



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ELECTRICITY GENERATING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : ELECTRICITY GENERATING PUBLIC COMPANY LIMITED

Symbol : EGCO

Address : EGCO TOWER, 222 ,VIBHAVADI RANGSIT ROAD, THUNGSONGHONG, LAK SI

Province : Bangkok

Postcode : 10210

Business : The Company operates as a holding company with its main business in 1) Operating power plants and supply electricity through independent power producer (IPP) and small power producers (SPP), 2) Providing operation, maintenance, engineering and construction services to power plants, petrochemical plants, oil refineries and other industries

Registration Number : 0107537000866

Telephone : 0-2998-5000

Fax (if applicable) : 0-2998-5999

Website : <http://www.egco.com>

Email : -

Total Shares Sold (shares)

Common Stock : 526,465,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	66,657,859.00	53,574,907.00	52,152,091.00
Electricity Revenue (Thousand baht)	60,253,841.00	49,642,676.00	47,982,137.00
Other (Thousand baht)	N/A	3,932,231.00	4,169,954.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Electricity Revenue (%)	90.39	92.66	92.00
Other (%)	N/A	N/A	8.00

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	66,657,859.00	53,574,907.00	52,152,091.00
Domestic (Thousand baht)	47,760,230.00	39,215,828.00	30,855,631.00
International (Thousand baht)	18,897,629.00	14,359,079.00	21,296,460.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	71.65	73.20	59.16
International (%)	28.35	26.80	40.84

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	5,055,575.00	3,656,707.00	3,363,935.00
Other income from operations (Thousand baht)	2,092,875.00	3,656,707.00	3,363,935.00
Other income not from operations (Thousand baht)	2,962,700.00	0.00	0.00

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

	2022	2023	2024
Share of profit (Thousand baht)	1,969,875.00	291,117.00	8,473,015.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	9,194,000.00	7,058,560.00	390,000,000.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Investment Expansion Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Construction Project Management Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
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- Information security and cyber-attack
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- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Operating Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Safety, occupational health, and working environment

Financial Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

- Government policy
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Corporate Tax Legislation Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
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- Delays in the development of future projects
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Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
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- New business risk
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- Delays in the development of future projects
- Safety, occupational health, and working environment

- Climate change and disasters
- Impact on the environment
- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Human Resources Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Product and Service Procurement Procedure Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Communication and Reputation Risk for Sustainable Growth

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

- Fluctuation in return on assets or investment

Risk to Securities Holder (2.2.2)

Government Policy, Legislative Change, and Compliance Risk Due to Climate Change Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

Emerging/Disruptive Technology Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

Cybersecurity and Data Privacy Protection Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

Geopolitical Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

Commodity Risk: The Risks of Rising Energy Costs and Energy Shortages

Risk Management Measures: Yes

Related Risk Topics

- Other

Economic Recession Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [https://sustainability.egco.com/th/sustainability-at-egco/sustainability-](https://sustainability.egco.com/th/sustainability-at-egco/sustainability-management)
(if applicable) management

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [https://sustainability.egco.com/storage/document/environmental-management-](https://sustainability.egco.com/storage/document/environmental-management-system-and-investments/esms-manual-en.pdf)
(if applicable) system-and-investments/esms-manual-en.pdf

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean
Energy Management, Water Management, Waste Management,
Biodiversity Management, Greenhouse Gas and Climate Change
Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	6,664,880.00	13,275,279.00	10,836,285.52
Gasoline (Litres)	41,338.16	24,678.00	244,759.15
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	1,784,222,512.00	2,404,562,248.00	2,852,291,479.00
LPG (Kilograms)	20,087.15	32,328.75	29,382.73

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	982,409.14	2,892,798.56	2,287,709,396.00

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	10,574,116.00	26,575,998.00	26,489,237.71

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	N/A	6,879,698,174.95	6,778,390,640.54

