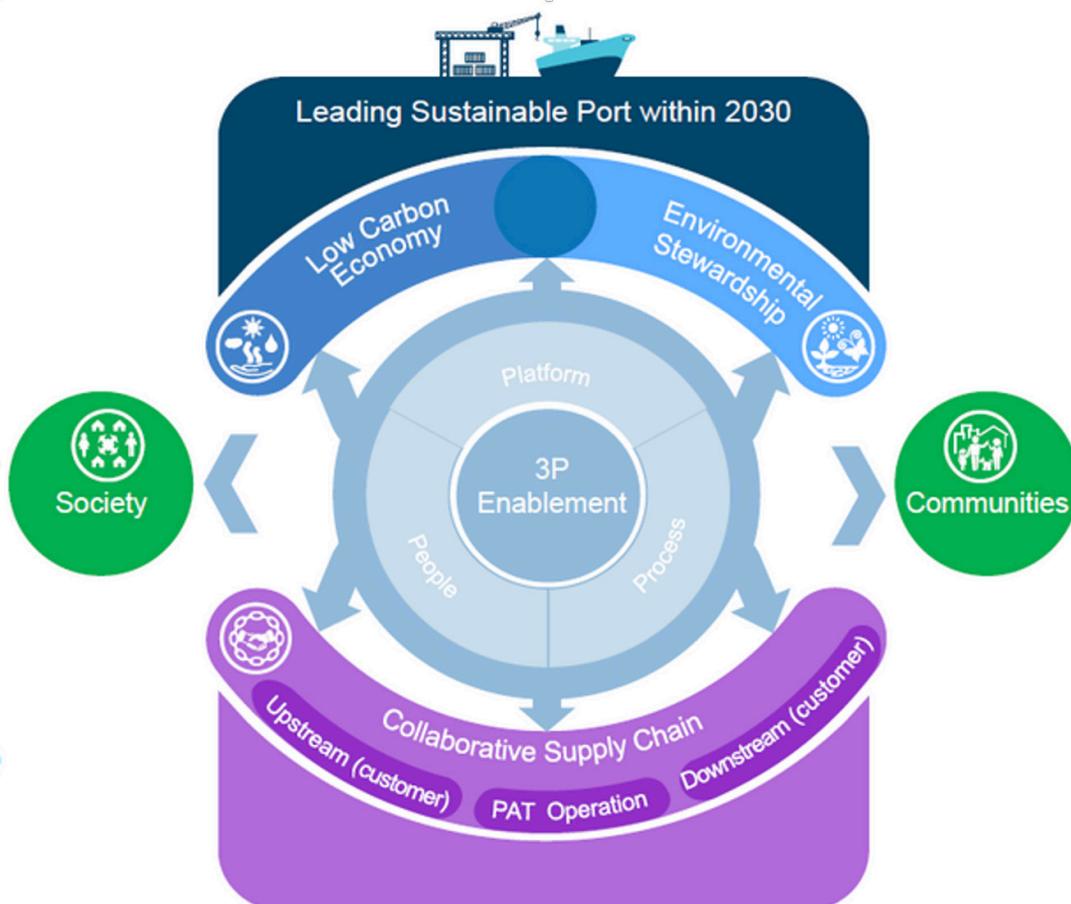


Summary of Environmental Activities/ Projects in Fiscal year 2022

The PAT continues the government’s policy to achieve carbon neutrality by 2050 and net zero emissions by 2065. The PAT implements the policy as the framework for creating its Environmental Master Plan with the aim of becoming a Leading Sustainable Port within 2030 with focus on standardized port management coupled with safe management, no environmental impact, building popularity and gaining acceptance from stakeholders and surrounding communities to create sustainable growth in co-existence. The goals are to reduce carbon dioxide emissions, boost environmental

management efficiency, establish supply chains cooperation, and improve environmental quality for society in order to achieve carbon neutrality and promote Sustainable Development Goals (SDGs), which are the overall goals of many countries in the long run.

In 2022, the PAT has prepared an Environmental Master Plan to become a leading sustainable port within 2030 by establishing operational guidelines for promoting a Green Port Supply Chain with four key strategies as follows:



Strategy 1

Becoming a Low Carbon Society by Applying the Bio-Circular-Green Economic Model (BCG Economy)

The PAT takes into account environmental and sustainability impacts, from product selection, service provision, to waste disposal, and will adopt the principles of BCG Economy, the government's model for sustainable development that is used as a policy to drive the country, to drive the organization. Goals have been set to reduce the organization's carbon emissions by 10 percent within 2030 from the carbon emissions in 2019, linking the circular economy, and will continue to create a roadmap for carbon neutrality goals, with guidelines to reduce carbon emissions, such as increasing the proportion of clean energy, supporting the use of electricity technology, and increasing carbon absorption from reforestation, etc.

Strategy 2

Environmental Management According to International Standards

In 2021, Bangkok Port and Laem Chabang Port were certified for compliance with the Port Safety, Health and Environmental Management System (PSHEMS) Level 2 by the Partnership in Environmental Management for the Seas of East Asia (PEMSEA). They are considered the first ports to be certified by PEMSEA. However, the PAT is determined to never cease to improve its operations to meet environmental standards by focusing on improving the 3P Enablements as follows:

- 1) To constantly improve procedure and port environmental management systems (Process),
- 2) Develop a structured system. (Platform)
- 3) Develop personnel potential. (People)

In addition, the PAT supports environmental innovation to ensure that the port meets the same environmental operating standards as the world-class ports.

Strategy 3

Establishing Partnerships to Drive Environmental Success in Conjunction with the Supply Chain

The PAT is prepared to link the development of environmental operations throughout the supply chain in order to achieve the Green Port Supply Chain goal by establishing green supply chain strategies and structures, as well as setting joint operational guidelines with the supply chain and establishing concrete partnerships.

Strategy 4

Enhancing Environmental Quality for Society

The PAT is committed to enhancing the environmental quality for society with a developmental concept that leaves no one behind, and expanding the knowledge, abilities and resources of the organization to the society to create an inviting community and society.

In addition, the PAT has established and enacted environmental policies for employees throughout the organization to adhere to and disseminate to the public.

The summary of the PAT's key environmental activities/ projects carried out in the fiscal year 2022 is as follows:

1. Projects Supporting Strategy 1: Becoming a Low Carbon Society by Applying the BCG Model

1.1 การจัดการขยะอย่างยั่งยืน : โครงการ Upcycling The Oceans, Thailand

The PAT, in collaboration with PTTGC, the Marine Department and Khon Kaen Fishing Net Co., Ltd., has implemented the Upcycling the Oceans, Thailand (UTO) project, which collects cleaned plastic bottles or bags at drop points within the PAT's areas, transports them to a standard recycling plant and upcycles them to process them into fiber before sewing them into articles of clothing, bags or other goods. These products will be sold to create income for the Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross. Other than solving waste problems under the Circular Economy concept and creating meaningful uses for resources in a way that makes the most of them, the project also contributes to charity, extends happiness and helps those in need. The results show that PTTGC received 71 kilograms of plastic in the project in May 2022, or a total greenhouse gas (GHG) reduction of 164.72 Kg CO₂e from not burying plastics in landfills, which is equivalent to planting 18 trees to absorb GHG.





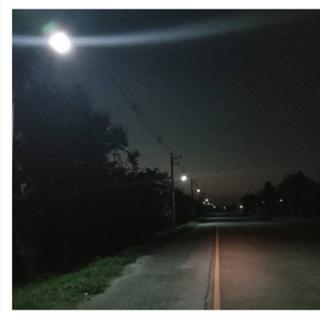
1.2 Purchasing and Installing One Solar Cell Power Generation System on the Rooftop of the Parking Building (Building C)

The project to purchase and install one solar cell power generation system on the rooftop of a parking building (Building C), is a project that focuses on reducing CO₂ emissions from the use of electricity from environmentally-friendly renewable energy supporting the achievement of the goal to become a green port. The solar cell power generation system has a capacity of at least 240 kWp, using an installation area of 1,280 square meters on the rooftop structure of the newly constructed parking building to impact existing parking spaces. Moreover, the electricity generated from the solar cell power generation system will be connected to the power distribution board of the chiller system, which is installed in the parking building (Building C), in order to distribute electricity initially when the amount of generated electricity exceeds the consumption by the chiller system, the surplus electricity can be distributed into the other power distribution systems of the PAT's Office Building and the power distribution systems of Bangkok Port through the existing network of power distribution systems. The project is expected to generate approximately 330,000 kWh/year of electricity, reducing the amount of carbon dioxide by approximately 192 Ton CO₂/year.



1.3 Replacing Street Lights at Chiang Saen Commercial Port with Solar Energy

Chiang Saen Commercial Port has replaced 80 street lights in the port area with solar-powered street lamps at the port's entrance-exit and cargo checkpost.



1.4 Replacing Lights with Energy-Saving LEDs at Ranong Port

Ranong Port has replaced 25 street lights with LED lights at the bridges connecting Terminals 1 - 3.



1.5 Measures to Reduce Fuel Consumption of Tug Boats

Bangkok Port has established measures to reduce the fuel consumption of tug boats for cargo services. A total of nine tugboats are under the responsibility of the Craft Service Section, Harbor Services Division, at the eastern and western berths, dolphins and mooring buoys. From the improvement of the work process without returning the tugboats to the berth at the Craft Service Section by mooring them at Terminal 22A, about 60 – 75 liters/time of fuel can be saved from shortening the distance. Furthermore, Terminal 22A has one onshore power distribution board for tugboats. Without any moored cargo or passenger cruise ships, two tugboats can be moored there using the onshore power distribution boards instead of the boats' engines.

The mooring of tugboats at the Terminal 22A will reduce the travel time to-from the operating area at the eastern berth by 30 minutes, allowing for faster cargo ship servicing in addition to saving fuel and reducing air pollution from operations according to the fuel consumption plan. In 2022, it was found that tugboats could moor at Terminal 22A for a total of 247 trips, reducing fuel consumption by more than 18,900 liters, which can reduce carbon dioxide emissions by approximately 49 tCO₂e.



1.6 Eco-Efficiency Assessment of the PAT in Accordance with the Guidelines of ISO 14045 (Eco-Efficiency Assessment), Phase 3

The PAT conducts eco-efficiency (EE) assessments according to the ISO 14045 (Eco-Efficiency Assessment), Phase 3. The factor valuation is to take the EE value for 2022 and compare it to the 2021 EE value (base year). It was found that after the implementation of the plan/project to improve the EE value for the PAT, the factor value of was equivalent to 1.1113, which is more than the specified value of 1.0012. The plans/projects that helped boost the EE value include the project to replace the light bulbs at every port to LED bulbs and the installation of solar cell power generation system on the rooftop of the parking building. In addition, the PAT has added one operational indicator to its EE valuation, namely the volume (tons) of container throughput at the port. Moreover, the environmental impact indicators are expanded to cover the entire supply chain.



2. Projects Supporting Strategy 2: Environmental Management according to International Standards

2.1 Monitoring Environmental Quality Assessment Results according to the Environmental Impact Assessment (EIA) Report

The PAT inspects and monitors the environmental quality resulting from operations that may affect the quality of life of employee, port users and residents of the surrounding areas by annually monitoring the air quality, effluent quality and general ambient noise levels, as well as other environmental impacts under the port’s responsibility, including Bangkok Port, Laem Chabang Port, Chiang Saen Commercial Port and Ranong Port.



2.2 Bangkok Port’s Ship Waste Management System Development Project in Collaboration with the German International Cooperation (GIZ)

In 2021 – 2022, Bangkok Port received funding from the European Union (EU) and the German government through the German International Cooperation (GIZ) and Expertise France (EF) in a collaboration to implement the Ship Waste Management System Development Project at the Bangkok Port to combat illegal dumping of waste from ships into the sea. The Energy Research Institute of Chulalongkorn University, the Thailand Development Research Institute, and 1st Biz Solutions Co., Ltd. jointly developed the Ship Waste Notification Management System (WNMS) which integrated with the PAT’s e-Port platform by requiring ships entering Bangkok Port to report the type and volume of waste of which they wish to dispose before berthing, after which the ships will receive an online certificate as proof of waste disposal. The process can be used via a computer system, tablet or mobile device. It is the use of information technology systems to help develop the delivery of ship waste information notification via the Internet, which conveniences port service users so that they can receive service conveniently and speedily. The system helps to store and collect data on the ship waste volume of each year for creating the ship waste management plan for Bangkok port and also as a response to the policy to reduce paper consumption within the PAT.



