PEA

PROVINCIAL ELECTRICITY AUTHORITY

Provincial Electricity Authority
Annual Report 2024

PEA Annual Report (Draft)

Contents

Summary of Key Financial Information

Financial Information

(Unit: Million Baht)

Item	2024	2023	2022
Total Income	673,080	690,463	606,600
Total Expenses	646,041	675,889	595,032
Net Profits	27,039	14,574	11,568
Total Assets	567,412	543,560	523,006
Total Liabilities	360,917	348,963	334,595
Equity	206,495	194,597	188,411

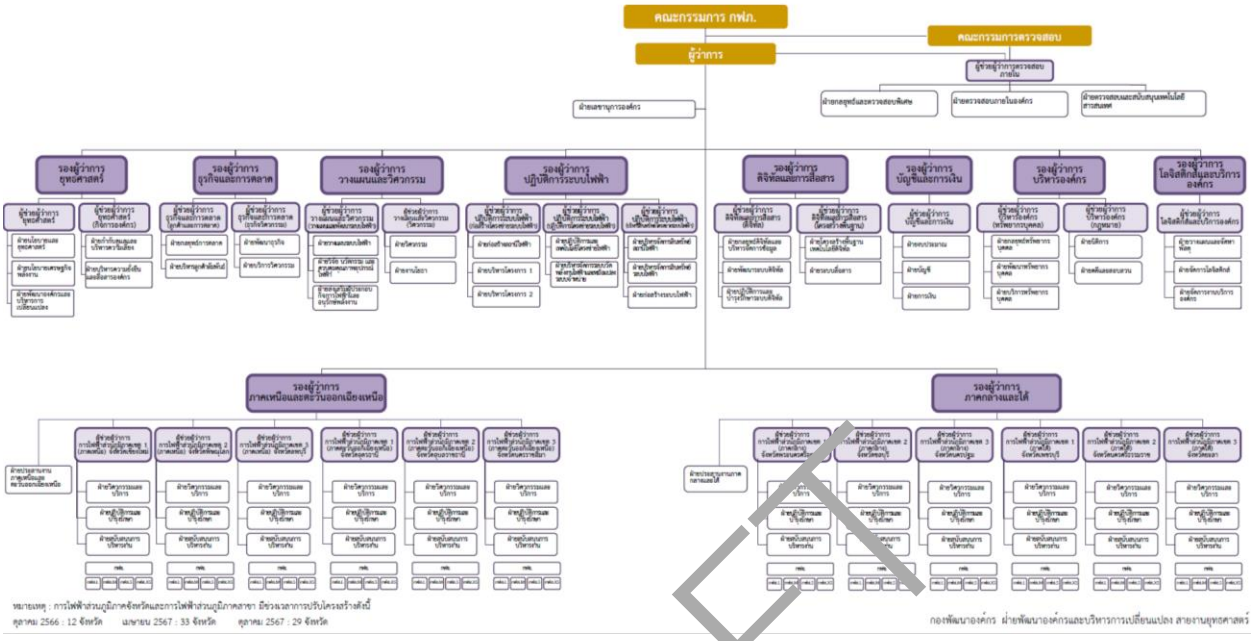
Financial Ratios

Item		2024	2023	2022
Current Ratio	(Times)	1.16	1.22	1.22
Liquidity Ratio	(Times)	1.14	1.19	1.21
Debt-to-Equity Ratio (D/E Ratio)	(Times)	0.81	0.83	0.77
Return on Assets (ROA)	(Percent)	4.87	2.73	2.30
Debt Service Coverage Ratio	(Times)	2.15	2.70	2.94

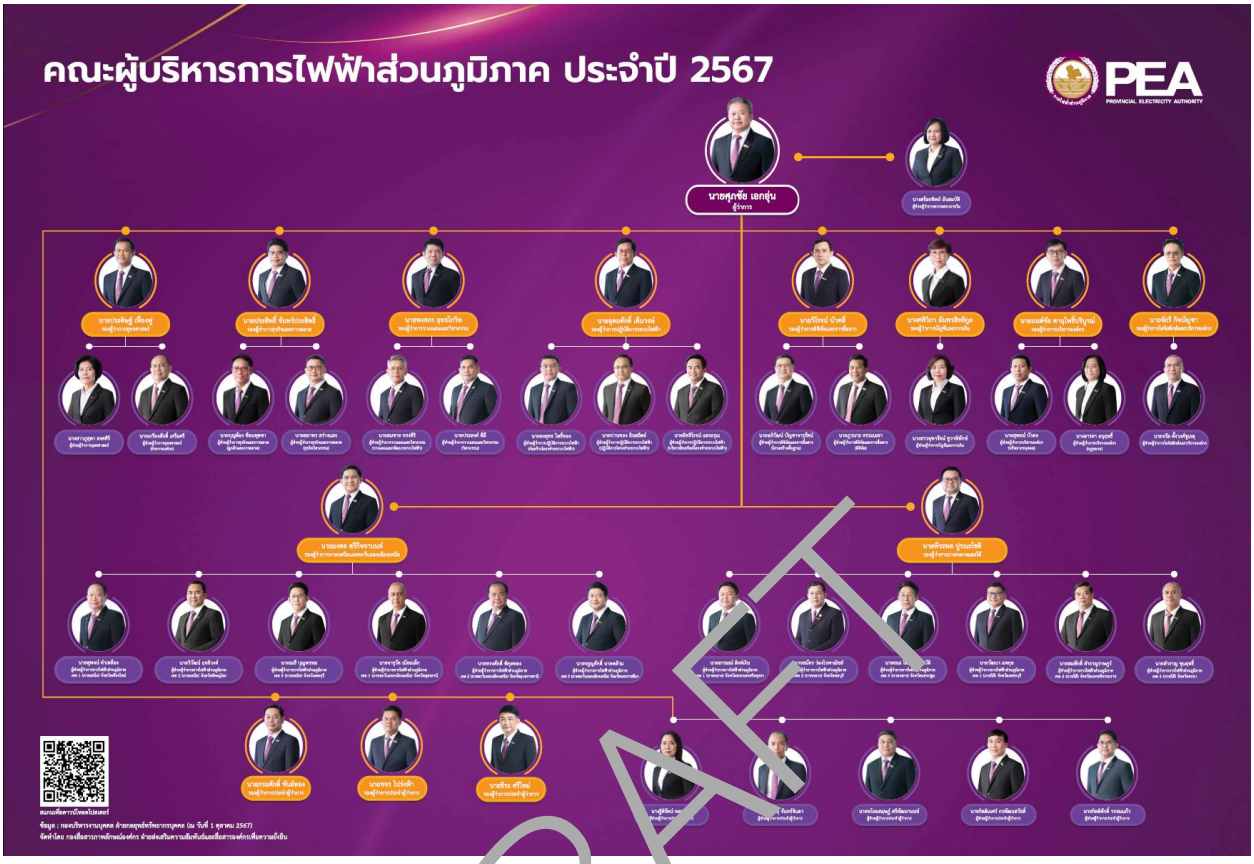
Board of Directors – Provincial Electricity Authority

Management Structure

โครงสร้างองค์กรของการไฟฟ้าส่วนภูมิภาค (เริ่มใช้ 1 ต.ค. 2567)



Management



Strategic Direction

Overview of the State-Owned Enterprise Strategic Plan

This strategic direction aligns with the Philosophy of Sufficiency Economy, the core principles of the 20-Year National Strategy, the 13th National Economic and Social Development Plan, the United Nations Sustainable Development Goals (SDGs), and national initiatives such as Thailand 4.0, the Digital Economy Plan, and Renewable Energy Development. It incorporates relevant environmental factors as a conceptual framework for strategic formulation.

Energy Sector Strategy

- Ensure national energy security
- Develop infrastructure to enhance citizens' quality of life
- Advance energy systems to support economic expansion
- Promote private sector participation and market competition
- Establish fair and efficient energy pricing structures
- Encourage the adoption of environmentally friendly renewable energy solutions

Vision

Smart Energy for Better Life and Sustainability

Mission

To generate, procure, and deliver reliable electricity and related services that consistently meet customer expectations in terms of quality and service. The organization is committed to continuous improvement, operational excellence, and accountability to society and the environment.

Core Values

- Agility and Global Awareness
- Excellence in Service
- Integrity and Ethical Conduct

Strategic Objectives and Operational Strategies

Strategic Positioning

Strategic Objective: SO

(Strategic Objective)	(Goal)	Strategy
SO1 aspires to be a leader in electricity distribution services through digital technology, innovation, and human capital	1. Create added value in the core regulated business by enhancing management and operational efficiency. 2. Establish partnerships with startups or technology companies to integrate digital technologies into work processes. 3. Develop the capabilities of personnel involved in implementing digital use cases in the business. 4. Enhance satisfaction and engagement of employees, customers, and stakeholders, and develop the organization in alignment with ongoing changes	Strategic Direction 1: Improve operational efficiency and service delivery through technology to reduce costs and expenses, while simultaneously developing the organization's and human capital's digital and AI capabilities to support Industry 5.0, Electricity 5.0, and Building 5.0. Strategic Direction 2: Enhance satisfaction and engagement of employees, customers, and stakeholders
SO2: Enhance the performance of related businesses and expand into new business opportunities	1. Increase the proportion of revenue from new or related businesses. 2. Establish ongoing engagement with retail customers through consistent monthly active users on the platform. 3. Enhance employee skills within the Provincial Electricity Authority (PEA) through training programs tailored to both internal staff and external	Strategic Direction 3: Expand revenue from related businesses

(Strategic Objective)	(Goal)	Strategy
	customer needs, in support of new business development.	
SO3: Become an organization ready to face national challenges and drive sustainable development	1. Be prepared for the implementation of Third-Party Access (TPA), Direct PPA, and RE100 services, in alignment with national energy policies and energy security. 2. Enhance investment effectiveness by successfully achieving the goals of the Grid Modernization plan (Business Case). 3. Develop and implement a Green Tech Fund to generate returns on investment while integrating advanced technologies into the operations of the Provincial Electricity Authority (PEA). 4. Minimize negative impacts of business operations on society and the environment, and reduce greenhouse gas emissions	Strategic Direction 4: Prepare system readiness to accommodate future energy transitions Strategic Direction 5: Pursue sustainable growth to develop the organization toward Carbon Neutrality

Nature of Business Operations

Background and History

The Provincial Electricity Authority (PEA) was established as an autonomous organization under a Royal Decree dated March 6, 1954, and published in the Royal Gazette on March 16, 1954. A board of directors was appointed to oversee its administration, under the supervision of the Department of Public Works and Town & Country Planning, Ministry of Interior, and the government. The Minister of Interior has general supervisory authority. The PEA was initially allocated a legal capital of 5 million baht and was responsible for overseeing 117 power units.

Later, the PEA was formally established under the Provincial Electricity Authority Act B.E. 2503 (1960) on September 28, 1960, assuming and continuing the duties of the previously established organization.

Operational Objectives

According to Section 6 of the Provincial Electricity Authority Act B.E. 2503, the objectives of the PEA are as follows:

- To generate, procure, transmit, and distribute electrical energy.
- To engage in electricity-related businesses and other activities that support or benefit the Provincial Electricity Authority.

Products and Services

- **Core Business:** The main business of PEA is the procurement and distribution of electricity to consumers in 74 provinces of Thailand, excluding Bangkok, Nonthaburi, and Samut Prakan.
- **Related Businesses:** These include downstream services that complement electricity distribution. The PEA leverages its expertise and resources to develop additional

businesses and innovations aligned with national and global trends (New S-Curve), aiming to enhance organizational value and growth. These can be divided into:

- Regulated Businesses: Under tariff regulation by the Energy Regulatory Commission (ERC).
- Non-Regulated Businesses: Not subject to tariff regulation by the ERC.

Service Categories

- **Construction and Electrical System Installation Services**

  PEA offers comprehensive services in electrical construction and system installation to improve customer satisfaction. Services include:

  - Construction services for electricity users
  - Communication equipment installation
  - Grid connection services

- **Electrical System Repair and Maintenance Services**

  Divided into six areas:

  - Hotline and high-voltage line connection services
  - Transformer inspection and maintenance
  - Transformer installation, removal, and repair
  - Electrical system installation, inspection, and maintenance
  - Comprehensive electrical system maintenance
  - Underground cable maintenance, EV charging station testing, and solar rooftop maintenance

- **Specialized Services**

  Utilizing advanced tools, equipment, and expert personnel, PEA offers:

  - Electrical equipment testing
  - Engineering services
  - Training services
  - Concrete product testing

- **Electrical Equipment Sales and Rental Services**

  Divided into nine categories:

  - Transformer rental
  - Transformer installation, removal, and repair
  - Generator rental
  - Transformer sales
  - Sales of other electrical equipment
  - Meter sales
  - Capacitor sales
  - Utility pole sales

- **Energy Management Services**

  PEA provides energy management services such as:

  - Energy efficiency projects for government agencies
  - Residential solar rooftop installation
  - Trading of Renewable Energy Certificates (REC)

- **Asset Management Services**

  Aimed at increasing revenue through effective asset use, including:

  - Utility pole usage
  - Fiber optic usage
  - Rental or use of other assets
  - Real estate rental services

- **New Businesses**

  Developed to meet changing global demands, including:

  - EV charging stations via PEA VOLTA Platform
  - Cross-network EV charging services (EV Roaming)
  - VOLTA CONNEXT platform for EV station operators
  - VOLTA Fleet for corporate clients
  - Sales of related products

Subsidiary Company

The PEA owns 100% of its subsidiary, PEA ENCOM International Co., Ltd., which was established following a Cabinet resolution on June 3, 2009, to invest in electricity-related businesses and provide training to public and private sectors domestically and internationally.

The company was registered on October 14, 2009, and is located at 200 LED Building, 4th Floor, Ngamwongwan Road, Lat Yao Subdistrict, Chatuchak District, Bangkok. As of December 31, 2024, it has a fully paid-up registered capital of 511,062,125 ordinary shares, at 10 baht per share, totaling 5,110,621,250 baht.

Vision

"A leading organization in energy and innovation for sustainability."

Mission

1. Invest in comprehensive domestic electricity and energy conservation businesses.
2. Serve as a business engine for the Provincial Electricity Authority.
3. Expand investment in regional electricity innovation businesses.
4. Enhance operations to prepare for listing on the Stock Exchange of Thailand (SET).

Capital and Shareholding Structure

The Provincial Electricity Authority (PEA) is 100% owned by the Ministry of Finance, as follows:

(Unit : Million Baht)

Item	As of December 31st , 2024	As of December 31st , 2023	As of December 31st , 2022
Initial Capital	87	87	87
Budget-Allocated Capital	4,803	4,803	4,803

<u>Provincial Electricity Authority (PEA) Responsibility Areas and Offices</u>

- **Responsibility Areas**

The Provincial Electricity Authority (PEA) is responsible for electricity distribution in 74 provinces, excluding Bangkok, Nonthaburi, and Samut Prakan (which fall under the responsibility of the Metropolitan Electricity Authority).This covers approximately 99% of Thailand's total area, or about 510,000 square kilometers, serving 22,062,761 electricity users.

- **PEA Headquarters**

The PEA Headquarters is located in Bangkok, responsible for formulating policies and plans, providing guidance, and procuring necessary materials and equipment for regional offices.

