



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**EASTERN WATER RESOURCES DEVELOPMENT AND MANAGEMENT PCL.**

Fiscal Year End 31 December 2023



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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 : EASTERN WATER RESOURCES DEVELOPMENT AND MANAGEMENT PCL.

Symbol : EASTW

Address : 1, East Water Building, Floors 23-26, Soi Vibhavadi Rangsit 5,  
Vibhavadi Rangsit Road, Chom Phon , Chatuchak

Province : Bangkok

Postcode : 10900

Business : Development and management of raw water pipeline systems in the  
eastern coast areas.

Registration Number : 0107539000316

Telephone : 0-2272-1600

Fax (if applicable) : 0-2272-1601

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

Email : -

#### Total Shares Sold (shares)

Common Stock : 1,663,725,149

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

|   | 2021         | 2022         | 2023         |
|---|--------------|--------------|--------------|
| Total revenue from operations (Thousand baht) | 4,726,730.00 | 4,366,640.00 | 4,352,720.00 |
| Raw water (Thousand baht)                     | 2,941,710.00 | 2,593,620.00 | 2,426,825.00 |
| Other income (Thousand baht)                  | 96,230.00    | 103,730.00   | 65,880.00    |
| Office rental income (Thousand baht)          | 131,170.00   | 126,600.00   | 140,700.00   |
| Industrial water income (Thousand baht)       | 17,900.00    | 63,380.00    | 160,450.00   |
| Tap water income (Thousand baht)              | 1,539,720.00 | 1,479,310.00 | 1,558,870.00 |

  

|                                   | 2021   | 2022   | 2023   |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Raw water (%)                     | 62.24  | 59.40  | 55.76  |
| Other income (%)                  | 2.04   | 2.38   | 1.51   |
| Office rental income (%)          | 2.77   | 2.90   | 3.23   |
| Industrial water income (%)       | 0.38   | 1.45   | 3.69   |
| Tap water income (%)              | 32.57  | 33.88  | 35.81  |

#### By Geographical Area or Market

|   | 2021         | 2022         | 2023         |
|---|--------------|--------------|--------------|
| Total revenue from operations (Thousand baht) | 4,726,730.00 | 4,366,640.00 | 4,352,720.00 |
| Domestic (Thousand baht)                      | 4,726,730.00 | 4,366,640.00 | 4,352,723.00 |
| International (Thousand baht)                 | 0.00         | 0.00         | 0.00         |

|                                   | 2021   | 2022   | 2023   |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%)                      | 100.00 | 100.00 | 100.00 |
| International (%)                 | 0.00   | 0.00   | 0.00   |

#### Other income as specified in the financial statements

|  | 2021 | 2022 | 2023 |
|--|------|------|------|
| Total other income (Thousand baht)               | 0.00 | 0.00 | 0.00 |
| Other income from operations (Thousand baht)     | 0.00 | 0.00 | 0.00 |
| Other income not from operations (Thousand baht) | 0.00 | 0.00 | 0.00 |

## 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 : No

| (Unit : Thousand baht)           | 2021 | 2022 | 2023 |
|----------------------------------|------|------|------|
| R&D expenses in the past 3 years | N/A  | N/A  | N/A  |

# 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)**

Selection of private sector to lease and manage Eastern Water Pipeline of the treasury department

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Government policy
- Competition risk
- Climate change and disasters

#### Operational Risk

- Delays in the development of future projects
- Property lease agreement execution

#### Compliance Risk

- Change in laws and regulations
- Legal risk



# 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://investor.eastwater.com/storage/company-subsiidiary/corporate-governance/20240321-eastw-sm-policy-th.pdf>

### 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://investor.eastwater.com/storage/company-subsiidiary/corporate-governance/20230522-eastw-integrated-policy-th.pdf>

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

#### Results with Respect to the Environmental Aspect (3.3.2)

##### Energy management

###### • Fuel consumption

|                   | 2021       | 2022      | 2023       |
|-------------------|------------|-----------|------------|
| Diesel (Litres)   | 135,128.10 | 84,012.88 | 190,199.51 |
| Gasoline (Litres) | 22,219.89  | 29,143.19 | 22,408.78  |

###### • Electricity consumption

|  | 2021           | 2022           | 2023           |
|--|----------------|----------------|----------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 160,975,444.57 | 123,850,252.40 | 142,580,740.25 |