2.3 Draft of the Environmental Impact Report for Laem Chabang Port Phase 3 Development Project

The consultants of the Laem Chabang Port Phase 3 Development Project at Terminal F, held the third press release on 14 September 2022 to allow the people who are stakeholders and related agencies to verify the accuracy of the draft of the environmental impact report at the Ao Udom Community Center, Si Racha District, Chonburi Province. The Laem Chabang Port Phase 3 Development Project is one of projects of the Eastern Economic Corridor (EEC) Development Plan under scheme of Thailand 4.0, which establishes a port and external forwarding network system infrastructure that supports the expansion of the volume of cargo ships and transportation of various goods in order to prevent port congestion issues and impact to the country's competitiveness.

The Laem Chabang Port Phase 3 Development Project (Terminal F) is a project in which the PAT provides opportunities for private sectors to participate in the development in a public-private partnership (PPP) for an investment period of 35 years in order to develop container ship terminals on an area of approximately 688 rai with a total port length of approximately 2,000 meters and a width of 34.5 meters, which will be able to accommodate container throughput with the capacity up to 4 million TEUs per year, as well as support vessels at 170,000 DWT or 15,000 cargo containers.

The project has designated a study area within a radius of 5 kilometers, covering 22 communities from four subdistricts in two districts of Chonburi Province, namely Si Racha and Bang Lamung, and had previously held two forums for comments. Information was provided to the affected people in the area and relevant government agencies to inform them of the details of the project and results of surveys and studies of environmental impact assessment methods in various fields such as natural resources, environmental quality, health and sanitation, and the quality of life for the public. At the third public hearing, the objective was to allow people who were stakeholders and relevant agencies to verify the accuracy, completeness and reliability in the draft of the environmental impact assessment report before summarizing the study findings and presenting them to the Office of Natural Resources and Environmental Policy and Planning (ONEP) for consideration and approval. In the previous studies, the PAT had already accepted the complaints of the public and communities for improvements and incorporated them into the report.



3. Projects Supporting Strategy 4: Enhancing Environmental Quality for Society

3.1 Reforestation and Forest Conservation Projects around Chiang Saen Commercial Port

The PAT, in collaboration with Chiang Saen District in Chiang Rai Province, public-private agencies and local communities, including more than 365 people, participated in the reforestation and forest conservation activities in an area of 30

rai surrounding Chiang Saen Commercial Port on 19 August 2022. In 2022, a forest was planted on a 5-rai area of Wat Phra Tat Pha Ngao and 25-rai area of Pong Khon Nuea Village at Moo 10, Mae Ngoeng Subdistrict, Chiang Saen District, Chiang Rai Province. Moreover, Chiang Saen Commercial Port also tracked the survival rate of the trees planted by the project in 2021 at the 30-rai area in Ban Ngew Thao and Wat Phra That Pha Ngao, finding survival rates of 80 percent and 95 percent, respectively.



3.2 Mangrove Reforestation and Forest and Mangrove Conservation Project in Ranong Province

The PAT organized mangrove reforestation and forest and mangrove conservation activities and conserve forests and mangroves in Ranong Province on 10 May 2022 on the occasion of National Mangrove Day to commemorate His Majesty King Bhumibol Adulyadej the Great as approved by the Cabinet resolution on 3 March 2020 designating May 10th of every year as National Mangrove Day. The PAT held activities in the area of Moo 5, Pak Nam Tha Ruea Municipality, Mueang District, Ranong Province, with the participation of water transport economics consultants, Deputy Governor of Ranong Province, PAT executives and officers, and public and private agencies. This mangrove reforestation project received cooperation from Mangrove Conservation Center 6 (Mueang Ranong) and Ranong Province. Mangroves were planted on a total of 52 rai of land belonging to the Department of Marine and Coastal Resources divided into two sections: 1) 30 rai of land under the responsibility of Ranong Port, Regional Port Office; and 2) 22 rai of land under the responsibility of Laem Chabang Port. The planted species include *Rhizophora mucronata* for a total of 5,500 trees. Moreover, Ranong Port has been holding mangrove reforestation activities since 2018 and has been continuously caring for the mangrove plots, with a survival rate of over 90 percent



3.3 Little Champions of Mekong River Project for Environmental Monitoring and Preservation in the Chiang Saen Commercial Port Operation Area

Chiang Saen Commercial Port, in collaboration with Chiang Rai Rajabhat University, implemented the Little Champions of Mekong River Project for Environmental Monitoring and Preservation in the Chiang Saen Commercial Port Operation Area. The objective is to enhance the knowledge and understanding of the operation of Chiang Saen Commercial Port, raise awareness among the youth in the community to love, cherish, and help each other to care for and conserve resources and the environment in the area, as well as to lead the community's youth in environmental quality surveillance. The level of youth participation in monitoring and conserving the environment in the area is assessed. Selected community youth leaders include 80 students of Ban Sao Wittayakhom School, Rat Prachanukhro 15 School, Ban Hua Wiang School (Kosonwit) and Rim Khong Wittaya School who participated in the project and the Water Management Campaign activities, participating in one project per school. Furthermore, water quality analysis (Mekong River) is carried out before and after the start of the project to be used as data to demonstrate the quality of the river water flowing through the community.



3.4 “Waste Conservation School” Project, 2022

The PAT has implemented the “Waste Conservation School” project for 2022, providing training for student representatives from six schools around the Bangkok Port area, namely Samakhi Songkhro School, Wat Saphan School, Chumchon Muban Phatthana School, Sun Ruam Nam Chai School, Thai Prasitsat School and Wat Khlong Toei School, on 7 July 2022 at the PAT Club. Following the training of student representatives, the PAT visited each school to organize on-site learning activities to teach students the correct waste sorting methods to reduce the amount of waste in the school, and raise awareness about environmental conservation, as well as add value to recycle waste. Additionally, the PAT also donated two sets of waste-sorting equipment to each school for a total of 12 sets.

3.5 Aquatic Animals Releasing Activity

Laem Chabang Port, in collaboration with CNNC Joint Venture, contractor for the construction of the Laem Chabang Port Phase 3 Development Project (Part 1: Land Reclamation), Land Reclamation, organized activities to release aquatic animals to conserve and restore marine resources in an effort to comply with Environmental and Health Impact Assessment (EHIA) measures for the fisheries and aquaculture of Laem Chabang Port Phase 3 Development Project requiring construction contractors to release aquatic animals into Bang Lamung Bay at least twice a year. The first release activities were held on 5 November 2021, with attendance from the Marine and Coastal Resources Administration Office 2, Department of Marine and Coastal Resources; Faculty of Fisheries; Nakhon Laem Chabang Municipality; Bang Lamung Municipality; Rong Po Fishery Group from Moo 3, Ban Chai Thale; and construction control contractors for Parts 1 - 4, to help each other release 10 million marine animals *Portunus pelagicus* (hatchlings) at the Ban Rong Po Beach in Bang Lamung Bay, Chonburi Province. The second release activities were held on 14 September 2022, with attendance from the Ang Sila Marine Fisheries Suppression and Protection Unit (Chonburi), Rayong Marine Fisheries Suppression and Protection Center, local fishing community organizations in Bang Lamung District, and public and private agencies, to help each other to release 10 million *Portunus pelagicus* (hatchling) and 300,000 young *Penaeus monodon* at the Ban Na Kluea Beach, Bang Lamung District, Chonburi Province.



3.6 38th Banana Shrimp Release Activities

Laem Chabang Port, in collaboration with Marine and Coastal Resources Administration Office 2 (Chonburi), Laem Chabang Municipality, Ban Ao Udom Model Fishing Group, Sriracha Technology School, Esso Co., Ltd., Thai Oil Co., Ltd., PTT Public Co., Ltd., Kerry Siam Seaport Co., Ltd. and 80 volunteers, held activities to release young banana shrimp.. 3 million young banana shrimp were released on 9 August to commemorate the occasion of the birthday of Queen Sirikit and as contribution to a royal charity at the multipurpose beach of the Ban Ao Udom Model Fishing Group in Thung Sukhla Sub-district, Si Racha District, Chonburi Province.



3.7 Trash Collection Activities on the Beach to Preserve Marine Ecosystems

Laem Chabang Port, in collaboration with Marine and Coastal Resources Administration Office 2 (Chonburi), Bang Lamung Municipality, Rong Po Fishing Group, Ban Chai Thale, and Ban Bang Lamung, held trash collection activities on the beach to preserve marine ecosystems on 7 October 2022 on Bang Lamung Beach, Chonburi Province, as a contribution to a royal charity of His Majesty King Bhumibol Adulyadej The Great and to reduce the amount of trash on the beach and reef to prevent impact to tourist destinations as well as reduce marine animal mortality from eating garbage. In addition, Laem Chabang Port donated 12,000 baht to support these activities.



3.8 Environmental Conservation Volunteer Activities at Laem Chabang Port

Laem Chabang Port organized environmental conservation volunteer activities at Laem Chabang Port on 25 October 2022 together with more than 200 community members and PAT employees to collect trash on Bang Lamung Beach as a contribution of a royal charity on the occasion of the Anniversary of Passing of His Majesty King Bhumibol Adulyadej The Great and to raise good awareness among the locals to help preserve natural resources after being informed that there was a large amount of trash piled on the beachfront, damaging the scenery and the environment.





Compilation of Responsible Activities to the Community, Society, Environment and the Country



His Majesty the King grants an audience to the PAT executives to present a 2D Full-Field Digital Mammography.

On 28 December 2021, at Amphorn Sathan Residential Hall, Dusit Palace. His Majesty King Maha Vajiraklaochayuhua, and Her Majesty Suthida Bajrasudhabimalalakshana graciously granted an audience to the Port Authority of Thailand (PAT) Kanjanabaramee Foundation, led by Lt. JG. Yuttana Mokhaow, R.T.N., Deputy Director General (Financial Management and Corporate Strategy), Acting Director General of the Port Authority of Thailand, and Dr.Somyos Deerasamee, President of Kanjanabaramee Foundation, to present a 2D Full-Field Digital Mammography in supporting the mobile breast cancer screening unit of Kanjanabaramee Foundation responding to the royal initiatives for the well-being of the Thai people.

PAT donated funds to support the renovation of the “Khuean Khan Mankha Natural Walkway”

On 25 January 2022, the Working Group on the project in the Green Ecological Area of Nakhon Khuean Khan, led by Mr. Thanapong Jaisue, Inspector, Administrative Affairs Department and Mr. Kittipong Sonsa-ard, Director, Engineering Department, were the PAT representatives in donating 200,000 Baht to support the renovation of the “Khuean Khan Mankha Natural Walkway”. The Head of Sri Nakhon Khuean Khan Green Ecological and Learning Center was the delegate person at the Sri Nakhon Khuean Khan Park and Botanical Garden. In addition, they discussed ways to better preserve the surrounding environment, keep the oasis forest intact and create a healthy and support a sustainable Bangkok’s Green Lung.



Sustainable Scholarship Program

On 21 February 2022, Mrs. Sirima Keeratayakom, Administrator 14, Administration Attach to the PAT Director-General presided over the fund-raising ceremony for the “Sustainable Scholarship Program for Youth of Communities in the Vicinity of Laem Chabang Port (LCP)” with LCP executives staff and community leaders in the area around LCP to grant a total of 33 scholarships amounting to 367,000 Baht at Golden Horn Room 1, Welfare Center, Laem Chabang Port.





The Port Authority of Thailand (PAT) has carried out the “People...Saving Water, Saving the Land” Year 6

Project to improve quality of life of people to be in line with the government CSR policy and direction out lined by Mr. Saksayam Chidchob, Minister of Transport and Mr. Atirat Ratanasate, Deputy Minister of Transport towards sustainable community and environmental delvelopment.

On 3 May 2022, Mr. Kriengkrai Chaisiriwongsuk, PAT Director General, led a group of PAT Board of Commissioners, PAT executives and staff, along with partner agencies in the maritime transport sector, consisting of the Customer Department, the Custom Broker and Transportation Association of Thailand (CTAT), PTT Oil and Rental Business Public Company Limited, as well as Bangkok Ship Owners and Agent Association (BSAA) to jointly construct and participate in the delivery ceremony of 3 check dams as part of the “People Saving Water, Saving the Land” Project based on the royal initiative of His Majesty the Late King Bhumibol Adulyadej to reserve water for consumption, increase soil moisture in the community area and to demonstrate its social responsibility towards people living in the upstream area. Mr.Waradisorn Onnut, Vice Governor of Chiang Rai Province was on hand to honorably accept the check dams together with the District Chief of Chiang Sean, representatives from government and private sectors, as well as local residents, who attend the ceremony at Ban Huai Nam Yen, Ban Saeo Subdistrict, Chiang Saen District, Chiang Rai Province.





