

New Independent Director to be Elected



Prof. Dr. Parichart Sthapitanonda

Age	58
Nationality	Thai
Educational Background	<ul style="list-style-type: none"> - Ph.D. in International Development Communication, Ohio University, USA - Master of Arts in Communication Arts, Chulalongkorn University - Bachelor of Arts in German Language, Chulalongkorn University
Other Training Programs	<ul style="list-style-type: none"> - Visiting Scholar, Harvard University, USA
Director's Certificates	<ul style="list-style-type: none"> - Certificate of Director's Guide to Legal Obligations and Duties (DLD4/2025), Thai Institute of Directors - Certificate of The Board's Roles in Climate Governance (BCG2/2024), Thai Institute of Directors - Certificate of ESG in the Boardroom: A Practical Guide for Board (ESG1/2024), Thai Institute of Directors - Certificate of Hot Issue for Directors (HOT4/2023), Thai Institute of Directors - Certificate of The Board's Role in Mergers and Acquisitions (BMA3/2023), Thai Institute of Directors - Certificate of Board Nomination and Compensation Program (BNCP14/2022), Thai Institute of Directors - Certificate of Strategic Board Class (SBM11/2022), Thai Institute of Directors - Certificate of Ethical Leadership Program (ELP28/2022), Thai Institute of Directors

	<ul style="list-style-type: none"> - Certificate of Refreshment Training Program (RFP1/2021, 13/2024, 18/2025), Thai Institute of Directors - Certificate of Director Leadership Certification Program (DLCP1/2021), Thai Institute of Directors - Certificate of Risk Management Program for Corporate Leaders (RCL23/2021), Thai Institute of Directors - Certificate of Successful Formulation & Execution of Strategy (SFE35/2020), Thai Institute of Directors - Certificate of Director Certification Program (DCP198/2014), Thai Institute of Directors - Certificate of Financial Statement for Directors (FSD26/2014), Thai Institute of Directors
Proposed Position	Independent Director
Current Positions in Other Organization	
<ul style="list-style-type: none"> ● Listed Companies 	<p>1 organization</p> <ul style="list-style-type: none"> - Independent Director, Chairman of the Corporate Governance and Sustainability Committee and Member of the Audit Committee, PTT Oil and Retail Business Public Company Limited (OR)
<ul style="list-style-type: none"> ● Non-listed Companies and Other Organizations 	<p>5 organizations</p> <ul style="list-style-type: none"> - Vice President for Academic Affairs and Social Outreach, Chulalongkorn University - Board of Committees Sustainable Arts and Crafts Institute of Thailand - Expert Member of the National Public Relations Committee - Director and Sub-committee Member, Thailand Post Company Limited - Director, Banjapat Company Limited
<ul style="list-style-type: none"> ● Others that may cause conflict of interests to EGCO 	<p>1 organization</p> <p>Independent Director, Chairman of the Corporate Governance and Sustainability Committee and Member of the Audit Committee, PTT Oil and Retail Business Public Company Limited (OR)</p> <p>(to be retired by rotation at OR's 2026 AGM)</p>
Experiences during the past 5 years	
2020 – 2024	Director and Sub-committee Member, Thailand Post Distribution Company Limited
2020 – 2022	Director, National Reform Commission on Mass Communication and Information Technology

Skills / Expertise	Energy Business, Business Planning, Sustainability Corporate Communication and Branding, Audit, and Corporate Governance
Legal Dispute	No legal dispute during the past 5 years
EGCO Shareholding	None
Nomination Policy	<p>EGCO's policy on director nomination is based on the following:</p> <ol style="list-style-type: none"> 1. Qualifications of individual candidates as prescribed in the Limited Public Company Act B.E. 2535; and the Notification of the Stock Exchange of Thailand and Securities and Exchange Commission; as well as devotion of time to EGCO; 2. Requirement of skills and experiences to support the achievement of EGCO's strategy; 3. Mixture of director diversity, namely age, gender, nationality, race, knowledge and skills; 4. Composition of knowledge and professional skills necessary or missing for the Board of Directors based on the Board Skill Matrix
Nomination Rationale	<p>Viewing that the nominee met Independent Director qualifications as required by law, the Board, with the endorsement of Nomination and Remuneration Committee, resolved to propose Prof. Dr. Parichart Sthapitanonda to be newly elected as an independent director since Prof. Dr. Parichart possessed non-relationship with major shareholders and the Management that aligned with qualifications of an independent director of EGCO. Additionally, her knowledge, expertise and experience in energy business, business planning, sustainability corporate communication and branding, audit, and corporate governance, are deemed beneficial for strengthening EGCO's image, fostering confidence of all shareholders and stakeholders. With respect to this, Prof. Dr. Parichart would be able to contribute to enhancing shareholder value and driving the sustainable growth of EGCO's power business and its related business.</p>