## Water management

### • Water consumption

|                                       | 2021           | 2022           | 2023           |
|---------------------------------------|----------------|----------------|----------------|
| Total water withdrawal (Cubic meters) | 333,922,109.00 | 284,885,999.00 | 299,275,449.00 |

## Waste management

### • Waste from operations

|  | 2021             | 2022             | 2023             |
|--|------------------|------------------|------------------|
| Non-hazardous waste (Kilograms)          | 26,578.02        | 37,294.90        | 43,733.80        |
| Hazardous waste (Kilograms)              | 328.70           | 381.20           | 1,730.40         |
| <b>Total waste generated (Kilograms)</b> | <b>26,906.72</b> | <b>37,676.10</b> | <b>45,464.20</b> |

## Greenhouse gas management

### • Greenhouse gas emissions

|   | 2021             | 2022             | 2023             |
|---|------------------|------------------|------------------|
| Total GHG emissions target (Metric tonnes of carbon dioxide equivalent) | N/A              | N/A              | N/A              |
| Scope 1 (Tons of carbon dioxide equivalents)                            | 418.22           | 296.46           | 648.51           |
| Scope 2 (Tons of carbon dioxide equivalents)                            | 80,452.38        | 61,899.27        | 71,263.30        |
| Scope 3 (Tons of carbon dioxide equivalents)                            | 0.00             | 0.00             | 14,096.02        |
| <b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b> | <b>80,870.60</b> | <b>62,195.73</b> | <b>86,007.83</b> |

### • Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : KPMG Phoomchai Audit 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://investor.eastwater.com/storage/company-subsiidiary/corporate-governance/20230316-eastw-human-right-policy-th.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

|  | 2021       | 2022       | 2023       |
|--|------------|------------|------------|
| Number of male employees (Persons)         | 133        | 123        | 118        |
| Number of female employees (Persons)       | 116        | 107        | 109        |
| <b>Total number of employees (Persons)</b> | <b>249</b> | <b>230</b> | <b>227</b> |

##### • Employee remuneration

|                              | 2021 | 2022           | 2023           |
|------------------------------|------|----------------|----------------|
| Employee remuneration (baht) | 0.00 | 273,864,636.00 | 265,600,295.00 |

##### • Employee development and training

|   | 2021         | 2022         | 2023         |
|---|--------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 33.53        | 47.60        | 52.19        |
| Employee development and training expenses (baht)       | 2,030,000.00 | 3,640,000.00 | 5,880,000.00 |

##### • Health, safety and work environment

|  | 2021 | 2022 | 2023 |
|--|------|------|------|
|--|------|------|------|

|  |   |   |   |
|--|---|---|---|
| Total number of lost time injury incidents by employees<br>(Cases) | 1 | 1 | 1 |
|--|---|---|---|

• **Employee retention**

|  | 2021 | 2022  | 2023  |
|--|------|-------|-------|
| Percentage of employees who voluntarily resigned (%) | 6.43 | 13.04 | 11.45 |

• **Significant labor dispute**

|                           | 2021 | 2022 | 2023 |
|---------------------------|------|------|------|
| 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://investor.eastwater.com/th/corporate-overview/corporate-governance>

#### 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         | 8                 | 100.00         |
| Number of male directors          | 8                 | 100.00         |
| Number of female directors        | 0                 | 0.00           |
| Number of executive directors     | 1                 | 12.50          |
| Number of non-executive directors | 7                 | 87.50          |
| Number of independent directors   | 5                 | 62.50          |

#### 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. SURACHAI KANASA<br>Gender: Male<br>Age: 66 years old<br>Highest level of education:<br>Master's degree<br>Major: Public Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 20 Jul 2017               | Audit, Sustainability,<br>Governance/ Compliance,<br>Economics, Law, Corporate<br>Social Responsibility |