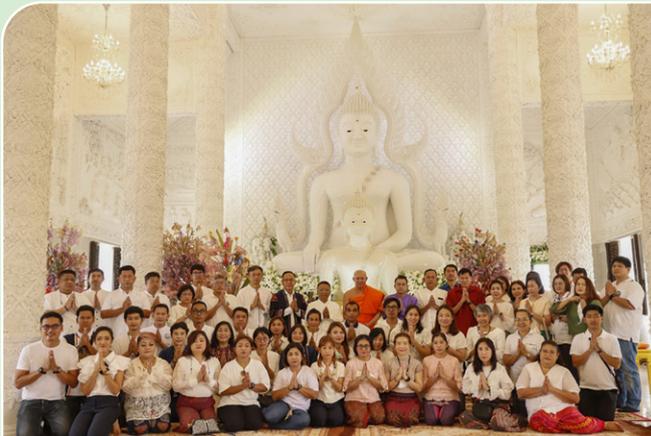
Charity Petanque Tournament, "Port Open"

On 23 July 2022, His Excellency Air Chief Marchal Chalit Pukbhasuk, the Privy Councilor, presided over the opening ceremony of the "Port Open" a Petanque Tournament regularly hosted by the Port Authority of Thailand (PAT) every year. The event was attended by Admiral Sophon Wattanamongkol, Chairman of PAT Board of Commissioners, Mr. Kriengkrai Chaisirivongsuk, PAT Director General, PAT executives and staff, including Director of Klongtoey District and representatives from the Custom Department, the Bangkok Shipowners and Agents Association (BSAA), Petanque referees from the Petanque Association of Thailand, petanque athletes, distinguished guests as well as the media. All proceeds from the tournament without expense deduction are donated to the foundation for the Crown Prince Hospitals to support the purchase of medical equipment accordingly.



Volunteer Activity “We Do Good Deeds with Our Hearts”

On 27 July 2022, the representatives of PAT participated in the volunteer activity “We Do Good Deeds with Our Hearts” to give as a royal charity on the occasion of His Majesty the King’s Birthday on 28 July 2022 organized by the Cleanliness and Parks Department Klongtoey District Office to develop and clean the temple courtyard floor, collect garbage in the area of Wat Saphan and wipe clean the Buddha statue at the religious site, Wat Saphan, Klongtoey.



PAT Participated in Making an Offering of Robes and Other Monk Necessities (Thod Pha Ba Samakhee) at Wat Huai Pa Kang.

On 20 August 2022, Mr. Somsak Hommaung, PAT Board of Commissioners, presided over the offering of robes and other monk necessities to fund the construction of Wat Huai Pa Kang Hospital along with Mr. Somchai Hemthong, Assistant Director General (Asset Management and Business Development), Mr. Thamsin Sribangplenoi, Deputy Managing Director of Bangkok Port, Pol.Capt. Tanabodee Toopteanrat, Assistant Managing Director of Laem Chabang Port, PAT executives and employees attended the ceremony.

The PAT donated 1,000,000 Baht in a large-scale merit-making activity of the organization to support prosperity in Buddhism and society.





PAT follows the King’s Philosophy of “Khok Nong Na Model.”

During 24-27 August 2022, PAT arranged for staff who were interested and voluntarily participated in the training program entitled “Continuing The King IX’s Philosophy of Khok Nong Na Model” to study the principle of natural agriculture by emphasizing on self-sustaining in accordance with sufficiency economy philosophy and the wisdom of Thai ancestors, which is an extension of the project “A Journey of PAT 70 Years, Khok Nong Na Model”. Through various training sessions conducted by Dr. Wiwat Salyakamthorn (Ajarn Yak) and a group of teachers specializing in new theory agriculture or Khok Nong Na Model. Lt. Ruth Sookpreedee, Deputy Director General (Human Resources Management and Corporate Governance) of the Port Authority of Thailand (PAT), presided over the opening ceremony of the training camp at Mab Aung Natural Agriculture Center, Chonburi Province.



Upon completion of the training program, a certificate was held in front of the portrait of His Majesty King Bhumibol Adulyadej the Great and His Majesty King MahaVajiralongkorn Phra Vajiraklaochaoyuhua, where all participants received the certificates in recognition of their accomplishments in the presence of Mr.Thira Wongcharoen, Chairman of Natural Agriculture Network at Mab Ueang Agri-Nature Center, Chonburi Province.





PAT offers scholarships to Schools surrounding BKP

Mr. Somchai Hemthong, Assistant Director General (Asset Management and Business Development) presided over the scholarship granting ceremony for students in schools surrounding Bangkok Port area for 2022, together with Mr. Decha Nuchphum, Director of Business Development and PAT staff participating in presenting scholarships to students in 6 schools surrounding the BKP area. A total of 99 scholarships were given to students in primary to lower secondary levels at the amount of 3,000 Baht each, and additional 120,000 Baht was also provided to support the None-Formal and Information (NFE) program. In total, PAT made 417,000 Baht worth of grants through the Sustainable Scholar Ship Program, under the Action Plan on Social and Environmental Responsibility for the fiscal year 2022, with the aims of motivating students to continue doing their best in both academic and non-academic performance, with positive behavior as a role model of the society, while easing the financial burdens of their families. Apart from this program, PAT has always provided scholarships and financial aids to youths residing in Klongtoey community in order to further their educational opportunities.



PART



Auditor's Report



Notice of the Port Authority of Thailand

Subject: The Port Authority of Thailand's Financial Statements

For the Year Ended September 30, 2022

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

It is hereby publicly announced.

Announced on February 2023

Kriengkrai Chaisiriwongsuk
(Mr. Kriengkrai Chaisiriwongsuk)
Director General



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

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

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

Admiral Sophon Wattanamongkol

(Sophon Wattanamongkol)

Chairman of the PAT Board of Commissioners

Kriengkrai Chaisiriwongsuk

(Mr. Kriengkrai Chaisiriwongsuk)

Director General



Auditor's Report

To: The PAT Board of Commissioners

Opinion

I have conducted the audits of Financial Statements of the Port Authority of Thailand consisting of Statement of Financial Position as of 30 September 2022, Statement of Comprehensive Income, Statement of Changes in Equity, and Statement of Cash Flows on the same year-end date, including Notes to Financial Statements and significant accounting policy.

I came to the conclusion that the above-mentioned Financial Statements showed the Port Authority of Thailand's financial position as of 30 September 2022 operating the performance and cash flow in correspondence with the key essence of the Thai Financial Reporting Standards.

Basis for the Opinion

Upon conducting the audits, I have complied with the State Auditing Standards and General Auditing Standards. My responsibility is stated in the clause on the auditor's responsibility toward Financial Statement Auditing in the office of the Auditor General's Report. I am independent of the PAT in accordance with the state auditing standards formulated by the State Audit Committee (SAC) and the financial auditing-related code of ethics for professional accountants provided by the Federation of Accounting Professions (Code of Ethics for Professional Accountants). Furthermore, I have complied with other codes of ethics that are in compliance with the state auditing standards and the Code of Ethics for Professional Accountants. I believed that audit evidence that I have received is sufficient and appropriate to serve as the basis for expressing my opinions.

Significant Events and Information

I highlighted the Notes to Financial Statements No. 31 on Obligations and Contingent Liabilities, Financial Statements which describes uncertainties related to the results of lawsuits filed against the PAT demanding compensation for damages. In any case, my opinion remains unchanged on this matter.

Other

The PAT's financial statements for the year ending 30 September 2021, is presented in comparison for audit by other auditors according to the report dated 27 December 2021, that expressed unconditional opinions and emphasis on the uncertainty about the legal cases where the PAT was sued for compensation.

Other Information

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

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

I am responsible for audit-related activities, including the review and consideration whether there is any other information that significantly contradicts with the financial statements or with the facts obtained through my audit or if any other presented information appears to significantly contradict with the facts.

After reviewing the annual report, should I conclude that there are material inconsistencies, I shall communicate this to the responsible people so that they can proceed to correct the apparent material inconsistencies.

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 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 information regarding continuous operation, and adopting the accounting principles for continuous operation, except when the Management intends to terminate the business or operations or when it is no longer able to continue the operations.

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

Auditor's Responsibility for Financial Statement Audit

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

Reasonable confidence means high confidence but does not guarantee that the audits performed based on the State Auditing and General level of Auditing Standards would unveil the information that is in contradiction to the facts. Contradictory information that could have arisen consequently as a result of a corruption or an error is considered material when there is a reasonable projection that each or all of the contradictory items shall influence economic decision making of the Financial Statements readers.

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

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

- Understanding the internal control system related to the audit in order to design the audit method that best suits the situation, but not for the purpose of expressing opinions on the effectiveness of such internal control system;

- Assessing the appropriateness of the Accounting Policy adopted by the Management and the sensibility of the accounting estimates as well as disclosure of related information prepared by the Management;

- Summarizing the appropriateness of the accounting criteria for continuous operation implemented by the Management, and the received audit evidences; and summarizing the significant uncertainty related to the event or situation that may cause material question toward the PAT's capability to continue its operation. Should I conclude that there is a significant uncertainty; I shall mention this in the Auditor's Report, providing a remark on the disclosure of information in the related Financial Statements. In case the information disclosure is insufficient, I may have different opinions. The summary of the Office of the Auditor General depends on the audit evidences received until the date presented in the Auditor's Report. However, future event or circumstance may cause the interruption of business operations;

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

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

The accountant responsible for the audit and presentation of this report is Ms. Chotima Kitsirakorn.

Chotima Kitsirakorn

(Ms. Chotima Kitsirakorn)

Certified Public Accountant Registration No. 7318

Dharmniti Auditing Co., Ltd.

Bangkok

6 January 2023



Statement of Financial Position

Port Authority of Thailand

As of September 30, 2022

Unit: Baht

	Note	2022	2021
Assets			
Current Assets			
Cash and cash equivalents	5	8,349,084,145.17	6,981,569,517.89
Accounts receivable	6	1,153,626,229.90	1,101,343,621.50
Other debtors	7	29,622,798.31	12,517,738.33
Inventories	8	64,035,272.14	58,184,250.39
Other current assets	9	121,970,905.97	73,838,127.12
Other current financial assets	10	4,214,295,697.39	2,702,692,548.08
Total current assets		13,932,635,048.88	10,930,145,803.31
Non-Current Assets			
Debtor account of provident fund (not overdue)	11	47,516,915.40	60,210,155.76
Deferred income from rent	12	17,188,052,690.44	16,902,617,688.52
Real estate for investment	13	4,667,646,923.45	4,862,053,061.00
Property, plant and equipment	14	11,759,539,868.56	12,159,206,946.94
Assets under construction and installation	15	2,043,720,696.15	1,036,512,102.69
Right of use asset		21,196,923.91	33,687,941.87
Deferred debit of assets of community project	16	332,497,884.09	333,223,704.01
Intangible assets	17	229,074,679.18	188,231,589.60
Other non-current assets	18	4,786,183,339.78	4,738,967,103.78
Total non-current assets		41,075,429,920.96	40,314,710,294.17
Total Assets		55,008,064,969.84	51,244,856,097.48

The accompanying notes are integral part of these financial statements.



Statement of Financial Position (Continued)

Port Authority of Thailand

As of September 30, 2022

Unit: Baht

	Note	2022	2021
Liabilities and Owner's Equity			
Current Liabilities			
Accounts payable		1,196,658,947.73	690,997,635.49
Other payables	19	1,223,004,821.01	1,237,390,366.23
Accrued remittance	20	4,887,000,000.00	2,383,255,000.00
Current portion of lease liabilities		9,804,591.00	12,191,140.85
Other current liabilities	21	702,456,050.70	410,727,206.22
Total Current Liabilities		8,018,924,410.44	4,734,561,348.79
Non-Current Liabilities			
Deferred income from donated assets	22	123,074,890.44	146,439,950.29
Accrued saving deposit & deposit & accrued interest	23	286,426,271.24	364,764,755.18
Obligations of employee benefits	24	12,136,579,947.91	16,163,634,825.03
Provisions	25	-	24,963,957.60
Lease liabilities		12,379,192.74	22,332,906.76
Total Non-Current Liabilities		12,558,460,302.33	16,722,136,394.86
Total Liabilities		20,577,384,712.77	21,456,697,743.65

The accompanying notes are integral part of these financial statements.