Additional Information to Consider for Independent Director Election

Relationship Characteristics	Qualifications
Holding EGCO's shares not more than <u>0.5%</u> of the paid-up capital with the voting right	Holding None of EGCO's shares
Having the following relationship with EGCO, subsidiary company, associated company or any legal entity that may have the conflict of interests during the past 2 years	
- Being an executive director, an employee, an advisor who receives regular salary	No

Relationship Characteristics	Qualifications
- Providing any professional services namely auditors, financial advisors or legal advisors	No
- Having material business relationship which affects directors' independence	No
Having maternity or registration relationship with directors, management, EGCO's major shareholders, controlling persons or persons to be nominated as management or controlling persons of EGCO and its subsidiaries	No

New Independent Director to be Elected



Dr. Raweewan Bhuridej

Age	56
Nationality	Thai
Educational Background	<ul style="list-style-type: none"> - Ph.D. in Civil and Environmental Engineering, University of Wisconsin, U.S. - Master of Science (Water Resources System Engineering), University of Newcastle Upon Tyne, UK - Bachelor of Engineering (Water Resources) Second Class Honor, Kasetsart University
Other Training Programs	<ul style="list-style-type: none"> - Leadership Program on Trade and Development Strategy (Class #1), International Institute for Trade and Development (Public Organization), Ministry of Commerce - National Defence Course (Class #65), National Defence College - The Executive Program in Energy Literacy for a Sustainable Future (Class #7), Thailand Energy Academy
Director's Certificates	<ul style="list-style-type: none"> - Certificate of Governance for Directors and Executives of State Enterprises and Public Organization (Class #26), King Prajadhipok's Institute
Proposed Position	Independent Director
Current Positions in Other Organization	
<ul style="list-style-type: none"> ● Listed Companies 	None

<ul style="list-style-type: none"> ● Non-listed Companies and Other Organizations 	<p>5 organizations</p> <ul style="list-style-type: none"> - Permanent Secretary, Ministry of Natural Resources and Environment - Executive Director, National Electronics and Computer Technology Center - Qualified Committee Member of Executive Board, Geo-Informatics and Space Technology Development Agency - Qualified Committee Member of Board of Directors, Biodiversity-based Economy Development Office - Director, National Science and Technology Development Board
<ul style="list-style-type: none"> ● Others that may cause conflict of interests to EGCO 	None
Experiences during the past 5 years	
<p>2021 – 2025</p> <p>2015 – 2021</p> <p>2015 – 2021</p> <p>2015 – 2021</p> <p>2015 – 2021</p>	<p>Executive Director, Office of the National Land Policy Board (ONLB)</p> <p>Secretary General, Office of Natural Resources and Environmental Policy and Planning (ONEP)</p> <p>Director, Thailand Greenhouse Gas Management Organization</p> <p>Director, Biodiversity-based Economy Development Office</p> <p>Director, Mass Rapid Transit Authority of Thailand</p>
Skills / Expertise	Engineering, Environmental Management, Strategy and Business Planning, Corporate Governance
Legal Dispute	No legal dispute during the past 5 years
EGCO Shareholding	None
Nomination Policy	<p>EGCO's policy on director nomination is based on the following:</p> <ol style="list-style-type: none"> 1. Qualifications of individual candidates as prescribed in the Limited Public Company Act B.E. 2535; and the Notification of the Stock Exchange of Thailand and Securities and Exchange Commission; as well as devotion of time to EGCO; 2. Requirement of skills and experiences to support the achievement of EGCO's strategy; 3. Mixture of director diversity, namely age, gender, nationality, race, knowledge and skills; 4. Composition of knowledge and professional skills necessary or missing for the Board of Directors based on the Board Skill Matrix
Nomination Rationale	Viewing that the nominee met Independent Director qualifications as required by law, the Board, with the endorsement of Nomination and