|    |   |   |             |   |
|----|---|---|-------------|---|
| 2. | Mr. CHARTCHAI UTHAIPAN<br>Gender: Male<br>Age: 63 years old<br>Highest level of education:<br>Master's degree<br>Major: Social Development<br>Thai nationality: Yes<br>Residing in Thailand: Yes                      | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director         | 26 Apr 2021 | Governance/ Compliance,<br>Corporate Social<br>Responsibility, Audit, Law                               |
| 3. | Mr. VEERIS AMMARAPALA<br>Gender: Male<br>Age: 48 years old<br>Highest level of education:<br>Doctoral degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes                              | Director<br>(Non-executive)<br><br>Director type: Original<br>director                                  | 28 May 2021 | Engineering, Economics,<br>Information & Communication<br>Technology, Accounting,<br>Finance            |
| 4. | Mr. CHERDCHAI PITIWACHARAKUL<br>Gender: Male<br>Age: 59 years old<br>Highest level of education:<br>Master's degree<br>Major: M.S. in Information<br>Technology<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Executive)<br><br>Director type: Original<br>director                                      | 22 Apr 2022 | Engineering, Energy &<br>Utilities, Information &<br>Communication Technology,<br>Economics, Leadership |
| 5. | Mr. ROBERTO JOSE R. LOCSIN<br>Gender: Male<br>Age: 49 years old<br>Highest level of education:<br>Master's degree<br>Major: Finance<br>Thai nationality: No<br>Residing in Thailand: No                               | Director<br>(Non-executive)<br><br>Director type: Newly<br>appointed director to<br>replace ex-director | 25 Jan 2023 | Energy & Utilities, Finance,<br>Business Administration   |

|    |  |   |             |   |
|----|--|---|-------------|---|
| 6. | Mr. Chanin Kanhirun<br>Gender: Male<br>Age: 64 years old<br>Highest level of education: Bachelor's degree<br>Major: Law<br>Thai nationality: Yes<br>Residing in Thailand: Yes        | Chairman of the board<br>(Non-executive,<br>Independent director)<br><br>Director type: Newly<br>appointed director to<br>replace ex-director | 16 Nov 2023 | Transportation & Logistics,<br>Law, Audit             |
| 7. | Mr. Kasemsit Pathomsak<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes   | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Newly<br>appointed director to<br>replace ex-director              | 16 Nov 2023 | Business Administration,<br>Economics, Finance, Audit |
| 8. | Mr. Suthep Noipairoj<br>Gender: Male<br>Age: 67 years old<br>Highest level of education: Master's degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director)<br><br>Director type: Newly<br>appointed director to<br>replace ex-director              | 16 Nov 2023 | Energy & Utilities, Law,<br>Engineering               |

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

| General information  | Position   | Tenure  | Replacement Director  |
|--|--|---|---|
| 1. ADM. SUCHEEP WHOUNGMAITREE<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Bachelor's degree<br>Major: Military<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director) | Date position was<br>assumed:<br>21 Jun 2019<br>Date directorship<br>ended:<br>1 Nov 2023 | Mr. Suthep Noipairoj<br>Date position was assumed:<br>16 Nov 2023 |

|    |   |  |   |   |
|----|---|--|---|---|
| 2. | Mr. SURACHAI CHAUPHAENG<br>Gender: Male<br>Age: 61 years old<br>Highest level of education:<br>Bachelor's degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes                | Director<br>(Non-executive)                          | Date position was assumed:<br>17 Dec 2020<br>Date directorship ended:<br>1 Oct 2023 | No replacement director   |
| 3. | ADM. PICHET TANASET<br>Gender: Male<br>Age: 65 years old<br>Highest level of education:<br>Master's degree<br>Major: Public Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes            | Director<br>(Non-executive,<br>Independent director) | Date position was assumed:<br>17 Dec 2020<br>Date directorship ended:<br>1 Nov 2023 | Mr. Kasemsit Pathomsak<br>Date position was assumed:<br>16 Nov 2023     |
| 4. | Mr. SURAPAT MALAI<br>Gender: Male<br>Age: 52 years old<br>Highest level of education:<br>Master's degree<br>Major: Political Science (Public Affairs)<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Non-executive,<br>Independent director) | Date position was assumed:<br>26 Apr 2021<br>Date directorship ended:<br>1 Nov 2023 | No replacement director   |
| 5. | Mr. MELVIN JOHN MONDEJAR TAN<br>Gender: Male<br>Age: 43 years old<br>Highest level of education:<br>Doctoral degree<br>Major: Law<br>Thai nationality: No<br>Residing in Thailand: No                       | Director<br>(Non-executive)                          | Date position was assumed:<br>28 Jun 2021<br>Date directorship ended:<br>6 Jan 2023 | Mr. ROBERTO JOSE R. LOCSIN<br>Date position was assumed:<br>25 Jan 2023 |
| 6. | Mr. MONGKOL VALYASEVI<br>Gender: Male<br>Age: 60 years old<br>Highest level of education:<br>Master's degree<br>Major: Public Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes          | Director<br>(Non-executive)                          | Date position was assumed:<br>29 Apr 2022<br>Date directorship ended:<br>1 Oct 2023 | No replacement director   |