Statement of Financial Position (Continued)

Port Authority of Thailand

As of September 30, 2022

Unit: Baht

	Note	2022	2021
Owner's Equity			
Capital	26	7,234,545,409.65	7,234,545,409.65
Retained earning			
Appropriated			
Reserve for expansion and investment		8,625,662,587.26	8,625,662,587.26
Insurance fund	28	2,718,525,425.21	2,700,290,990.26
Unappropriated		15,851,946,834.95	11,227,659,366.66
Total Owner's Equity		34,430,680,257.07	29,788,158,353.83
Total Liabilities and Owner's Equity		55,008,064,969.84	51,244,856,097.48

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

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

The accompanying notes are integral part of these financial statements.



Statement of Comprehensive Income

Port Authority of Thailand

For the Year Ended September 30, 2022

Unit: Baht

	Note	2022	2021
Revenue			
Ship handling		1,895,806,060.77	1,858,951,512.16
Cargo handling		11,007,489,431.43	11,046,587,552.53
Services		543,848,418.28	454,017,731.21
Land, building and warehouse rental		1,606,607,833.36	1,489,581,009.73
Fuel sold for charters		658,844,990.60	529,807,447.41
From provident fund	27	8,153,752.76	10,114,873.13
From insurance fund	28	21,147,096.91	20,151,761.55
Interest earned		40,209,050.52	36,000,699.94
Other revenues	29	292,057,091.86	196,436,202.79
Total Revenues		16,074,163,726.49	15,641,648,790.45
Expenses			
Personnel expenses		4,080,294,430.82	4,014,237,578.40
Repair and maintenance		1,120,761,608.76	1,125,363,092.15
Fuel and electricity		897,103,843.67	797,127,219.16
Fuel sold for charters		648,498,910.00	520,009,670.00
Depreciation and amortization		1,611,508,896.28	1,681,111,559.05
Public utilities		59,728,265.59	54,838,427.48
Stationery and book expenses		19,750,168.50	17,617,210.66
Safety equipment expenses		4,068,813.55	4,643,618.43
Public relations and marketing cost		71,218,116.73	71,284,994.54
Expert and outsource workers' wages		427,074,713.70	403,788,083.22
Contracting private tug boat services cost		189,224,276.09	191,860,446.03
Expenses from the railway and coastal berth development project		132,384,617.18	98,836,784.23
Aid fund of employees and workers	27	25,747,738.73	31,856,846.02
Asset Insurance fund	28	2,929,161.96	3,675,689.22
Loss from disposal of assets		3,283,705.60	28,787,649.32
Other expenses	30	504,440,334.65	326,876,989.27
Total Expenses		9,798,017,601.81	9,371,915,857.18
Net Income for the Year		6,276,146,124.68	6,269,732,933.27
Other Comprehensive Income for the Year:			
Items That Will Not Be Reclassified Subsequently to			
Profit or Loss Income from Actuarial Valuation			
For Employee Benefits	24.4	3,480,120,778.56	-
Total Income for the Year		9,756,266,903.24	6,269,732,933.27

The accompanying notes are integral part of these financial statements.

Statement of Changes in Equity

Port Authority of Thailand

For the Year Ended September 30, 2022

Unit: Baht

	Note	Capital	Retained Earnings			Total
			จัดสรรแล้ว		Unappropriated	
			Reserve for Expansion and Investment	Insurance Fund		
Account balance as of October 1, 2020		7,234,545,409.65	8,625,662,587.26	2,683,814,917.93	9,449,402,505.72	27,993,425,420.56
Total Income for the year		-	-	-	6,269,732,933.27	6,269,732,933.27
Reserve for remittance - 2021	20	-	-	-	(4,475,000,000.00)	(4,475,000,000.00)
Contribution to the Insurance Fund	28	-	-	16,476,072.33	(16,476,072.33)	-
Account balance as of September 30, 2021		7,234,545,409.65	8,625,662,587.26	2,700,290,990.26	11,227,659,366.66	29,788,158,353.83
Account balance as of October 1, 2021		7,234,545,409.65	8,625,662,587.26	2,700,290,990.26	11,227,659,366.66	29,788,158,353.83
Total Income for the year		-	-	-	6,276,146,124.68	6,276,146,124.68
Income for the Year		-	-	-	3,480,120,778.56	3,480,120,778.56
Other Comprehensive Income for the Year		-	-	-	(226,745,000.00)	(226,745,000.00)
Reserve for remittance - 2021	20	-	-	-	(4,887,000,000.00)	(4,887,000,000.00)
Reserve for remittance - 2022	20	-	-	-	(18,234,434.95)	(18,234,434.95)
Contribution to the Insurance Fund	28	-	-	18,234,434.95		-
Account balance as of September 30, 2022		7,234,545,409.65	8,625,662,587.26	2,718,525,425.21	15,851,946,834.95	34,430,680,257.07

The accompanying notes are integral part of these financial statements.



Statement of Cash Flows

Port Authority of Thailand

For the Year Ended September 30, 2022

Unit: Baht

	Note	2022	2021
Cash Flows from Operating Activities			
Net Profit		6,276,146,124.68	6,269,732,933.27
Net Profit on cash increase (decrease) from operating activities			
Credit loss (Reversing Entries)		107,524,400.53	(15,341,445.79)
Depreciation expenses (Reversing Entries)		(9,588,608.23)	15,279,922.88
Depreciation and amortization		1,611,508,896.28	1,681,111,559.05
Write-off of assets in Housing and Community Project		725,819.92	275,627.83
Loss on sale of assets		3,283,705.60	28,787,649.32
Amortization of Returned Projects		38,423,420.00	-
Employee benefits obligation		896,023,022.37	790,743,145.75
Provisions (Reversing Entries)		(6,154,138.11)	(15,469,356.17)
Interest receivable		(40,209,050.52)	(36,000,699.94)
Revenue from provident fund		(7,448,484.72)	(10,092,515.98)
Provident fund expenses		25,746,410.73	32,298,251.32
Revenue from insurance fund		(21,147,096.91)	(20,151,761.55)
Deferred income		(285,435,001.92)	109,551,245.47
Restricted Parcels Expenses		4,361,732.10	-
Income from donated assets		(37,558,959.85)	(23,353,987.78)
Operating profit before changes in operating assets and liabilities		8,556,202,191.95	8,807,370,567.68
Decrease (increase) in operating assets			
Accounts receivable		(159,807,655.70)	(292,819,339.02)
Other debtors		(17,104,413.21)	(12,092,087.21)
Inventory		3,737,586.48	4,250,133.35
Debtor account (Provident Fund)		12,693,240.36	24,437,765.32
Other current assets		(51,006,747.68)	111,348,626.92
Increase (decrease) in operating liabilities			
Accounts payable		317,317,660.16	29,377,593.13
Other liabilities		(14,385,545.22)	(107,310,193.19)
Other current liabilities		291,728,844.48	(101,218,512.00)
		8,939,375,161.62	8,463,344,554.98
Cash from interest		71,678,600.98	65,660,997.51
Cash from employee saving		8,965,491.05	11,750,598.04
Cash paid for savings and accumulated interest		(113,050,385.72)	(95,403,285.20)
Cash paid for employee benefits obligations		(1,442,957,120.93)	(1,456,132,634.96)
Cash payment for debt litigation		(18,809,819.49)	(7,005,507.21)
Net cash from operating activities		7,445,201,927.51	6,982,214,723.16

The accompanying notes are integral part of these financial statements.



Statement of Cash Flows (Continued)

Port Authority of Thailand

For the Year Ended September 30, 2022

Unit: Baht

	Note	2022	2021
Cash flow from investment activities			
Other current financial assets (Increase)		(1,511,603,149.31)	(2,692,074,888.78)
Proceeds from sales of fixed assets		19,702,410.22	17,619,770.68
Investment in property, plant and equipment		(57,820,953.70)	(17,942,661.99)
Investment in assets under construction and installation		(1,901,761,952.35)	(826,804,340.17)
Cash investment in intangible assets		(3,863,391.22)	(80,134.08)
Net cash spending in investment activities		(3,455,347,036.36)	(3,519,282,254.34)
Cash flows from financing activities			
Contribution to state remittance		(2,610,000,000.00)	(4,183,490,000.00)
Cash paid for lease liabilities		(12,340,263.87)	(10,944,879.17)
Net cash spending in financing activities		(2,622,340,263.87)	(4,194,434,879.17)
Increase in cash and net cash equivalents		1,367,514,627.28	(731,502,410.35)
Cash and cash equivalents at beginning of year	5	6,981,569,517.89	7,713,071,928.24
Cash and cash equivalents at end of year	5	8,349,084,145.17	6,981,569,517.89
Additional information on cash flows			
Unpaid purchase of lands, buildings and equipment		44,119.58	4,009,683.34
Unpaid acquisition of asset during construction and installation		287,816,987.88	95,507,772.04
Increase in Right of Use assets due to lease liabilities		-	45,468,926.78

The accompanying notes are integral part of these financial statements.



Notes to the Financial Statements

Port Authority of Thailand

For The Year Ending 30 September 2022

Note No.	Subject
1.	General Information
2.	Financial Statement Preparation Criteria
3.	New Financial Reporting Standards Effective in The Current Year
4.	Key Accounting Policies
5.	Cash and Cash Equivalents
6.	Trade Debtors
7.	Other Debtors
8.	Parcel Inventory
9.	Other Current Assets
10.	Other Current Financial Assets
11.	Undue Employee and Worker Relief Fund Loan Debtors
12.	Rental Income Pending Collection
13.	Investment Real Estate
14.	Land, Buildings and Equipment
15.	Assets under Construction and Installation
16.	Deferred Community Housing Project Assets
17.	Intangible Assets
18.	Other Non-Current Assets
19.	Other Creditors
20.	Public Revenue Owed to the Treasury
21.	Other Current Liabilities
22.	Charitable Contributions of Income Property Pending Recognition
23.	Accruals and Accrued Interest
24.	Employee Benefit Obligations
25.	Estimated Liabilities
26.	Capital
27.	Employee and Worker Relief Fund
28.	Self-Insured Property Insurance Fund
29.	Other Income
30.	Other Expenses
31.	Obligations and Contingent Liabilities
32.	Financial Reporting Standards Issued by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King and Not Implemented by PAT before Effective Dates

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 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 take 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. Criteria for Consolidation the Financial Statements

2.1 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, 2021 and January 1, 2022. The Standards are disclosed in the Notes to the Financial Statements, item No. 32.

2.2 Criteria for Valuation

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

2.3 Estimation and Use of Discretion

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

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

Allowance for expected credit loss from doubtful accounts

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

Plant, Equipment and Intangible Asset

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

Incremental Borrowing Rate

The PAT is unable to determine the interest rate as implied by the lease agreement. Therefore, the PAT's incremental borrowing rate is used in the calculation of lease liability discounts. The incremental borrowing rate is the interest rate that the PAT must pay for necessary loans in order to acquire assets of similar values to right-of-use assets under similar economic conditions and with similar borrowing periods and collateral.

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.

3. New Financial Reporting Standards Effective as of the Current Year

During the year, the PAT has adopted several revised financial reporting standards and interpretations of financial reporting standards which would be enforceable over the accounting period cycles commencing on or after 1 January 2021. The financial reporting standards have been improved or issued to match with international financial reporting standards. Most of them are clarification on accounting practice and guidelines for implementation.

The adoption of such financial reporting standards have no significant effect on the financial statements for the current year.

4. Principal Accounting Policy

4.1 Presentation of the Financial Statements

The PAT observes Accounting Standard 1 (Revision 2020) 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 in the accounting period of service provided.

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

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.

- Revenue from Sales

Revenue from sales of fuel. This is recognized after the fuel is delivered to customers.

- Interest Received

1. Bank deposit interest is recognized on a time proportion basis.
2. Loan interest of Employee Aid Fund is recognized on the payment due date, except for EAF interest that is more than six months overdue 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 Accounting Receivable and Other Debtors

Account receivables and other debtors show the amount of money paid by customers for goods and services according to normal business practice.

The PAT initially recognizes account receivables with the amount of unconditional return to be received. In case this involves significant financial sourcing, the PAT shall recognize by fair value through the profit and loss statement.

