



# **Annual Registration Statement / Annual Report**

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

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

**ELECTRICITY GENERATING PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2022



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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\*

	2020	2021	2022
Total (Thousand baht)	40,828,395.00	44,565,125.00	66,657,859.00
Electricity Revenue (Thousand baht)	40,067,675.00	43,140,485.00	60,253,841.00
Other income (Thousand baht)	760,720.00	1,424,640.00	6,404,018.00

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Electricity Revenue (%)	98.14	96.80	90.39
Other income (%)	1.86	3.20	9.61

#### By Geographical Area or Market\*

	2020	2021	2022
Total (Thousand baht)	40,828,395.00	44,565,125.00	66,657,859.00
Domestic (Thousand baht)	27,729,583.00	28,131,316.00	47,760,230.00
International (Thousand baht)	13,098,812.00	16,433,809.00	18,897,629.00

  

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	67.92	63.12	71.65
International (%)	32.08	36.88	28.35

\*Excluding the profit margins in the associated companies

## 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)	2020	2021	2022
R&D expenses in the past 3 years	13,912,000.00	5,350,000.00	9,194,000.00

# 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)

<div>Investment Expansion Risk</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Strategic Risk</div> <div><ul style="list-style-type: none"><li>• Other</li></ul></div>
<div>Construction Project Management Risk</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Operational Risk</div> <div><ul style="list-style-type: none"><li>• Impact on the environment</li><li>• Other</li></ul></div>
<div>Operating Risks</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div> <div>Operational Risk</div> <div><ul style="list-style-type: none"><li>• Shortage or fluctuation in pricing of raw materials or productive resources</li><li>• Safety, occupational health, and working environment</li></ul></div>
<div>Financial Risk</div> <div>Risk Management Measures: Yes</div> <div>Related Risk Topics</div>



## Financial Risk

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

## Corporate Tax Legislation Risk

**Risk Management Measures:** Yes

### Related Risk Topics

## Financial Risk

- Other

## Compliance Risk

**Risk Management Measures:** Yes

### Related Risk Topics

## Compliance Risk

- Change in laws and regulations

## Human Resources Risk

**Risk Management Measures:** Yes

### Related Risk Topics

## Operational Risk

- Reliance on employees in key positions

## Product and Service Procurement Procedure Risk

**Risk Management Measures:** Yes

### Related Risk Topics

## Operational Risk

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

## Risk to Securities Holder (2.2.2)

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

Risk Management Measures: Yes

Related Risk Topics

- Other

### Emerging/Disruptive Technology Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

### Cybersecurity and Data Privacy Protection Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

### Geopolitical Risk

Risk Management Measures: Yes

Related Risk Topics

- Other

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

Risk Management Measures: Yes

Related Risk Topics

- Other

## **Economic Recession Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

- Other

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://sustainability.egco.com/en/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 : <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

	2020	2021	2022
Jet fuel (Litre)	0.00	0.00	0.00
Diesel (Litre)	5,096.33	10,957.18	9,050.02
Gasoline (Litre)	18.84	157.92	66.68
Fuel oil (liters)	0.00	0.00	0.00
Crude oil (barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	66,708,219,146.02	88,256,220,098.87	97,347,361,275.93

LPG (Kilogram)	N/A	4.00	17.02
Steam (tonnes)	0.00	0.00	0.00
Coal (tonnes)	570,708.38	2,495,849.72	2,355,684.74

• **Electricity consumption**

	2020	2021	2022
Amount of electricity purchased (kWh)	19,011.52	28,288,830.56	35,014,209.08

**Water management**

• **Water consumption**

	2020	2021	2022
Water consumption (cubic meters)	1,161,701.01	1,119,848.48	2,562,710.13