|    |                             |   |   |                         |
|----|-----------------------------|---|---|-------------------------|
| 7. | Mr. LUCKCHAI PATANACHAROEN  | Director<br>(Non-executive)                                       | Date position was assumed:<br>29 Apr 2022<br>Date directorship ended:<br>1 Oct 2023 | No replacement director |
|    | Gender: Male                |   |   |                         |
|    | Age: 60 years old           |   |   |                         |
|    | Highest level of education: |   |   |                         |
|    | Master's degree             |   |   |                         |
|    | Major: Engineering          |   |   |                         |
|    | Thai nationality: Yes       |   |   |                         |
|    | Residing in Thailand: Yes   |   |   |                         |
| 8. | Mrs. Asavini Tailanga       | Chairman of the board<br>(Non-executive,<br>Independent director) | Date position was assumed:<br>23 Apr 2018<br>Date directorship ended:<br>1 Dec 2023 | No replacement director |
|    | Gender: Female              |   |   |                         |
|    | Age: 70 years old           |   |   |                         |
|    | Highest level of education: |   |   |                         |
|    | Bachelor's degree           |   |   |                         |
|    | Major: Accounting           |   |   |                         |
|    | Thai nationality: Yes       |   |   |                         |
|    | Residing in Thailand: Yes   |   |   |                         |

#### Other Information pertaining to committees

The Chairman is an independent director : Yes

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 : No

## 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. SURACHAI KANASA [1]<br>Gender: Male<br>Age: 66 years old<br>Highest level of education: Master's degree<br>Major: Public Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes  | Chairman of the audit committee<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director                               | 1 May 2022                | Audit, Sustainability, Governance/ Compliance, Economics, Law, Corporate Social Responsibility |
| 2. Mr. CHARTCHAI UTHAI PAN [1]<br>Gender: Male<br>Age: 63 years old<br>Highest level of education: Master's degree<br>Major: Social Development<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Audit committee<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director   | 1 May 2022                | Governance/ Compliance, Corporate Social Responsibility, Audit, Law                            |
| 3. Mr. Kasemsit Pathomsak [1]<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes             | Vice Chairman of the audit committee<br>(Non-executive, Independent director)<br><br>Director type: Newly appointed director to replace ex-director | 1 Dec 2023                | Business Administration, Economics, Finance, Audit   |

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

#### List of audit committee who resigned/vacated their position during the year

| General information   | Position   | Tenure  | Replacement Director    |
|---|--|---|-------------------------|
| 1. Mr. SURAPAT MALAI [1]<br>Gender: Male<br>Age: 52 years old<br>Highest level of education: Master's degree<br>Major: Political Science (Public Affairs)<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Audit committee<br>(Non-executive, Independent director) | Date position was assumed:<br>26 Apr 2021<br>Date directorship ended:<br>1 Nov 2023 | No replacement director |

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

#### Executive Committee

##### List of executive committee members

| General information  | Position                          | Date position was assumed |
|--|-----------------------------------|---------------------------|
| 1. Mr. CHERDCHAI PITIWACHARAKUL<br>Gender: Male<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: M.S. in Information Technology<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Member of the executive committee | 22 Apr 2022               |
| 2. Mr. ROBERTO JOSE R. LOCSIN<br>Gender: Male<br>Age: 49 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: No<br>Residing in Thailand: No                            | Member of the executive committee | 25 Jan 2023               |

|    |   |                                     |             |
|----|---|-------------------------------------|-------------|
| 3. | ADM. SUCHEEP WHOUNGMAITREE                    | Chairman of the executive committee | 29 Mar 2022 |
|    | Gender: Male                                  |                                     |             |
|    | Age: 66 years old                             |                                     |             |
|    | Highest level of education: Bachelor's degree |                                     |             |
|    | Major: Military                               |                                     |             |
|    | Thai nationality: Yes                         |                                     |             |
|    | Residing in Thailand: Yes                     |                                     |             |

