



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ELECTRICITY GENERATING PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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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

	2023	2024	2025
Total revenue from operations (Thousand baht)	53,574,907.00	52,152,091.00	40,205,146.00
Electricity Revenue (Thousand baht)	49,642,676.00	47,982,137.00	36,395,234.00
Other (Thousand baht)	3,932,231.00	4,169,954.00	3,809,913.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Electricity Revenue (%)	92.66	92.00	90.52
Other (%)	7.34	8.00	9.48

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	53,574,907.00	52,152,091.00	40,205,146.00
Domestic (Thousand baht)	39,215,828.00	30,855,631.00	27,453,480.00
International (Thousand baht)	14,359,079.00	21,296,460.00	12,751,666.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	73.20	59.16	68.28
International (%)	26.80	40.84	31.72

Remark : Total revenue refers to revenue excluding gains from the divestment of subsidiary and associate.

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	3,656,707.00	3,363,935.00	5,800,829.00
Other income from operations (Thousand baht)	3,656,707.00	3,363,935.00	3,158,124.00
Other income not from operations (Thousand baht)	0.00	0.00	2,642,705.00

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

	2023	2024	2025
Share of profit (Thousand baht)	291,117.00	8,473,015.00	4,961,354.00

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)	2023	2024	2025
R&D expenses in the past 3 years	7,058,560.00	390,000,000.00	3,600,000.00

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

- Policies or international agreements related to business operations
- Economic risk
- New business risk

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- 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

- Business operations of partners in the supply chain

- ESG risk

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Operational Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Climate change and disasters

Operational Risk

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

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Financial Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

- Business operations that have no commercial results

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Income volatility

Corporate Tax Legislation Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

- Systems or internal control system
- Human error in business operations

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

- Systems or internal control system
- Corruption

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Other

Human Resources Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Pandemic risk

Operational Risk

- Reliance on employees in key positions

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Other

Product and Service Procurement Procedure Risk, Including Supply Chain Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations

Compliance Risk

- Corporate Governance

Financial Risk

- Other

Communication and Reputation Risk for Sustainable Growth

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Damage to company image and reputation

Operational Risk

- Human error in business operations

Compliance Risk

- Corporate Governance

Financial Risk

- Fluctuation in return on assets or investment
- Income volatility

Climate Change–Induced Operational Challenges

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Operational Risk

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

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Fluctuation in return on assets or investment
- Income volatility

Risk of Technological Transitions Impacting Future Business Operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Other

Artificial Intelligence, Cyber Insecurity, and Data Privacy Protection Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Change in laws and regulations

Financial Risk

- Other

Geopolitical Risk: Trade and Investment Policies amid Intensifying International Conflicts

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

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

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Income volatility

Commodity Risk: Fluctuating Energy Commodities Prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

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

Compliance Risk

- Laws and regulations is not favorable for doing business

Financial Risk

- Income volatility

Economic Downturn Risk: Unexpectedly Weak Economic Growth Due to Government Policy and Legislative Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Income volatility

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 (if applicable) : <https://sustainability.egco.com/th/sustainability-at-egco/sustainability-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 (if applicable) : <https://sustainability.egco.com/storage/document/environmental-management-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

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	13,275,279.00	10,836,285.52	7,428,734.00
Gasoline (Litres)	24,678.00	244,759.15	211,266.00
Fuel oil (Litres)	0.00	0.00	N/A
Crude oil (Barrels)	0.00	0.00	N/A
Natural gas (Standard cubic feet)	2,404,562,248.00	2,852,291,479.00	2,611,608,422.22
LPG (Kilograms)	32,328.75	29,382.73	N/A

Steam (Metric tonnes)	0.00	0.00	N/A
Coal (Metric tonnes)	2,892,798.56	3,160,518.00	3,235,341.62

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	26,575,998.00	26,489,237.71	24,850,600.28

Remark : Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion.

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	6,879,698,174.95	6,778,390,640.54	9,018,944,625.19

Remark : Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion.