- **PEA Offices by Type**

Unit: Branches

Type	2024				
	Large Branch Office (L)	Medium Branch Office (M)	Small Branch Office (S)	Extra Small Branch Office (XS)	Total
Provincial Electricity Authority, Region 1 (Northern Region) – Chiang Mai Province	6	12	30	44	92
Provincial Electricity Authority, Region 2 (Northern Region) – Phitsanulok Province	6	6	30	45	87
Provincial Electricity Authority, Region 3 (Northern Region) – Lopburi Province	3	11	25	30	69
Northern Region	**15**	**29**	**85**	**119**	**248**
Provincial Electricity Authority, Region 1 (Northeastern Region) – Udon Thani Province	7	10	26	73	116
Provincial Electricity Authority, Region 2 (Northeastern Region) – Ubon Ratchathani Province	7	9	26	77	119

Unit: Branches

Type	2024				
	Large Branch Office (L)	Medium Branch Office (M)	Small Branch Office (S)	Extra Small Branch Office (XS)	Total
Provincial Electricity Authority, Region 3 (Northeastern Region) – Nakhon Ratchasima Province	6	9	32	39	86
Northeastern Region	**20**	**28**	**84**	**189**	**321**
Provincial Electricity Authority, Region 1 (Central Region) – Phra Nakhon Si Ayutthaya Province	12	19	13	25	69
Provincial Electricity Authority, Region 2 (Central Region) – Chonburi Province	17	8	14	23	62
Provincial Electricity Authority, Region 3 (Central Region) – Nakhon Pathom Province	10	7	17	12	46
Central Region	**39**	**34**	**44**	**60**	**177**
Provincial Electricity Authority, Region 1 (Southern Region) – Phetchaburi Province	8	7	15	25	55
Provincial Electricity Authority, Region 2 (Southern Region) – Nakhon Si Thammarat Province	10	7	26	36	79
Provincial Electricity Authority, Region 3 (Southern Region) – Yala Province	3	10	21	34	68
Southern Region	**21**	**24**	**62**	**95**	**202**

Unit: Branches

Type	2024				
	Large Branch Office (L)	Medium Branch Office (M)	Small Branch Office (S)	Extra Small Branch Office (XS)	Total
Total	95	115	275	463	948

Remark: The number of offices excluding the Head Office and the 12 Regional Offices of the Provincial Electricity Authority

PEA Offices

- Bangkok

  ○ **Provincial Electricity Authority Head Office**

  200 Ngam Wong Wan Road, Lat Yao Subdistrict, Chatuchak District, Bangkok 10900

- **Northern region**

  ○ **Provincial Electricity Authority Area 1 (North), Chiang Mai Province**

  208 Chiang Mai - Lamphun Road, Wat Ket Subdistrict, Mueang Chiang Mai District, Chiang Mai 50000

  Supervises electricity operations in six provinces, namely Chiang Mai, Mae Hong Son, Lamphun, Lampang, Chiang Rai, and Phayao

  ○ **Provincial Electricity Authority Area 2 (North), Phitsanulok Province**

  350/9 Moo 7, Mittraphap Road, Samo Khae Subdistrict, Mueang Phitsanulok District, Phitsanulok 65000

Supervises electricity operations in eight provinces, namely Phitsanulok, Phichit, Tak, Kamphaeng Phet, Sukhothai, Phrae, Nan, and Uttaradit

○ **Provincial Electricity Authority Area 3 (North), Lop Buri Province**

13 Phahon Yothin Road, Thale Chup Son Subdistrict, Mueang Lop Buri District, Lop Buri 15000

Supervises electricity operations in six provinces, namely Lop Buri, Sing Buri, Phetchabun, Nakhon Sawan, Uthai Thani and Chainat

- **Northeastern region**

○ **Provincial Electricity Authority Area 1 (Northeast), Udon Thani Province**

123 Moo 5, Ban Nong Hua Mu, Na Di Subdistrict, Mueang Udon Thani District, Udon Thani 41000

Supervises electricity operations in eight provinces, namely Udon Thani, Nong Khai, Khon Kaen, Loei, Sakon Nakhon, Nakhon Phanom, Nong Bua Lam Phu, and Bueng Kan

○ **Provincial Electricity Authority Area 2 (Northeast), Ubon Ratchathani Province**

195 Moo 7, Liang Mueang Road, Chaeramae Subdistrict, Mueang Ubon Ratchathani District, Ubon Ratchathani 34000

Supervises electricity operations in eight provinces, namely Ubon Ratchathani, Yasothon, Roi Et, Kalasin, Maha Sarakham, Si Sa Ket, Mukdahan, and Amnat Charoen

○ **Provincial Electricity Authority Area 3 (Northeast), Nakhon Ratchasima Province**

3 Moo 2, Mittraphap Road, Ban Mai Subdistrict, Mueang Nakhon Ratchasima District, Nakhon Ratchasima 30000

Supervises electricity operations in four provinces, namely Nakhon Ratchasima, Chaiyaphum, Buriram, and Surin

- **Central region**

○ **Provincial Electricity Authority Area 1 (Central), Phra Nakhon Si Ayutthaya Province**

46 Moo 6, Asian Highway, Hantra Subdistrict, Mueang Phra Nakhon Si Ayutthaya District, Phra Nakhon Si Ayutthaya 13000

Supervises electricity operations in seven provinces, namely Phra Nakhon Si Ayutthaya, Ang Thong, Pathum Thani, Saraburi, Nakhon Nayok, Prachin Buri, and Sa Kaeo

○ **Provincial Electricity Authority Area 2 (Central), Chon Buri Province**

47/1 Moo 3, Samet Subdistrict, Mueang Chon Buri District, Chon Buri Province 20000

Supervises electricity operations in five provinces, namely Chon Buri, Chachoengsao, Rayong, Chanthaburi, and Trat

○ **Provincial Electricity Authority Area 3 (Central), Nakhon Pathom Province**

9/1 Moo 1, Thaiyawat Subdistrict, Nakhon Chai Si District, Nakhon Pathom 73120

Supervises electricity operations in four provinces, namely Nakhon Pathom, Samut Sakhon, Suphan Buri, Kanchanaburi, and Ratchaburi (covering only Ban Pong District of Ratchaburi Province)

- **Southern region**

○ **Provincial Electricity Authority Area 1 (South), Phetchaburi Province**

86 Moo 5, Phetchaburi – Hat Chao Samran Road, Pho Prai Wan Subdistrict, Mueang Phetchaburi District, Phetchaburi 76000

Supervises electricity operations in six provinces, namely Phetchaburi, Prachuap Khiri Khan, Ratchaburi, Samut Songkhram, Chumphon, and Ranong

○ **Provincial Electricity Authority Area 2 (South), Nakhon Si Thammarat Province**

167 Asian Highway, Na San Subdistrict, Phra Phrom District, Nakhon Si Thammarat 80000

Supervises electricity operations in six provinces, namely Nakhon Si Thammarat, Trang, Krabi, Surat Thani, Phuket, and Phang-nga

○ **Provincial Electricity Authority Area 3 (South), Yala Province**

59/27 Yala-Pattani Road, Khao Tum Subdistrict, Yarang District, Pattani 94160

Supervises electricity operations in six provinces, namely Yala, Pattani, Narathiwat, Songkhla, Satun, and Phatthalung.

Operational Overview

Key Factors Influencing the Organization

The energy and electricity sectors are increasingly shaped by global megatrends spanning social, economic, political, environmental, and technological dimensions. These developments have a profound impact on the future direction of business operations. Key influencing factors are summarized as follows:

1. Energy Crisis and the Shift from Fossil Fuels to Renewable Energy

1.1 Global Energy Crisis Trends

- The global energy mix is shifting significantly from fossil fuels to renewable energy sources and low-carbon energy, with projections indicating that clean energy could account for up to 40% of total energy consumption by 2045.
- Geopolitical conflicts, such as those affecting global energy markets, have led to rising energy prices, food prices, and inflation—limiting the ability of central banks worldwide to reduce interest rates.
- The Russia–Ukraine war in 2022 caused a historic spike in LNG prices due to Russia halting gas exports to Europe, prompting increased demand for alternative LNG imports.

1.2 Renewable Energy Substitution

The acceleration in climate change driven by fossil fuel usage has led to heightened adoption of renewable energy to reduce CO_2 emissions. Solar and wind power generation are expanding rapidly, growing by 24% and 16%, respectively, thanks to declining costs—e.g., solar energy

costs dropped from USD 359/MWh in 2009 to USD 60/MWh by 2024. Emerging technologies supporting this transition include:

- Battery Energy Storage Systems (BESS)
- Clean hydrogen technologies
- Micro Modular Reactors (MMR) and Small Modular Reactors (SMR)

2. Industry 4.0 and 5.0

Industry 4.0 is characterized by:

1. Data integration and rapid processing capabilities
2. Automated data analytics
3. Human-machine collaboration (e.g., collaborative robots, AGVs)
4. Advanced manufacturing technologies (e.g., 3D printing)

Industry 5.0 emphasizes human-AI collaboration to enhance productivity and efficiency. Key technologies include:

- Industrial Blockchain
- Drones
- Exoskeletons
- Additive Manufacturing
- 5G and Beyond
- Mixed Reality

These trends aim to personalize customer experience, modernize supply chains, and optimize workforce management.

3. Electricity 5.0

Electricity 5.0 envisions a sustainable, resilient, and human-centric energy management system. It emphasizes the use of AI to balance industrial advancement with environmental responsibility.

4. Building 5.0

This concept integrates advanced data science and machine learning for building automation and efficiency enhancement:

- Technological Integration: AI, Big Data, AR, and robotics enable smarter and more sustainable buildings.
- Sustainability Focus: Prioritizes carbon reduction, energy efficiency, and resource recycling.
- Human-Centric Design: Enhances workforce productivity through upskilling and inclusive environments.
- Adaptability & Resilience: Prepares infrastructure for market volatility and unforeseen disruptions.

5. Regulatory Readiness for Future Market Structures

The regulatory framework aims to ensure four core objectives:

1. Power system security
2. Affordable electricity access
3. Environmental sustainability
4. Financial sustainability

While Thailand performs well across these dimensions, preparing for energy transition and market liberalization is essential. Within the APAC region, only the Philippines and Australia have

fully liberalized and privatized power sectors. Thailand is gradually moving in this direction, necessitating strategic readiness for regulatory and structural reforms.

6. Accelerating the Path to Sustainability

Energy providers today face four key challenges:

1. Reducing greenhouse gas emissions
2. Ensuring affordable electricity access
3. Enhancing energy security and reliability
4. Strengthening market competitiveness

In Thailand, limited renewable resources and rising electricity prices (driven by Ft adjustments and LNG imports) present urgent issues. A swift transition to sustainable energy systems is therefore critical.

7. Rising Competitive Landscape

The energy transition has intensified competition across all sectors:

- Incumbents and startups alike—e.g., PTT Public Co., Ltd., Evolt Technology, Bangchak Corporation—are investing in low-carbon solutions.
- Non-regulated power businesses and new energy ventures face fierce competition from domestic and international players.
- In B2B, firms including non-energy corporates are joining the RE100 initiative.
- In B2C, solar rooftop installations are gaining popularity, supported by local SMEs, financial institutions, and the booming EV sector, which is seeing rapid market penetration by foreign players.

8. Technological Colonization

Over 50% of the technologies needed to reach Net Zero by 2050 are not yet mature—examples include CCUS, Low Carbon Shipping, and Direct Air Capture (DAC).
Meanwhile, GreenTech investments hit approximately USD 40 billion in 2022, with a 28% CAGR, outpacing growth in many other industries.

Industry Outlook and Future Trends

Global industries are increasingly focused on sustainable development, with ESG (Environmental, Social, and Governance) becoming a core consideration. Organizations are optimizing resource use, minimizing environmental impacts, fostering stakeholder engagement, and ensuring transparency for long-term resilience.

In the energy sector, the 4D1E framework is gaining prominence:

- Digitalization: Integrating digital and energy technologies
- Decarbonization: Reducing carbon emissions
- Decentralization: Enabling distributed and resilient power systems
- Deregulation: Encouraging innovation through regulatory sandbox models
- Electrification: Expanding green electricity to reduce pollution

Thailand has pledged Carbon Neutrality by 2050 and Net Zero Emissions by 2065, as announced during COP26 and COP27. This positions renewable energy as a key pillar of national strategy.

The government actively supports the expansion of renewable power sources—solar, wind, biomass, and biogas—while improving access to clean energy through:

- Renewable Energy Certificates (RECs)
- Utility Green Tariff (UGT) programs

- Solar installation services via ESCO and EPC models
- Pilot programs for Direct Power Purchase Agreements (Direct PPA)
- Third-Party Access (TPA) to national grids

These efforts, led by the Provincial Electricity Authority (PEA), aim to enhance energy accessibility, support industrial transformation, and align with global sustainability goals.

In the face of global challenges, the Provincial Electricity Authority (PEA) remained committed to delivering sustainable electricity services in alignment with its strategic vision of becoming a "Digital and Green Utility." PEA advanced its core missions under the strategic pillars of digital transformation, clean energy promotion, and sustainable development. These efforts enabled the organization to maintain a stable and efficient electricity supply, foster stakeholder satisfaction across all customer segments, and uphold the principles of good governance.

Organizational Performance

Performance of the Provincial Electricity Authority in 2024

Management Discussion and Analysis (MD&A)

The Provincial Electricity Authority (PEA) is committed to becoming a Digital Utility, aiming to elevate the quality, standards, stability, and reliability of the electricity system with a customer-centric approach. PEA places great importance on building and managing customer relationships to meet evolving expectations, delivering comprehensive electricity services via a digital platform. This includes the application of digital technologies to enhance the efficiency of existing operations, foster new business development, and promote sustainable growth while maintaining social and environmental responsibility.

The global electricity industry is undergoing a significant transformation in both structure and business operations. A growing number of new players are entering the market, while energy sector liberalization is intensifying competition. At the same time, customer expectations are rising—particularly in terms of grid stability and service excellence. These shifts are largely driven by disruptive technologies, reflected in five key trends:

1. **Electrification:** The transition toward green energy usage to reduce environmental pollution.
2. **Decentralization:** The increasing adoption of decentralized electricity generation systems—such as distributed generation, microgrids, and prosumers—to enhance grid flexibility and energy stability.
3. **Digitalization:** The integration of digital technologies into electricity systems, including real-time communication and operation systems, smart meters, smart sensors, and automation.
4. **Decarbonization:** Efforts to reduce carbon dioxide emissions and minimize environmental impact.
5. **Deregulation:** The innovation of energy technologies facilitated by regulatory relaxation, such as sandbox initiatives, to support industrial transformation.

In Thailand, PEA is likewise affected by these transformative forces. As a result, the organization is driven to improve the quality and reliability of its electricity systems, accommodate the rising integration of renewable energy sources into its grid, and reduce greenhouse gas emissions in pursuit of carbon neutrality. Other notable developments include the emergence of community power plants, innovations in energy efficiency, the rise of electric vehicle (EV) technology, increasing demand for charging stations and energy storage systems, and a shift in the industry structure from traditional electricity buyers to prosumers—entities that both consume and produce electricity. This also includes peer-to-peer energy trading among customers.

Furthermore, technologies such as Artificial Intelligence (AI), Machine Learning, Big Data, and Data Analytics will play a vital role in enhancing service delivery across various domains, reshaping business models and service paradigms. Consequently, the transition toward becoming a Digital Utility is not merely strategic but essential.

These factors present both opportunities and challenges for PEA as it works to transform and optimize its organizational management, drive the development of new businesses and services, and ensure long-term, sustainable growth. This transformation will enable PEA to effectively respond to changes in the electricity industry and meet the evolving demands and expectations of its customers.

According to its continuous investment plan, both current and over the next three years, the Provincial Electricity Authority (PEA) has formulated operational strategies aligned with the forecasted increase in electricity demand and structural changes in the power industry. The following are key management and development initiatives:

1. Power System Management

1.1 Phase 1 Energy Storage System Development Project to Support Demand Management and Renewable Energy (ESS1)

This project aims to improve energy management by reducing peak demand (Peak Cutting) and deferring grid infrastructure investment. It also enhances power system stability, supports renewable energy integration, and accommodates future energy industry structures, such as

electric vehicles (EVs) and liberalized electricity markets. The system helps stabilize voltage, reduce energy losses, and improve power quality through islanding capabilities to minimize outages.