**Waste management**

• **Waste from operations**

	2020	2021	2022
Non-hazardous waste (kg)	3,853.61	267,056.65	3,678.94
Hazardous waste (kg)	152.36	360.27	340.51
<b>Total (kg)</b>	<b>4,005.97</b>	<b>267,416.92</b>	<b>4,019.45</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2020	2021	2022
GHG emission target	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	6,529,416.37	14,146,313.08	14,077,108.75
Scope 2 (Tons of carbon dioxide equivalents)	10,474.22	17,044.49	17,614.48
Scope 3 (Tons of carbon dioxide equivalents)	N/A	52,745.10	4,618.89

<b>Total (Tons of carbon dioxide equivalents)</b>	<b>6,539,890.59</b>	<b>14,216,102.67</b>	<b>14,099,342.12</b>
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA Thailand

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : 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

	2020	2021	2022
Number of male employees (persons)	859	853	940
Number of female employees (persons)	267	276	296
<b>Total (persons)</b>	<b>1,126</b>	<b>1,129</b>	<b>1,236</b>

##### • Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	N/A	N/A	686,489,425.40

##### • Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	23	26	22
Employee development and training expenses (baht)	N/A	121,000,000.00	24,000,000.00

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

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	1	1	1



• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	N/A	3.19	4.45

• **Significant labor dispute**

	2020	2021	2022
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/](https://www.egco.com/cg_flipbook/th/)

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

##### Policy and guideline related to the board of directors

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

### Code of Conduct (6.2)

#### Establishing a Code of Conduct

##### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

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

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

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

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

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

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KULIT SOMBATSIRI Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	17 Jan 2020	Strategic Management, Human Resource Management, Governance/ Compliance, Energy & Utilities, Engineering, Economics

2.	<p>Mr. ANYA KHANTHAVIT</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral 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 2017	<p>Strategic Management, Finance, Governance/ Compliance, Accounting, Economics, Audit, Internal Control, Risk Management</p>
3.	<p>Mr. PAISAN MAHAPUNNAPORN</p> <p>Gender: Male</p> <p>Age: 59 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, Internal Control, Governance/ Compliance, Energy &amp; Utilities</p>
4.	<p>Mr. PASU LOHARJUN</p> <p>Gender: Male</p> <p>Age: 63 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>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	19 Apr 2018	<p>Strategic Management, Governance/ Compliance, Energy &amp; Utilities, Engineering, Human Resource Management</p>
5.	<p>Mr. Toshiro Kudama</p> <p>Gender: Male</p> <p>Age: 64 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</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	1 Jun 2019	<p>Energy &amp; Utilities, Engineering, Strategic Management, Governance/ Compliance, Human Resource Management</p>

6.	Mr. NAOKI TSUTSUMI Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Original director	1 Jun 2019	Strategic Management, Human Resource Management, Governance/ Compliance, Energy & Utilities, Engineering
7.	Mr. THEPPARAT THEPPITAK Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	12 Nov 2019	Strategic Management, Human Resource Management, Governance/ Compliance, Energy & Utilities, Engineering, Economics, IT Management, Data Analysis, Negotiation, Project Management, Corporate Management, Leadership, Risk Management
8.	Mrs. WANNIPA BHAKDIBUTR Gender: Female Age: 59 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	19 Apr 2021	Human Resource Management, Strategic Management, Governance/ Compliance, Corporate Management
9.	Mr. POOMJAI ATTANUN Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	19 Apr 2021	Governance/ Compliance, Energy & Utilities, Strategic Management, Economics

10.	Mr. MAKOTO NOGAMI Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Foreign studies Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Original director	15 Jul 2021	Governance/ Compliance, Energy & Utilities, Economics, Engineering, Risk Management
11.	Mr. NUTTHAVUTTHI CHAMCHANG Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	30 Jul 2021	Strategic Management, Energy & Utilities, Human Resource Management, Governance/ Compliance, Engineering
12.	Mr. SAHARATH BOONPOTIPUKDEE Gender: Male Age: 64 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	19 Apr 2022	Engineering, Governance/ Compliance, Strategic Management, IT Management
13.	Mrs. NUJCHANART LAOHATHAIMONGKOL Gender: Female Age: 52 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	19 Apr 2022	Accounting, Human Resource Management, Strategic Management, Audit, Governance/ Compliance