The PAT uses simplified approach in measuring expected credit losses by considering the expected losses over the life of such debts and recognizing the losses at the time of account receivable recognition according to the projection based on economic history, current and future projection issued by other organization than government agencies or state enterprises. The PAT strictly complies with the Ministry of Finance's Regulations regarding State Enterprise's on Accounting and Finance, B.E. 2548 (A.D. 2005) and the criteria of the PAT's Board of Commissioners' resolution at its 9/2549 meeting on October 16, 2006.

Accounting policy implemented before October 1, 2020

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

4.5 Financial Instruments

Category and Measurement of Assets and Final Debts

The PAT classifies its financial assets as of the date of initial transaction recognition as financial assets valued at amortized cost, financial assets valued at fair value through other comprehensive income, and financial assets valued at fair value through profits and losses by considering the operation's business plan regarding financial asset management and the nature of the contractual cash flow of the financial assets.

Capital instruments can be categorized but cannot change according to the measurement type, including fair value measurement through profit and loss (FVPL), or fair value measurement through other comprehensive income (FVOCI), under which new items cannot be added to the profit or loss.

The initial recognition of financial assets not valued at fair value through profit and loss is to include the addition or deduction of the transaction costs directly related to the acquisition or sale of such financial assets. The transaction costs of financial assets valued at fair value through profit and loss can be recognized as expenses under profit or loss. However, for trade receivables and other receivables without significant financing elements, the PAT shall recognize such financial assets with the prices of the items.

Subsequent valuation of debt instrument comprises three approaches depending on the categorization of such debt instrument.

- When the PAT comes into possession of financial assets valued at amortized cost for the purpose of receiving contractual cash flows and the conditions of the financial contract generate cash flows which include only payments of the principal and interest on the balance of the principal on the specified date, such financial assets must be calculated by using the real interest rate and evaluated for the impairment of the profit or loss from the derecognition of transactions. Such changes or impairment shall be recognized in the profit or loss.

- When the PAT comes into possession of financial assets valued at fair value through other comprehensive income for the purpose of receiving contractual cash flows and selling financial assets and the conditions of the financial contract generate cash flows which include only payments of the principal and interest on the balance of the principal on the specified date, changes in financial assets are recognized through other comprehensive profit and loss except the losses from impairment, interest income and related income from exchange rates, which are recognized as profit or loss. When there is derecognition of financial assets, the previously recognized accumulated profit or loss in the other comprehensive income must be reclassified as profit or loss. Such financial assets must be calculated by using the real interest rate in the same manner as the financial assets valued at amortized cost.

- Financial assets subsequently valued at fair value through profits and losses are financial assets that are not eligible for valuation at amortized cost or fair value through other comprehensive income and are presented in the statement of financial position at fair value, where the net change in fair value is recognized in the profit or loss.

For subsequent valuation of equity instruments, the equity instrument shall be presented using fair value, and the profit or loss from changes of the fair value shall be recorded under profit or loss or other comprehensive profit and loss depending on the equity instrument category.

Classification and Measurement of Financial Liabilities

The PAT initially recognizes financial liabilities at fair value, deducts transaction costs, and classifies financial liabilities as financial liabilities subsequently valued at amortized cost by using the real interest rate. In the calculation of the value at amortized cost, the fees or principal constitute part of the real interest rate. In addition, the amortization cost according to the real interest rate is expressed as part of the financial costs under profits or losses.

Derecognition of Financial Instruments

Financial assets are derecognized when the right to receive cash flows from such assets is no longer valid, or when the right to receive cash flows from such assets has been transferred including when almost all of the risks and returns of the assets has been transferred, or when the control of the assets have been transferred, even if the majority of the risks and returns of the assets have not been transferred or retained.

Financial liabilities are derecognized when the obligations associated with such liabilities have been fulfilled, or when the obligations have been terminated. If existing financial liabilities are converted into new liabilities from the same lender but with substantially different requirements or if there are significant modifications to the terms of existing liabilities, the existing liabilities are considered derecognized and the new liabilities are recognized by recognizing the differences in said accounting values under profits or losses.

Financial Asset Impairment

Expected credit losses from financial assets valued through amortized cost method or, and assets derived from credit limit commitments and financial guarantee contracts shall be valued without waiting for credit to occur. The PAT uses the general approach in considering the allowances for loss from impairment. For trade receivables, the PAT uses the simplified approach to calculate the expected credit losses. The PAT recognizes expected credit losses over the life of the trade receivables by using historical events as reference and making modifications by using projections related to the trade receivables and economic conditions.

Financial Instrument Offsetting

Financial assets and financial liabilities shall be used to offset each other and represented by the net amount in the Statement of Financial Position only if the business has the legal right to enforce the offsetting of recognized amounts and the business intends to pay with the net amount, or intends to acquire assets and pay liabilities simultaneously.

4.6 Inventories

Inventories at the end of the fiscal year are recorded as a costs 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 Other current financial assets

Other current financial assets mean fixed deposits between 3-12 months after receiving.

4.8 Property, Plant and Equipment

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

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

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

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

In events of obligation-free donations, the acquired assets shall be recognized at fair value and the revenue is to be recognized at an equal value. However, if there are future obligations according to related terms, the assets shall be recognized as deferred revenue from donated assets under liabilities and will be gradually recognized at an equal value to the depreciated value of donated assets. Otherwise, such subsidies may be presented as deductions from the asset value if the subsidies are related to 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.

4.9 Right-to-use Assets

A lease contract shall last longer than 12 months and the value per item equals or is more than 300,000 Baht. A contract comprising several assets that have to be used together and cannot be separated shall be considered as one item. In case the value of other expenses stated in the contract cannot be recorded individually, the item shall be recorded as an asset cost.

Interest Rate for Lease Contract

If a contract does not include an interest rate, Krungthai Bank's minimum loan rate on the contract effective date shall be used as reference.

Depreciation

Depreciation of non-owned lease asset shall be calculated according to the contract period or the asset life cycle, whichever amount is lower. In case of owned lease asset, depreciation shall be calculated according to the asset life cycle.

4.10 Intangible Assets

The Projects for the development of a financial and accounting administration system and the organizational resources planning system, including the license of the software for the SAP program and other prefabricated programs used for the development of the accounting system, are considered expenses for the development of the financial and accounting administration system, human resources system, inventory system, maintenance system and information system for the administration of the PAT. Expenses in the development, which are recognized as assets, are presented as costs deducted by the accumulated amortization and losses from devaluation, and will be written off as expenses within 3 – 10 years according to the intangible asset life cycle.

4.11 Real Estate for Investment

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

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

The real estate for investment being shown in the cost price, less the cumulative depreciation cost and loss from the depreciation cost shall be recorded in the Statement of Comprehensive Income by linear method throughout the approximate lifetime of each particular of the assets, which is between 3 - 30 years.

4.12 Lease Contract

Lease contract - the PAT as a lessee

At the start of the contract, the PAT considers whether it is or includes a lease contract. The contract shall be a lease contract or include a lease contract when the contract offers the right to control the use of such assets for a period of time in exchange of something in return.

The PAT recognized right-to-use assets and debts according to the lease contract on the contract effective date. Right-to-use assets are valued on costs, comprising total amount of lease debts as initial valuation in the lease contract, adjusted by payment according to the lease contract as of the effective date or before the effective date, initial direct costs, projected cost of lessee related to demolishing and moving reference assets, renovation of the reference asset location, or the activities to maintain the condition of the reference assets less incentives received according to the contract.

Lease liabilities are measured at present value of unpaid lease payment on the effective date, discounted by the interest of the lease if the rate can be specified anytime. If the rate is not specified anytime, the PAT shall use the minimum loan rate of Krung Thai Bank Public Co., Ltd. As announced by the bank as of the contract effective date.

Lease payment included in the debt valuation according to the lease contract comprises of:

- Fixed payment, including fixed payment by content
- Variable payment depending on the index or rate. The initial value measurement is based on the index or rate as of the contract effective date
- Amount expected to be payable under the residual value guarantee
- Purchase price: with reasonable certainty for the PAT to exercise the right to purchase and the price is lease payment expected to be payable during the contract renewal period and
- Fine payment to terminate lease contract in case there is a reasonable certainty that the PAT will terminate the lease contract

The PAT shall measure right-to-use asset valuation by calculating cost less accumulated depreciation and loss from accumulated impairment, and adjusted by the measurement of debt value according to the new lease contract. The PAT shall calculate the right-to-use asset depreciation using the straight-line method from the contract effective date until the end of the right-to-use asset life cycle or the end of the lease contract depending on which date arrives first. However, according to the lease contract, if the reference asset ownership is transferred to the PAT at the end of the contract or if the cost of the right-to-use asset reflects that the PAT will exercise the purchase price, the PAT shall calculate asset depreciation from the effective date of the lease contract until the end of the right-to-use asset. The right-to-use asset use life is calculated based on the same principle used for considering the use life of land, building and equipment.

Liabilities according to the lease contract shall be reevaluated when there is changes in the amount expected to be payable in the future, which may result from the following changes:

- Changes in index or rate used for determining such payment
- Changes in the amount expected to be payable under the residual value guarantee
- The PAT changed right-to-purchase, right to renew contract and right to cancel the lease agreement.

When lease liabilities are revaluated to reflect the payment changes, the PAT shall recognize the amount of lease liabilities under the new lease contract by updating the right-to-use assets. In case the book value of the right-to-use asset is zero, and the value continues to decrease further from the new lease liability amount, the PAT shall recognize the balance of the revaluated value in profit or loss.

Short-term lease contract and lease contract of low-value assets

The PAT may choose not to recognize the right-to-use assets and lease liabilities for the short-term lease contract with 12-month period or less, or lease contract of reference assets with low value. The PAT shall recognize the payment of the lease contract as expenses using straight line calculation method throughout the contract period.

Leases Contract-PAT as the lessor

The PAT shall consider at the beginning whether it is the financial or operating lease contract. In categorizing the contract, the PAT shall consider if the contract transfers almost all the risks and returns of the reference assets that the owner shall receive. If this is the case, such contract is considered as a financial lease contract. If not, it shall be considered as an operating lease contract.

Leased assets under financial lease contract is recorded as financial lease account receivables at present value of the payment under the contract. The difference between the total preliminary receivables and the present value of account receivables is recorded as accrued financial income. Income from long-term lease contract is recognized throughout the contract period using net investment method which reflects fixed returns in all installment payment. Initial direct cost included in the financial lease receivable valuation is gradually recognized as a reduction in revenue throughout the contract period.

The lease assets under the operating lease contract is presented in the financial positioning statement under land, building and equipment. The depreciation throughout the asset life is deducted using the same criteria as the land, building and equipment that has similar nature. Lease income (net from incentives paid to the lessee) is recognized using the straight line method throughout the lease period.

4.13 Employee's Benefits

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

1. Short-term benefits for employees : Accumulate Annual Leave Day Program.

In 2022, the PAT offered the accumulated annual leave day program by using the actuarial valuation technique and discounted benefits to determine the the present value of obligations. Accumulated vacation leave days are carried forward be used in the following year for employees who remain and for employees who reach retirement age each year, and acknowledge as debts in the Statement of Financial Position and as expenses in the Statement of Comprehensive Income. However, if there is a profit and loss from the actuarial valuation, by recognizing as ascomprehensive income in the transaction period.

In 2021, 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 benefit 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 to the fund established by the 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.

4.14 Provisions

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

4.15 Depreciation of 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.

4.16 Self-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 following:

Unit: Million Baht

	2022	2021
Cash	167.91	105.53
Bank deposits		
- Current account	(81.21)	(2.77)
- Savings account	5,762.36	6,878.79
- None-refundable 3-months fixed deposits	2,500.02	0.02
Total	8,349.08	6,981.57

Out the total amount of cash and cash equivalent of 8,349.08 million Baht, 8,068.32 million baht belongs to the PAT, 267.82 million Baht belongs to the Provident Fund, and 12.94 million Baht belongs to the Self-Insurance Fund.

6. Account Receivables consist of the following:

Unit: Million Baht

	2022	2021
Trade Account Receivables	871.29	793.29
Contact Assets	631.75	549.93
<u>Less</u> Allowance for Credit Loss	(349.41)	(241.88)
Trade Account Receivables - Net	1,153.63	1,101.34

Trade account receivables and Contract Assets are categorized debt on the debit aging as follows:

Unit: Million Baht

Debt	2022	2021
Contact Assets	631.75	549.93
Undue Over - 3 Months Overdue	484.49	460.39
Over 3 - 6 Months past due	43.87	83.00
Over 6 Months - 1 Year past due	6.47	16.53
Over 1 Year past due	336.46	233.37
Total	1,503.04	1,343.22

Credit loss allowance activities for trade receivables are as follows:

Unit: Million Baht

	2022	2021
Carry Forward	241.88	257.22
<u>Plus</u> Added Entries	107.53	8.68
<u>Less</u> Reversing Entries	-	(24.02)
Carry Over	349.41	241.88

Credit Loss allowance of 349.41 million Baht comprises account receivables, 303.16 belongs to tariff receivables, 39.59 million Baht belongs to land and building lease and electricity and municipality water receivables, 0.38 million Baht belongs to marine insurance receivables, and 6.28 million Baht belongs to contract assets/accrued revenue.