1.2 Phase 1 Power System Security Enhancement for Smart Grid Transition (SSG1)

This initiative focuses on developing the power distribution network into a smart system capable of supporting a future Smart Grid nationwide. It improves power system reliability by reducing the frequency and duration of outages caused by disasters or sabotage, enhances operational and maintenance efficiency, and strengthens the 115 kV network to support future electricity markets. The project also resolves the issue of single-source substations by enabling at least dual-supply routes for enhanced stability.

2. Digital Technology Management

2.1 Power System Upgrade via Smart Grid Technology

- **Pilot Project for Distributed Energy Resource (DER) Management using Virtual Power Plant (VPP) Technology**

  This project studies and develops a prototype for managing distributed generation on PEA's distribution system using Virtual Power Plant (VPP) technology to maximize energy utilization.

- **MOU for Development of a Smart Operating System for Low-Voltage VPP**

  This collaboration aims to develop an intelligent operating system to manage electricity from low-voltage VPPs.

  Both projects focus on PEA's approach to managing interconnected Distributed Energy Resources (DERs) such as solar rooftops, batteries, and electric vehicles through VPP concepts. These initiatives enhance asset utilization, grid flexibility, power quality, service efficiency, and reliability, while deferring infrastructure investment in response to DER growth and evolving power industry trends.

- **Long-Term Plan for Battery Energy Storage System (BESS) in Koh Samui, Surat Thani**
  This plan addresses power shortages and enhances stability for Koh Samui, Koh Phangan, and Koh Tao, which share a single submarine cable. The BESS system, located on Koh Samui, is rated at 25 MW with a minimum energy capacity of 50 MWh, capable of supplying at least 50,000 units/day. Operational since July 2024, this project serves as a model for future energy storage systems, especially in remote areas, enabling fast response and independent power supply (Islanding). It also promotes the use of energy storage alongside renewable energy to address future grid challenges and enable broader commercial applications.
- **Microgrid Development Plan for Betong District, Yala**
  This project aims to improve the efficiency, reliability, and security of the local power system. It enhances customer satisfaction, supports strategic development under the economic triangle initiative, and strengthens national energy security. The project also promotes renewable energy use, reduces greenhouse gas emissions, and enhances maintenance efficiency through Microgrid control and energy storage systems tailored for Betong.
- **Microgrid Development Project for Koh Paluai, Surat Thani**
  This project provides stable power supply to off-grid communities in line with government policy. It promotes local economic development, improves quality of life, and supports clean energy through solar power integration. By reducing fossil fuel dependence and incorporating solar and energy storage, the project helps Koh Paluai achieve greater energy self-reliance, reduce generation costs, and promote green economic growth.
- **Microgrid System Upgrade Plan for Mueang District, Mae Hong Son**
  This initiative develops a Microgrid controller for optimal planning and operation of distributed small-scale generation in remote areas. It improves system reliability and power quality, reduces maintenance costs and losses in long-distance distribution, and supports national policies for Smart Grid and renewable energy development while minimizing environmental impact.

- **Smart Meter System Project – Phase 1**

  This project supports smart grid infrastructure development by deploying 1,050,000 smart meters and an Advanced Metering Infrastructure (AMI) system for residential and small business users nationwide, focusing on economic zones, major tourist areas, large cities, and high-potential users. It enhances metering accuracy, reduces operational costs and distribution losses, and improves the responsiveness and quality of low-voltage grid services.

- **SCADA System Implementation for Low-Voltage Distribution – Pilot in Pattaya City, Chonburi**

  This project provides monitoring, analysis, and planning capabilities for low-voltage distribution in Pattaya. It enables efficient management of transformers and low-voltage systems by integrating data from GIS, SCADA, DTMS, and AMI. The project also establishes a framework for future integration with energy storage and EV systems.

2.2 Customer Engagement Through Digital Technology

• Development of Digital Channels to Enhance Customer Services

PEA provides multiple service channels, both voice and non-voice, including electronic platforms such as the website www.pea.co.th, the PEA Smart Plus mobile application, and the official LINE account: PEA Thailand. In 2024, PEA plans to further enhance the capabilities of these three digital channels to comprehensively support all core services, including electricity bill payment, service applications, and other related services. The goal is to offer customers a consistent service experience across all digital platforms.

In addition, PEA is developing integrations with electronic services of government agencies, such as linking with the ThaiD system to facilitate identity verification for customers using various PEA services.

• Development of Prototype Platforms: TPA Platform, Utility Green Tariff, and DERs Database Management System (DDMS)

To prepare for the evolving electricity industry — marked by increasing clean energy generation and the shift toward Net Zero emissions — PEA is developing a prototype platform called the

Third Party Access (TPA) Platform. This platform will allow electricity producers to sell electricity directly to end users via PEA's distribution network, with a wheeling charge applied for network usage. PEA is also developing a digital system to support clean energy pricing, namely the Utility Green Tariff, in response to customer demand for certified green electricity.

Moreover, PEA has initiated the development of a Distributed Energy Resources Database Management System (DERs DDMS) to streamline registration, improve efficiency in grid connection requests, and enhance power purchase agreement (PPA) management for very small power producers (VSPPs) and residential solar rooftop systems.

2.3 Organizational Transformation Toward a Modern Utility

• Work-D Super App (Mobile Platform for Field Employees)

PEA has developed the Work-D Super App, a central platform for field employees to efficiently carry out their duties. In 2024, the app's customer service functions have been enhanced to integrate with customer request systems for engineering services (e.g., transformer testing, mobile generator rental), as well as solar energy business support services.

The integration reduces administrative steps and errors, thereby improving overall service efficiency. Additionally, PEA has developed a Contract Lifecycle Management (CLM) system to enhance contract administration — including construction, procurement, and service agreements — throughout their lifecycle.

• Transformation into a Data-Driven Organization

PEA is executing strategic plans and core values centered around leveraging data to become a data-driven organization. This includes consolidating scattered data across departments, ensuring data quality, and conducting advanced analytics to enhance service delivery and corporate management.

In 2024, two use cases have been selected for data analytics initiatives:

1. PSL Forecasting – Predicting purchased units, distributed units, and system loss units to improve energy management and reduce operational costs from surplus energy.

2. Customer Scoring – Analyzing customer data in terms of value, churn risk, and behavior to prioritize customer engagement strategies and explore new business opportunities

2.4 Digital Infrastructure Development

• Centralized IT Infrastructure, Virtual Desktop Infrastructure (VDI), and Disaster Recovery Center (DRC)

To achieve business agility, scalability, and cost-efficiency, PEA has developed Cloud Infrastructure under the Infrastructure as a Service (IaaS) model. To further improve security and performance, PEA has adopted DevSecOps principles and is exploring the use of Platform as a Service (PaaS).

To support secure, platform-independent access to PEA's applications and specialized software from any location and device (e.g., PC, smartphone, tablet), PEA developed a Virtual Desktop Infrastructure (VDI) system.

Additionally, a Disaster Recovery Center (DRC) has been established to mitigate IT risks by ensuring continuity in the event the main data center is compromised. The DRC is now fully operational.

• Cybersecurity Enhancement

As digital development continues, PEA faces increasing cybersecurity threats. To address these, the PEA Security Operations Center (SOC) was established to provide 24/7 monitoring of both IT and operational technology systems, detect fraud, support legal compliance, and adhere to cybersecurity standards.

PEA also conducts penetration testing, digital forensics, and vulnerability assessments (VA) — the latter occurring every six months — to identify and remediate risks before systems go live.

To raise cybersecurity awareness, PEA offers e-learning training to all employees and simulates phishing attacks to promote vigilance. Additional awareness campaigns are conducted using diverse media formats.

• IT Governance and Enterprise Architecture Development

PEA continues to implement IT Governance under the COBIT framework. In 2022, it successfully passed the 1st Surveillance Audit for ISO/IEC 38500:2015 certification, covering digital governance at the enterprise level.

In 2024, PEA renewed its ISO/IEC 20000-1:2018 certification for 8 key IT services, including:

- Intelligent Customer Service (ICS)
- IT equipment and network support
- PEA Smart Plus system
- DDOC electronic document system
- Bill printing and payment system (BPM)
- PEA IT Service Desk
- LAN and Wireless LAN services

  To enhance digital development planning, PEA uses Enterprise Architecture (EA) to systematically map current and future operational models (As-Is and To-Be states) across business processes, applications, data, and technologies, enabling streamlined workflows and targeted digital upgrades.

• PEA DevSecOps Platform as a Service (PaaS)

Since 2021, PEA has utilized PaaS-based Cloud Infrastructure to support business flexibility and cost reduction. To keep pace with evolving business needs and application development, PEA is implementing secure and standardized software delivery practices through the PEA DevSecOps Platform, establishing a robust Platform as a Service (PaaS) foundation for agile, secure, and efficient software development.

2.5 Digital Business Operations

The Provincial Electricity Authority (PEA) has advanced its digital business initiatives by focusing on services delivered through digital platforms, most notably the PEA VOLTA Platform, as summarized below:

PEA has enhanced and expanded the PEA VOLTA Platform, originally developed from research, to provide a seamless and efficient electric vehicle (EV) charging experience at its charging stations. The platform offers user-friendly features such as map-based navigation to the nearest charging station, real-time status of charging connectors, charging progress updates, the amount of electricity consumed (kWh), and charging power (kW). This enables users to effectively manage their charging schedules. Customers can also make payments directly via the PEA VOLTA mobile application.

As of now, PEA has developed and launched more than 400 commercial EV charging stations under the PEA VOLTA brand, covering 75 provinces across Thailand (including PEA's 74-service-area provinces and Bangkok). These stations support Quick Charge services for electric vehicles and are strategically located along main and secondary routes, within PEA offices, partner locations, and at major tourist attractions.

3. Human Resource Management and Development

3.1 Workforce Management

PEA manages its workforce by implementing the Recruit, Replace, Reskill, and Upskill strategy to ensure appropriate staffing levels that align with the organization's transformation into a digital enterprise.

This involves workforce demand analysis, recruitment, and selection processes to acquire talent that meets the organization's evolving needs. PEA also identifies future-critical positions requiring new hires to enhance operational efficiency in power system services and related business functions. These efforts are aimed at ensuring comprehensive and high-quality services for electricity users nationwide.

Workforce Structure (as of 31 December 2024)

(Unit: Person)

No.	Function / Office	Employee	Contractor	Total
1	Office of the Governor	208	16	224
2	Digital Office and ICT	386	6	392
3	Business and Marketing	294	7	301
4	Organization Management	476	7	483
5	Accounting and Finance	308	13	321
6	Power System Operation	931	117	1,048
7	Corporate Strategy	328	7	335
8	Logistics and Organization Service	260	40	300
9	Planning and Engineering	505	9	514
10	Electricity Authority Region 1 and Region 2	11,802	2,542	14,344
11	Electricity Authority Region 3 and Region 4	11,832	2,827	14,659
Total		**27,330**	**5,591**	**32,921**

Personnel Expenditure

(Unit: Million Baht)

Description	2024	2023	2022
Employees	21,128	18,948	19,275
Contractors	1,948	1,817	1,768
Total	**23,076**	**20,765**	**21,043**

3.2 Organizational Restructuring

The Provincial Electricity Authority (PEA) has implemented a dynamic organizational restructuring to accommodate internal and external environmental changes. This aligns with national policies, the evolving structure of the electricity industry, business trends, digital technology, innovation, changing customer behavior, and the expectations of stakeholders.

The guiding principles of the organizational restructuring include:

1. Operational agility (Lean Organization)
2. Support for future business expansion and energy industry transformation (Energy Disruption)
3. Enhanced operational efficiency (Enhancement)

PEA continuously updates its organizational structure and job descriptions to align with its context, strategic plan, and overall work systems. This is carried out through participatory processes involving executives, employees, and all stakeholders. Additionally, change management practices are employed to promote employee awareness and acceptance of changes, internal process improvements, and workforce development to prepare personnel for emerging technologies and new responsibilities.

PEA places high importance on governance, sustainability, and organization-wide development across the value chain. The organization aims to establish a reliable and intelligent power grid, enhance business competitiveness and service efficiency, and achieve sustainable growth in line with stakeholder expectations. PEA pursues its vision of *"Smart Electricity for a Sustainable Quality of Life"* by upgrading its management standards to become a leader in electricity management and expanding its comprehensive energy services.

Accordingly, PEA has restructured its organization to streamline operations, decentralize management authority, and define new organizational units and responsibilities. Key changes include the establishment of the Triple Transformation Capability Center (TCC) and three business units: B2B, B2C, and ThaiSkill.

3.3 Performance Management

PEA operates a performance management system (PMS) through the PEATA-PMS digital platform, accessible at https://peata.pea.co.th. Supervisors, employees, and staff collaboratively set performance goals (KPIs) at the beginning of the year, monitor progress throughout the year, and conduct performance evaluations, including constructive feedback. This system enables the alignment of organizational, departmental, and individual KPIs to ensure effective and goal-oriented performance management.

PEA is also committed to enhancing its performance appraisal system to accommodate various evaluation formats, such as Shared KPI assessments and appraisals for new business units. Evaluation outcomes are used to inform decisions on promotions, salary adjustments, employee recognition, and staff development, all aimed at improving performance and unlocking employee potential.

3.4 Employee Satisfaction and Engagement

PEA conducts biennial surveys on employee satisfaction and engagement to collect feedback that informs strategic planning and improvement initiatives. The goal is to foster motivation and dedication among employees, enabling them to deliver consistent, high-quality performance and excellent service to PEA's customers.

3.5 Human Capital Development

Recognizing that personnel are a valuable and essential asset for sustainable growth, PEA has established policies and strategies for human capital management and development. The organization emphasizes maximizing employee potential through structured self-development programs, including upskilling and reskilling at all levels and across all roles to close competency gaps in line with business and technological changes, particularly in core technical domains.

PEA's long-term human resource development is guided by the HRD Blueprint, based on the PEA Competency Model, which defines core competencies expected of all employees. The development approach emphasizes continuous learning, participation, and personal accountability. Each employee has an Individual Development Plan (IDP), which applies the 70:20:10 learning model and includes both managerial and technical staff.

In parallel, PEA fosters specialized expertise in areas such as:

- Power quality
- System reliability
- Electrical protection systems
- System maintenance
- Renewable energy
- Hotline operations

Additionally, the organization develops skills in soft skills, digital mindsets, and digital competencies. PEA also encourages knowledge exchange and innovation through conferences, competitions, and seminars, such as:

- PEACON & Innovation 2024
- Innovation and invention contest
- PEA Work Skills Competition 2024
- Outstanding Provincial Electricity Office selection

To promote lifelong learning, PEA offers scholarships for Master's and Doctoral degrees both domestically and internationally and supports both domestic and overseas training. Employees are also encouraged to present academic papers on international platforms.

3.6 Fostering a Learning Culture

PEA has defined its Knowledge Management (KM) Vision as follows:

"PEA utilizes knowledge management as a vital tool for enhancing products, services, and work processes to support its strategy, establishing itself as a modern, knowledge-based organization."