## Other sub-committees

### Sub-committees information

| Name of sub-committees                           | List of directors            | Position |
|--|------------------------------|----------|
| Risk Management                                  | Mr. VEERIS AMMARAPALA        | Member   |
|  | Mr. CHERDCHAI PITIWACHARAKUL | Member   |
|  | ADM. PICHET TANASET          | Chairman |
|  | Mr. SURACHAI KANASA          | Member   |
|  | Mr. LUCKCHAI PATANACHAROEN   | Member   |
| Nomination and Remuneration                      | Mr. CHARTCHAI UTHAIPAN       | Chairman |
|  | Mr. VEERIS AMMARAPALA        | Member   |
|  | Mr. SURACHAI KANASA          | Member   |
| Corporate Governance and Sustainable Development | Mr. CHARTCHAI UTHAIPAN       | Member   |
|  | Mr. SURAPAT MALAI            | Chairman |
|  | ADM. PICHET TANASET          | Member   |

### Roles of Sub-committees

|   |  |
|---|--|
| Sub-committees responsible for risk management                      | : Risk Management                                  |
| Sub-committees responsible for nomination                           | : Nomination and Remuneration                      |
| Sub-committees responsible for remuneration                         | : Nomination and Remuneration                      |
| Sub-committees responsible for corporate governance                 | : Corporate Governance and Sustainable Development |
| Sub-committees responsible for corporate sustainability development | : Corporate Governance and Sustainable Development |



## 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. CHERDCHAI PITIWACHARAKUL<br>Gender: Male<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: M.S. in Information Technology | CHIEF EXECUTIVE OFFICER   | 1 Apr 2022                | Engineering, Energy & Utilities, Information & Communication Technology, Economics, Leadership |
| 2. Mr. Sokul Chuepakdee<br>Gender: Male<br>Age: 59 years old<br>Highest level of education: Master's degree<br>Major: Management                             | Senior Executive VP and Chief Strategy and Business Development Officer | 1 Nov 2022                | Business Administration, Engineering, Strategic Management                                     |
| 3. Mr. Sombat Yusamart [1][2]<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>Major: Business Administration          | Senior Executive VP and Chief Finance Officer                           | 1 Mar 2019                | Accounting, Business Administration, Finance   |
| 4. Mr. Bordin Udol<br>Gender: Male<br>Age: 54 years old<br>Highest level of education: Master's degree<br>Major: Business Administration                     | Senior Executive VP and Chief Operating Officer                         | 1 Mar 2019                | Business Administration, Engineering   |
| 5. Ms. Tharntip Photisorn<br>Gender: Female<br>Age: 52 years old<br>Highest level of education: Master's degree<br>Major: Information Technology Management  | Senior Executive VP and Chief Supporting Officer                        | 1 Feb 2024                | Information & Communication Technology   |

[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 policy for executives

Remuneration policy for executives : No

### Remuneration

|                                     | 2021          | 2022          | 2023          |
|-------------------------------------|---------------|---------------|---------------|
| Total executive remuneration (baht) | 36,480,354.22 | 44,656,728.00 | 37,106,487.00 |

### 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) : 118

Number of female employees (persons) : 109

**Total number of employees (persons) : 227**

#### Employee Remuneration

Total employee remuneration : 265,600,295.00

#### Provident fund

Total number of employees (persons) : 227

Number of employees contributing to the PVD (persons) : 206

Percentage of employees who are members (%) : 90.75

# 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 newly appointed director to replace the ex-director

| General information   | Position   | Date position was assumed                 | Experience and expertise                             |
|---|--|---|--|
| 1. Mr. ROBERTO JOSE R. LOCSIN<br>Gender: Male<br>Age: 49 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: No<br>Residing in Thailand: No | Director<br>(Non-executive)<br><br>Director type: Newly appointed director to replace ex-director                                    | Date position was assumed:<br>25 Jan 2023 | Energy & Utilities, Finance, Business Administration |
| 2. Mr. Chanin Kanhirun<br>Gender: Male<br>Age: 64 years old<br>Highest level of education: Bachelor's degree<br>Major: Law<br>Thai nationality: Yes<br>Residing in Thailand: Yes        | Chairman of the board<br>(Non-executive, Independent director)<br><br>Director type: Newly appointed director to replace ex-director | Date position was assumed:<br>16 Nov 2023 | Transportation & Logistics, Law, Audit               |
| 3. Mr. Kasemsit Pathomsak<br>Gender: Male<br>Age: 53 years old<br>Highest level of education: Master's degree<br>Major: Finance<br>Thai nationality: Yes<br>Residing in Thailand: Yes   | Director<br>(Non-executive, Independent director)<br><br>Director type: Newly appointed director to replace ex-director              | Date position was assumed:<br>16 Nov 2023 | Business Administration, Economics, Finance, Audit   |