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	388,725,682.01	383,801,770.40	387,889,490.00
Hazardous waste (Kilograms)	337,837.74	306,229.76	354,142.27
Total waste generated (Kilograms)	389,063,519.75	384,108,000.16	388,243,632.27

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	6,180,957.00	14,540,276.00	14,861,402.69
Scope 2 (Tons of carbon dioxide equivalents)	9,108.00	19,475.00	17,842.99
Scope 3 (Tons of carbon dioxide equivalents)	4,484.00	2,501,052.00	900,205.77

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	6,194,549.00	17,060,803.00	15,779,451.45
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : BSI Group (Thailand) Co., Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://sustainability.egco.com/storage/document/human-rights/human-rights-policy-en.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	982	948	920
Number of female employees (Persons)	304	319	327
Total number of employees (Persons)	1,286	1,267	1,247

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	686,489,425.40	614,000,000.00	489,080,935.77

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	22.46	32.75	28.08
Employee development and training expenses (baht)	24,000,000.00	34,783,850.00	44,193,016.57

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	1	0	0
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	4.28	2.76	2.97

• **Significant labor dispute**

	2022	2023	2024
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : https://www.egco.com/cg_flipbook/th/

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	6	40.00

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASERT SINSUKPRASERT Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Energy Management and Policy Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	12 Apr 2024	Human Resource Management, Engineering, Strategic Management, Governance/ Compliance, Energy & Utilities

2.	<p>Mr. PASU LOHARJUN</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	19 Apr 2018	<p>Strategic Management, Governance/ Compliance, Energy & Utilities, Engineering, Human Resource Management</p>
3.	<p>Mr. ANYA KHANTHAVIT</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business and Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	19 Apr 2017	<p>Strategic Management, Finance, Accounting, Audit, Risk Management</p>
4.	<p>Mr. PAISAN MAHAPUNNAPORN</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	19 Apr 2017	<p>Law, Strategic Management, Risk Management, Human Resource Management, Audit</p>
5.	<p>Mr. SUPANIT CHAIYAWAT</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	12 Apr 2024	<p>Business Administration, Strategic Management, Human Resource Management, Audit, Governance/ Compliance</p>

6.	Mr. SOMKIT LERTPAITHOON Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	12 Apr 2024	Law, Human Resource Management, Energy & Utilities, Governance/ Compliance
7.	Mrs. NUJCHANART LAOHATHAIMONGKOL Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	19 Apr 2022	Accounting, Human Resource Management, Strategic Management, Audit, Risk Management
8.	Mr. THEPPARAT THEPPITAK Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	12 Nov 2019	Strategic Management, Human Resource Management, Governance/ Compliance, Energy & Utilities, IT Management
9.	Mrs. PATCHARIN RAPEEPORNPOONG Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	1 May 2024	Strategic Management, Energy & Utilities, Accounting, Governance/ Compliance

10.	Mr. PISUT PAINMANAKUL Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Industrial Processes Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	12 Apr 2024	Engineering, Energy & Utilities, Strategic Management, IT Management, Governance/ Compliance
11.	Mr. Toshiro Kudama Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	1 Jun 2019	Energy & Utilities, Engineering, Strategic Management, Governance/ Compliance, Human Resource Management
12.	Mr. SHINSUKE NAKAYAMA Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance and Strategy Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	1 Aug 2023	Energy & Utilities, Finance, Strategic Management, Economics, Business Administration
13.	Mr. SHINICHIRO SUZUKI Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	19 Apr 2022	Economics, Energy & Utilities, Strategic Management, Governance/ Compliance, Human Resource Management

14.	Mr. HIDEAKI NAKAYAMA Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	1 Jul 2024	Energy & Utilities, Strategic Management, Business Administration, IT Management, Governance/ Compliance
15.	Ms. JIRAPORN SIRIKUM Gender: Female Age: 59 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	1 May 2024	Engineering, Governance/ Compliance, Strategic Management, IT Management, Human Resource Management

