



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 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	24

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

	2022	2023	2024
Total revenue from operations (Thousand baht)	4,366,640.00	4,352,720.00	4,172.69
Raw water (Thousand baht)	2,593,620.00	2,426,820.00	2,073.40
Other income (Thousand baht)	103,730.00	65,880.00	110.13
Office rental income (Thousand baht)	126,600.00	140,700.00	142.00
Industrial water income (Thousand baht)	63,380.00	160,450.00	239.92
Tap water income (Thousand baht)	1,479,310.00	1,558,870.00	1,607.24

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Raw water (%)	59.40	55.75	49.69
Other income (%)	2.38	1.51	2.64
Office rental income (%)	2.90	3.23	3.40
Industrial water income (%)	1.45	3.69	5.75
Tap water income (%)	33.88	35.81	38.52

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	4,366,640.00	4,352,720.00	4,172.69
Domestic (Thousand baht)	4,366,640.00	4,352,720.00	4,172.69
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
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

	2022	2023	2024
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

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

	2022	2023	2024
Share of profit (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)	2022	2023	2024
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)

Management of the Company's water supply resources not being as expected

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Reliance on large customers or few customers
- Competition risk
- Climate change and disasters

Operational Risk

- Delays in the development of future projects
- Property lease agreement execution
- Climate change and disasters

Compliance Risk

- Change in laws and regulations
- Legal risk

Increased average cost of raw water per unit

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

- Reliance on large customers or few customers
- Competition risk
- Economic risk
- Climate change and disasters

Water Sales Volume Falling Below Target

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

New Customer Acquisition Below Target

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers
- Competition 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://www.eastwater.com/th/sustainability/sustainability-policies>
(if applicable)

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://www.eastwater.com/th/corporate-governance/corporate-policies>
(if applicable)

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
Diesel (Litres)	84,012.88	190,199.51	87,900.86
Gasoline (Litres)	29,143.19	22,408.78	20,875.52

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	123,850,252.40	142,580,740.25	124,972,740.13

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	284,885,999.00	299,275,449.00	275,077,493.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	37,294.90	43,733.80	61,138.00
Hazardous waste (Kilograms)	381.20	1,730.40	6,185.70
Total waste generated (Kilograms)	37,676.10	45,464.20	67,323.70

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	296.46	648.51	431.36
Scope 2 (Tons of carbon dioxide equivalents)	61,899.27	71,263.30	62,457.65
Scope 3 (Tons of carbon dioxide equivalents)	0.00	14,096.02	12,356.98
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	62,195.73	86,007.83	75,245.99

• 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://www.eastwater.com/storage/downloads/corporate-governance/corporate-policies/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

	2022	2023	2024
Number of male employees (Persons)	123	118	116
Number of female employees (Persons)	107	109	117
Total number of employees (Persons)	230	227	233

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	273,864,636.00	265,600,295.00	258,943,528.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	47.60	52.19	53.27
Employee development and training expenses (baht)	3,640,000.00	5,880,000.00	6,170,000.00

• Health, safety and work environment

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

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	14.78	11.45	6.87

• **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://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	12	100.00
Number of male directors	11	91.67
Number of female directors	1	8.33
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	6	50.00

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. CHANIN KANHIRUN Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	16 Nov 2023	Transportation & Logistics, Law, Audit

2.	Mr. Surachai Kanasa Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	20 Jul 2017	Audit, Sustainability, Governance/ Compliance, Economics, Law
3.	Mr. Chatchai Uthaipan Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	26 Apr 2021	Governance/ Compliance, Corporate Social Responsibility, Audit, Law
4.	Mr. ROBERTO JOSE R. LOCSIN Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	25 Jan 2023	Energy & Utilities, Finance, Business Administration
5.	Mr. SUTHEP NOIPAIRAJ Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	16 Nov 2023	Energy & Utilities, Engineering, Business Administration