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	9,571,870.00	2,643,450.00	2,903,430.00
Remark :	Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion. / revised data to not include ash		
Hazardous waste (Kilograms)	306,229.76	354,142.27	519,350.00
Remark :	Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion.		
Total waste generated (Kilograms)	9,878,099.76	2,997,592.27	3,422,780.00
Remark :	Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion. / revised data to not include ash		

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
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Scope 1 (Tons of carbon dioxide equivalents)	14,540,276.00	14,861,402.69	5,298,874.22
Remark : Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion. / Improve the reporting information, in 2025, scope 1&2 includes only subsidiaries, the emissions of JVs are included in the scope 3 category 15.			
Scope 2 (Tons of carbon dioxide equivalents)	19,475.00	17,842.99	9,630.40
Remark : Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion. / Improve the reporting information, in 2025, scope 1&2 includes only subsidiaries, the emissions of JVs are included in the scope 3 category 15.			
Scope 3 (Tons of carbon dioxide equivalents)	2,501,052.00	900,205.77	9,466,088.06
Remark : Data as of March 13, 2026. The scope of data reporting Y2025 represents 93.10% based on the shareholding proportion. / Improve the reporting information, in 2025, scope 1&2 includes only subsidiaries, the emissions of JVs are included in the scope 3 category 15.			
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	17,060,803.00	15,779,451.45	14,774,592.68

• **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

	2023	2024	2025
Number of male employees (Persons)	948	920	918
Number of female employees (Persons)	319	327	332
Total number of employees (Persons)	1,267	1,247	1,250

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	852,759,456.43	894,255,809.99	935,020,512.10

Remark : Revised number of employee remuneration in 2023-2024 due to categories included.

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	32.75	28.08	32.29
Employee development and training expenses (baht)	34,783,850.00	44,193,016.57	N/A

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0

• Employee retention

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	2.76	2.97	2.24

• Significant labor dispute

	2023	2024	2025
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	13	86.67
Number of female directors	2	13.33
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: 59 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: Original 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: 66 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: Original 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: 63 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: 62 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>Mrs. NUJCHANART LAOHATHAIMONGKOL</p> <p>Gender: Female</p> <p>Age: 55 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: Original director</p>	19 Apr 2022	<p>Accounting, Human Resource Management, Strategic Management, Audit, Risk Management</p>

6.	<p>Mr. SHINICHIRO SUZUKI</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	19 Apr 2022	<p>Economics, Energy & Utilities, Strategic Management, Governance/ Compliance, Human Resource Management</p>
7.	<p>Mr. SUPANIT CHAIYAWAT</p> <p>Gender: Male</p> <p>Age: 65 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: Original director</p>	12 Apr 2024	<p>Business Administration, Strategic Management, Human Resource Management, Audit, Governance/ Compliance</p>
8.	<p>Mr. SOMKIT LERTPAITHOON</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral 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>	12 Apr 2024	<p>Law, Human Resource Management, Energy & Utilities, Governance/ Compliance</p>
9.	<p>Mr. PISUT PAINMANAKUL</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Industrial Processes Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	12 Apr 2024	<p>Engineering, Energy & Utilities, Strategic Management, IT Management, Governance/ Compliance</p>

10.	<p>Mrs. PATCHARIN RAPEEPORNONG</p> <p>Gender: Female</p> <p>Age: 56 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 (Non-executive)</p> <p>Director type: Original director</p>	1 May 2024	Strategic Management, Energy & Utilities, Accounting, Governance/ Compliance
11.	<p>Mr. CHRISTOPHER ROBERT STARLING</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	1 Jan 2025	Strategic Management, Energy & Utilities, IT Management, Governance/ Compliance, Business Administration
12.	<p>Mr. TOSHIHIRO OKI</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	1 Jul 2025	Engineering, Energy & Utilities, Business Administration, Economics, Governance/ Compliance
13.	<p>Mr. TAWATCHAI SUMRANWANICH</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Aug 2025	Energy & Utilities, Strategic Management, Human Resource Management, IT Management, Governance/ Compliance