7. Other Account Receivables consist of the followings:

Unit: Million Baht

	2022	2021
Advanced Loan	10.55	1.10
Damage Claim	0.15	0.15
Land and Building Tax	18.66	11.10
Miscellaneous	2.69	2.60
Total	32.05	14.95
<u>Less</u> Credit Loss Allowance	(2.43)	(2.43)
Other Account Receivables - Net	29.62	12.52

Credit loss allowance activities for other receivables are as follows:

Unit: Million Baht

	2022	2021
Bring Forward	2.43	2.44
<u>Less</u> Reversing Entries	-	(0.01)
Amount Carried Forward	2.43	2.43

8. Inventories consist of the followings:

Unit: Million Baht

	2022	2021
Handling Equipment Parts	115.31	120.96
Vessel Parts	0.87	0.87
Electrical and Phone Equipment	6.03	5.54
Building Repair Materials	2.52	2.67
Fuel and Lubricant	6.69	6.84
Stationery and Consumable Supplies	5.47	5.88
Waterworks Equipment and Sanitation	1.16	1.06
Car and Mechanical Parts	0.17	0.17
Handling Equipment Parts - Regional Ports	2.59	2.63
Medicine and Medical Supply Cost	7.50	6.28
Others	11.45	10.60
Total	159.76	163.50
<u>Less</u> Inventory Obsolescence Reserve	(95.73)	(105.32)
Total	64.03	58.18

Inventory obsolescence reserve activities are as follows:

Unit: Million Baht

	2022	2021
Bring Forward	105.32	90.04
<u>Plus</u> Added Entries	0.24	17.17
<u>Less</u> Reversing Entries	(9.83)	(1.89)
Amount Carried Forward	95.73	105.32

In 2022, the PAT has reversed the allowance for Inventory Obsolescence Reserve of 9.83 million Baht resulting from a requisition. The year, The PAT has set allowance for inventory obsolescence reserve at 0.24 million Baht.

9. Other Current Assets consist of the followings:

Unit: Million Baht

	2022	2021
Accrued Bank Interest Receivable	11.44	14.32
Prepaid Expense	46.81	10.43
Deposit	0.53	0.53
Undue Input-Tax	62.98	35.10
Revenue Department Receivables	-	13.05
Other Current Assets	0.21	0.41
Total	121.97	73.84

10. Other Current Financial Assets consist of the following:

Unit: Million Baht

	2022	2021
Over-3-month fixed deposit		
- Refundable	0.30	0.30
- None-refundable		
Over 3 Months to Under 6 Months	1,500.01	-
12 Months	2,713.99	2,702.39
Total	4,214.30	2,702.69

The refundable over-3 month fixed deposit totals 0.30 million Baht was used for an electricity guarantee. The non-refundable over-3 month fixed deposit totals 2,702.39 million Baht belongs entirely to the Bangkok Port's deposit of 10.41 million Baht and the Insurance Fund's deposit of 2,691.98 million Baht.

11. Undue Employee Aid Fun Debtors are as follows :

Unit: Million Baht

	2022	2021
General Loan	36.35	47.06
Housing Loan	1.74	1.83
Vehicle Loan	0.01	0.04
Special Loan	11.16	13.02
Total	49.26	61.95
<u>Less</u> f Allowance or credit loss	(1.74)	(1.74)
Undue Aid Fund Debtors	47.52	60.21

Credit loss allowance activities for EAF loans receivable are as follows:

Unit: Million Baht

	2022	2021
Bring Forward	1.74	2.18
<u>Less</u> Reversing Entries	-	(0.44)
Amount Carried Forward	1.74	1.74

As of 30 September 2022, allowance for credit loss of doubtful debt of the Employee Aids Fund that may cause damage according to the preset criteria was 1.74 million Baht.

12. Income From the Pending Rent consists of the followings:

Unit: Million Baht

	2022	2021
Bring Forward	16,902.62	17,012.17
Plus Income based on the linear method	5,506.86	3,177.60
Less Payment received based on the contracts	(5,221.43)	(3,287.15)
Amount Carried Forward	17,188.05	16,902.62

The PAT has 60 contracts with contract periods of over 5 years as follows:

	Bangkok Port (Contracts)	Laem Chabang Port (Contracts)	Total (Contracts)
Space Rental Contracts	10	38	48
Space Rental for berthing Contraa	-	12	12
Total	10	50	60

Revenue to be recognized in the Future for Unfulfilled Lease Obligations according to the straight-line method

	Bangkok Port	Laem Chabang Port	Total
1 - 5 Years Ahead	1,401.89	21,500.76	22,902.65
6 - 10 Years Ahead	1,007.52	16,775.77	17,783.29
Over 10 Years Ahead	535.77	8,229.01	8,764.78
Total	2,945.18	46,505.54	49,450.72

As of 30 September 2022, the PAT shall have a total of 49,450.72 million Baht in revenue to be recognized in the future for unfulfilled lease obligations, of which 2,945.18 million Baht belongs to BKP and 46,505.54 million baht belongs to LCP. Such lease obligations are expected to be fulfilled by 2050.

13. Investment Properties consists of the followings:

Unit: Million Baht

	Investment Properties		
	Land	Building	Total
Cost Price			
As of 1 October 2021	296.79	13,694.18	13,990.97
Plus Transfer from Construction and Re-pairs	-	122.01	122.01
<u>Less</u> Sale	-	(78.85)	(78.85)
<u>Less</u> Transfer	(0.06)	-	(0.06)
As of 30 September 2022	296.73	13,737.34	14,034.07
Accumulated Depreciation			
As of 1 October 2021	-	9,128.92	9,128.92
<u>Plus</u> Depreciation for the year	-	303.80	303.80
<u>Less</u> Sale	-	(66.29)	(66.29)
As of 30 September 2022	-	9,366.43	9,366.43
Book Value - Net			
As of 1 October 2021	296.79	4,565.26	4,862.05
As of 30 September 2022	296.73	4,370.91	4,667.64

Depreciation of investment properties for the year was 303.80 million baht, including 16.08 million baht of depreciation of donated assets.

Investment Properties as of 30 September 2022 are as follows:

Unit: Baht

Port Authority of Thailand	Accounting Value as of 30 September 2022		
	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	15,984,868.67	-	15,984,868.67
Category Transfer	(57,660.28)	-	(57,660.28)
	15,927,208.39	-	15,927,208.39
Laem Chabang Port			
Empty land under land lease contract	223,926,826.35	-	223,926,826.35
Housing/Residential Land	20,168,283.63	-	20,168,283.63
Land of the Housing Authority / Accomodation	244,095,109.98	-	244,095,109.98
Empty Land	36,711,260.88	-	36,711,260.88
Total land value	296,733,579.25	-	296,733,579.25
Leased building group under the lease and operating contract			
Bangkok Port			
Commercial buildings and community flats	777,656,572.67	(644,094,490.21)	133,562,082.46
In-transit warehouse buildings	16,200,833.75	(16,200,831.75)	2.00
Office building	31,545,892.97	(22,521,920.34)	9,023,972.63
	825,403,299.39	(682,817,242.30)	142,586,057.09
Laem Chabang Port			
Building on the leased areas	12,789,928,307.11	(8,683,580,252.30)	4,106,348,054.81
Increase/Decrease during the Year	122,009,345.79	(30,113.49)	121,979,232.30
Total buildings and Structures Value	13,737,340,952.29	(9,366,427,608.09)	4,370,913,344.20
Total	14,034,074,531.54	(9,366,427,608.09)	4,667,646,923.45

Investment Properties of the PAT consist of the following:

Lands in the total areas of 4,198.12 rais are held by the PAT for the revenues from the rents and the increments of the price in the future. 674.13 rais of land is located at Bangkok Port and 3,523.99 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, 2022, the accounting value of such lands was 260.02 million Baht, and the fair value was 40,182.43 million Baht. The value for the land at Bangkok Port was referred to 2016 - 2022 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 - 2022.

Empty land belonging to the Authority located at Laem Chabang Port is not available for services or business operation. As of September 30, 2022, the empty land has an accounting value at 36.71 million Baht and fair value at 602.07 million Baht calculated based on the land assessed value of the Treasury Department for 2017 - 2021.

Empty land belonging to the Authority located at Laem Chabang Port is not available for services or business operation. As of 30 September 2022, the empty totalling 494.94 rais land has an accounting value at 36.71 million Baht and fair value at 602.07 million Baht, calculated base on the land assessed value of the Treasury Department for 2016 – 2022. and property valuation by the Treasury Department for 2019. (According to the Chonburi Treasury Office Document No. Kor. Khor. 0318.08/2599 dated 30 November 2021, specifying that, in 2022, the valuation of property and structures is to use the valuation from the 2016 - 2019 accounting periods as usual.)

Commercial buildings, community flats, office buildings and warehouses in Bangkok Port were leased out to the third parties under the lease contracts. As of September 30, 2021, the cost price of the land was 825.40 million Baht with accounting value of 142.58 million Baht and fair value of 1,786.73 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 12 berths at Laem Chabang Port were leased out to private berth operators. As of September 30, 2022, the cost price of assets was 12,911.94 million Baht with accounting value of 4,228.33 million Baht and fair value of 69,495.20 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	
	2022	2021
Revenue derived from lands, buildings and warehouses rental	1,606.61	1,489.58
Direct operating expenses arising from investment properties rental for the year	303.80	344.47

As of 30 September 2022, the PAT has investment properties, that the fair value were disclosed, and measured into broad levels as follows:

	Unit: Million Baht		
	Level 1	Level 2	Level 3
Investment Properties			
Lands Held by the PAT for Rental	40,812.43		
Empty Lands at Laem Chabang Port	602.07		
Commercial buildings, community flats, office buildings and Bangkok Port warehouses		1,786.73	
Buildings under the lease and operating contracts of 13 berths at Laem Chabang Port			69,495.20

14. Land, Plant and Equipment consist of the following:

Unit: Million Baht

	Land	Buildings	Floatable Assets	Handling Equipment	Other Assets			Total
					PAT's	Provident Fund's	Insurance Fund's	
Cost Price								
As of 1 October 2021	73.71	10,062.16	7,926.74	10,689.80	4,721.65	0.06	0.04	33,474.16
Purchase	-	10.15	3.89	3.21	49.19	-	-	66.44
Transfer from assets under construction and installation	-	317.01	0.92	269.30	186.65	-	-	773.88
Transfer from real estate for investment	0.06	-	-	-	-	-	-	0.06
Sales	-	(3.58)	(26.97)	(364.61)	(235.05)	-	-	(630.21)
As of 30 September 2022	73.77	10,385.74	7,904.58	10,597.70	4,722.44	0.06	0.04	33,684.33
Accumulated Depreciation								
As of 1 October 2021	-	5,217.58	4,261.99	8,213.13	3,622.13	0.06	0.04	21,314.93
Depreciation for the year	-	322.78	292.83	398.57	215.44	-	-	1,229.62
Sales	-	(3.35)	(26.97)	(355.61)	(233.85)	-	-	(619.78)
As of 30 September 2022	-	5,537.01	4,527.85	8,256.09	3,603.72	0.06	0.04	21,924.77
Allowance For Depreciation								
As of 1 October 2021	-	-	-	-	0.02	-	-	0.02
Allowance for Depreciation for the Year	-	-	-	-	-	-	-	-
As of 30 September 2022	-	-	-	-	0.02	-	-	0.02
Accounting Value - Net								
As of 1 October 2021	73.71	4,844.58	3,664.75	2,476.67	1,099.50	-	-	12,159.21
As of 30 September 2022	73.77	4,848.73	3,376.73	2,341.61	1,118.70	-	-	11,759.54

For the year ended 30 September 2022, the PAT has depreciation cost for the year at 1,229.62 million Baht, out of this, the depreciation for the donated assets was 8.63 million Baht.