14.	Mr. SHINICHIRO SUZUKI Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	19 Apr 2022	Economics, Energy & Utilities, Strategic Management, Governance/ Compliance, Human Resource Management
15.	Ms. JIRAPORN SIRIKUM Gender: Female Age: 57 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	1 Oct 2022	Engineering, Governance/ Compliance, Strategic Management, Corporate Management, IT Management, Human Resource Management

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

General information	Position	Tenure	Replacement Director
1. Mr. SHUNICHI TANAKA Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 1 May 2014 Date directorship ended: 19 Apr 2022	Mr. SHINICHIRO SUZUKI Date position was assumed: 19 Apr 2022
2. Mrs. JARUWAN RUANGSWADIPONG Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 20 Apr 2016 Date directorship ended: 19 Apr 2022	Mrs. NUJCHANART LAOHATHAIMONGKOL Date position was assumed: 19 Apr 2022

3.	Mr. PISUT PAINMANAKUL Gender: Male Age: 45 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 21 Oct 2020 Date directorship ended: 22 Mar 2022	Mr. SAHARATH BOONPOTIPUKDEE Date position was assumed: 19 Apr 2022
4.	Mr. POLSRI SUVISISARSA Gender: Male Age: 61 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: 1 Oct 2021 Date directorship ended: 1 Oct 2022	Ms. JIRAPORN SIRIKUM Date position was assumed: 1 Oct 2022

#### Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda  
of the Board of Directors' meetings : Yes

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAISAN MAHAPUNNAPORN [1] Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2022	Law, Strategic Management, Risk Management, Human Resource Management, Audit, Internal Control, Governance/ Compliance, Energy & Utilities
2. Mr. ANYA KHANTHAVIT [1] Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Apr 2017	Strategic Management, Finance, Governance/ Compliance, Accounting, Economics, Audit, Internal Control, Risk Management
3. Mrs. NUJCHANART LAOHATHAIMONGKOL [1] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	19 Apr 2022	Accounting, Human Resource Management, Strategic Management, Audit, Governance/ Compliance

[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. Mrs. JARUWAN RUANGSWADIPONG [1] Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 18 Apr 2017 Date directorship ended: 19 Apr 2022	Mrs. NUJCHANART LAOHATHAIMONGKOL Date position was assumed: 19 Apr 2022

[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. POOMJAI ATTANUN	Member
	Ms. JIRAPORN SIRIKUM	Member
	Mr. MAKOTO NOGAMI	Member
	Mr. THEPPARAT THEPPITAK	Member
Nomination and Remuneration Committee	Mr. Toshiro Kudama	Chairman
	Mr. PASU LOHARJUN	Member
	Mrs. WANNIPA BHAKDIBUTR	Member
	Mr. PAISAN MAHAPUNNAPORN	Member
	Ms. JIRAPORN SIRIKUM	Member
Investment Committee	Mr. KULIT SOMBATSIRI	Chairman
	Mr. SAHARATH BOONPOTIPUKDEE	Member
	Mr. SHINICHIRO SUZUKI	Member
	Mr. NAOKI TSUTSUMI	Member
	Mr. THEPPARAT THEPPITAK	Member