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

General information	Position	Tenure	Replacement Director
1. Mr. NUTTHAVUTTHI CHAMCHANG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 30 Jul 2021 Date directorship ended: 13 Mar 2024	Mrs. PATCHARIN RAPEEPORN PONG Date position was assumed: 1 May 2024
2. Mr. THEPPARAT THEPPITAK Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 12 Nov 2019 Date directorship ended: 14 Mar 2024	Mr. Gumpanart Bumroonggit Date position was assumed: 14 Mar 2024

3.	Mr. Gumpant Bumroongit Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 14 Mar 2024 Date directorship ended: 1 May 2024	Ms. JIRAPORN SIRIKUM Date position was assumed: 1 May 2024
4.	Mrs. WANNIPA BHAKDIBUTR Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 19 Apr 2021 Date directorship ended: 12 Apr 2024	Mr. SUPANIT CHAIYAWAT Date position was assumed: 12 Apr 2024
5.	Mr. POOMJAI ATTANUN Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 19 Apr 2021 Date directorship ended: 12 Apr 2024	Mr. SOMKIT LERTPAITHOON Date position was assumed: 12 Apr 2024
6.	Mr. SAHARATH BOONPOTIPUKDEE Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 19 Apr 2022 Date directorship ended: 12 Apr 2024	Mr. PISUT PAINMANAKUL Date position was assumed: 12 Apr 2024
7.	Mr. YUICHI HARADA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 1 Jul 2023 Date directorship ended: 1 Jul 2024	Mr. HIDEAKI NAKAYAMA Date position was assumed: 1 Jul 2024

8.	Mr. Toshiro Kudama	Director	Date position was	No replacement director
	Gender: Male	(Non-executive)	assumed:	
	Age: 66 years old		1 Jun 2019	
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Engineering		31 Dec 2024	
	Thai nationality: No			
	Residing in Thailand: No			

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAISAN MAHAPUNNAPORN [1] Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2017	Law, Strategic Management, Risk Management, Human Resource Management, Audit
2. Mr. ANYA KHANTHAVIT [1] Gender: Male Age: 62 years old Highest level of education: Doctoral degree Major: Business and Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2017	Strategic Management, Finance, Accounting, Audit, Risk Management
3. Mrs. NUJCHANART LAOHATHAIMONGKOL [1] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2022	Accounting, Human Resource Management, Strategic Management, Audit, Risk Management

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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Oversight Committee	Mr. ANYA KHANTHAVIT	Chairman
	Ms. JIRAPORN SIRIKUM	Member
	Mr. PISUT PAINMANAKUL	Member
	Mr. HIDEAKI NAKAYAMA	Member
	Mr. SOMKIT LERTPAITHOON	Member
	Mr. POOMJAI ATTANUN	Member
	Mr. YUICHI HARADA	Member
	Mr. Gumpanart Bumroonggit	Member
	Mr. THEPPARAT THEPPITAK	Member
Investment Committee	Mr. SHINICHIRO SUZUKI	Member
	Mr. SHINSUKE NAKAYAMA	Member
	Mr. THEPPARAT THEPPITAK	Member
	Ms. JIRAPORN SIRIKUM	Member
	Mr. PRASERT SINSUKPRASERT	Chairman
	Mr. SAHARATH BOONPOTIPUKDEE	Member
	Mr. Gumpanart Bumroonggit	Member
Corporate Governance and Sustainability Committee	Mr. PASU LOHARJUN	Chairman
	Mr. PISUT PAINMANAKUL	Member
	Mr. SUPANIT CHAIYAWAT	Member
	Mr. SOMKIT LERTPAITHOON	Member
	Ms. JIRAPORN SIRIKUM	Member
	Mr. THEPPARAT THEPPITAK	Member
	Mr. NUTTHAVUTTHI CHAMCHANG	Member
	Mrs. WANNIPA BHAKDIBUTR	Member
	Mr. POOMJAI ATTANUN	Member
Nomination and Remuneration Committee	Mr. PAISAN MAHAPUNNAPORN	Member
	Mrs. PATCHARIN RAPEEPORNONG	Member
	Mr. PASU LOHARJUN	Member
	Mrs. NUJCHANART LAOHATHAIMONGKOL	Member
	Mr. Toshiro Kudama	Chairman
	Ms. JIRAPORN SIRIKUM	Member
	Mrs. WANNIPA BHAKDIBUTR	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Oversight Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Ms. JIRAPORN SIRIKUM Gender: Female Age: 59 years old Highest level of education: Doctoral degree Major: Engineering	President	1 May 2024	Engineering, Governance/ Compliance, Strategic Management, IT Management, Human Resource Management
2. Mr. John Palumbo Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Executive Vice President - Business Development (International)	1 Sep 2004	Energy & Utilities, Engineering, Governance/ Compliance, Strategic Management, Risk Management
3. Mr. Prasit Laohawirapap Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Executive Vice President - Business Development (Domestic)	1 Nov 2022	Energy & Utilities, Engineering, Strategic Management, Governance/ Compliance, Risk Management
4. Mr. Gumpant Bumroonggit Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Engineering	Senior Executive Vice President-Operation Management	1 Jan 2018	Energy & Utilities, Strategic Management, Risk Management, Governance/ Compliance, Engineering
5. Mr. Somkiat Suttiwanich [1] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Management	Chief Financial Officer	1 Jan 2021	Budgeting, Finance, Accounting, Energy & Utilities, Economics