14.	Mr. TEERAWUT WETATHAM Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Oct 2025	Energy & Utilities, Strategic Management, Governance/ Compliance
15.	Mr. MASATOSHI INOUE Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	1 Oct 2025	Energy & Utilities, Business Administration, Strategic Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. THEPPARAT THEPPITAK Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 12 Nov 2019 Date directorship ended: 31 Jul 2025	Mr. TAWATCHAI SUMRANWANICH Date position was assumed: 1 Aug 2025
2. Ms. JIRAPORN SIRIKUM Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 26 Aug 2022 Date directorship ended: 1 Oct 2025	Mr. TEERAWUT WETATHAM Date position was assumed: 1 Oct 2025

3.	Mr. SHINSUKE NAKAYAMA Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Finance and Strategy Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 1 Aug 2023 Date directorship ended: 1 Jul 2025	Mr. TOSHIHIRO OKI Date position was assumed: 1 Jul 2025
4.	Mr. HIDEAKI NAKAYAMA Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 1 Jul 2024 Date directorship ended: 1 Oct 2025	Mr. MASATOSHI INOUE Date position was assumed: 1 Oct 2025

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. Mrs. NUJCHANART LAOHATHAIMONGKOL [1] Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2022	Accounting, Human Resource Management, Strategic Management, Audit, Risk Management
2. Mr. ANYA KHANTHAVIT [1] Gender: Male Age: 63 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. Mr. PAISAN MAHAPUNNAPORN [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2017	Law, Strategic Management, Risk Management, Human Resource Management, Audit

[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
	Mr. PISUT PAINMANAKUL	Member
	Mr. SOMKIT LERTPAITHOON	Member
	Mr. MASATOSHI INOUE	Member
	Mr. TAWATCHAI SUMRANWANICH	Member
Nomination and Remuneration Committee	Mr. PAISAN MAHAPUNNAPORN	Member
	Mrs. PATCHARIN RAPEEPORNPOONG	Member
	Mr. PASU LOHARJUN	Member
	Mrs. NUJCHANART LAOHATHAIMONGKOL	Member
	Mr. SHINICHIRO SUZUKI	Chairman
Investment Committee	Mr. PRASERT SINSUKPRASERT	Chairman
	Mr. CHRISTOPHER ROBERT STARLING	Member
	Mr. TEERAWUT WETATHAM	Member
	Mr. TAWATCHAI SUMRANWANICH	Member
	Mr. SHINICHIRO SUZUKI	Member
Corporate Governance and Sustainability Committee	Mr. PASU LOHARJUN	Chairman
	Mr. PISUT PAINMANAKUL	Member
	Mr. SUPANIT CHAIYAWAT	Member
	Mr. SOMKIT LERTPAITHOON	Member
	Mr. TAWATCHAI SUMRANWANICH	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. Mr. John Palumbo Gender: Male Age: 61 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
2. Mr. Gumpant Bumroonggit Gender: Male Age: 59 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
3. Mr. Somkiat Suttiwanich [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management	Chief Financial Officer	1 Jan 2021	Budgeting, Finance, Accounting, Energy & Utilities, Economics
4. Mr. Prasit Laohawirapap Gender: Male Age: 52 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
5. Ms. JIRAPORN SIRIKUM Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Engineering	President	1 May 2024	Engineering, Governance/ Compliance, Strategic Management, IT Management, Human Resource Management

[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

	2023	2024	2025
Total executive remuneration (baht)	60,438,574.51	62,187,616.97	64,740,506.34

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) : 918

Number of female employees (persons) : 332

Total number of employees (persons) : 1,250

Employee Remuneration

Total employee remuneration : 935,020,512.10

Remark : Revised number of employee remuneration in 2023-2024 due to categories included.

Provident fund

Total number of employees (persons) : 1,250

Number of employees contributing to the PVD (persons) : 761

Percentage of employees who are members (%) : 60.88

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)

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
Mrs. NUJCHANART LAOHATHAIMONGKOL	Director	Participating
Mr. SHINICHIRO SUZUKI	Director	Participating
Mr. SUPANIT CHAIYAWAT	Director	Participating
Mr. SOMKIT LERTPAITHOON	Director	Participating
Mr. PISUT PAINMANAKUL	Director	Participating
Mrs. PATCHARIN RAPEEPORNPONG	Director	Participating
Mr. CHRISTOPHER ROBERT STARLING	Director	Participating
Mr. TOSHIHIRO OKI	Director	Participating
Mr. TAWATCHAI SUMRANWANICH	Director	Participating
Mr. TEERAWUT WETATHAM	Director	Participating
Mr. MASATOSHI INOUE	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)