Corporate Governance and Sustainability Committee	Mr. PASU LOHARJUN	Chairman
	Mrs. WANNIPA BHAKDIBUTR	Member
	Mr. POOMJAI ATTANUN	Member
	Mr. NUTTHAVUTTHI CHAMCHANG	Member
	Mr. THEPPARAT THEPPITAK	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. THEPPARAT THEPPITAK Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering	PRESIDENT	1 Jul 2020	Strategic Management, Human Resource Management, Governance/ Compliance, Energy & Utilities, Engineering, Economics, IT Management, Data Analysis, Negotiation, Project Management, Corporate Management, Leadership, Risk Management
2. Mr. Gumpanart Bumroonggit Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Engineering	Senior Executive Vice President-Operation Management	1 Jan 2018	Energy & Utilities, Human Resource Management, Project Management, Strategic Management, Risk Management, Governance/ Compliance, Engineering, Data Analysis, Negotiation, Corporate Management, Leadership
3. Mr. Somkiat Suttiwanich [1] Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Management	Chief Financial Officer	1 Jan 2021	Governance/ Compliance, Budgeting, Risk Management, Strategic Management, Finance, Accounting, Energy & Utilities, Economics, Negotiation, Leadership
4. Mr. John Palumbo Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Executive Vice President - Business Development (International)	1 Sep 2004	Energy & Utilities, Data Analysis, Negotiation, Project Management, Engineering, Strategic Management, Risk Management, Governance/ Compliance, Leadership

5.	Mr. Prasit Laohawirapap	Senior Executive Vice	1 Nov 2022	Energy & Utilities, Data
	Gender: Male	President - Business		Analysis, Negotiation,
	Age: 49 years old	Development		Project Management,
	Highest level of education: Bachelor's degree	(Domestic)		Engineering, Leadership,
	Major: Engineering			Strategic Management, Risk
				Management, Governance/
				Compliance

[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 : Yes

### Remuneration

	2020	2021	2022
Total executive remuneration (baht)	53,680,947.00	50,583,824.11	56,916,287.13

### 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) : 940

Number of female employees (persons) : 296

Total (persons) : 1,236

#### Employee Remuneration

Total employee remuneration : 686,489,425.40

#### Provident fund

Total number of employees (persons) : 1,236

Number of employees contributing to the PVD (persons) : 822

Percentage of employees who are members (%) : 66.50



## 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. Somkiat Suttiwanich	Somkiat.Sut@egco.com	

- Company secretary

General information	Email	Telephone
1. Mrs. Kulkanok Leongsoithong	Kulkanok.Leo@egco.com	02-998-5020

- Head of internal audit

General information	Email	Telephone
1. Mrs. Jutima Tungcharoendee	Jutima.Tun@egco.com	02-998-5120

- Head of investor relations

General information	Email	Telephone
1. Mr. Somporn Kerdduaythong	Somporn.Ker@egco.com	02-998-5150

## Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Ms. Amornrat Pearmpoonvatanasuk Email: amornrat. pearmpoonvatanasuk@pwc.com Telephone: -</p> <p>2. Ms. Wanvimol Preechawat Email: wanvimol. preechawat@pwc.com Telephone: -</p> <p>3. Mr. Boonrueng Lerdwiseswit Email: boonrueng. lerdwiseswit@pwc.com Telephone: -</p> <p>4. Ms. Rodjanart Banyatananusard Email: rodjanart. banyatananusard@pwc.com Telephone: -</p>	3,616,000.00	<p>Details: BOI auditing, financial covenant ratio review, purchase price allocation's assumptions review and training Total service fee (baht): 3,324,710.00</p>

# 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. THEPPARAT THEPPITAK Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 12 Nov 2019	Strategic Management, Human Resource Management, Governance/ Compliance, Energy & Utilities, Engineering, Economics, IT Management, Data Analysis, Negotiation, Project Management, Corporate Management, Leadership, Risk Management
2. Mr. NUTTHAVUTTHI CHAMCHANG Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 30 Jul 2021	Strategic Management, Energy & Utilities, Human Resource Management, Governance/ Compliance, Engineering