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2022	2023	2024
Total executive remuneration (baht)	56,916,287.13	60,438,574.51	62,187,616.97

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 920

Number of female employees (persons) : 327

Total number of employees (persons) : 1,247

Employee Remuneration

Total employee remuneration : 489,080,935.77

Provident fund

Total number of employees (persons) : 1,247

Number of employees contributing to the PVD (persons) : 792

Percentage of employees who are members (%) : 63.51

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Somlerdee Trishnananda	somlerdee.tri@egco.com	

- Company secretary

General information	Email	Telephone
1. Mrs. Kulkanok Leongsoithong	kulkanok.leo@egco.com	02 998 5020

- Head of internal audit

General information	Email	Telephone
1. Mrs. Jutima Tungcharoendee	jutima.tun@egco.com	

Remark : Due to internal job rotation, Mrs. Jutima Tungcharoendee has received the new job assignment. As a result, her position as Senior Vice President-Internal Audit Division will end on December 31, 2024.

- Head of investor relations

General information	Email	Telephone
1. Mr. Somporn Kerdduaythong	somporn.ker@egco.com	02 998 5150

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1.	PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Mrs. AMORNRAT PEARMPOONVATANASUK Email: amornrat. pearmpoonvatanasuk@pwc.com Telephone: -	4,275,000.00	Details: BOI auditing and financial covenant ratio review Total service fee (baht): 1,070,000.00
		2. Mr BOONRUENG LERDWISESWIT Email: boonrueng. lerdwiseswit@pwc.com Telephone: -		
		3. Mrs. RODJANART BANYATANANUSARD Email: rodjanart. banyatananusard@pwc.com Telephone: -		
		4. Mrs. WANVIMOL PREECHAWAT Email: wanvimol. preechawat@pwc.com Telephone: -		

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

- List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PASU LOHARJUN Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 19 Apr 2018	Strategic Management, Governance/ Compliance, Energy & Utilities, Engineering, Human Resource Management

- List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRASERT SINSUKPRASERT Gender: Male Age: 58 years old Highest level of education: Doctoral degree Major: Energy Management and Policy Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Apr 2024	Human Resource Management, Engineering, Strategic Management, Governance/ Compliance, Energy & Utilities