6.	<p>Mr. SUTHAT NUTPAN</p> <p>Gender: Male</p> <p>Age: 58 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)</p> <p>Director type: Newly appointed director to replace ex-director</p>	15 Feb 2024	Business Administration, Law, Energy & Utilities, Accounting
7.	<p>Mr. WIRAT UANARUMIT</p> <p>Gender: Male</p> <p>Age: 62 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>	1 Jun 2024	Business Administration, Engineering, Finance, Energy & Utilities
8.	<p>Ms. PIMPATSORN NA NAKORN</p> <p>Gender: Female</p> <p>Age: 38 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: Newly appointed director to replace ex-director</p>	1 Jun 2024	Law
9.	<p>Mr. SARAYUT KAEWSIN</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 Aug 2024	Engineering, Economics, Energy & Utilities

10.	Mr. PETCH CHINABUTR Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: International Human Resource Management Education and Development Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	14 Aug 2024	Business Administration, Information & Communication Technology, Human Resource Management
11.	Mr. SARAVUT IAMSONGCRAM Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	1 Oct 2024	Engineering, Energy & Utilities
12.	Mr. SUMET TANGPRASERT Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	1 Oct 2024	Engineering, Law, Business Administration

Remark : 1.To appoint Mr. Sumrid Sumneing effective date from 7 January 2025 replacement of Mr. Chanin Kanhirun resigned effective date from 1 January 2025
2. To appoint POL.MAJ.GEN. Veerapol Charoensiri effective date from 3 February 2025 replacement of Mr.Surachai Kanasa resigned effective date 1 January 2025
3.To appoint Ms. Surusawadee Jaimsuwan effective date from 3 February 2025 replacement of Mr.Chartchai Uthaipan resigned effective date 1 January 2025.
4. To appoint Ms. Nitaya Direksathapon effective date from 7 January 2025 replacement of Ms. Pimpatsorn Na Nakorn resigned effective date 1 January 2025.

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

General information	Position	Tenure	Replacement Director
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1.	Mr. Cherdchai Pitiwacharakul Gender: Male 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: 22 Apr 2022 Date directorship ended: 31 Mar 2024	No replacement director
2.	Mr. VEERIS AMMARAPALA Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Operations Research Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 22 Apr 2022 Date directorship ended: 1 Jun 2024	No replacement director
3.	Mr. KASEMSIT PATHOMSAK Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 16 Nov 2023 Date directorship ended: 15 May 2024	No replacement director
4.	Mr. CHAKAPONG KAMCHAN Gender: Male Age: 57 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: 15 Feb 2024 Date directorship ended: 10 Jul 2024	No replacement director
5.	Mr. THANIT THANASENEEWAT 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: 15 Feb 2024 Date directorship ended: 1 Oct 2024	No replacement director

6.	Mr. SOMBAT YUSAMART	Director (Executive)	Date position was assumed: 1 Apr 2024	No replacement director
	Gender: Male			
	Age: 54 years old			
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Business Administration		14 Aug 2024	
	Thai nationality: Yes			
	Residing in Thailand: Yes			
7.	Mr. ATTAPON JIRAWATJANYA	Director (Non-executive)	Date position was assumed: 1 Jul 2024	No replacement director
	Gender: Male			
	Age: 60 years old			
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Engineering		1 Oct 2024	
	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	: 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. Surachai Kanasa [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 May 2022	Audit, Sustainability, Governance/ Compliance, Economics, Law
2. Mr. Chatchai Uthaipan [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 May 2022	Governance/ Compliance, Corporate Social Responsibility, Audit, Law
3. Mr. SUTHEP NOIPAIRAJ Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	28 May 2024	Energy & Utilities, Engineering, Business Administration

[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. KASEMSIT PATHOMSAK [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 1 Dec 2023 Date directorship ended: 15 May 2024	Mr. SUTHEP NOIPAIROJ Date position was assumed: 28 May 2024