|    |   |  |                            |                                      |
|----|---|--|----------------------------|--------------------------------------|
| 4. | Mr. Suthep Noipairoj                        | Director   | Date position was assumed: | Energy & Utilities, Law, Engineering |
|    | Gender: Male                                | (Non-executive, Independent director)                          | 16 Nov 2023                |                                      |
|    | Age: 67 years old                           |  |                            |                                      |
|    | Highest level of education: Master's degree | Director type: Newly appointed director to replace ex-director |                            |                                      |
|    | Major: Engineering                          |  |                            |                                      |
|    | Thai nationality: Yes                       |  |                            |                                      |
|    | Residing in Thailand: Yes                   |  |                            |                                      |

#### Development of directors over the past year

| List of directors            | Position              | Participated in director development program |
|------------------------------|-----------------------|--|
| Mr. SURACHAI KANASA          | Director              | Participating                                |
| Mr. CHARTCHAI UTHAIPAN       | Director              | Participating                                |
| Mr. VEERIS AMMARAPALA        | Director              | Participating                                |
| Mr. CHERDCHAI PITIWACHARAKUL | Director              | Participating                                |
| Mr. ROBERTO JOSE R. LOCSIN   | Director              | Non-participating                            |
| Mr. Chanin Kanhirun          | Chairman of the board | Non-participating                            |
| Mr. Kasemsit Pathomsak       | Director              | Non-participating                            |
| Mr. Suthep Noipairoj         | Director              | Non-participating                            |
| ADM. SUCHEEP WHOUNGMAITREE   | Director              | Participating                                |
| Mr. SURACHAI CHAUPHAENG      | Director              | Participating                                |
| ADM. PICHET TANASET          | Director              | Participating                                |
| Mr. SURAPAT MALAI            | Director              | Participating                                |
| Mr. MELVIN JOHN MONDEJAR TAN | Director              | Non-participating                            |
| Mr. MONGKOL VALYASEVI        | Director              | Participating                                |
| Mr. LUCKCHAI PATANACHAROEN   | Director              | Participating                                |
| Mrs. Asavini Tailanga        | Chairman of the board | Participating                                |

## Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 15

Date of AGM meeting : 20 Apr 2023

EGM meeting : No

| List of directors                                 | Termination date | Number of Board Meeting | AGM meetings      | EGM meetings             |
|---|------------------|-------------------------|-------------------|--------------------------|
| 1. Mr. SURACHAI KANASA<br>(Director)              | -                | 14/15                   | Participating     | Did not hold the meeting |
| 2. Mr. CHARTCHAI UTHAI PAN<br>(Director)          | -                | 15/15                   | Participating     | Did not hold the meeting |
| 3. Mr. VEERIS AMMARAPALA<br>(Director)            | -                | 15/15                   | Participating     | Did not hold the meeting |
| 4. Mr. CHERDCHAI PITIWACHARAKUL<br>(Director)     | -                | 15/15                   | Participating     | Did not hold the meeting |
| 5. Mr. ROBERTO JOSE R. LOCSIN<br>(Director)       | -                | 9/13                    | Participating     | Did not hold the meeting |
| 6. Mr. Chanin Kanhirun<br>(Chairman of the board) | -                | 2/2                     | Non-participating | Did not hold the meeting |
| 7. Mr. Kasemsit Pathomsak<br>(Director)           | -                | 2/2                     | Non-participating | Did not hold the meeting |
| 8. Mr. Suthep Noipairoj<br>(Director)             | -                | 2/2                     | Non-participating | Did not hold the meeting |
| 9. ADM. SUCHEEP WHOUNGMAITREE<br>(Director)       | 1 Nov 2023       | 11/12                   | Participating     | Did not hold the meeting |