In 2024, activities were conducted under the 2020–2024 KM Master Plan, with quarterly progress reports submitted to the Executive Committee and PEA Board. Key initiatives included:

1. Leadership Role Modeling: Executives at all levels—senior, middle, and entry—are positioned as KM role models. KM is promoted through organizational values emphasizing S (Specialist) and D (Data Driven). Executives lead by example in knowledge-sharing activities that build relevant mindsets and skills. Programs such as *KM Implementation* and *Critical Knowledge for KM Leader* support this effort, with 90.5% of employees participating in KM activities.
2. KM Integration into HR Development: Knowledge is used as a foundation for individual development plans (IDPs), work process improvement, and innovation creation. These elements are tied to KPI targets. During PEACON & Innovation 2024, KM culture was promoted through master plan communications and a panel discussion titled *"Building a Sustainable Tomorrow: KM & Innovation as Key Drivers."* Best Practices and KM Influencers shared insights, and outstanding knowledge projects received awards.
3. Standardized Knowledge Management: PEA has successfully implemented KM processes aligned with ISO 30401:2018 across 22 key business processes. Training courses have been held to support knowledge-to-innovation transitions for those responsible for organizational KPIs, with an emphasis on achieving Balanced Scorecard (BSC) objectives. PEA officially received ISO 30401:2018 certification for its KM system on February 18, 2025.
4. Knowledge Repository Expansion: Knowledge is systematically categorized based on the organization's business architecture, in both digital and physical formats. In 2024, a total of 6,442 knowledge items were recorded—a 32% increase from 2023. Knowledge is disseminated through training, workshops, and the KM-Si information system at www.km-si.pea.co.th. The organization also fosters new knowledge creation through academic

collaborations, ASEAN electricity utility partnerships, and the development of manuals and research-based projects, thereby laying the foundation for sustained innovation.

4. Material Management

Supply Management

In response to various challenges and with a goal to enhance the efficiency of material management, the Provincial Electricity Authority (PEA) has continued to develop various IT systems. In 2024, PEA enhanced its procurement and material planning system to an electronic format under the "PEA e-Procurement and Material Planning" initiative. This development has improved the efficiency of procurement operations.

Other significant initiatives include the Spend Analytics Project, which introduced the Spend Insight application to support the strategic decentralization of procurement. This initiative enhances investment efficiency.

Another notable project is the Intelligent Revenue Optimizer (iRO), which involves developing the iRO software to support customer services and generate additional revenue from PEA's electrical system construction services (GRI 2.2). The system provides flexible pricing and material options while integrating with material reservation and inventory systems, thereby reducing project losses due to material shortages.

Collectively, these two initiatives have enabled PEA to reduce investment costs by over THB 500 million.

In 2024, PEA also developed Just in Time procurement and inventory processes, optimizing the supply and distribution of materials to ensure timely delivery to usage points. This approach has shortened material lead times and reduced procurement and logistics costs.

For the upcoming year, PEA has planned the following key projects to further improve material management efficiency:

- Demand Planning with AI Algorithms, aimed at forecasting material requirements more accurately.
- Reference Price Optimization, which will revise the calculation formulas for main and secondary material reference prices.

These initiatives are expected to further reduce obstacles and improve the overall efficiency of PEA's material management processes.

5. Services

5.1 Electrical Services

PEA's core mission is to generate, distribute, and provide electricity services to customers, divided across four operational regions: North, Northeast, Central, and South. Each region comprises three district electricity offices, totaling 12, with 948 service centers and offices covering 74 provinces, excluding Bangkok, Nonthaburi, and Samut Prakan, which fall under the Metropolitan Electricity Authority (MEA).

To meet evolving customer demands, especially the increasing preference for digital channels, PEA has expanded and integrated both digital and physical customer touchpoints throughout the Customer Journey. Key digital service platforms include:

- PEA Smart Plus mobile application
- PEA website: www.pea.co.th
- Line Official Account: PEA Thailand

These platforms enable customers to perform various transactions similarly to in-person office visits. Additionally, the PEA 1129 Contact Center provides 24/7 support for outage reporting and general inquiries.

On the physical service front, PEA aligns its service centers with the Government Easy Contact Center (GECC) standards, encouraging affiliated offices to apply for GECC certification. As of 2024, 61 PEA offices have been GECC certified.

PEA emphasizes high-quality, responsive customer service. Innovations include:

- One Touch Service: A streamlined workflow supported by advanced technologies, GIS (Geographic Information System) for meter installation location, and integration with outage management systems (OMS), weather forecasting, and SCADA (Supervisory Control and Data Acquisition) systems. This allows for quicker outage resolution.
- Integration with the Department of Provincial Administration's database using Smart Card Readers and ThaID digital ID application for identity verification, reducing steps, costs, and processing time.
- Improved low-voltage meter installation service standards:
    - Within community zones: 1 business day (formerly 2)
    - Outside community zones: 3 business days (formerly 5)

These service upgrades, initiated in 2021, continue to be in effect.

In 2024, PEA launched the “PEA Sabuy Service: All Things Electric Made Easy” campaign, enhancing digital services as follows:

1. PEA Smart Plus: Payment, new service requests, and other utility services via app.
2. PEA e-Service: New service requests, bill payments, electricity usage history, application status tracking, and 25 related services (e.g., solar panel installation, EV charging station inspection, system maintenance, sustainability services, REC registration and trading, and Carbon Footprint management) via https://sabuyservice.pea.co.th.
3. PEA e-Bill: Electronic billing and e-tax invoices via SMS or email.
4. Watt-D Point: A rewards system in the PEA Smart Plus app that allows points redemption for bill credits, discounts, and other perks.
5. Line Official Account “PEA Thailand”: Bill notifications, payments, and service requests including solar installation.

PEA also reduced the cost burden for households, entrepreneurs, and farmers by waiving the first 140 meters of system extension costs. The utility expanded access to electricity for new households and agricultural areas in line with established criteria.

For industrial customers, PEA developed a One Stop Service process for dedicated 115–230 kV electricity systems. This centralized approach simplifies service procedures, enhances convenience, and accelerates application processing by consolidating all related functions at a single service point, with central units coordinating communication across departments.

In alignment with government policies to promote electric vehicle (EV) usage, PEA also supports the development of public EV charging infrastructure under Low Priority regulatory management, as defined by the Energy Regulatory Commission.

PEA continuously communicates with customers through the following online and social media platforms:

- Website: www.pea.co.th
- Line Official Account: PEA Thailand
- App: PEA Smart Plus
- Facebook: PEA Facebook Page
- Twitter: @pea_thailand

5.2 Related Business Services

PEA provides complementary and new business services to support its electricity customers and power services domestically and internationally. These businesses leverage PEA's internal capabilities, expertise, and resources. They include:

- Electrical system construction and installation services
- Maintenance and repair services
- Technical and consulting services
- Equipment sales and rentals
- Energy management services
- Asset management services
- New business development

Customers can access detailed information about these services via www.pea.co.th.

In 2024, PEA generated THB 10,923 million in revenue from related businesses.

5.3 Subsidiaries

Group 1: Supply Generation Business

PEA ENCOM International Co., Ltd., a PEA subsidiary, has collaborated with partners in several Supply Generation ventures. Key projects include:

1. Solar Farms: Joint investments in Solar Power Co., Ltd., with four projects—Surin 1, Surin 2, Loei 2, and Khon Kaen 10—each with an installed capacity of 7.5 MW, all of which began commercial operations in 2014.
2. Biogas Power Plant: Investment in Thai Serm Suk Energy Co., Ltd. for the Bacho Biogas Project, which generates electricity from wastewater and organic waste from palm oil extraction. Installed capacity: 2 MW, commercial operation date: 16 July 2019.
3. Biomass Power Plants: Investments in Pracharath Biomass Maelan Co., Ltd. and Pracharath Biomass Bannang Sata Co., Ltd. to support development in Thailand's southern border provinces. Each plant has 3 MW installed capacity and sells 2.85 MW to PEA. Commercial operation began in 2023.
4. Co-Generation Power Plants:
    - REN Korat Energy Co., Ltd. (IPS model): Supplies power and steam to factories in Nava Nakorn Industrial Estate, Nakhon Ratchasima. Installed capacity: 31 MW, COD: 1 April 2024.
    - B.Grimm Power (AIE-MTP) Co., Ltd. (SPP model): Installed capacity: 280 MW, with 60 MW sold to EGAT and the remainder to industrial clients in the Asia Industrial Estate, Rayong. COD: 2023.
    - B.Grimm Power (Laem Chabang) 1 Co., Ltd. (SPP model): Installed capacity: 145 MW, with 30 MW sold to EGAT and the remainder to industrial clients in Laem Chabang Industrial Estate. COD: 2023.

Group 2: Customer Solutions Business

1. Joint Ventures with Partners in the Customer Solutions Business Group

In previous operations, PEA ENCOM has formed joint ventures with various partners in the Customer Solutions business group. Key projects include:

1.1 Joint investment in Thai Digital Energy Development Co., Ltd., which operates a Digital Energy Platform, engages in renewable energy business, and provides energy management services. The company implemented a solar rooftop electricity generation system at Chiang Mai University with an installed capacity of 25.13 MW.

1.2 Joint investment in ENCOM Charge Utility Services Co., Ltd., which operates an EV Charging Solution business. It provides electric vehicle (EV) charging networks and engages in the sale and installation of EV chargers for residences including houses and condominiums in provincial areas across the country.

1.3 Joint investment in Salo Tech (Thailand) Co., Ltd., which operates in the Solar Supply sector. The company assembles solar panels in Thailand using Finnish technology. The operations are based in Rayong Province, and solar panels are now commercially available for distribution.

1.4 Joint investment in PEA ENCOM Smart Solution Co., Ltd., which operates in the Solar Service business. It provides installation services for solar panels for both residential and small business sectors and conducts training related to solar system installation for the solar energy industry.

1.5 Joint investment in PEA Intelligent Technology Co., Ltd., which operates in the Behind-the-Meter segment. It sells and installs smart control devices for electrical appliances used in households and office buildings.

2. Business Operations of PEA ENCOM in the Customer Solutions Group

The 2024 (B.E. 2567) performance of PEA ENCOM in the Customer Solutions business group can be summarized as follows:

2.1 Solar Rooftop Power Generation Business

Under the solar rooftop investment plan (2017–2024), a total of 73 solar rooftop power generation projects were successfully constructed and began commercial operations (COD), with a total installed capacity of 67.60 MWp.

2.2 Substation and Transmission Line Construction and Upgrades

PEA ENCOM was contracted to construct 115 kV transmission lines to connect to the Provincial Electricity Authority (PEA)'s power grid. This project supports the Feed-in Tariff (FiT) renewable energy purchase program (2022–2030) for fuel-free energy producers under Gulf Energy Development Public Company Limited.

2.3 Energy Management and Innovation Services

The company provided engineering consultancy and energy management services aimed at increasing efficiency through energy-saving equipment in industrial plants, commercial buildings, and residential areas. Notable projects in 2024 include:

- Design and installation of prototype solar-powered electric longtail boats (5 units) for the Provincial Electricity Authority. This is part of Phase 4 of the project to promote eco-friendly waterway tourism in Damnoen Saduak District, Ratchaburi Province. The initiative is in collaboration with the Designated Areas for Sustainable Tourism Administration (DASTA) and 8 other partners, forming a 5-year cooperation under a signed MOU to develop Damnoen Saduak Floating Market into a model for sustainable canal tourism.
- Design and installation of decorative and energy-efficient lighting systems under the PEA LED Project for Thai cultural tourist attractions. In 2024, installations were completed at two locations:

- Khao Kradong Forest Park and Wat Phra Phutthabat Khao Kradong, Buriram Province
- Wat Yai Chai Mongkhon, Phra Nakhon Si Ayutthaya Province

2.4 Battery Energy Storage System (BESS) Business

PEA ENCOM is actively involved in the Battery Energy Storage System (BESS) business, providing services to PEA:

- Battery Energy Storage Rental Services on Koh Samui, Surat Thani Province:
  PEA ENCOM operates a BESS rental service with a total installed capacity of 25 MW and 50 MWh of usable energy storage. Commercial operation (COD) began on July 1, 2024, with a 120-month service contract. The system supplies over 50,000 units of electricity per day into the PEA distribution grid on Koh Samui. The project objectives are:
  - To supply electricity during peak demand and resolve power shortages on Koh Samui, Koh Phangan, and Koh Tao.
  - To reduce the load and risk on the island's submarine cable system.
  - To serve as a model for solving power supply issues in other remote areas.
- Mini Off-Grid Solar + BESS Installation in Mae Hong Son Province:
  PEA ENCOM installed 290 kWp of solar rooftop systems with 1 MWh of battery storage in a mini off-grid format as part of a pilot project to extend renewable electricity access to five remote villages lacking grid connection. The villages—Ban Sao Hin, Ban Sala Chiang Tong, Ban Mae Lamong Tai, Ban Mae Sampheng Tai, and Ban Huai Hung—are located in mountainous and hard-to-access terrain, making traditional grid expansion infeasible.

Group 3: PEA Support Business

In 2024, PEA ENCOM's support services for PEA primarily involved technical training, both domestically and internationally, aimed at enhancing electrical and energy system knowledge for relevant agencies. Training programs combined theoretical instruction and hands-on practice, led by experts from PEA and related organizations. Notable courses included:

- “Working with Communication Cables on External PEA Structures”
- “Electrical System Safety Practices”
- “Standards for Electrical System Installation and Maintenance”

Current Training Programs Offered by PEA ENCOM:

1. Preparation for Commercial Operation Date (COD) for Small Power Producers (SPPs) under the FiT 2022–2030 program for fuel-free generators
2. Expert Certification in Installation, Testing, and Maintenance of Electric Vehicle (EV) Chargers and Charging Stations
3. Working with Communication Lines on PEA Utility Poles Nationwide
4. Occupational Health, Safety, and Environmental Protection (OHSE), B.E. 2554, and Electrical Safety for Contractors (EPC) working with PEA
5. OHSE in accordance with the 2011 Safety Act for general employees and new hires, including electrical safety training for electricity-related workers

Award of Pride

National Award

State Enterprise Excellence Awards (SOE Award) for the Year 2024

Organized by the State Enterprise Policy Office (SEPO), Ministry of Finance. A total of 5 awards were presented, including:

1. Outstanding State Enterprise Committee Award
   This award reflects the commitment of the Provincial Electricity Authority's (PEA) Board of Directors in overseeing state enterprises, promoting efficient and transparent management, aligning with good governance principles. It highlights the board's role in defining the organization's vision, policies, and operational direction, as well as its focus on corporate social responsibility and environmental sustainability, alongside continuous monitoring of performance.
2. Outstanding Organizational Management Award
   This recognizes the efficient management system of PEA, its competitive potential, and sustainable growth. The award acknowledges excellence in strategic planning, risk management, stakeholder focus, digital technology development, human capital management, knowledge and innovation management, and internal auditing.
3. Outstanding Organizational Leadership Award
   This award celebrates the exemplary leadership of Mr. Supachai Ekaun, Governor of PEA, who has successfully guided the organization towards sustainable success through visionary leadership and effective organizational management.
4. Digital State Enterprise Development Award
   This recognizes PEA's promotion towards becoming a digital state enterprise, aligning with its vision "Smart Energy for Better Life and Sustainability." The award highlights the use of digital technologies to develop the organization across various dimensions, facilitating seamless adaptation to change.
5. Outstanding Corporate Social Responsibility and Environmental Sustainability Award
   PEA's "PEA Recovery: Community Safety Focus" initiative, ensuring the safety of

electrical usage in communities during normal and crisis situations, is recognized. This includes proactive accident prevention, inspecting and improving household electrical systems, and using technology to track outcomes and alleviate flood-affected communities nationwide.

Government Easy Contact Center (GECC) Award

Organized by the Office of the Prime Minister, this award recognizes ministries, departments, provinces, and state enterprises that meet the standards for providing government services. PEA has 61 offices certified, including 24 at the advanced level and 37 at the basic level.