2.	Mr. SUPANIT CHAIYAWAT Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Apr 2024	Business Administration, Strategic Management, Human Resource Management, Audit, Governance/ Compliance
3.	Mr. SOMKIT LERTPAITHOON Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Apr 2024	Law, Human Resource Management, Energy & Utilities, Governance/ Compliance
4.	Mrs. PATCHARIN RAPEEPORNpong Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 May 2024	Strategic Management, Energy & Utilities, Accounting, Governance/ Compliance
5.	Mr. PISUT PAINMANAKUL Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Industrial Processes Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Apr 2024	Engineering, Energy & Utilities, Strategic Management, IT Management, Governance/ Compliance
6.	Mr. HIDEAKI NAKAYAMA Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jul 2024	Energy & Utilities, Strategic Management, Business Administration, IT Management, Governance/ Compliance

7.	Ms. JIRAPORN SIRIKUM	Director	Date position was	Engineering, Governance/
	Gender: Female	(Executive)	assumed:	Compliance, Strategic
	Age: 59 years old		1 May 2024	Management, IT Management,
	Highest level of education:	Director type: Newly		Human Resource Management
	Doctoral degree	appointed director to		
	Major: Engineering	replace ex-director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PRASERT SINSUKPRASERT	Chairman of the board	Participating
Mr. PASU LOHARJUN	Vice Chairman	Participating
Mr. ANYA KHANTHAVIT	Director	Participating
Mr. PAISAN MAHAPUNNAPORN	Director	Participating
Mr. SUPANIT CHAIYAWAT	Director	Participating
Mr. SOMKIT LERTPAITHOON	Director	Participating
Mrs. NUJCHANART LAOHATHAIMONGKOL	Director	Participating
Mr. THEPPARAT THEPPITAK	Director	Participating
Mrs. PATCHARIN RAPEEPORNPONG	Director	Participating
Mr. PISUT PAINMANAKUL	Director	Participating
Mr. Toshiro Kudama	Director	Participating
Mr. SHINSUKE NAKAYAMA	Director	Participating
Mr. SHINICHIRO SUZUKI	Director	Participating
Mr. HIDEAKI NAKAYAMA	Director	Participating
Ms. JIRAPORN SIRIKUM	Director	Participating
Mr. NUTTHAVUTTHI CHAMCHANG	Director	Participating
Mr. Gumpanart Bumroonggit	Director	Participating

Mrs. WANNIPA BHAKDIBUTR	Director	Participating
Mr. POOMJAI ATTANUN	Director	Participating
Mr. SAHARATH BOONPOTIPUKDEE	Director	Participating
Mr. YUICHI HARADA	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Cross-assessment (Assessment of another director)
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 14
Date of AGM meeting	: 12 Apr 2024
EGM meeting	: No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PRASERT SINSUKPRASERT (Chairman of the board)	-	10/10	Non-participating	Did not hold the meeting
2.	Mr. PASU LOHARJUN (Vice Chairman)	-	14/14	Participating	Did not hold the meeting
3.	Mr. ANYA KHANTHAVIT (Director)	-	14/14	Participating	Did not hold the meeting
4.	Mr. PAISAN MAHAPUNNAPORN (Director)	-	14/14	Participating	Did not hold the meeting
5.	Mr. SUPANIT CHAIYAWAT (Director)	-	9/10	Non-participating	Did not hold the meeting