|     |  |            |       |                   |                          |
|-----|--|------------|-------|-------------------|--------------------------|
| 10. | Mr. SURACHAI CHAUPHAENG<br>(Director)            | 1 Oct 2023 | 11/11 | Participating     | Did not hold the meeting |
| 11. | ADM. PICHET TANASET<br>(Director)                | 1 Nov 2023 | 12/12 | Participating     | Did not hold the meeting |
| 12. | Mr. SURAPAT MALAI<br>(Director)                  | 1 Nov 2023 | 11/12 | Participating     | Did not hold the meeting |
| 13. | Mr. MELVIN JOHN MONDEJAR TAN<br>(Director)       | 6 Jan 2023 | 0/0   | Non-participating | Did not hold the meeting |
| 14. | Mr. MONGKOL VALYASEVI<br>(Director)              | 1 Oct 2023 | 11/11 | Participating     | Did not hold the meeting |
| 15. | Mr. LUCKCHAI PATANACHAROEN<br>(Director)         | 1 Oct 2023 | 11/11 | Participating     | Did not hold the meeting |
| 16. | Mrs. Asavini Tailanga<br>(Chairman of the board) | 1 Dec 2023 | 13/13 | Participating     | Did not hold the meeting |

#### Remuneration for company directors

|     | List of directors                              | Termination date | Meeting allowance<br>(baht) | Other monetary<br>remuneration<br>(baht) | Other non-<br>monetary |
|-----|--|------------------|-----------------------------|--|------------------------|
| 1.  | Mr. SURACHAI KANASA<br>(Director)              | -                | 500,000.00                  | 705,922.00                               | No                     |
| 2.  | Mr. CHARTCHAI UTHAIPAN<br>(Director)           | -                | 500,000.00                  | 705,922.00                               | No                     |
| 3.  | Mr. VEERIS AMMARAPALA<br>(Director)            | -                | 240,000.00                  | 705,922.00                               | No                     |
| 4.  | Mr. CHERDCHAI PITIWACHARAKUL<br>(Director)     | -                | 280,000.00                  | 360,000.00                               | No                     |
| 5.  | Mr. ROBERTO JOSE R. LOCSIN<br>(Director)       | -                | 120,000.00                  | 335,806.00                               | No                     |
| 6.  | Mr. Chanin Kanhirun<br>(Chairman of the board) | -                | 30,000.00                   | 60,000.00                                | No                     |
| 7.  | Mr. Kasemsit Pathomsak<br>(Director)           | -                | 40,000.00                   | 45,000.00                                | No                     |
| 8.  | Mr. Suthep Noipairoj<br>(Director)             | -                | 20,000.00                   | 45,000.00                                | No                     |
| 9.  | ADM. SUCHEEP WHOUNGMAITREE<br>(Director)       | 1 Nov 2023       | 260,000.00                  | 645,922.00                               | No                     |
| 10. | Mr. SURACHAI CHAUPHAENG<br>(Director)          | 1 Oct 2023       | 190,000.00                  | 615,922.00                               | No                     |
| 11. | ADM. PICHET TANASET<br>(Director)              | 1 Nov 2023       | 210,000.00                  | 645,922.00                               | No                     |



|     |  |            |            |              |    |
|-----|--|------------|------------|--------------|----|
| 12. | Mr. SURAPAT MALAI<br>(Director)                  | 1 Nov 2023 | 390,000.00 | 645,922.00   | No |
| 13. | Mr. MELVIN JOHN MONDEJAR TAN<br>(Director)       | 6 Jan 2023 | 0.00       | 351,728.00   | No |
| 14. | Mr. MONGKOL VALYASEVI<br>(Director)              | 1 Oct 2023 | 150,000.00 | 504,090.00   | No |
| 15. | Mr. LUCKCHAI PATANACHAROEN<br>(Director)         | 1 Oct 2023 | 150,000.00 | 504,090.00   | No |
| 16. | Mrs. Asavini Tailanga<br>(Chairman of the board) | 1 Dec 2023 | 195,000.00 | 1,013,883.00 | 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) : 16

|    | List of directors  | Termination date | Number of the audit committee meeting |
|----|--|------------------|---------------------------------------|
| 1. | Mr. SURACHAI KANASA<br>(Chairman of the audit committee)         | -                | 16/16                                 |
| 2. | Mr. CHARTCHAI UTHAIPAN<br>(Audit committee)                      | -                | 16/16                                 |
| 3. | Mr. Kasemsit Pathomsak<br>(Vice Chairman of the audit committee) | -                | 1/1                                   |
| 4. | Mr. SURAPAT MALAI<br>(Audit committee)                           | 1 Nov 2023       | 13/13                                 |