[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 Management Committee	Mr. SUTHAT NUTPAN	Chairman
	Mr. Sarayut Kaewsin	Member
	Mr. SUMET TANGPRASERT	Member
	Mr. PETCH CHINABUTR	Member
	Mr. VEERIS AMMARAPALA	Chairman
	Mr. ATTAPON JIRAWATJANYA	Member
	Mr. Cherdchai Pitiwacharakul	Member
Nomination and Remuneration Committee	Mr. Chatchai Uthaipan	Chairman
	Mr. SUTHEP NOIPAIROJ	Member
	Ms. PIMPATSORN NA NAKORN	Member
	Mr. SARAYUT KAEWSIN	Member
	Mr. KASEMSIT PATHOMSAK	Member
	Mr. CHAKAPONG KAMCHAN	Member
	Mr. VEERIS AMMARAPALA	Member
Corporate Governance and Sustainable Development Committee	Mr. ATTAPON JIRAWATJANYA	Member
	Mr. SUTHEP NOIPAIROJ	Chairman
	Mr. Surachai Kanasa	Member
	Mr. SARAVUT IAMSONGCRAM	Member
	Mr. THANIT THANASENEEWAT	Member

Executive and Investment Committee	Mr. WIRAT UANARUMIT	Chairman
	Mr. SUTHAT NUTPAN	Member
	Mr. ROBERTO JOSE R. LOCSIN	Member
	Mr. SOMBAT YUSAMART	Member
	Mr. CHAKAPONG KAMCHAN	Chairman
	Ms. PIMPATSORN NA NAKORN	Member
	Mr. Cherdchai Pitiwacharakul	Member
	Mr. PETCH CHINABUTR	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management 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 Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainable Development 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. SOMBAT YUSAMART [1][2] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President and Chief Financial Officer (CFO) and Acting President and Chief Executive Officer	1 Mar 2019	Business Administration, Accounting, Finance, Budgeting
2. Ms. Tharntip Photisoron Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Information Technology Management	Senior Executive Vice President, Chief Supporting Officer	1 Feb 2024	IT Management
3. Mr. Chanin Noprumpha Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Engineering	Executive Vice President and Acting Senior Executive Vice President, Chief Operating Officer (COO)	1 Jan 2025	Engineering
4. Ms. Bongkod Mueansorn Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Industrial Management	Vice President, President and CEO Office, and Acting Senior Executive Vice President & Chief Strategy and business development Officer	1 Jan 2025	Leadership
5. Mr. Bordin Udol Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President and Managing Director of Universal Utilities PLC.	1 Mar 2019	Business Administration, Engineering

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

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) : 116

Number of female employees (persons) : 117

Total number of employees (persons) : 233

Employee Remuneration

Total employee remuneration : 258,943,528.00

Provident fund

Total number of employees (persons) : 233

Number of employees contributing to the PVD (persons) : 198

Percentage of employees who are members (%) : 84.98

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Sombat Yusamart	sombat@eastwater.com	0854875020

• Company secretary

General information	Email	Telephone
1. Ms. Kanyanart Viraphandu	kanyanart@eastwater.com	0819120923

• Head of internal audit

General information	Email	Telephone
1. Ms. Suwanna Korchaoenrat	suwanna@eastwater.com	0880034987

• Head of compliance unit

General information	Email	Telephone
1. Ms. Kanyanart Viraphandu	kanyanart@eastwater.com	0819120923

• Head of investor relations

General information	Email	Telephone
1. Ms. Nuengruethai Sittitoon	Nuengruethai@eastwater.com	088-002-4965

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. Mr VICHIEK KHINGMONTRI	1,280,000.00	-
		Email: vichien. khingmontri@pwc.com Telephone: 02-844-1000		
		2. Mrs. SANICHA AKARAKITILAP		
		Email: sanicha. akarakitilap@pwc.com Telephone: 02-844-1000		
		3. Mr CHAISIRI RUANGRITTHAI		
		Email: chaisiri. ruangritthai@pwc.com Telephone: 02-844-1000		