The Best Contact Center Awards 2024

Organized by the Thai Call Center Trade Association (TCCTA), PEA won the following awards:

- Gold Medal for "The Best Social Media Contact Center" in "Social Media Touchpoint for Greater Impact"
- Bronze Medal for "The Best Business Contribution Contact Center" in "Enhancement and Transformation for Sustainable Business"

Model Ethical Organization Award

Presented by the Ministry of the Interior to organizations promoting ethical practices in alignment with Buddhist principles, sufficiency economy philosophy, and Thai cultural traditions. PEA received 6 awards, including recognition at the corporate level and across regional divisions.

Good People Organization Award

Presented by the National Legislative Assembly's Committee on Religion, Ethics, and Culture,

this award honors organizations that set an example in the Thai community by adhering to ethical standards and governance principles.

Anti-Corruption Foundation Honorary Award 2024

Awarded by the Anti-Corruption Foundation to organizations supporting anti-corruption initiatives. PEA received recognition for aligning with the Sufficiency Economy Philosophy and operating with integrity through its “PEA Clean Village Project.”

Excellent Rating for Corruption Risk Management

Awarded by the National Anti-Corruption Commission (NACC), this award recognizes PEA’s excellent performance in corruption risk management, specifically in budget expenditures related to meter procurement and installation.

Sustainability Disclosure Award 2024

Organized by the Thai Phatt Institute, PEA, a member of the Sustainability Disclosure Community (SDC), was awarded for its commitment to transparency in sustainability reporting. This is the 6th consecutive year PEA has received this award.

Human Rights Awards 2024

Organized by the Department of Rights and Liberties Protection, this award recognizes PEA’s contribution to promoting human rights in its operations.

2024 Phetphassadu Honorary Award

Presented by the Association of Procurement Executives of Thailand, PEA's procurement team was awarded for excellence in procurement operations that adhere to legal standards, promote transparency, and minimize corruption risks.

Thailand Energy Awards 2024

PEA received an award in the energy conservation category for its efforts in energy management at its headquarters.

Highest Procurement of Made-in-Thailand Products

PEA was recognized as the second-highest organization in purchasing Made-in-Thailand products during the fiscal year 2023.

Asia Pacific Enterprise Awards (APEA) 2024

PEA won the Inspirational Brand Award, recognizing its continuous growth, effective governance, and positive contribution to society.

Outstanding Employee Provident Fund Award 2024

PEA's employee provident fund was awarded for excellence in the Single Fund category for state enterprises, with additional awards for outstanding employer and fund committee promotion.

International Awards

Asia Responsible Enterprise Awards 2024 (AREA)

PEA won 3 awards, including:

1. Social Empowerment for the “PEA Community Safety Focus” project
2. Corporate Sustainability Reporting for its 2022 sustainability report
3. Sustainability Emblem

Asia Sustainability Reporting Awards 2024 (ASRA)

PEA received a Silver Award in the “Best Stakeholder Reporting in Asia” category for its 2023 stakeholder engagement report.

International Innovation Awards 2024

PEA won multiple awards, including:

- Gold Medal for an automatic cable stripping tool at the "European Exhibition of Creativity and Innovation" in Romania.
- Silver Medal for a blockchain-based energy storage and trading system (Kapacitor).

49th International Exhibition of Inventions Geneva

PEA won several medals, including:

- Silver Medal for an interface between analog and digital radios.
- Silver Medal and a special award from the Malaysian Delegation for a blockchain-based energy platform.
- Silver Medal for a low-voltage rubber insulating glove tester.

Financial Position Analysis Report

Financial Performance for 2024

In 2024, the Provincial Electricity Authority (PEA) reported total revenue of 673,080 million baht, with the majority, 648,030 million baht, coming from electricity sales. Total expenses amounted to 646,041 million baht, with the largest portion, 564,493 million baht, being attributed to the purchase of electricity. The net profit was 27,039 million baht, an increase of 12,465 million baht from 2023.

PEA's total assets amounted to 567,412 million baht, an increase of 23,852 million baht or 4.4% from 2023. This included current assets of 110,803 million baht and non-current assets of 456,609 million baht. The increase primarily came from land, buildings, and equipment, which rose by 25,601 million baht or 7.2%. PEA's total liabilities were 360,917 million baht, an increase of 11,955 million baht or 3.4% from 2023, consisting of current liabilities of 95,300 million baht and non-current liabilities of 265,617 million baht. Shareholders' equity amounted to 206,494 million baht, up 11,898 million baht or 6.1% from 2023.

PEA has undertaken domestic borrowing to fund various investment plans and projects to meet increasing electricity demand, improve system efficiency and security, reduce system losses, and preserve the environment and aesthetics in line with government policies. The borrowing strategy involved raising funds in Thai baht, primarily through bond issuance, resulting in domestic loan debt of 163,294 million baht as of December 31, 2024.

Non-Financial Performance Analysis Report

To provide comprehensive, prompt, high-quality, and modern services, PEA has expanded its service coverage and met customer needs through various projects. As a result, PEA successfully provided electricity to 74,392 villages in rural areas, representing 100% of villages nationwide, and 22 million households, or 99.92% of the total households in the country. These achievements met the set targets and supported government policies to develop infrastructure, improve the quality of life, and enhance national competitiveness.

PEA's electricity network covers a wide area across the country, excluding Bangkok, Nonthaburi, and Samut Prakan. In addition to electricity distribution, PEA also purchases electricity from small renewable energy producers (VSPP), particularly from solar rooftop projects for residential homes and solar farm projects, in line with government policies. Therefore, PEA is required to plan and develop its electricity systems to ensure that its network can efficiently and securely deliver electricity to all connected users, meeting international standards. This requires the integration of information and communication technology to manage and control electricity distribution, aligned with national development strategies as outlined in the 13th National Economic and Social Development Plan (2023-2027).

Additionally, PEA has an affiliate, PEA ENCOM International Co., Ltd. (PEA ENCOM), which was established to conduct business in energy investment and provide electrical system training to both public and private sectors in Thailand and internationally.

PEA has also continuously developed and improved its electricity distribution systems to meet the increasing demand for electricity and enhance system stability and reliability. This has resulted in a reduction in the System Availability Interruption Frequency Index (SAIFI) and the

System Availability Interruption Duration Index (SAIDI) in 2024. The SAIFI value was 1.17 interruptions per customer per year, a decrease of 0.29 interruptions compared to 2023. The SAIDI value was 21.03 minutes per customer per year, down by 6.55 minutes from 2023.

Human Resource Development Performance

PEA continues to prioritize the ongoing development of its personnel at all levels and positions. The focus is on preparing staff for future operations through Individual Development Plans (IDPs) and the application of the 70:20:10 learning model. This emphasizes on-the-job training (OJT) and coaching while reducing in-class training and increasing online training. Furthermore, PEA is committed to fostering a learning culture within the organization, which is a key driver for innovation.

Item	2024	2023	Percentage Change: Increase / (Decrease)
Training Expenses (Million Baht)	269.44	215.70	24.91
Number of Development Hours per Person per Year (Hours	6[illegible]6.13	467.10	38.33
Number of Knowledge Items Collected (Topics) ** Data as of December 31, 2024	7,259	4,625	56.95

Analysis of the Provincial Electricity Authority's Electricity Sales Situation for the Year 2024

Electricity Procurement

In 2024, the Provincial Electricity Authority (PEA) purchased a total of 165,138.95 million kWh of electricity from various sources and produced its own, representing a growth of 4.90% from the previous year. This included purchases from the Electricity Generating Authority of Thailand (EGAT) amounting to 153,259.35 million kWh, which accounted for 92.81% of the total purchased electricity. The Department of Alternative Energy Development and Efficiency (DEDE) provided 56.10 million kWh (0.03% of the total), while Very Small Power Producers (VSPP) contributed 11,602.44 million kWh (7.03%). Solar PV Rooftop systems produced 101.68 million kWh (0.06%), and PEA's own electricity generation (including small hydropower and island systems) accounted for 119.38 million kWh (0.07%).

Electricity Sales

In 2024, PEA sold a total of 156,838.24 million kWh of electricity, reflecting a growth of 5.28%, which was higher than the estimated growth of 4.71% (as per the electricity demand forecast for the 2025-2026 budget set on September 26, 2024). The supporting factors included the continued growth of the tourism sector, improved domestic consumption from government economic stimulus measures, and the recovery of exports due to the global economic situation. Additionally, the accelerated disbursement of the government budget and investments in infrastructure further stimulated economic activity.

Electricity Sales by Region

The electricity sales were categorized into four regions as follows:

- Northern Region: Accounted for 14.95% of total sales, growing by 4.42% from the previous year, with PEA Region 2 (Northern) in Phitsanulok showing the highest growth of 5.37%.
- Northeastern Region: Accounted for 17.23% of total sales, growing by 6.58%, with PEA Region 2 (Northeastern) in Ubon Ratchathani showing the highest growth of 7.91%.

- Central Region: Accounted for 50.50% of total sales, growing by 3.78%, with PEA Region 2 (Central) in Chonburi showing the highest growth of 5.13%.
- Southern Region: Accounted for 17.32% of total sales, growing by 9.31%, with PEA Region 1 (Southern) in Phetchaburi showing the highest growth of 10.75%.

Electricity Sales by Voltage Level

The sales were classified into four voltage levels as follows:

- 230 kV: Accounted for 0.09% of total sales, contracting by 30.44% from the previous year.
- 115 kV: Accounted for 16.75% of total sales, growing by 0.44%.
- 22 - 33 kV: Accounted for 47.50% of total sales, growing by 5.27%.
- Below 22 - 33 kV: Accounted for 35.66% of total sales, growing by 7.86%.

Electricity Sales by Tariff Type

In 2024, sales by tariff type increased across several categories:

- Residential: Increased by 7.93%
- Small business: Increased by 5.15%.
- Medium business: Increased by 6.21%.
- Large business: Increased by 3.31%.
- Specific business: Increased by 15.62%.
- Non-profit organizations: Increased by 2.98%.
- Temporary electricity: Increased by 10.33%.
- EV stations (including EV Low Priority): Increased by 488.32% (Note: EV stations sold 21.31 million kWh in 2023 and 125.37 million kWh in 2024).
- Electricity not subject to charges: Increased by 4.20%.

The tariff types that saw a decrease include:

- Agricultural water pumping: Decreased by 1.81%.
- Backup electricity: Decreased by 72.13%.

- Interruptible rate: Decreased by 14.78%.

Electricity Sales by Customer Type

Sales were classified into three main customer groups:

- Large customers: Accounted for 53.23% of total sales, growing by 3.86%. The industrial sector grew by 2.36%, driven by accelerated private investments, especially in high-tech and environmentally friendly industries.
- Small customers: Accounted for 37.64% of total sales, growing by 7.36%. This growth was fueled by consumer confidence from government stimulus measures, including reductions in electricity costs and fuel prices, as well as cash handouts.
- Government sector: Accounted for 9.13% of total sales, growing by 5.23%, mainly due to the electricity consumption of regional government agencies, local administrative bodies, and state universities, hospitals, and police stations.

Electricity Sales by Economic Activity

PEA categorizes major electricity users according to their economic activities. In 2024, the highest electricity consumption was seen in the Manufacturing sector, accounting for 61.61%, followed by the Wholesale and Hotel sector (16.23%) and the Social Services sector (7.86%). Notable growth in electricity demand was seen in:

- Food production: Grew by 5.37%, driven by the economic recovery, exports, and the tourism boom.
- Electronics: Grew by 13.92%, fueled by the growth of 5G technology and the rising use of smart devices.
- Steel and metals: Grew by 1.62%, driven by public and private investments in construction and packaging industries.
- Automotive: Declined by 4.58%, influenced by market slowdowns and high household debt.
- Plastics: Grew by 5.06%, supported by expanding industries like food and beverage and retail.

Losses in Distribution Units

In 2024, PEA reported a loss of 8,300.72 million kWh in the distribution system, representing 5.03% of total sales, an improvement from 5.36% in 2023. This reduction was due to increased high-voltage electricity use, driven by exports, industrial production, and large-scale investments.

Number of Electricity Users

In 2024, PEA served 22.06 million customers, an increase of 0.25% from the previous year. The Southern region had the highest growth at 2.49%, while the Northern region had a minimal increase of 0.01%. The Northeastern and Central regions saw slight declines.

Electricity Sales Forecast for 2025

For 2025, PEA forecasts a growth rate of 2.76% in electricity sales. Factors influencing this forecast include ongoing growth in tourism, exports, and government and private sector investments. Positive factors include the continued recovery of tourism and government incentives, while negative factors could include global economic uncertainties.

Positive Factors

• Tourism

Thailand's tourism sector has continued to recover, in line with the increasing number of international tourists approaching pre-COVID-19 levels. This is supported by the steady rise in international flights and ongoing government measures to promote tourism. Key initiatives include the Long-term Resident Visa (LTR) scheme aimed at attracting high-potential and high-spending tourists, and visa exemptions for travelers from 93 countries to facilitate entry and encourage more visits to Thailand. Additional measures include promoting both major and secondary cities and positioning Thailand as a regional tourism hub. This recovery in tourism has contributed to growth in related service sectors such as transportation, food and beverage, hotels, department stores, and retail businesses.

• Private Investment

Private sector investment has expanded through large-scale projects supported by investment promotion measures from the Board of Investment (BOI), particularly in targeted industries that emphasize high technology and environmental friendliness. Key areas of investment include the electrical appliances and electronics industry, the automotive sector and parts, as well as the petrochemical industry. These initiatives aim to strengthen investor confidence and attract more foreign direct investment, with a focus on joint ventures that create opportunities for domestic businesses during the global supply chain relocation period caused by trade protectionism. Additionally, support for business expansion in Thailand helps to sustain long-term economic development.

• Public Investment

The government continues to accelerate investment in large-scale infrastructure projects across air, water, and rail transportation, including dual-track railways and high-speed trains, as well as port upgrades to enhance multimodal freight connectivity and reduce logistics costs. Participation in international trade agreements, such as Free Trade Agreements (FTAs) and global economic blocs, helps attract foreign investment. Accelerating the implementation of approved BOI-promoted projects will drive production sector expansion and enhance Thailand's global competitiveness.

• Exports

Thailand's export sector benefits from increased demand for high-potential products aligned with expanding global trade and new purchase orders. The country's production system, which emphasizes rapid response and quality, enhances competitiveness while minimizing risks related to overstocking. Key export sectors include fashion, health-related products, environmentally friendly goods, food and beverage, processed agricultural products, electronics, home appliances, and telecommunication devices.

• Productivity and Competitiveness Enhancement

Thailand continues to improve productivity through the adoption of advanced technologies and innovation, which supports the production of high-value and high-quality goods that meet

international standards and market-specific requirements. The country is also promoting the development of domestic upstream and intermediate industries to support the growth of targeted industries. This strategy fosters better integration into global supply chains and enhances competitiveness, especially in high-tech sectors such as AI, the Internet of Things (IoT), and renewable energy, which are increasingly in demand worldwide.

Negative Factors

• Household and Business Debt

High levels of household and business debt, partly resulting from borrowing to compensate for declining liquidity during economic recovery, have led financial institutions to adopt stricter lending criteria. These include tougher loan conditions, increased collateral requirements, and higher interest rates, thereby limiting access to credit—particularly for SMEs. As a result, credit expansion has slowed, adversely affecting investment and raising production costs. This may force businesses to scale down or delay projects and increase dependence on informal lending sources to maintain liquidity.

• Global Economic and Financial Volatility

Uncertainty surrounding U.S. economic policies—particularly the escalation of trade and investment barriers against China and other countries—poses risks to global trade and supply chains. Policy directions previously proposed by former President Trump, including changes in taxation and labor regulations, could directly impact the U.S. economy and potentially trigger global financial market fluctuations. Additionally, the economic slowdown in China, caused by liquidity constraints, high debt levels, and weak domestic consumption, continues to affect global production. China's delayed demand recovery has led to overproduction, especially in electronics, computers, and automotive goods. This has intensified competition from low-cost Chinese products, pressuring global manufacturers—some of whom may be forced to shut down or reduce operations due to pricing disadvantages, particularly in the automotive industry.