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

General information	Position	Date position was assumed	Experience and expertise
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1.	<p>Mrs. WANNIPA BHAKDIBUTR</p> <p>Gender: Female</p> <p>Age: 59 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>	<p>Date position was assumed:</p> <p>19 Apr 2021</p>	<p>Human Resource Management, Strategic Management, Governance/ Compliance, Corporate Management</p>
2.	<p>Mr. POOMJAI ATTANUN</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	<p>Date position was assumed:</p> <p>19 Apr 2021</p>	<p>Governance/ Compliance, Energy &amp; Utilities, Strategic Management, Economics</p>
3.	<p>Mr. SAHARATH BOONPOTIPUKDEE</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</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>	<p>Date position was assumed:</p> <p>19 Apr 2022</p>	<p>Engineering, Governance/ Compliance, Strategic Management, IT Management</p>
4.	<p>Mrs. NUJCHANART LAOHATHAIMONGKOL</p> <p>Gender: Female</p> <p>Age: 52 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>	<p>Date position was assumed:</p> <p>19 Apr 2022</p>	<p>Accounting, Human Resource Management, Strategic Management, Audit, Governance/ Compliance</p>
5.	<p>Mr. SHINICHIRO SUZUKI</p> <p>Gender: Male</p> <p>Age: 50 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: Newly appointed director to replace ex-director</p>	<p>Date position was assumed:</p> <p>19 Apr 2022</p>	<p>Economics, Energy &amp; Utilities, Strategic Management, Governance/ Compliance, Human Resource Management</p>

6.	Ms. JIRAPORN SIRIKUM	Director	Date position was	Engineering, Governance/
	Gender: Female	(Non-executive)	assumed:	Compliance, Strategic
	Age: 57 years old		1 Oct 2022	Management, Corporate
	Highest level of education:	Director type: Newly		Management, IT Management,
	Doctoral degree	appointed director to		Human Resource Management
	Major: Engineering	replace ex-director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

## Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KULIT SOMBATSIRI	Chairman of the board	Participating
Mr. ANYA KHANTHAVIT	Director	Participating
Mr. PAISAN MAHAPUNNAPORN	Director	Participating
Mr. PASU LOHARJUN	Director	Participating
Mr. Toshiro Kudama	Director	Participating
Mr. NAOKI TSUTSUMI	Director	Participating
Mr. THEPPARAT THEPPITAK	Director	Participating
Mrs. WANNIPA BHAKDIBUTR	Director	Participating
Mr. POOMJAI ATTANUN	Director	Participating
Mr. MAKOTO NOGAMI	Director	Participating
Mr. NUTTHAVUTTHI CHAMCHANG	Director	Participating
Mr. SAHARATH BOONPOTIPUKDEE	Director	Participating
Mrs. NUJCHANART LAOHATHAIMONGKOL	Director	Participating
Mr. SHINICHIRO SUZUKI	Director	Participating
Ms. JIRAPORN SIRIKUM	Director	Participating
Mr. SHUNICHI TANAKA	Director	Participating
Mrs. JARUWAN RUANGSWADIPONG	Director	Participating

Mr. PISUT PAINMANAKUL	Director	Participating
Mr. POLSRI SUVISISARSA	Director	Participating

## Directors' performance assessment

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

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

### Meeting attendance of the board of directors

Number of board meetings (times) : 13

Date of AGM meeting : 19 Apr 2022

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. KULIT SOMBATSIRI (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2. Mr. ANYA KHANTHAVIT (Director)	-	13/13	Participating	Did not hold the meeting
3. Mr. PAISAN MAHAPUNNAPORN (Director)	-	13/13	Participating	Did not hold the meeting
4. Mr. PASU LOHARJUN (Director)	-	13/13	Participating	Did not hold the meeting
5. Mr. Toshiro Kudama (Director)	-	13/13	Participating	Did not hold the meeting
6. Mr. NAOKI TSUTSUMI (Director)	-	13/13	Participating	Did not hold the meeting
7. Mr. THEPPARAT THEPPITAK (Director)	-	13/13	Participating	Did not hold the meeting