	<p>Remuneration Committee, resolved to propose Dr. Raweewan Bhuridej to be newly elected as an independent director since Dr. Raweewan possessed non-relationship with major shareholders and the Management that aligned with qualifications of an independent director of EGCO. Additionally, her knowledge, expertise and experience in engineering, environmental management, and developing a national climate change master plan, are deemed beneficial for corporate governance to ensure the Company's sustainable development and achieving the target towards CO₂ emission reduction. Therefore, Dr. Raweewan would be able to appropriately support the Board in determining the Company's business strategies and action plans covering all aspects of environmental impacts in a comprehensive manner.</p>
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Additional Information to Consider for Independent Director Election

Relationship Characteristics	Qualifications
Holding EGCO's shares not more than <u>0.5%</u> of the paid-up capital with the voting right	Holding None of EGCO's shares
<p>Having the following relationship with EGCO, subsidiary company, associated company or any legal entity that may have the conflict of interests during the past 2 years</p> <ul style="list-style-type: none"> - Being an executive director, an employee, an advisor who receives regular salary - Providing any professional services namely auditors, financial advisors or legal advisors - Having material business relationship which affects directors' independence 	<p>No</p> <p>No</p> <p>No</p>
Having maternity or registration relationship with directors, management, EGCO's major shareholders, controlling persons or persons to be nominated as management or controlling persons of EGCO and its subsidiaries	No

Director to be Re-Elected



Mr. Toshihiro Oki

Age	55
Nationality	Japanese
Educational Background	- Master of Engineering, Tokyo Institute of Technology, Japan
Director's Certificates	- New EGCO Director Orientation No. 2/2025 - ESG Risk Management & Energy Transition Training Program, Deloitte Touche Tohmatsu Jaiyos Audit Company Limited
Proposed Position	Director
First Appointment	July 1, 2025
Latest Appointment	July 1, 2025
Year of Service	8 months
Term of Service	1 st term: July 1, 2025 – Annual General Meeting 2026
Current Position in EGCO	Director
Current Positions in Other Organization	
● Listed Companies	None
● Non-listed Companies and Other Organizations	1 organization - Executive Officer, Head of the Platform Business Group, JERA Co., Inc.
● Others that may cause conflict of interests to EGCO	None

Experiences during the past 5 years	
2021 – 2025	Executive Officer, Head of the Renewable Energy Business Group, JERA Co., Inc
2019 – 2021	Managing Director, JERA Power UK Ltd.
Skills / Expertise	Engineering, Energy Business, Strategy and Business Planning, International Business, and Corporate Governance
Achievement from July 1, 2025 until February 28, 2026	Mr. Toshihiro Oki served as director with dedication and consistently devoted time to attending the Company's Board meetings. Mr. Oki provided valuable insights for investment projects consideration by emphasizing value created through synergy to achieve strong and sustainable growth for EGCO. In addition, Mr. Oki placed great importance on driving strategic plans and business directions to align with global market conditions effectively.
Legal Dispute	No legal dispute during the past 5 years
EGCO Shareholding	None
Meeting Attendance from July 1, 2025 until February 28, 2026	- Board of Directors: 8 out of 8 (100%)
Nomination Policy	<p>EGCO's policy on director nomination is based on the following:</p> <ol style="list-style-type: none"> 1. Qualifications of individual candidates as prescribed in the Limited Public Company Act B.E. 2535; and the Notification of the Stock Exchange of Thailand and Securities and Exchange Commission; as well as devotion of time to EGCO; 2. Requirement of skills and experiences to support the achievement of EGCO's strategy; 3. Mixture of director diversity, namely age, gender, nationality, race, knowledge and skills; 4. Composition of knowledge and professional skills necessary or missing for the Board of Directors based on the Board Skill Matrix
Nomination Rationale	The Board, with the endorsement of the Nomination and Remuneration Committee, resolved to propose Mr. Toshihiro Oki to be re-elected as a director for another term, as Mr. Oki has knowledge in engineering, along with the expertise and experience in power business, international business, and strategic planning. In addition, he has a vision that focuses on creating value for EGCO through synergy with business partners, which is important for EGCO's sustainable growth. Therefore, the endorsement of Mr. Oki for re-election as a director for another term would support the steady advancement of the Company's long-term goals.