• Geopolitical Tensions

Ongoing international conflicts—such as the Middle East crisis involving Israel and Hamas, the war between Russia and Ukraine, and U.S.-China trade tensions—have disrupted global supply chains and trade volumes, while also fueling volatility in financial markets and energy prices. Shipping costs have risen due to geopolitical disruptions in the Red Sea and drought-induced delays in the Panama Canal caused by climate change, raising production costs and undermining domestic purchasing power.

• Climate Change

Climate change and increasingly severe natural disasters are impacting agricultural output, food prices, and food security—particularly in agriculture-dependent economies. In the first half of the year, Thailand experienced El Niño conditions, bringing extreme heat and drought, disrupting consumption, agriculture, and related industries. In the latter half, La Niña-induced heavy rainfall caused floods, affecting residential areas, farmland, and industrial zones in the North, Central, Northeast, and parts of the South—especially the lower northern watershed and central floodplain areas. These conditions caused significant damage to crops, household assets, factories, agricultural goods, and critical infrastructure.

• Technological Disruption

Thailand's industrial structure remains reliant on traditional industries—such as textiles, chemicals, leather, plastics, construction materials, electronics, and automotive—which are less adaptable to rapid technological changes. Global shifts in production structures and new consumer demands have exposed these industries to rising costs—particularly energy and labor—and intensified competition from more agile producers, especially China. These limitations constrain the pace of economic recovery and place further pressure on Thailand's manufacturing sector.

Measures to Support Electricity Users Affected by Various Situations in 2024

1. Measures to Mitigate the Impact of Rising Energy Prices

Due to increasing energy prices and the rising demand for electricity as the economy recovers following the COVID-19 pandemic, combined with persistently high electricity production costs, the burden of higher electricity tariffs has impacted households and the broader economy. To alleviate the rising cost of living and support economic recovery, the Cabinet approved assistance measures for electricity users affected by these circumstances. In response, the Provincial Electricity Authority (PEA) implemented the following relief measures in accordance with the Cabinet's resolution:

Electricity Tariff Relief Measures for Residential Users Consuming No More Than 300 Units per Month

Billing Period	Discount (Satang/unit)	Total Value (Excl. VAT) (Million Baht)
January – April 2024	21.00	1,311.23
May – August 2024	19.05	1,185.76
September – December 2024	19.05	1,223.63
Total		3,720.62

Note: Data as of January 9, 2025. Implementation for September–December is pending Cabinet consideration.

2. Measures to Assist Electricity Users Affected by Flooding

In response to flooding in September and October 2024, the Cabinet approved in principle measures to provide electricity bill relief for those affected in areas officially declared disaster zones by relevant authorities. The PEA extended support to both residential users and small business users (excluding government agencies and state enterprises) as follows:

1. September 2024: Full exemption of electricity charges (before VAT calculation).

2. October 2024: A 30% discount on electricity charges (before VAT calculation).

Summary of Relief Results

Billing Month	Total Value (Excl. VAT) (Million Baht)
September 2024	351.94
October 2024	122.42
Total	**474.36**

Note: Data as of February 21, 2025. Implementation is pending Cabinet consideration.

Comparison of Electricity Sales by Customer Segment: 2021-2024

(Insert Table & Graph)

Major Current and Future Investments

Development of the Provincial Electricity Authority's Power System

Declining costs of alternative energy technologies, increasingly capable digital technologies—such as Cloud, Big Data, Blockchain, IoT, Storage, and Artificial Intelligence—as well as disruptive innovations reshaping global markets and societies, and changing consumer behaviors that demand faster access to data and services, alongside rising electricity consumption in households and the transportation sector, are transforming the structure of the electricity market and power production industry. Electricity generation is shifting from a centralized model—dominated by government utilities or large-scale producers—to a distributed generation model utilizing alternative energy sources, with a growing number of small-scale electricity users.

Moreover, today's electricity users are evolving into "Prosumers"—both consumers and producers of electricity. Consequently, accurate information and rapid responsiveness have become essential for efficient energy management.

In response, the Provincial Electricity Authority (PEA) has formulated a customer-centric business strategy, prioritizing investment decisions that leverage advanced digital technologies and innovation. The goal is to transform PEA into a Digital Utility with a smarter power grid, capable of real-time data exchange, efficient supply-load management, rapid energy-load balancing, and advanced Big Data analytics.

This system development strategy aligns with the vision and policies of the PEA, the government, the Ministry of Interior, the Ministry of Energy, and other energy-related agencies. PEA has therefore outlined its power system development in three strategic areas:

1. Providing comprehensive service coverage nationwide
2. Upgrading the grid to meet stakeholder needs
3. Advancing toward carbon neutrality

Investment Planning for Power System Development

PEA's investment planning is guided by its vision and policies, as well as those of the government, the Ministry of Interior, the Ministry of Energy, and other related energy organizations, while also taking into consideration PEA's financial status. The investment plans are structured within the electricity system development framework, encompassing projects currently underway, those completed in 2024, and those planned for the next three years. The total investment includes 25 projects and 6 programs with a combined budget of THB 275,575.52 million, categorized as follows:

1. Ongoing and Completed Projects/Programs (as of 2024)

12 projects and 5 programs, with key details as follows:

Project / Program	Investment Budget (THB Million)	Status
Development of Transmission Lines and Substations Phase 9 (Part 1)	7,060.00	99.45% progress
Development of Transmission Lines and Substations Phase 9 (Part 2)	4,540.00	99.12% progress
Development of Transmission Lines and Substations Phase 9 (Part 3)	15,085.00	97.60% progress
Development of Transmission Lines and Substations Phase 9 (Part 4)	4,485.00	93.12% progress
Transmission and Distribution System Development Phase 1	62,678.71	87.54% progress
Transmission and Distribution System Development Phase 2	77,334.00	65.91% progress
Urban Electricity System Development Phase 1	11,668.56	87.77% progress

Project / Program	Investment Budget (THB Million)	Status
Electricity System Development for Special Economic Zones Phase 1 (6 provinces)	3,140.00	73.50% progress
Electricity System Development for Special Economic Zones Phase 2 (4 provinces)	4,000.00	77.94% progress
115 kV Submarine Cable Construction to Koh Samui	2,130.00	33.30% progress
Submarine Cable Construction to Koh Tao	1,776.00	100% complete
Microgrid Development on Koh Phaluai	172.00	100% complete
Long-term Underground Cable Construction Program	1,350.00	23.30% progress
Underground Cable Construction Phase 2	2,050.00	25.05% progress
“One Province, One Royal Road” Underground Cable Program	4,300.00	86.14% progress
Underground Cable Construction Phase 3	2,500.00	Approved by PEA Board; implementation beginning
Microgrid Development in Mae Hong Son	278.00	Approved by PEA Board; implementation beginning

Total Investment (Ongoing & Completed Projects/Programs): THB 204,547.27 million

2. Projects/Programs Planned for the Next 3 Years (2025–2027)

13 projects and 1 program, classified under 3 strategic pillars:

Pillar 1: Providing Comprehensive Nationwide Service

Project	Investment Budget (THB Million)	Status
Rural Electrification for Agricultural Areas Phase 3	2,500.00	Under NESDC review
Rural Electrification for New Households Phase 3	6,500.00	Awaiting Cabinet approval
Electrification for Off-Grid Islands	3,365.00	Under review and feasibility study
Renewable-Based Electrification for Unserved Households Phase 1	1,685.00	Under feasibility study

Pillar 2: Upgrading the Grid to Meet Stakeholder Needs

Project	Investment Budget (THB Million)	Status
Power System Resilience and Smart Grid Phase 1	10,223.00	Awaiting Cabinet approval
Distribution System Enhancement Phase 1	20,931.00	Awaiting Cabinet approval
Energy Storage System for Demand and Renewable Management Phase 1	13,000.00	Awaiting Cabinet approval
Enhancing Power Supply to Koh Samet	347.00	Under feasibility study
Microgrid Pilot in Industrial Areas	400.00	Under feasibility study

Project	Investment Budget (THB Million)	Status
Electric GIS System Optimization Program	2,570.25	Under feasibility study

Pillar 3: Advancing Toward Carbon Neutrality

Project	Investment Budget (THB Million)	Status
Smart Meter System Phase 1	8,564.00	Awaiting Cabinet approval
Distributed Generation Management System Phase 1	656.00	Under feasibility study
Microgrid Development on Koh Samui Phase 1	227.00	Under feasibility study
Renewable Electrification for Koh Nok Tapha	60.00	Under feasibility study

Total Investment (2025–2027 Planned Projects/Programs): THB 71,028.25 million

Expected Outcomes

The Provincial Electricity Authority (PEA) is implementing its Electric System Development Plan, which is expected to generate the following benefits:

1. **Electricity Service Expansion**
    - Enable widespread electricity access to households across all service areas of the PEA, supporting newly emerging residential and business sectors and fostering social equity.
2. **Improvement of Power Supply Quality and Reliability**

- Deliver efficient and modern electricity services that meet international standards.
- Enhance the management of the smart grid system, reduce operational and maintenance challenges, and improve the stability and consistency of electricity supply.
- Mitigate issues such as voltage fluctuations, power outages, and system losses.
- Facilitate the integration of renewable energy sources, increasing system reliability and better meeting the needs of electricity users in business, industrial, and tourism sectors.
- Support the development of a smart electricity network that accommodates electric vehicle (EV) usage.

3. Economic and Social Development

1. Reduce social inequality.
2. Strengthen competitiveness in the tourism industry.
3. Increase investor confidence and support key regional economic activities.
4. Ensure readiness of the electricity system to support a liberalized electricity market.
5. Promote efficient energy management.
6. Increase the share of renewable energy use to reduce carbon (CO_2) emissions, supporting carbon neutrality goals.
7. Empower electricity users to manage their electricity consumption in households, offices, and buildings according to their preferences in a cost-effective manner.
8. Support economic capacity building and enhance quality of life by expanding infrastructure services to regional and rural communities.
9. Promote the use of electric vehicles.
10. Facilitate the development of livable, safe, and sustainable smart cities through improved electricity system management, contributing to better urban aesthetics.
11. Support rural job creation through industrial development, helping local residents access employment opportunities, increase income, and reduce urban migration.
12. Ensure energy development considers impacts on natural resources and the environment, improving overall well-being, quality of life, and public health.

Budget Allocation and State Remittance

Allocated Budget

From 2022 to 2024 (B.E. 2565–2567), the Provincial Electricity Authority (PEA) received annual budget approvals comprising operating and capital expenditures as follows:

Unit: Million Baht

Budget Items	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)
Operating Budget	634,310	773,240	535,827
Capital Investment Budget	130,456	124,412	135,608
Total	764,766	897,652	671,435

Remittance to the State

From 2022 to 2024, the PEA remitted funds to the Ministry of Finance from its net profit in accordance with the rate specified by the ministry, as follows:

Unit: Million Baht

Item	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)
Remittance to the State	13,600	8,146	9,355

Key Performance Indicators

Indicator	2024	2023	Change (2024–2023)	% Change
Revenue from Sales and Services (Million Baht)	648,030	676,373	(28,343)	(4.19%)

Indicator	2024	2023	Change (2024–2023)	% Change
Other Revenue (Million Baht)	25,050	14,090	10,960	77.79%
Operating Expenses (Million Baht)	640,718	671,573	(30,855)	(4.59%)
Other Expenses (Million Baht)	5,323	4,316	1,007	23.33%
Net Profit (Million Baht)	27,039	14,574	12,465	85.53%
Investment in Assets (Million Baht)	50,753	52,527	(1,774)	(3.38%)
Loans (Million Baht)	163,294	158,315	4,979	3.14%
Net Assets (Million Baht)	567,412	543,560	23,852	4.39%
Number of Electricity Users (Accounts)	22,062,761	22,006,683	56,078	0.25%
Total Energy Distributed (Including Non-Revenue Power) (Million Units)	156,838	148,976	7,862	5.28%
Average Distribution per User (Units/Account)	7,109	6,770	339	5.01%
Peak Power Demand (MW)	25,710	24,239	1,471	6.07%
Electricity Purchased (Million Units)	165,139	157,420	7,719	4.90%
- Purchased from External Sources (Million Units)	165,020	157,324	7,696	4.89%
- Self-Generated (Million Units)	119	96	23	23.96%
Transmission System (Circuit-Kilometers)	16,402	15,842	560	3.53%

Indicator	2024	2023	Change (2024–2023)	% Change
High Voltage Distribution System (Circuit-Kilometers)	349,428	343,663	5,765	1.68%
Low Voltage Distribution System (Circuit-Kilometers)	541,271	531,837	9,434	1.77%
Number of Offices*	948	948	0	0.00%
Number of Employees	27,330	27,886	(556)	(1.99%)
Number of Contract Workers	5,591	6,003	(412)	(6.86%)
Total Villages Nationwide	74,414	74,792	(378)	(0.51%)
Villages with Electricity Access	74,392	74,775	(383)	(0.51%)
Percentage of Electrified Villages (%)**	100.00	100.00	0	0.00%

Note:

- Number of offices excludes the PEA headquarters and 12 regional electricity offices.
  ** PEA has achieved 100% electricity coverage within its service area. Remaining unelectrified villages are located in non-permitted zones.