15. Assets under Construction and Installation consist of the following:

Unit: Million Baht

	2022				2021
	Bring Forward	Increased	Decreased	Carry Forward	Total
Construction work in progress	859.98	1,443.61	(712.62)	1,590.97	859.98
Assets pending in procurement process	158.30	278.17	(279.37)	157.10	158.30
Maintenance work in progress	18.23	325.08	(47.66)	295.65	18.23
Total	1,036.51	2,046.86	(1,039.65)	2,043.72	1,036.51

For the year ending 30 September 2022, the PAT had additional works of 2,046.86 million Baht in additional work.

There was a reduction of 1,039.65 million Baht, of which 773.88 million Baht belonged to transfers to property, plant and equipment, 100.97 million Baht belonged to intangible assets, 122.01 million Baht belonged to investment real estate, 4.36 million Baht belonged to transfers to controlled inventory expenses, and 38.43 million Baht belonged to additions to service expenses.

16. Deferred Debit of Assets of Housing Community Project consist of the following:

Unit: Million Baht

	2022	2021
Deferred Debit of Assets of Housing Community Project	333.22	333.50
<u>Less</u> Conversion during the year	(0.72)	(0.28)
Total	332.50	333.22

Deferred Debit of Assets of the Housing Community Project is an expense of Klongtoey's Community Development Project undertaken by the PAT in conjunction with the National Housing Authority. It aim to relocate the 4,200 resident families of slum communities and 600 resident families in Block 7-12 community out of the PAT area in order to develop the area for port business. In this regard, part of the PAT area was allocated for completed the construction of the 1,680 flat units, PAT also provided the empty land plots outside the area of the PAT by purchasing the vacant land at Soi Watcharapol and Nong Chok District Area. This will be recorded as expenses when the residents in Klongtoey move to the new residential projects and the ownership are completely transferred.

In 2022, the title deed of one land plots in Soi Watcharaphon covering 19.60 square wa, have been transferred. The land price is 3,533.69 Baht per square wa, totaling 69,260.32 Baht converted to additional expenses for a 185.80 square wa land plot valued at 3,533.69 Baht per square wa for a total price of 656,550.60 Baht. Totaling 725,819.92 Baht.

In 2021, the title deeds of four land plots, in Soi Watcharaphon covering 78 square wa, have been transferred 3,533.69 Baht per square wa, Totaling 275,627.83 Baht.

In the accounting period, in the 2022 there are vacant lands in Soi Watcharaphon that have not been transferred totaling 241-42, 30 Rais or 9,742.30 square wa worth 34.43 million Baht, and in Nong Chok District covering 214 rais which is divided into 2,140 plots within total value of 298.07 million Baht. However, there has not yet been moving in or ownership transfer.

17. Intangible Assets consist of the following:

Unit: Million Baht

	Project on Development of Administration Accounting and Human Systems Resources Planning	Licences of Other Software Programms	Total
Cost Price			
As of 1 October 2021	82.98	684.79	767.77
Purchases	-	5.46	5.46
Transferred from assets			
Under Construction and installation	-	100.97	100.97
Sales	-	(5.09)	(5.09)
As of 30 September 2022	82.98	786.13	869.11
Accumulated Depreciation			
As of 1 October 2021	82.98	496.56	579.54
Amortization	-	65.59	65.59
Sales	-	(5.09)	(5.09)
As of 30 September 2022	82.98	557.06	640.04
Accounting Value - Net			
As of 1 October 2021	-	188.23	188.23
As of 30 September 2022	-	229.07	229.07

In the end of 30 September 2022, the PAT record annual amortization of assets at 65.59 million Baht, including the amortization of assets from donation of 0.77 million Baht.

18. Other Non-Current Assets consist of the followings:

Unit: Million Baht

	2022	2021
Land Advance Payment (Note 31)	2,660.49	2,660.49
Other Advance Payment	2,116.34	2,069.12
Other	9.35	9.35
Total	4,786.18	4,738.96

19. Other Payables consist of the following:

Unit: Million Baht

	2022	2021
Accrued wages and overtime wages	23.16	32.53
Accrued bonus for commissioners and port personnel	620.90	614.94
Accrued pension and inherited pension	9.99	13.42
Accrued Expenses	82.88	86.80
Land, building and warehouse leasing fee	17.11	22.83
Profit sharing (Fixed Fee) and additional benefits (Additional Fee)	468.92	466.83
Automatic port access fees	0.04	0.04
Total	1,223.00	1,237.39

20. Accrued Remittance consist of the following:

Unit: Million Baht

	2022	2021
Accrued Remittance		
As of 1 October 2021	2,383.25	2,091.74
<u>Plus</u> Reserve for Remittance		
- From Profits in 2021	226.75	4,475.00
- From Profits in 2022	4,887.00	-
Total	7,497.00	6,566.74
<u>Less</u> Remittance submitted to the Ministry of Finance	(2,610.00)	(4,183.49)
As of 30 September 2022	4,887.00	2,383.25

For the year ending 30 September 2022, the PAT has reserved 70% of the net profit for the year for the public revenue remittance to treasury before the expenses for the bonus reserve of 4,887.00 million Baht.

On 17 March 2022, the PAT submitted the first installment of the public revenue for 2022 in the amount of 2,610.00 million Baht.

21. Other Current Liabilities consist of the following:

Unit: Million Baht

	2022	2021
Department of Revenue Payable	59.04	-
Deposit and Guarantee	399.86	325.05
Deposit	18.80	14.70
Withholding Tax	5.26	5.93
Deferred Income Tax	51.98	47.06
Withholding Corporate Income Tax	3.85	1.59
Berth Entrepreneur's Payables	1.07	1.61
Cheques	161.63	4.50
Deposit Land and Building Tax	0.04	7.01
Other Current Liabilities	0.93	3.28
Total	702.46	410.73

22. Unrealized Revenue from Donated Assets consists of the following:

Unit: Million Baht

	2022	2021
Bring Forward	146.44	169.79
<u>Less</u> Revenue Recognition	(23.37)	(23.35)
Balance Forward	123.07	146.44

As of 30 September 2022, the balance of the revenue unrecognized from donated assets that are expected to be reversed in the future are as follows:

	Unit: Million
In 1 Year Ahead	23.34
In 2 - 5 years ahead	80.56
More than 5 years	19.17

23. Accrued Savings Deposit and Accrued Interest Payable consist of the followings:

Unit: Million Baht

	2022			2021
	Accrued Savings Deposit	Accrued Interest Payable	Total	Total
Bring Forward	133.31	231.45	364.76	416.12
Plus Augmentation during the Year	8.96	25.75	34.71	44.04
Total	142.27	257.20	399.47	460.16
Less Installment during the Year	(39.97)	(73.08)	(113.05)	(95.40)
Balance Forward	102.30	184.12	286.42	364.76

As of 30 September 2022, accrued savings deposit and accrued interest payable of 286.42 million Baht have been paid by the PAT to employees when they retire or are dismissed.

24. Obligations of Employee Benefits

24.1 The amount recognized in the Statement of Financial Position as of 30 September 2022 and 2021 are as follows:

Unit: Million Baht

	2022	2021
1. Employee Short-Term Benefits		
1.1 Accumulated Annual Leave Days Program	67.56	49.34
2. Employee Long-Term Benefits Obligations		
Employee Post-Retirement Benefit Project		
2.1 Retirement Compensation Plan	928.01	1,387.92
2.2 Aid Fund Project	7,802.25	10,295.06
2.3 Medical Coverage Plan after Retirement	2,974.10	4,363.22
2.4 Compensation Program for Work-Related Death	334.87	57.19
Total Obligations of Employee Benefits after Retirement Project	12,039.23	16,103.39
3. Obligations for Other Long-Term Benefit Project		
3.1 Long-Service Rewards	29.79	10.90
Total Obligations for other Long-Term Benefits Project	29.79	10.90
Total Obligations for Employee Benefits	12,136.58	16,163.63

24.2 Changes to the obligations for employee long-term benefits as of 30 September 2022 and 2021 are as follows:

Unit: Million Baht

	2022	2021
Obligations for employee benefits at the beginning of fiscal year on 1 October	16,163.63	16,829.02
Past Service Cost	43.30	-
Current Service Cost	415.66	350.11
Interest Cost	435.34	440.63
Actual Expenses	(1,442.95)	(1,456.13)
Profit or Loss from Actuarial Valuation	(3,478.40)	-
Obligations for employee benefits on the period ending date on 30 september	12,136.58	16,163.63

24.3 Expenses recognized in the Statement of Comprehensive Income for the year ending 30 September 2022 and 2021 are as follows:

Unit: Million Baht

	2022	2021
Accumulated Annual Leave Days Program	24.80	6.99
Retirement Compensation Plan	133.26	105.49
Aid Fund Project	368.33	253.03
Medical Coverage Plan after Retirement	184.73	236.03
Long-Service Rewards Project	19.03	1.81
Compensation Program for Work-Related Death	5.63	5.67
Early Retirement Special Compensation Project	160.24	181.72
Total Expenses Recognized in the Statement of Comprehensive Income	896.02	790.74

24.4 Profits Recognized under Other Comprehensive Income

Profits from actuarial valuation recognized under other comprehensive income for 2022 was 3,480.12 million Baht.

24.5 (Profits) losses from actuarial valuation recognized in the Statement of Comprehensive Income for the year ending 30 September 2022 were generated by the following:

Unit: Million

Demographic Hypothesis Changes	(91.69)
Financial Hypothesis Changes	(572.92)
Experience Point Adjustments	(2,813.79)
	(3,478.40)

24.6 Main assumption of the estimation base on the Actuarial Principles are as follows:

	2022 Percentage	2021 Percentage
Discount Rate		
Accumulated Annual Leave Days Program	3.28	-
Retirement Compensation Plan	3.28 and 3.41	2.03
Aid Fund Project	2.49 and 2.78	2.40 and 3.40
Medical Coverage after Retirement	2.49 and 3.15	2.40 and 3.40
Long-Service Rewards Project	3.41	2.03
Compensation Program for Work-Related Death	3.28 and 3.15	2.03 and 2.40
Increasing Rate of the Future Salary (Average)	5.50	7.12
Medical Cost Growth Rate	8.00	8.00
Employee Turnover Rate of Employees		
Aged < 25 Years	1.15	0.00 and 1.30
Aged 25 - 29 Years	0.86	1.30
Aged 30 - 34 Years	0.57	1.30 and 1.05
Aged 35 - 39 Years	0.38	1.05
Aged 40 - 44 Years	0.29	1.05 and 0.30
Aged 45 - 49 Years	0.19	0.30
Aged 50 - 60 Years	0.10	0.30 and 0.00

Assumptions relating to the death refer to the Mortality Table., B.E. 2560 (A.D. 2017), which provided the rate of 105% as the statistical data being generally propagated and announced by the Office of Insurance Commission.

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

	Assumption Changes	Impact on Obligations of the employee Benefits Projects		Assumption Changes	Impact on Obligations of the employee Benefits Project	
		Increases Assumptions	Decreases Assumptions		Increasing Assumptions	Decreasing Assumptions
		2022 Percentage	2022 Million Baht		2022 Million Baht	2021 Percentage
Discount Rates	1	(565.47)	633.00	1	(1,621.43)	1,955.33
Salary Increase Rates	1	404.96	(369.53)	1	410.94	(585.25)
Employee Turnover Rates	20	(3.57)	3.59	1	(562.68)	48.92
Medical Expense Trend Rates	1	135.29	(83.67)	1	790.69	(646.63)
Gold Price Trend Rates	-	-	-	1	1.19	(1.01)

24.8 The amount expected to be paid within 1 year is 1,834.35 million Baht, the amount expected to be paid in 2 – 5 years is 4,474.08 million Baht, and the amount expected to be paid in 6 years and more is 5,930.06 million Baht.

25. Provisions are as follows:

Unit: Million Baht

	Other Lawsuits
As of 1 October 2021	24.96
Estimate of Increase Liabilities	1.17
Estimate of Decrease Liabilities	(7.32)
Payment of Liabilities Estimate	(18.81)
As of 30 September 2022	-

As of 30 September 2022, the PAT recognized no provisions of other lawsuits.

Liabilities Project increase of 1.17 million Baht in accounting record as follows:

- Interest rate according to the court rulings of other lawsuits totaling 0.89 million Baht.
- Liabilities under the compromise agreement of two other cases totaling 0.28 million Baht.

The decrease in provisions is caused by reversing entries of previously set provisions with less actual expenses.

Payment of provisions for four other lawsuits totaling 18.81 million Baht.