8.	Mrs. WANNIPA BHAKDIBUTR (Director)	-	12/13	Participating	Did not hold the meeting
9.	Mr. POOMJAI ATTANUN (Director)	-	13/13	Participating	Did not hold the meeting
10.	Mr. MAKOTO NOGAMI (Director)	-	13/13	Participating	Did not hold the meeting
11.	Mr. NUTTHAVUTTHI CHAMCHANG (Director)	-	13/13	Participating	Did not hold the meeting
12.	Mr. SAHARATH BOONPOTIPUKDEE (Director)	-	13/13	Non-participating	Did not hold the meeting
13.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Director)	-	9/9	Non-participating	Did not hold the meeting
14.	Mr. SHINICHIRO SUZUKI (Director)	-	9/9	Non-participating	Did not hold the meeting
15.	Ms. JIRAPORN SIRIKUM (Director)	-	3/3	Non-participating	Did not hold the meeting
16.	Mr. SHUNICHI TANAKA (Director)	19 Apr 2022	4/4	Participating	Did not hold the meeting
17.	Mrs. JARUWAN RUANGSWADIPONG (Director)	19 Apr 2022	4/4	Participating	Did not hold the meeting
18.	Mr. PISUT PAINMANAKUL (Director)	22 Mar 2022	4/4	Non-participating	Did not hold the meeting
19.	Mr. POLSRI SUVISISARSA (Director)	1 Oct 2022	10/10	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. KULIT SOMBATSIRI (Chairman of the board)	-	1,187,500.00	2,192,982.46	No
2.	Mr. ANYA KHANTHAVIT (Director)	-	1,350,000.00	1,754,385.96	No
3.	Mr. PAISAN MAHAPUNNAPORN (Director)	-	1,511,916.67	1,754,385.96	No



4.	Mr. PASU LOHARJUN (Director)	-	1,090,000.00	1,754,385.96	No
5.	Mr. Toshiro Kudama (Director)	-	1,040,000.00	1,754,385.96	No
6.	Mr. NAOKI TSUTSUMI (Director)	-	950,000.00	1,754,385.96	No
7.	Mr. THEPPARAT THEPPITAK (Director)	-	0.00	0.00	No
8.	Mrs. WANNIPA BHAKDIBUTR (Director)	-	1,044,000.00	1,232,876.71	No
9.	Mr. POOMJAI ATTANUN (Director)	-	922,000.00	1,232,876.71	No
10.	Mr. MAKOTO NOGAMI (Director)	-	778,000.00	612,833.44	No
11.	Mr. NUTTHAVUTTHI CHAMCHANG (Director)	-	634,000.00	745,013.22	No
12.	Mr. SAHARATH BOONPOTIPUKDEE (Director)	-	649,166.67	0.00	No
13.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Director)	-	669,166.67	0.00	No
14.	Mr. SHINICHIRO SUZUKI (Director)	-	649,166.67	0.00	No
15.	Ms. JIRAPORN SIRIKUM (Director)	-	292,000.00	0.00	No
16.	Mr. SHUNICHI TANAKA (Director)	19 Apr 2022	280,833.33	2,192,982.45	No
17.	Mrs. JARUWAN RUANGSWADIPONG (Director)	19 Apr 2022	483,916.67	1,754,385.96	No
18.	Mr. PISUT PAINMANAKUL (Director)	22 Mar 2022	226,290.32	1,754,385.96	No
19.	Mr. POLSRI SUVISISARSA (Director)	1 Oct 2022	950,000.00	442,201.39	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) : 13

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PAISAN MAHAPUNNAPORN (Chairman of the audit committee)	-	13/13
2.	Mr. ANYA KHANTHAVIT (Audit committee)	-	13/13
3.	Mrs. NUJCHANART LAOHATHAIMONGKOL (Audit committee)	-	8/8
4.	Mrs. JARUWAN RUANGSWADIPONG (Chairman of the audit committee)	19 Apr 2022	5/5