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 : 11 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PRASERT SINSUKPRASERT (Chairman of the board)	-	14/14	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.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Director)	-	14/14	Participating	Did not hold the meeting
6.	Mr. SHINICHIRO SUZUKI (Director)	-	14/14	Participating	Did not hold the meeting
7.	Mr. SUPANIT CHAIYAWAT (Director)	-	14/14	Participating	Did not hold the meeting
8.	Mr. SOMKIT LERTPAITHOON (Director)	-	14/14	Participating	Did not hold the meeting

9.	Mr. PISUT PAINMANAKUL (Director)	-	14/14	Participating	Did not hold the meeting
10.	Mrs. PATCHARIN RAPEEPORNPONG (Director)	-	14/14	Participating	Did not hold the meeting
11.	Mr. CHRISTOPHER ROBERT STARLING (Director)	-	14/14	Participating	Did not hold the meeting
12.	Mr. TOSHIHIRO OKI (Director)	-	8/8	Non-participating	Did not hold the meeting
13.	Mr. TAWATCHAI SUMRANWANICH (Director)	-	7/7	Non-participating	Did not hold the meeting
14.	Mr. TEERAWUT WETATHAM (Director)	-	5/5	Non-participating	Did not hold the meeting
15.	Mr. MASATOSHI INOUE (Director)	-	5/5	Non-participating	Did not hold the meeting
16.	Mr. THEPPARAT THEPPITAK (Director)	31 Jul 2025	7/7	Participating	Did not hold the meeting
17.	Ms. JIRAPORN SIRIKUM (Director)	1 Oct 2025	9/9	Participating	Did not hold the meeting
18.	Mr. SHINSUKE NAKAYAMA (Director)	1 Jul 2025	6/6	Participating	Did not hold the meeting
19.	Mr. HIDEAKI NAKAYAMA (Director)	1 Oct 2025	9/9	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)	-	612,500.00	1,567,825.25	No
2.	Mr. PASU LOHARJUN (Vice Chairman)	-	539,000.00	1,867,586.30	No
3.	Mr. ANYA KHANTHAVIT (Director)	-	490,000.00	1,742,160.28	No
4.	Mr. PAISAN MAHAPUNNAPORN (Director)	-	490,000.00	1,742,160.28	No
5.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Director)	-	490,000.00	1,742,160.28	No

6.	Mr. SHINICHIRO SUZUKI (Director)	-	490,000.00	1,613,637.76	No
7.	Mr. SUPANIT CHAIYAWAT (Director)	-	490,000.00	1,254,260.20	No
8.	Mr. SOMKIT LERTPAITHOON (Director)	-	490,000.00	1,254,260.20	No
9.	Mr. PISUT PAINMANAKUL (Director)	-	490,000.00	1,254,260.20	No
10.	Mrs. PATCHARIN RAPEEPORNPOONG (Director)	-	490,000.00	1,166,200.19	No
11.	Mr. CHRISTOPHER ROBERT STARLING (Director)	-	490,000.00	0.00	No
12.	Mr. TOSHIHIRO OKI (Director)	-	250,000.00	0.00	No
13.	Mr. TAWATCHAI SUMRANWANICH (Director)	-	80,000.00	0.00	No
14.	Mr. TEERAWUT WETATHAM (Director)	-	130,000.00	0.00	No
15.	Mr. MASATOSHI INOUE (Director)	-	130,000.00	0.00	No
16.	Mr. THEPPARAT THEPPITAK (Director)	31 Jul 2025	279,032.26	1,394,680.22	No
17.	Ms. JIRAPORN SIRIKUM (Director)	1 Oct 2025	0.00	575,960.09	No
18.	Mr. SHINSUKE NAKAYAMA (Director)	1 Jul 2025	240,000.00	1,870,855.30	No
19.	Mr. HIDEAKI NAKAYAMA (Director)	1 Oct 2025	360,000.00	875,840.14	No

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) : 12

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

3. Mr. PAISAN MAHAPUNNAPORN
(Audit committee)

-

12/12