26. Capital consists of the followings:

Unit: Million Baht

	2022	2021
<u>Bangkok Port's Capital</u>		
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 Operating	3.24	3.24
	309.51	309.51
<u>Laem Chabang Port's Capital</u>		
Government Budget	6,688.23	6,688.23
Reserve from Exception of Remittance for External Dept	40.00	40.00
Reserve from Economic Structure are Adjustment Loan (SAL2)	96.74	96.74
Capital from Transfer of Sattahip Commercial Port's		
Fixed Assets	100.07	100.07
	6,925.04	6,925.04
Total	7,234.55	7,234.55

27. Aid Fund Project consists of the followings:

As of 30 September 2022 and 2021, assets and liabilities of the Fund are as follows:

Unit: Million Baht

	2022	2021
Assets		
Cash and Cash Equivalents	267.82	280.15
Related Transactions PAT-Receivables with Obligations	7,787.31	10,339.12
Other Current Assets	0.36	0.52
Debtor Account (Provident Fund)-Undue Payment	47.52	60.21
Total	8,103.01	10,680.00
Liabilities		
Other Payables	10.00	13.42
Other Current Liabilities	4.33	6.75
Obligations for Employee Benefit	7,802.25	10,295.06
Accrued Savings Deposit and Accrued Interests	286.43	364.77
Total	8,103.01	10,680.00

For the year ending 30 September 2022 and 2021, the revenues and expenses of the Aid Fund are as follows:

Unit: Million Baht

	2022	2021
Revenues		
Bank Deposit Interest	0.66	0.46
Aid Fund's Loan Interest	6.78	9.63
Miscellaneous Revenues	0.71	0.02
Total	8.15	10.11
Expenses		
Savings Deposit Interest	25.75	32.30
Aid Fund's Doubtful Debt	-	(0.44)
Total	25.75	31.86

28. Self-Insurance Fund consists of the following:

As of 30 September 2022 and 2021, assets and liabilities of the Self-Insurance Fund are as follows:

Unit: Million Baht

	2022	2021
Assets		
Cash and Cash Equivalents	12.94	6.50
Other Current Financial Assets	2,703.54	2,691.98
Bank Deposit Interest Receivable	2.04	1.81
Total	2,718.52	2,700.29
Liabilities and Self-Insurance Fund		
Self-Insurance Fund	2,700.29	2,683.82
Interim Appropriation Appropriated during the Year	18.23	16.47
Total	2,718.52	2,700.29

For the year ending 30 September 2022 and 2021, the Self-Insurance Fund's revenues and expenses are as follows:

Unit: Million Baht

	2022	2021
Revenues		
Interest Income	21.15	20.15
Other Income	0.01	-
Total	21.16	20.15
Expenses		
Claims	2.93	3.68
Total	2.93	3.68

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.

29. Other Revenues consist of the followings:

Unit: Million Baht

	2022	2021
Revenue from Breach of Contract Penalties	6.39	29.67
Revenue from Donated Assets	48.18	25.62
Miscellaneous Revenues	74.30	122.90
Others	163.19	18.24
Total	292.06	196.43

30. Other Expenses consist of the followings:

Unit: Million Baht

	2022	2021
Travelling Expenses - Domestic	4.70	3.43
Travelling Expenses - International	0.53	0.03
Cost of Equipment and Appliances	4.91	3.32
Expenses on Computer System	21.04	19.09
Expenses for Controlled Office Supplies	31.05	8.28
Publication Cost	0.81	0.62
Environmental Research and Development Expenses	37.92	29.88
Expenses on Photocopier Rental and Photocopy	1.23	1.32
Expenses on Auditing	4.00	6.50
Expenses of Marine Pilot Boat Service at Laem Chabang Port	32.43	29.09
Sports Expenses	8.34	5.46
Other Car Rental	12.20	12.51
Fee	5.55	3.95
Insurance Premium	4.32	4.35
Write-Off of Assets in the Housing and Community Project	0.73	0.28
Entertainment Expenses	10.83	10.84
Association Contribution and Subsidies	13.34	42.19
Donation	33.05	67.18
Cost of Emergency - Flood, Fire Accident, Etc.	6.13	6.11
Credit Loss on Debtor (Reversing Entries)	107.53	(15.34)
Credit Losses Deferred Income	-	34.37
Compensation for Damages (Reversing Entries)	(5.76)	(17.47)
Land and Building Tax	136.27	17.38
Miscellaneous Expenses	1.49	1.70
Depreciable Supply Expenses	(9.59)	15.28
Others	41.39	36.53
Total	504.44	326.88

31. Commitments and Contingent Liabilities consist of the followings:

Commitments:

As of 30 September 2022, the PAT's main commitments are as follows:

31.1 The PAT has an obligation of guaranteeing electricity use through a 12-month fixed deposit account at Krungthai Bank of 0.30 million baht.

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

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

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

The Ministry of Finance agreed to sell the particular plot of state property covering 767 acres (1,941-2-15 rais) at 1.83 million Baht per rai. When considering the 576 acres (1,456-0-83 rais) area to be withdrawn under the royal decree, the total value was 2,660.49 million Baht. PAT was allowed to pay in four installments of 665.12 million Baht for each installment and had to complete the transaction within four years. On June 27, 2019, the PAT has already paid the final installment to the Ministry of Finance.

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

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

2) The Treasury Department was assigned to clarify with the Department of Lands whether the area of 576 acres (1,456-0-83 rais), which would be withdrawn from state enterprise and whose legal land rights was transferred and already used by PAT since 1985, was already transferred to PAT according to legal provision. The plot did not have land title deed as required by Land Act and should not be registered for ownership transfer according to the Land Code.

3) Preparing the guideline for action on the plot in case that the status as a state property is withdrawn but the land title deed cannot be applied. In addition, the case is under consideration by the court and shall wait until the case is final.

For the state property at Plot. No. Chor Bor 341 covering 485-1-32 rai for which the status as a state property has not yet been withdrawn, the Treasury Department applied for Nor Sor Lor document from the Department of Lands. After the document was obtained, the Treasury Department shall apply for withdrawal of its status as a state property for state use before selling to the PAT. While the process was underway, the Treasury Department would collect land use fees from the PAT from the date 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 the PAT in accordance with the Cabinet's resolution.

On October 16, 2020, The PAT issued letter No. PAT 6025/2924 to follow up on a result from a consultation between the Treasury Department and the Land Department on the transfer of a Ratchaphatsadu land title deed No. Chor Bor 341 in Thung Sukhla, Si Racha District, Chon Buri Province. The land plot mentioned covers 1,456- 0-83 rais of land. Currently, the PAT has not yet received any response from the Treasury Department and November 1, 2021, the management of the PAT resolved to order the Laem Chabang Port to follow up with the Treasury Department on the land transfer.

According to the minutes of the meeting of the PAT Board of Commissioners on 1 November 2022, a resolution was passed for Laem Chabang Port to discuss with the Treasury Department the issue of monitoring the progress of the transfer of ownership of the state property in relation to its withdrawal of status.

31.3 There is commitment to pay in compliance with the contract with the following key points:

- 1) Laem Chabang Port Development Phase 3 with 3 contracts to be paid in compliance with construction contracts, work control contracts, and environmental impact monitoring contracts amounting to approximately 20,281.58 million Baht.
- 2) Contracts and other services amounting to approximately 849.42 million Baht.

31.4 As of 30 September 2021, the PAT had become involved in 436 lawsuits with a total value of 18,793.46 million Baht. The details are as follows:

- 1) The PAT was prosecuted in 435 cases, with a total value of 1,472.72 million Baht. Details are as follows:
 - General cases totaling 19 such cases, with plaintiffs filed lawsuits against the PAT demanding compensation of about 732.24 million Baht (excluding interest). These cases are under court consideration are not yet final.
 - Overtime payment cases totaled 384 cases with a total value of 635.75 million Baht (excluding interest). During 2005 - 2021, PAT employees filed lawsuits against the PAT on breach of Labor Law on compensation on overtime payment, compensation for work on holiday, and overtime payment on holidays. At present, the cases is under Labor Court trial and are not yet final.
 - Cases related to provident fund compensation totaling 32 cases. The plaintiffs filed lawsuits against PAT for a total of 104.73 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 rendered 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. Thai Financial Reporting Standards (TFRS) issued by the Federation of Accounting Professions that the PAT did not implement before the effective date. Effective in the accounting period beginning on or after 1 January 2022

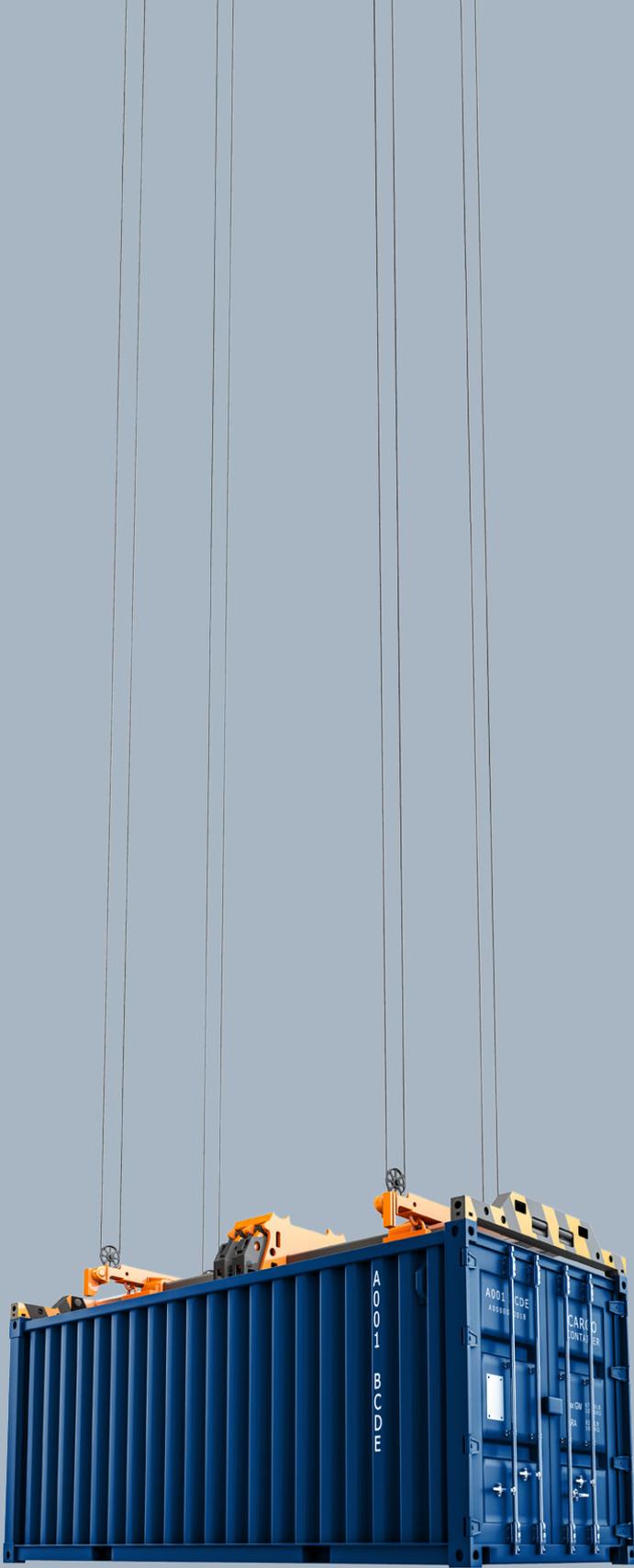
The Federation of Accounting Professions announced amendments of some Thailand Financial Reporting Standards (TFRS) that have already been announced in the Royal Thai Government Gazette. They amendments are applicable to financial statements for the accounting period starting on or after 1 January 2022. These TFRS are improved or prepared to be equivalent to international financial reporting standards. Most are clarifications on accounting practice. In some financial reporting standards, the practice is relaxed while offering temporary exemptions for users of the standards.

Effective in the accounting period beginning on or after 1 January 2023

The Federation of Accounting Professions announced amendments of some Thailand Financial Reporting Standards (TFRS) that have already been announced in the Royal Thai Government Gazette. They amendments are applicable to financial statements for the accounting period starting on or after 1 January 2023. These TFRS are improved or prepared to match with international financial reporting standards. Most of them are clarifications on accounting practice. In some financial reporting standards, the practice is relaxed while offering temporary exemptions for standard users.

PAT executives has conducted an assessment and believes that the revision of these standards will not have any material impact to the financial statements in the year said standards start to be adopted.





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