Director to be Re-Elected



Mr. Masatoshi Inoue

Age	46
Nationality	Japanese
Educational Background	- Bachelor of Mechanical Engineering, Kyushu University, Japan
Director's Certificates	- New EGCO Director Orientation No. 4/2025 - ESG Risk Management and Energy Transition Training Program, Deloitte Touche Tohmatsu Jaiyos Audit Company Limited
Proposed Position	Director
First Appointment	October 1, 2025
Latest Appointment	October 1, 2025
Year of Service	5 months
Term of Service	1 st term: October 1, 2025 – Annual General Meeting 2026
Current Position in EGCO	Director, Member of Risk Oversight Committee
Current Positions in Other Organization	
● Listed Companies	None
● Non-listed Companies and Other Organizations	1 organization - General Manager, Asset Management Unit, Asia & Oceania Department, Global Business Division, Kyuden International Corporation
● Others that may cause conflict of interests to EGCO	None

Experiences during the past 5 years	
2024 – 2025	Senior Manager, Asia Asset Management Department, Asia Division, Kyuden International Corporation
2018 – 2023	Executive Vice President, Hsin Tao Power Corporation (GTCC IPP in Taiwan)
Skills / Expertise	Engineering, Energy Business, Strategy and Business Planning, International Business, and Corporate Governance
Achievement from October 1, 2025 – February 28, 2026	Mr. Masatoshi Inoue served as a director and a member of the Risk Oversight Committee with dedication, devoted time to studying the meeting materials in detail with due care and diligence and provided valuable comments regarding EGCO's operations. Additionally, Mr. Inoue placed great importance on achieving the Company's goals, as well as on risk management, to mitigate potential impacts in cases where the Company's performance did not meet the targets. Furthermore, with his engineering knowledge and experience, he provided thoroughly support in reviewing and validating technical assumptions when evaluating investment projects, thereby enhancing the accuracy and appropriateness of investment project valuations.
Legal Dispute	No legal dispute during the past 5 years
EGCO Shareholding	None
Meeting Attendance from October 1, 2025 until February 28, 2026	- Board of Directors: 5 out of 5 (100%) - Risk Oversight Committee: 5 out of 5 (100%)
Nomination Policy	EGCO's policy on director nomination is based on the following: <ol style="list-style-type: none"> 1. Qualifications of individual candidates as prescribed in the Limited Public Company Act B.E. 2535; and the Notification of the Stock Exchange of Thailand and Securities and Exchange Commission; as well as devotion of time to EGCO; 2. Requirement of skills and experiences to support the achievement of EGCO's strategy; 3. Mixture of director diversity, namely age, gender, nationality, race, knowledge and skills; 4. Composition of knowledge and professional skills necessary or missing for the Board of Directors based on the Board Skill Matrix
Nomination Rationale	The Board, with the endorsement of the Nomination and Remuneration Committee, resolved to propose Mr. Masatoshi Inoue to be re-elected as a director for another term due to his expertise and experience in engineering,

	<p>which supports the Board in thoroughly screening investment projects. Additionally, Mr. Inoue played an important role in driving risk management, which proactively protects and mitigates risk to ensure that EGCO can achieve its targets despite challenging circumstances in the present. Therefore, the re-election of Mr. Inoue as a director for another term would allow EGCO to achieve its goals and sustainable growth.</p>
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Director to be Re-Elected



Mr. Christopher Robert Starling

Age	42
Nationality	English
Educational Background	<ul style="list-style-type: none"> - Master of Business Administration (MBA) – Distinction, University of Bath, UK - Bachelor of Science, Natural Sciences (Hons), University of Bath, UK
Director's Certificates	<ul style="list-style-type: none"> - New EGCO Director Orientation No. 1/2025 - Certificate of 2025 Conflict of Interest and Duty as a Board of Director, Thai Institute of Directors
Proposed Position	Director
First Appointment	January 1, 2025
Latest Appointment	January 1, 2025
Year of Service	1 year 2 months
Term of Service	1 st term: January 1, 2025 – Annual General Meeting 2026
Current Position in EGCO	Director, Member of Investment Committee
Current Positions in Other Organization	
<ul style="list-style-type: none"> ● Listed Companies 	None
<ul style="list-style-type: none"> ● Non-listed Companies and Other Organizations 	1 organization <ul style="list-style-type: none"> - Chief Strategy Officer, JERA Asia Pte. Ltd. (Singapore)