Number of Electricity Users

Electricity Users by Tariff Category

Unit: Accounts

Customer Category	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
Residential (≤150 units/month)	8,981,767	9,480,246	9,841,277	9,510,131	9,821,425
Residential (>150 units/month)	10,329,102	9,884,069	9,266,109	9,247,681	8,487,467
Small Business	1,869,572	1,793,575	1,746,341	1,720,379	1,681,395
Medium Business	99,615	92,643	85,768	83,111	82,605
Large Business	8,125	7,866	7,635	7,511	7,351
Specific Business	16,009	14,815	13,034	11,941	13,688
Non-Profit Organization	1,010	1,047	1,042	1,000	1,063
Agricultural Pumping	5,811	5,714	5,618	5,627	5,871
Temporary Electricity	447,359	433,868	423,012	397,788	371,422
Standby Electricity	104	106	103	99	98
Interruptible Load	4	4	4	4	4
EV Low Priority	884	205	–	–	–
EV	162	151	36	11	1
Non-Revenue Electricity*	303,237	292,374	280,078	272,249	262,327
Total	22,062,761	22,006,683	21,670,057	21,257,532	20,734,717

Annual Growth Rate (%): 0.25 | 1.55 | 1.94 | 2.52 | 4.89

Index (2020 = 100%): 106.40 | 106.13 | 104.51 | 102.52 | 100.00

Note:

*Non-Revenue Electricity includes:

1. Electricity for PEA offices and substations
2. Electricity for highways and public lighting
3. Electricity for war veterans
4. Electricity for official residences
5. Other uses such as sports field lighting, security lighting, disaster relief, and royal ceremonies

Electricity Sales by Customer Category

Unit: Million kWh

Customer Category	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
Residential (≤150 units/month)	7,579	7,902	7,738	8,104	8,942
Residential (>150 units/month)	36,796	33,210	30,526	30,415	28,225
Small Business	15,997	15,214	14,512	13,964	13,911
Medium Business	25,026	23,557	22,456	21,708	21,554
Large Business	59,106	57,214	58,389	56,522	53,115
Specific Business	4,999	4,400	3,507	2,530	3,094

Customer Category	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
Non-Profit Organization	85	82	77	71	71
Agricultural Pumping	476	485	335	398	417
Temporary Electricity	1,113	1,008	923	896	925
Standby Electricity	109	389	679	153	109
Interruptible Load	1,330	1,561	1,858	1,635	1,487
EV Low Priority	111	14	–	–	–
EV	14	8	1	[illegible]	–
Non-Revenue Electricity*	4,097	3,932	3,[illegible]78	3,291	3,018
Total	156,838	1[illegible]2,976	144,579	139,687	134,868

Annual Growth Rate (%): 5.28 | 3.04 | [illegible].50 | 3.57 | (2.40)

Index (2020 = 100%): 116.29 | 110.46 | 10[illegible]7.20 | 103.57 | 100.00

Note:

*Non-Revenue Electricity includes:

1. Electricity for PEA offices and substations
2. Electricity for highways and public lighting
3. Electricity for war veterans
4. Electricity for official residences
5. Other uses such as sports field lighting, security lighting, disaster relief, and royal ceremonies

Electricity Sales by Category (Excluding Non-Revenue Electricity)

Unit: Million kWh

Category	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
Business and Industry	106,692	102,357	101,402	96,512	93,270
Residential and Other Rate Categories	46,049	42,687	39,599	39,884	38,580
Total	152,741	145,044	141,001	136,396	131,850

Annual Growth Rate (%): 5.31 | 2.87 | 3.38 | 3.45 | (2.56)

Index (2020 = 100%): 115.84 | 110.01 | 106.94 | 103.45 | 100.00

Breakdown by Category in 2020-2024:

Year	Business and Industry (Million kWh)	%	Residential and Other Categories (Million kWh)	%	Total (Million kWh)	%
2020 (B.E. 2563)	93,270	70.74	38,580	29.26	131,850	100.00
2021 (B.E. 2564)	96,512	70.76	39,884	29.24	136,396	100.00
2022 (B.E. 2565)	101,402	71.92	39,599	28.08	141,001	100.00
2023 (B.E. 2566)	102,357	70.57	42,687	29.43	145,044	100.00

Year	Business and Industry (Million kWh)	%	Residential and Other Categories (Million kWh)	%	Total (Million kWh)	%
2024 (B.E. 2567)	106,692	69.85	46,049	30.15	152,741	100.00

Note:

- Business and Industry includes: Small, Medium, Large Businesses, Specific Businesses, Standby Electricity, Interruptible Load, EV Low Priority, and EV.
- Residential and Other Categories include: Residential (≤150 kWh), Residential (>150 kWh), Non-Profit Organizations, Agricultural Pumping, and Temporary Electricity.

Electricity Production and Purchases

Unit: Million kWh

Source	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
PEA's Own Production	119	96	101	87	90
Purchased from EGAT (Electricity Generating Authority of Thailand)	153,259	145,381	140,684	136,255	131,558

Source	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
Purchased from Department of Alternative Energy Development and Conservation	56	54	87	71	47
Purchased from Small Power Producers	11,603	11,794	11,554	11,232	10,887
Purchased from Solar PV Rooftop	102	95	92	92	94
Total	165,139	157,420	152,518	147,737	142,676

Number of Employees by Educational Qualification

Unit: People

Qualification	2024 (B.E. 2567)	2023 (B.E. 2566)	2022 (B.E. 2565)	2021 (B.E. 2564)	2020 (B.E. 2563)
Bachelor's Degree	9,719	9,676	9,485	9,232	9,219
Associate Degree - Higher Vocational Certificate	15,898	16,153	16,232	16,238	15,939
Vocational Certificate - High School Diploma	1,591	1,876	2,038	2,286	2,687
Other	125	181	335	412	527
Total	27,330	27,886	28,090	28,168	28,372

Structure and Responsibilities of the Provincial Electricity Authority (PEA) Board of Directors

The structure of the Board of Directors of the Provincial Electricity Authority (PEA) is in accordance with the Provincial Electricity Authority Act B.E. 2503 (1960) and its subsequent amendments. As stipulated in Chapter 2, Section 20, the Board of Directors shall consist of one Chairperson, the Governor as an ex officio member, and not fewer than five but not more than thirteen other directors.

In addition, according to the State Enterprise Board and Employee Qualification Standards Act B.E. 2518 (1975) and its amendments, Section 12/1 requires that at least one-third of the directors (excluding ex officio members) must be selected from the list of qualified persons maintained by the Ministry of Finance. Furthermore, as per the Regulations on Accounting and Finance of State Enterprises B.E. 2520 (1977), a representative from the Ministry of Finance must also serve on the board of every state enterprise.

Responsibilities of the Board of Directors

As defined under the Provincial Electricity Authority Act B.E. 2503 and its amendments, the Board of Directors is vested with the following powers and duties:

1. Formulate policies and oversee the operations of the PEA, including issuing operational regulations, setting electricity tariffs and service charges, and determining employee salary structures.
2. Act as public officials as defined under the Penal Code.
3. Determine the PEA's reserve funds.
4. Set regulations for the opening of bank deposit accounts under the PEA's name.
5. Submit matters to the Minister for further submission to the Cabinet.
6. Appoint the Governor, considering qualifications, salary, and terms of dismissal.
7. Approve or ratify legal acts and agreements executed by the Governor.

8. Approve the recruitment, appointment, dismissal, promotion, demotion, or salary adjustment of advisors, experts, or department directors, including determining their employment conditions.
9. Appoint an acting Governor in cases where the Governor is unable to perform duties or when the position becomes vacant.
10. Adjudicate petitions filed by property owners, possessors, or right holders regarding the use of land, within 15 days from the date of receiving written notice.

List of the Provincial Electricity Authority (PEA) Board of Directors for the Year 2024

Name – Surname:
Mr. Arsis Sumpantarat
(Chairman of the Provincial Electricity Authority Board of Directors)
(Listed on the 2025 State Enterprise Directors Roster)

Age:
53 years old

Position:
Permanent Secretary, Ministry of Interior

Key Professional Experience:

1. Director-General, Department of Provincial Administration
2. Director-General, Community Development Department
3. Deputy Permanent Secretary, Office of the Permanent Secretary, Ministry of Interior

Educational Background:

1. Master's Degree – Master of Public Administration (MPA),
   National Institute of Development Administration (NIDA)
2. Bachelor's Degree – Bachelor of Political Science (Government),
   Chulalongkorn University

Directorship in Other Organizations:
Member of the Board of Directors, Tourism Authority of Thailand

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Mr. Arsis Sumpantarat as Chairman of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he remains in the position to date

Name – Surname:
Mr. Chaiyawat Chuntirapong
(Listed on the 2024 State Enterprise Directors Roster)

Age:
59 years old

Position:
Director-General, Department of Provincial Administration

Key Professional Experience:

1. Director-General, Department of Disaster Prevention and Mitigation
2. Governor of Buriram Province

Educational Background:

1. Honorary Doctorate – Doctor of Public Administration,
   Buriram Rajabhat University
2. Master's Degree – Master of Arts in Social Development,
   Khon Kaen University
3. Bachelor's Degree – Bachelor of Laws,
   Ramkhamhaeng University

Directorship in Other Organizations:
Chairman of the Board, PEA ENCOM International Co., Ltd.

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Mr. Chaiyawat Chuntirapong as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he remains in the position to date.

Name – Surname:

Lieutenant General Adul Boonthamcharoen

Age:

60 years old

Position:

Royal Aide-de-Camp (Special Appointment)

Key Professional Experience:

1. Commander, 2nd Army Area, Royal Thai Army
2. Deputy Commander, 2nd Army Area, Royal Thai Army
3. Commander, 6th Infantry Division, Royal Thai Army

Educational Background:

1. Master's Degree – Master of Public and Private Management, National Institute of Development Administration (NIDA)
2. Bachelor's Degree – Bachelor of Science, Chulachomklao Royal Military Academy

Directorship in Other Organizations:

Advisor to the Chaipattana Foundation

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:

The Cabinet appointed Lieutenant General Adul Boonthamcharoen as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he remains in the position to date.

Name – Surname:
Mr. Kornnin Kanchanomai
(Listed in the 2023 State Enterprise Directors Roster)

Age:
53 years old

Position:
Deputy Director of the Bureau of the Budget

Key Professional Experience:

1. Advisor to the Bureau of the Budget
2. Director of Economic Budget Division 1, Bureau of the Budget

Educational Background:

1. Master's Degree – Master of Business Administration (M.B.A.), City University of Seattle, Washington State, U.S.A.
2. Bachelor's Degree – Bachelor of Political Science, Chulalongkorn University

Directorship in Other Organizations:

1. Director, Mass Rapid Transit Authority of Thailand
2. Director, Marketing Organization for Farmers
3. Director, Government Lottery Office

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Mr. Kornnin Kanchanomai as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he currently serves in that position.

Name – Surname:
Mr. Jirapong Theppitak
(Listed in the 2024 State Enterprise Directors Roster)

Age:
51 years old

Position:
Inspector General of the Ministry (Senior Inspector, Office of the Permanent Secretary, Ministry of Transport)

Key Professional Experience:

1. Deputy Director General for Highway Maintenance, Department of Highways
2. Director, Highway District 10 (Nakhon Ratchasima), Department of Highways

Educational Background:

1. Master's Degree – Master of Public Administration,
   National Institute of Development Administration (NIDA)
2. Master's Degree – Master of Engineering in Transportation Engineering,
   Chiang Mai University
3. Bachelor's Degree – Bachelor of Engineering in Civil Engineering,
   Chiang Mai University

Directorship in Other Organizations:
Director, PEA ENCOM International Co., Ltd.

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Mr. Jirapong Theppitak as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he currently serves in that position.

Name – Surname:
Police Lieutenant General Samran Nualma

Age:
51 years old

Position:
Assistant Commissioner-General, Royal Thai Police

Key Professional Experience:

1. Commissioner of the Metropolitan Police Bureau, Royal Thai Police
2. Deputy Commissioner of the Metropolitan Police Bureau, Royal Thai Police

Educational Background:

1. Master's Degree – Master of Arts (Political Science), Ramkhamhaeng University
2. Bachelor's Degree – Bachelor of Public Administration, Royal Police Cadet Academy

Directorship in Other Organizations:

1. Independent Director, Bangchak Corporation Public Company Limited
2. Director, Forest Industry Organization

Holding Directorships in Businesses Competing with PEA:
No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights:
None

Note:
The Cabinet appointed Police Lieutenant General Samran Nualma as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he currently holds the position.

Name – Surname:
Associate Professor Teera Chiasiripongkul
(Listed in the 2024 State Enterprise Director Roster)

Age:
49 years old

Position:
Vice President for Rangsit Center Administration, Thammasat University

Key Professional Experience:

1. Dean, Faculty of Engineering, Thammasat University
2. Director, Office of the Registrar, Thammasat University

Educational Background:

1. Doctorate – Doctor of Engineering in Applied Mechanics (Dynamics),
   Technische Universität Darmstadt, Germany
2. Master's Degree – Master of Engineering in Mechatronics, School of Advanced Technologies
   (Exchange Program), Asian Institute of Technology, Bangkok, Thailand,
   and Hamburg University of Technology, Hamburg, Germany
3. Bachelor's Degree – Bachelor of Engineering (Mechanical Engineering),
   King Mongkut's University of Technology Thonburi

Directorship in Other Organizations:

1. Director, Airports of Thailand Public Company Limited
2. Director, Dhanarak Asset Development Company Limited

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Associate Professor Teera Chiasiripongkul as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he currently holds the position.

Name – Surname:
Mr. Panit Theerapapwong
(Listed in the 2023 State Enterprise Director Roster)

Age:
57 years old

Position:
Legal Advisor, Office of the Permanent Secretary, Ministry of Finance

Key Professional Experience:

1. Director of Legal Affairs Group, Office of the Permanent Secretary, Ministry of Finance
2. Head of Legal Affairs Group, Legal Bureau, Revenue Department

Educational Background:

1. Doctorate – Doctor of Philosophy (Law), Thai Government Scholarship under the Revenue Department,
   Queen Mary College, University of London, UK
2. Master's Degree – Master of International Economic Law, University of Warwick, UK
3. Bachelor's Degree – Bachelor of Laws, Thammasat University

Directorship in Other Organizations:

1. Director, National Telecom Public Company Limited
2. Director, Dhanarak Asset Development Company Limited
3. Director, Islamic Bank Asset Management Company Limited

Holding Directorships in Businesses Competing with PEA: No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Mr. Panit Theerapapwong as a member of the Provincial Electricity Authority Board of Directors on January 9, 2024, and he currently holds the position.

Name – Surname:
Mr. Wirat Ueanroemit
(Listed in the 2025 State Enterprise Director Roster)

Age:
62 years old

Position:
Chairman of the Board, Eastern Water Resources Management and Development Public Company Limited (EASTW)

Key Professional Experience:

1. Chief Executive Officer and President, Thai Oil Public Company Limited
2. Chief Operating Officer, Upstream Petroleum and Gas Business Group, PTT Public Company Limited

Educational Background:

1. Master's Degree – MBA (Finance), Pennsylvania State University, USA
2. Bachelor's Degree – Bachelor of Engineering (Electrical Engineering), Chulalongkorn University

Directorship in Other Organizations:

1. Director, Eastern Water Resources Management and Development Public Company Limited
2. Director, PEA ENCOM International Co., Ltd.
3. Director, Aeronautical Radio of Thailand Ltd.

Holding Directorships in Businesses Competing with the Provincial Electricity Authority (PEA): No

Shareholding in Energy-Related Companies Exceeding 5% of Total Voting Rights: None

Note:
The Cabinet appointed Mr. Wirat Ueanroemit as a member of the Board of Directors of the Provincial Electricity Authority on January 9, 2024, and he currently holds the position

Name:
Associate Professor Dr. Dilok Piyayotai

Age:
56 years

Position:
Director of Thammasat University Hospital Chalermprakiet

Significant Work Experience:

1. Dean of Faculty of Medicine, Thammasat University
2. Deputy Director for Health Services and Academic Affairs, Thammasat University Hospital Chalermprakiet

Education:

1. Master of Science (Internal Medicine), Chulalongkorn University
2. Doctor of Medicine, Chulalongkorn University

Other Board Memberships: None

Positions in Other Organizations Competing with Provincial Electricity Authority: None

Shareholding in Companies Related to the Energy Business Exceeding 5% of Total Voting Shares: None

Remark:
Appointed as a member of the Provincial Electricity Authority Board by the Cabinet resolution since January 9, 2024 – Present

Name:
Mr. Suwit Thorninpanich
(List of State Enterprise Board Members, 2021)

Age:
59 years

Position:
Chairman of the Renewable Energy Industry Group, Federation of Thai Industries

Significant Work Experience:
President of the Army War College Association

Education:

1. Doctor of Philosophy in Technology and Sustainable Energy and Environmental Management, Rajamangala University of Technology Rattanakosin
2. Master of Management in Entrepreneurship, Mahidol University
3. Bachelor of Business Administration in Human Resource Management, Suan Sunandha Rajabhat University

Other Board Memberships:
Chairman of the Clean Energy for People Foundation

Positions in Other Organizations Competing with Provincial Electricity Authority: None

Shareholding in Companies Related to the Energy Business Exceeding 5% of Total Voting Shares: None

Remark:
Appointed as a member of the Provincial Electricity Authority Board by the Cabinet resolution since January 9, 2024 – Present

Name:
Mr. Jetsadon Tonawanik

Age:
52 years

Position:
Chairman of the Law Program, Asia Graduate College

Significant Work Experience:

1. Dean of the Faculty of Law, Siam University
2. Dean of the Faculty of Law, Pridi Banomyong Faculty of Law, Dhurakij Pundit University

Education:

1. Doctor of the Science of Law, Stanford University, U.S.A.
2. Master of the Science of Law, Stanford University, U.S.A.
3. Bachelor of Laws (Public Law), Thammasat University

Other Board Memberships:

1. Board Member, Zoological Park Organization under the Royal Patronage of His Majesty the King
2. Board Member, Summit Gas Tank Public Company Limited
3. Board Member, Biosign Animal Health Public Company Limited

Positions in Other Organizations Competing with Provincial Electricity Authority: None

Shareholding in Companies Related to the Energy Business Exceeding 5% of Total Voting Shares: None

Remark:
Appointed as a member of the Provincial Electricity Authority Board by the Cabinet resolution since January 9, 2024 – Present

Name:
Assistant Professor Pongsak Keeratiwinthakorn
(State Enterprise Board Member List 2021)

Age:
50 years

Position:
Faculty Member, Department of Computer Engineering, Faculty of Engineering, King Mongkut's Institute of Technology Ladkrabang

Significant Work Experience:

1. Director, Cooperative Education and Electronic Media Development Institute, Thai-German Program, King Mongkut's University of Technology North Bangkok
2. Assistant to the President for Research and Information Technology Development, King Mongkut's University of Technology North Bangkok

Education:

1. Ph.D. in Information Science, University of Pittsburgh, Pennsylvania, U.S.A.
2. Master of Science in Electrical Engineering, University of Kansas, U.S.A.
3. Bachelor of Engineering (Electrical Engineering), King Mongkut's Institute of Technology Ladkrabang

Other Board Memberships:
Board Member, Transport Company Limited

Positions in Other Organizations Competing with Provincial Electricity Authority: None

Shareholding in Companies Related to the Energy Business Exceeding 5% of Total Voting Shares: None

Remark:
Appointed as a member of the Provincial Electricity Authority Board by Cabinet resolution since January 9, 2024 – Present

Name:
Second Lieutenant Preechapol Pongpanich
(State Enterprise Board Member List 2023)

Age:
44 years

Position:
Chief Executive Officer, WINN Capital Co., Ltd.