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. Chatchai Uthaipan Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Social Development Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 26 Apr 2021	Governance/ Compliance, Corporate Social Responsibility, Audit, Law

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHANIN KANHIRUN Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 16 Nov 2023	Transportation & Logistics, Law, Audit

2.	Mr. Surachai Kanasa Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Public 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: 20 Jul 2017	Audit, Sustainability, Governance/ Compliance, Economics, Law
3.	Mr. ROBERTO JOSE R. LOCSIN Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Jan 2023	Energy & Utilities, Finance, Business Administration
4.	Mr. SUTHEP NOIPAIROJ Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Engineering 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: 16 Nov 2023	Energy & Utilities, Engineering, Business Administration
5.	Mr. SUTHAT NUTPAN Gender: Male Age: 58 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: 15 Feb 2024	Business Administration, Law, Energy & Utilities, Accounting
6.	Mr. WIRAT UANARUMIT Gender: Male Age: 62 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: 1 Jun 2024	Business Administration, Engineering, Finance, Energy & Utilities

7.	Ms. PIMPATSORN NA NAKORN Gender: Female Age: 38 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: 1 Jun 2024	Law
8.	Mr. SARAYUT KAEWSIN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Aug 2024	Engineering, Economics, Energy & Utilities
9.	Mr. PETCH CHINABUTR Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: International Human Resource Management Education and Development Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 14 Aug 2024	Business Administration, Information & Communication Technology, Human Resource Management
10.	Mr. SARAVUT IAMSONGCRAM Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Oct 2024	Engineering, Energy & Utilities
11.	Mr. SUMET TANGPRASERT Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Oct 2024	Engineering, Law, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHANIN KANHIRUN	Chairman of the board	Participating
Mr. Surachai Kanasa	Director	Non-participating
Mr. Chatchai Uthaipan	Director	Participating
Mr. ROBERTO JOSE R. LOCSIN	Director	Non-participating
Mr. SUTHEP NOIPAIROJ	Director	Participating
Mr. SUTHAT NUTPAN	Director	Participating
Mr. WIRAT UANARUMIT	Director	Non-participating
Ms. PIMPATSORN NA NAKORN	Director	Participating
Mr. SARAYUT KAEWSIN	Director	Non-participating
Mr. PETCH CHINABUTR	Director	Non-participating
Mr. SARAVUT IAMSONGCRAM	Director	Non-participating
Mr. SUMET TANGPRASERT	Director	Non-participating
Mr. Cherdchai Pitiwacharakul	Director	Non-participating
Mr. VEERIS AMMARAPALA	Director	Non-participating
Mr. KASEMSIT PATHOMSAK	Director	Non-participating
Mr. CHAKAPONG KAMCHAN	Director	Non-participating
Mr. THANIT THANASENEEWAT	Director	Non-participating
Mr. SOMBAT YUSAMART	Director	Non-participating
Mr. ATTAPON JIRAWATJANYA	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 18

Date of AGM meeting : 30 Apr 2024

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. CHANIN KANHIRUN (Chairman of the board)	-	18/18	Participating	Did not hold the meeting
2.	Mr. Surachai Kanasa (Director)	-	18/18	Participating	Did not hold the meeting
3.	Mr. Chatchai Uthaipan (Director)	-	17/18	Participating	Did not hold the meeting
4.	Mr. ROBERTO JOSE R. LOCSIN (Director)	-	11/18	Participating	Did not hold the meeting
5.	Mr. SUTHEP NOIPAIRAJ (Director)	-	18/18	Participating	Did not hold the meeting
6.	Mr. SUTHAT NUTPAN (Director)	-	16/16	Participating	Did not hold the meeting
7.	Mr. WIRAT UANARUMIT (Director)	-	8/10	Non-participating	Did not hold the meeting
8.	Ms. PIMPATSORN NA NAKORN (Director)	-	10/10	Non-participating	Did not hold the meeting
9.	Mr. SARAYUT KAEWSIN (Director)	-	7/7	Non-participating	Did not hold the meeting
10.	Mr. PETCH CHINABUTR (Director)	-	6/6	Non-participating	Did not hold the meeting
11.	Mr. SARAVUT IAMSONGCRAM (Director)	-	4/4	Non-participating	Did not hold the meeting
12.	Mr. SUMET TANGPRASERT (Director)	-	4/4	Non-participating	Did not hold the meeting