<ul style="list-style-type: none"> Others that may cause conflict of interests to EGCO 	None
Experiences during the past 5 years	
2021 – 2024	Partner, the Lantau Group (Bangkok, Thailand & Hong Kong)
Skills / Expertise	Energy Business, Business Administration, International Business, Strategy and Business Planning, and Corporate Governance
Achievement in year 2024 – February 2025	Mr. Christopher Robert Starling served as a director and a member of the Investment Committee with dedication, consistently devoted time to attending the meetings and thoroughly reviewed meeting materials to provide valuable insights and recommendations for strategic decision-making, especially with respect to the valuation of investment projects across all significant dimensions. Additionally, Mr. Christopher placed great importance on regularly following up on the Management's operational actions to ensure that the Company can effectively manage any unexpected situations that may occur and protect the interests of EGCO and its shareholders.
Legal Dispute	No legal dispute during the past 5 years
EGCO Shareholding	None
Meeting Attendance from January 1, 2025 until February 28, 2026	<ul style="list-style-type: none"> Board of Directors: 14 out of 14 (100%) Investment Committee: 12 out of 12 (100%)
Nomination Policy	<p>EGCO's policy on director nomination is based on the following:</p> <ol style="list-style-type: none"> Qualifications of individual candidates as prescribed in the Limited Public Company Act B.E. 2535; and the Notification of the Stock Exchange of Thailand and Securities and Exchange Commission; as well as devotion of time to EGCO; Requirement of skills and experiences to support the achievement of EGCO's strategy; Mixture of director diversity, namely age, gender, nationality, race, knowledge and skills; Composition of knowledge and professional skills necessary or missing for the Board of Directors based on the Board Skill Matrix
Nomination Rationale	The Board, with the endorsement of the Nomination and Remuneration Committee, resolved to propose Mr. Christopher Robert Starling to be re-elected as a director for another term, as Mr. Christopher possesses extensive expertise in energy business and international business, he is able to provide valuable insights for project valuation analysis, as well as

	<p>strategic recommendations that effectively support the Company's investment decisions, ensuring they are made with prudence, accuracy and maximum value creation. Additionally, Mr. Christopher is dedicated to protecting the interests of EGCO and its shareholders by placing great importance on corporate governance and closely monitoring the Management's operational actions. Therefore, the re-election of Mr. Christopher as a director for another term would strengthen EGCO's risk management and sustainable growth.</p>
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Definition of Independent Directors

The Company has defined the qualifications of independent directors, which is stricter than the requirement of the SET in accordance with the Capital Market Supervisory Board. Under the new definition, EGCO's independent director shall have the following qualifications.

1. Holding not more than 0.5% shares of the paid-up capital with the voting right of EGCO, parent company, subsidiary company, associated company or any legal entity that may have the conflict of interest (including the connected persons as stipulated in section 258 of securities laws).
2. Not being a director that takes part in the management (executive director, director who has the same responsibility as management except for the signature in transactions approved by the Board and the joint signing with other directors), employees, advisors who receive regular salary, and controlling person of EGCO, parent company, subsidiary company, associate company and fellow subsidiary (subsidiary of the same holding company) or any entity that may have a conflict of interest during the period of two years before his/her appointment.
3. Not being a person who is related by maternity and by registration as parents, spouse, brother, sister, and son and daughter, including their spouses, of the management, or major shareholders, controlling persons or persons who will be nominated to be the Management or controlling persons of EGCO or its subsidiaries.
4. Not having business relationship with and not being a major shareholder, non-independent director or management of EGCO, parent company, subsidiary company, associate company or any entity that may have a conflict of interest in a way that would affect the giving of independent opinions during the period of two years before the filing date.
5. Not being an auditor or a major shareholder, director, management or partner of the audit firm that provides auditing services to EGCO, parent company, subsidiary company, associate company or any entity that may have a conflict of interest during the period of two years before the filing date.
6. Not providing any professional service or being a major shareholder, non-independent director, management or partner of the company that provide professional service which include financial and legal advices with the fee higher than 2 million baht per year during the period of two years before the filing date.
7. Not being appointed as a representative to safeguard interests of EGCO's director, majority shareholders or shareholders who are related to EGCO's majority shareholders.

8. Not having any constraint that would affect the performance of giving independent judgement on EGCO.

If a person having qualifications stated in item 1 to 8 above is appointed as an independent director of the Company, such independent director may be assigned by the Company's Board of Directors to make decision in respect of business operation of EGCO, parent company, the subsidiary or associated company, the major shareholder of EGCO, or the person having controlling power over EGCO, provided that such decision making is made as a collective decision.

The Terms of Independent Directors

The term of office for independent directors has been specified by EGCO to not exceed two terms or six consecutive years from the date of appointment. Thus, independent directors may be re-appointed for a tenure of not more than nine years, based on their knowledge, expertise, and necessity for the best interests of the Company's business