6.	Mr. SOMKIT LERTPAITHOON (Director)	-	10/10	Non-participating	Did not hold the meeting
7.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Director)	-	14/14	Participating	Did not hold the meeting
8.	Mr. THEPPARAT THEPPITAK (Director)	-	14/14	Participating	Did not hold the meeting
9.	Mrs. PATCHARIN RAPEEPORNPONG (Director)	-	9/9	Non-participating	Did not hold the meeting
10.	Mr. PISUT PAINMANAKUL (Director)	-	10/10	Non-participating	Did not hold the meeting
11.	Mr. Toshiro Kudama (Director)	-	14/14	Participating	Did not hold the meeting
12.	Mr. SHINSUKE NAKAYAMA (Director)	-	14/14	Participating	Did not hold the meeting
13.	Mr. SHINICHIRO SUZUKI (Director)	-	14/14	Participating	Did not hold the meeting
14.	Mr. HIDEAKI NAKAYAMA (Director)	-	7/7	Non-participating	Did not hold the meeting
15.	Ms. JIRAPORN SIRIKUM (Director)	-	14/14	Participating	Did not hold the meeting
16.	Mr. NUTTHAVUTTHI CHAMCHANG (Director)	13 Mar 2024	3/3	Non-participating	Did not hold the meeting
17.	Mr. Gumpanart Bumroonggit (Director)	1 May 2024	2/2	Participating	Did not hold the meeting
18.	Mrs. WANNIPA BHAKDIBUTR (Director)	12 Apr 2024	3/4	Participating	Did not hold the meeting
19.	Mr. POOMJAI ATTANUN (Director)	12 Apr 2024	4/4	Participating	Did not hold the meeting
20.	Mr. SAHARATH BOONPOTIPUKDEE (Director)	12 Apr 2024	4/4	Participating	Did not hold the meeting
21.	Mr. YUICHI HARADA (Director)	1 Jul 2024	7/7	Participating	Did not hold the meeting

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PRASERT SINSUKPRASERT (Chairman of the board)	-	448,125.00	N/A	No
2.	Mr. PASU LOHARJUN (Vice Chairman)	-	535,850.00	1,228,070.18	No
3.	Mr. ANYA KHANTHAVIT (Director)	-	500,000.00	1,228,070.18	No
4.	Mr. PAISAN MAHAPUNNAPORN (Director)	-	500,000.00	1,228,070.18	No
5.	Mr. SUPANIT CHAIYAWAT (Director)	-	348,500.00	N/A	N/A
6.	Mr. SOMKIT LERTPAITHOON (Director)	-	358,500.00	N/A	N/A
7.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Director)	-	500,000.00	1,228,070.18	N/A
8.	Mr. THEPPARAT THEPPITAK (Director)	-	398,000.00	N/A	No
9.	Mrs. PATCHARIN RAPEEPORNPOONG (Director)	-	330,000.00	N/A	N/A
10.	Mr. PISUT PAINMANAKUL (Director)	-	358,500.00	N/A	N/A
11.	Mr. Toshiro Kudama (Director)	-	500,000.00	1,535,087.72	N/A
12.	Mr. SHINSUKE NAKAYAMA (Director)	-	499,032.26	386,085.08	N/A
13.	Mr. SHINICHIRO SUZUKI (Director)	-	500,000.00	1,228,070.18	N/A
14.	Mr. HIDEAKI NAKAYAMA (Director)	-	250,000.00	N/A	N/A
15.	Ms. JIRAPORN SIRIKUM (Director)	-	170,000.00	1,228,070.18	N/A
16.	Mr. NUTTHAVUTTHI CHAMCHANG (Director)	13 Mar 2024	102,000.00	1,228,070.18	N/A
17.	Mr. Gumpantart Bumroonggit (Director)	1 May 2024	0.00	N/A	N/A
18.	Mrs. WANNIPA BHAKDIBUTR (Director)	12 Apr 2024	131,500.00	1,228,070.18	N/A
19.	Mr. POOMJAI ATTANUN (Director)	12 Apr 2024	141,500.00	1,228,070.18	N/A
20.	Mr. SAHARATH BOONPOTIPUKDEE (Director)	12 Apr 2024	141,500.00	1,228,070.18	N/A
21.	Mr. YUICHI HARADA (Director)	1 Jul 2024	250,000.00	619,081.95	N/A

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 14

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PAISAN MAHAPUNNAPORN (Chairman of the audit committee)	-	12/12
2.	Mr. ANYA KHANTHAVIT (Audit committee)	-	12/12
3.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Audit committee)	-	12/12