13.	Mr. Cherdchai Pitiwacharakul (Director)	31 Mar 2024	4/4	Non-participating	Did not hold the meeting
14.	Mr. VEERIS AMMARAPALA (Director)	1 Jun 2024	16/16	Participating	Did not hold the meeting
15.	Mr. KASEMSIT PATHOMSAK (Director)	15 May 2024	6/7	Non-participating	Did not hold the meeting
16.	Mr. CHAKAPONG KAMCHAN (Director)	10 Jul 2024	6/7	Participating	Did not hold the meeting
17.	Mr. THANIT THANASENEEWAT (Director)	1 Oct 2024	11/12	Participating	Did not hold the meeting
18.	Mr. SOMBAT YUSAMART (Director)	14 Aug 2024	8/8	Participating	Did not hold the meeting
19.	Mr. ATTAPON JIRAWATJANYA (Director)	1 Oct 2024	5/5	Non-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. CHANIN KANHIRUN (Chairman of the board)	-	380,000.00	590,870.00	No
2.	Mr. Surachai Kanasa (Director)	-	200,000.00	781,912.00	No
3.	Mr. Chatchai Uthaipan (Director)	-	170,000.00	781,912.00	No
4.	Mr. ROBERTO JOSE R. LOCSIN (Director)	-	110,000.00	642,060.00	No
5.	Mr. SUTHEP NOIPAIRAJ (Director)	-	180,000.00	469,339.00	No
6.	Mr. SUTHAT NUTPAN (Director)	-	160,000.00	315,517.00	No
7.	Mr. WIRAT UANARUMIT (Director)	-	140,000.00	210,000.00	No
8.	Ms. PIMPATSORN NA NAKORN (Director)	-	200,000.00	210,000.00	No
9.	Mr. SARAYUT KAEWSIN (Director)	-	70,000.00	150,000.00	No
10.	Mr. PETCH CHINABUTR (Director)	-	60,000.00	137,419.00	No
11.	Mr. SARAVUT IAMSONGCRAM (Director)	-	40,000.00	90,000.00	No

12.	Mr. SUMET TANGPRASERT (Director)	-	40,000.00	90,000.00	No
13.	Mr. Cherdchai Pitiwacharakul (Director)	31 Mar 2024	40,000.00	90,000.00	No
14.	Mr. VEERIS AMMARAPALA (Director)	1 Jun 2024	70,000.00	451,912.00	No
15.	Mr. KASEMSIT PATHOMSAK (Director)	15 May 2024	60,000.00	171,597.00	No
16.	Mr. CHAKAPONG KAMCHAN (Director)	10 Jul 2024	60,000.00	149,065.00	No
17.	Mr. THANIT THANASENEEWAT (Director)	1 Oct 2024	110,000.00	225,517.00	No
18.	Mr. SOMBAT YUSAMART (Director)	14 Aug 2024	80,000.00	132,581.00	No
19.	Mr. ATTAPON JIRAWATJANYA (Director)	1 Oct 2024	50,000.00	90,000.00	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 (Chairman of the audit committee)	-	16/16
2.	Mr. Chatchai Uthaipan (Audit committee)	-	16/16
3.	Mr. SUTHEP NOIPAIRAJ (Audit committee)	-	9/9
4.	Mr. KASEMSIT PATHOMSAK (Audit committee)	15 May 2024	6/6