Significant Work Experience:

- (None specified)

Education:

1. Doctor of Philosophy (Ph.D.) in Industrial Business Administration
   King Mongkut's Institute of Technology Ladkrabang
2. Master of Economics in Political Economy
   University of Technology Sydney, Australia
3. Bachelor of Engineering
   University of Technology Sydney, Australia

Other Board Memberships:
Board Member, Sports Authority of Thailand

Positions in Other Organizations Competing with Provincial Electricity Authority:
None

Shareholding in Companies Related to the Energy Business Exceeding 5% of Total Voting Shares:
None

Remark:
Appointed as a member of the Provincial Electricity Authority Board by Cabinet resolution since January 9, 2024 – Present

Name:
Mr. Supachai Eakoon
(State Enterprise Board Member List 2021)

Age:
59 years

Position:
Governor of the Provincial Electricity Authority
(Term: August 17, 2021 – Present)

Significant Work Experience:

1. Deputy Governor of Engineering
2. Deputy Governor of Regional Electricity Authority Region 3
3. Director of Electricity Zone 1 (Ayutthaya), Region 3

Education:

1. Master of Engineering in Safety Engineering, Kasetsart University
2. Master of Business Administration, Khon Kaen University
3. Bachelor of Industrial Education (Electrical Engineering), King Mongkut's University of Technology North Bangkok

Other Board Memberships:
Board Member, PEA ENCOM International Company Limited

Positions in Other Organizations Competing with the Provincial Electricity Authority:
None

Shareholding in Companies Related to the Energy Business Exceeding 5% of Total Voting Shares:
None

Remark:
Appointed as a member of the Provincial Electricity Authority Board by Cabinet resolution since August 17, 2021 – Present

Appointment of Committees/Subcommittees

The Board of Directors of the Provincial Electricity Authority (PEA) has established mechanisms to supervise and review all key operational systems under good governance and best practices. Ten specific committees have been appointed, with PEA board members serving on each committee. These subcommittees were formally appointed with defined roles and responsibilities to monitor operations across all systems, provide recommendations, and review plans before submitting them to the PEA Board of Directors for consideration, as follows:

1. PEA Executive Committee

Name	Position	Meetings Attended / Total Meetings	Meeting Allowance (Baht) Before Tax
1. Mr. Chaiwat Chuntirapong	Chairman	15/15	137,500.00
2. Mr. Wirat Uearnarumit	Member	15/15	90,000.00
3. Mr. Jirapong Theppitak	Member	15/15	110,000.00
4. Assoc. Prof. Teera Chiasiripongkul	Member	15/15	110,000.00
5. Mr. Supachai Ekk-oon	Member	15/15	110,000.00

Remarks:

1. The committee received meeting allowances for 11 meetings (no meeting held in January 2024).
2. Member No. 2 did not receive an allowance for July 2024 due to exceeding participation in two committees.

Roles and Responsibilities:

To screen and consider procurement and hiring proposals under the authority of the PEA Board of Directors, as well as regulations, bylaws, annual budgets, strategic plans, and annual

operational plans of the organizational management system before submission to the PEA Board of Directors.

2. PEA Audit Committee

Name	Position	Meetings Attended / Total Meetings	Monthly Remuneration (Baht) Before Tax
1. Lt. Gen. Adul Boonthamcharoen	Chairman	12/12	275,000.00
2. Mr. Kornnin Kanchanomai	Member	12/12	220,000.00
3. Mr. Panit Theerapapwong	Member	12/12	220,000.00

Remark:
Meeting No. 7/2024 (July) did not include remuneration as it was the second meeting of that month.

Roles and Responsibilities:

1. Oversee organizational management processes, including corporate governance, strategic planning, risk management and internal control, stakeholder and customer engagement, digital technology development, human capital management, knowledge and innovation management, and internal audit. Monitor implementation of recommendations from regulatory agencies.
2. Review the accuracy and reliability of PEA's financial reports.
3. Review PEA's operations to ensure compliance with laws, regulations, and policies, including related party transactions or those that may involve conflicts of interest.
4. Ensure financial reporting is accurate and credible.

3. PEA Risk Management and Internal Control Committee

Name	Position	Meetings Attended / Total Meetings	Meeting Allowance (Baht) Before Tax
1. Mr. Jet Tonawanik	Chairman	5/5	62,500.00
2. Pol. Lt. Gen. Samran Nualma	Member	4/5	20,000.00
3. Lt. Preechapol Pongpanich	Member	5/5	50,000.00
4. Assoc. Prof. Dr. Dilok Piyothai	Member	5/5	50,000.00
5. Mr. Suwit Toranintpanich	Member	5/5	50,000.00
6. Mr. Supachai Ekk-oon	Member & Secretary	5/5	50,000.00

Remark:

Member No. 2 did not receive allowances in May, August, and November due to exceeding participation in two committees.

Roles and Responsibilities:

To establish policies, oversee, approve plans, and monitor and evaluate the performance of risk management and internal control processes, including special risk scenarios. Also, to ensure integration of governance, risk management, and compliance (GRC).

4. PEA Governance and Sustainability Development Committee

Name	Position	Meetings Attended / Total Meetings	Meeting Allowance (Baht) Before Tax
1. Lt. Preechapol Pongpanich	Chairman	5/5	62,500.00
2. Assoc. Prof. Dr. Dilok Piyothai	Member	5/5	50,000.00
3. Mr. Jirapong Theppitak	Member	5/5	40,000.00
4. Pol. Lt. Gen. Samran Nualma	Member	4/5	–

Remarks:

- Member No. 3 did not receive an allowance in November due to exceeding participation in two committees.
- Member No. 4 did not receive allowances in April, July, October, and November for the same reason.

Roles and Responsibilities:

Oversee, monitor, and evaluate the implementation of policies and operational plans in alignment with good governance and sustainable development. Ensure the integration of governance, risk management, and compliance (GRC), and review governance practices, anti-corruption measures, stakeholder engagement, and sustainability efforts, including environmental, social, and governance (ESG) dimensions, benchmarked against international standards and reported to the PEA Board of Directors.

5. Subcommittee on the Performance Evaluation of the Governor of the Provincial Electricity Authority

Name	Position	Meetings Attended / Total	Meeting Allowance (Baht) Before Tax
Mr. Chaiwat Chuntirapong	Chairman	3/3	37,500.00
Mr. Jiraphong Theppithak	Subcommittee Member	3/3	20,000.00
Mr. Wirat Uearnruemmit	Subcommittee Member	3/3	-

Remarks:

- Member No. 2 did not receive a meeting allowance in November due to exceeding participation in more than two committees.
- Member No. 3 did not receive meeting allowances in June, October, and November for the same reason.

Roles and Responsibilities:

1. Define the evaluation methodology and performance indicators for the Governor of the PEA.
2. Hold discussions with the Governor to ensure mutual understanding of evaluation methods prior to conducting the assessment, to ensure effectiveness, transparency, and fairness.
3. Monitor performance, identify issues and obstacles, and report findings and recommendations to the PEA Board.
4. Conduct the Governor's performance evaluation in accordance with the established criteria.
5. Consider the monthly and special remuneration for the Governor in line with Ministry of Finance regulations and contractual terms.
6. Facilitate the presentation of the organization's key plans and performance.

6. Digital Technology Committee of the Provincial Electricity Authority

Name	Position	Meetings Attended / Total	Meeting Allowance (Baht) Before Tax
Assoc. Prof. Teera Chiasiripongkul	Chairman	11/11	137,500.00
Asst. Prof. Pongsak Keerativanakorn	Chairman	11/11	110,000.00
Mr. Suwit Thoraninpaneet	Committee Member	10/11	100,000.00
Mr. Wirat Uearnruemmit	Committee Member	11/11	110,000.00
Pol. Lt. Gen. Samran Nualma	Committee Member	9/11	80,000.00

Remark:

- Member No. 5 did not receive a meeting allowance in July due to exceeding participation in more than two committees.

Roles and Responsibilities:

Review and screen procurement, leasing, and technical matters related to digital technology within the PEA Board's authority.

Evaluate investment frameworks for projects and digital initiatives, and assess policies for integrating these with other plans as assigned by the PEA Board.

7. Committee for the Selection of the Governor of the Provincial Electricity Authority

Name	Position	Meetings Attended / Total	Meeting Allowance (Baht) Before Tax
Mr. Chaiwat Chuntirapong	Chairman	1/1	-
Lt. Gen. Adul Boonthamcharoen	Committee Member	1/1	10,000.00
Pol. Lt. Gen. Samran Nualma	Committee Member	1/1	-
Mr. Wirat Uearnruemmit	Committee Member	1/1	-
Mr. Jiraphong Theppithak	Committee Member	1/1	-

Remark:

- Members 1, 3, 4, and 5 did not receive meeting allowances in November 2024 due to exceeding participation in more than two committees.

Roles and Responsibilities:

Responsible for selecting and recruiting individuals who are qualified, capable, and experienced for the position of PEA Governor. The selection process must be transparent, fair, and accountable, and comply with legal qualifications and prohibitions. Once a suitable candidate is identified, the name shall be proposed to the PEA Board for consideration.

8. Subcommittee on Legal Affairs, Regulations, and Appeals

Name	Position	Meetings Attended / Total	Meeting Allowance (Baht) Before Tax
Mr. Jetsada Tontanavanik	Chairman	11/11	137,500.00

Roles and Responsibilities:
Review and assess legal issues, revise and amend PEA laws and regulations, and evaluate appeals regarding administrative orders, disciplinary actions, and liability-related compensation claims. Provide recommendations to the Chairman of the PEA Board for further decision-making.

9. Committee on Labor Relations of the Provincial Electricity Authority

Name	Position	Meetings Attended / Total	Meeting Allowance (Baht) Before Tax
Pol. Lt. Gen. Samran Nualma	Chairman	11/11	137,500.00

Roles and Responsibilities:

1. Enhance operational efficiency and improve regulations governing state enterprises.
2. Address complaints from employees or unions, including disciplinary issues and conflict resolution within the state enterprise.

\10. Subcommittee on the Governor's Remuneration

Name	Position	Meetings Attended / Total	Meeting Allowance (Baht) Before Tax
Mr. Wirat Uearnruemmit	Chairman	2/2	25,000.00

Roles and Responsibilities:
Determine the compensation package for the individual to be appointed as PEA Governor and draft the corresponding executive employment contract.

Remuneration Policy for the Board of Directors of the Provincial Electricity Authority (PEA)

The remuneration for the Board of Directors is determined with fairness, transparency, and public disclosure. PEA discloses its remuneration policy and details of directors' remuneration in the annual report as follows:

1. Remuneration Rates and Meeting Allowances for State Enterprise Directors
   On April 24, 2019, the Cabinet approved the revised rates and criteria for monthly remuneration and meeting allowances for directors of state enterprises and members of sub-committees, working groups, and other related committees. PEA, classified as a large-scale state enterprise (Group 1), implemented the revised remuneration rates according to the Cabinet resolution, as follows:

   1.1 Monthly Remuneration
   The Chairperson of the Board receives remuneration at twice the rate of a regular director:

   - Chairperson: THB 20,000 per month
   - Director: THB 10,000 per month
     In cases where a director does not serve a full month, monthly remuneration is paid proportionally based on the period served.

   1.2 Meeting Allowance

   - Directors receive a meeting allowance on a per-meeting basis, limited to one meeting per month. In justified cases, more than one meeting allowance may be paid per month, not exceeding 15 meetings per year.
   - The Chairperson receives a meeting allowance 25% higher than that of a director, i.e.,
     - Chairperson: THB 25,000 per meeting
     - Director: THB 20,000 per meeting

For chairpersons and directors of sub-committees or other related committees, the allowance is 0.5 times the meeting allowance of state enterprise board meetings (i.e., not exceeding THB 10,000 per person per meeting). The Chairperson of a sub-committee receives 25% more than the other members. Allowances are paid only to those attending the meeting. Each director may receive allowances from no more than two sub-committees or working groups, with a maximum of one meeting allowance per month per committee.

2. Bonus

   Bonus payments, as monetary incentives under the state enterprise performance evaluation system, are based on net profits and the enterprise's performance score, as determined by the Ministry of Finance.

   The bonus for the Chairperson and Vice-Chairperson of the Board is higher than that for other directors by 25% and 12.5%, respectively. In the case where a director is absent for more than three months during a fiscal year, the bonus is reduced according to the following criteria:

   - Absence for more than 3 months but not exceeding 6 months: bonus reduced by 25%
   - Absence for more than 6 months but not exceeding 9 months: bonus reduced by 50%
   - Absence for more than 9 months: bonus reduced by 75%

Profiles of Management

Name - Surname: Mr. Supachai Eka-oon

Position: Governor

Age: 59

Educational Institution: Kasetsart University

Degree/Major: Master of Engineering / Safety Engineering

Career History:

- Governor – Effective from 17 August 2021
- Deputy Governor (Engineering) – Effective from 1 October 2020
- Deputy Governor (Region 3 Electricity) – Effective from 1 October 2019
- Director, Area Electricity Office 1 (Ayutthaya), Region 3 – Effective from 12 November 2018

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  Director, PEA ENCOM International Co., Ltd.
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Gromsak Khunthong

Position: Senior Deputy Governor (attached to the Governor)

Age: 58

Educational Institution: Ramkhamhaeng University

Degree/Major: Master of Business Administration / Logistics Management

Career History:

- Senior Deputy Governor (attached to the Governor) – Effective from 1 February 2024
- Assistant Governor (Logistics and Corporate Services) – Effective from 1 October 2022
- Assistant Governor (Corporate Support) – Effective from 1 October 2020
- Assistant Governor (Administration) – Effective from 1 October 2019
- Director, Administration Department – Effective from 1 October 2016

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Khajon Prongfa

Position: Senior Deputy Governor (attached to the Governor)

Age: 58

Educational Institution: Kasetsart University

Degree/Major: Master of Business Administration

Career History:

- Senior Deputy Governor (attached to the Governor) – Effective from 1 February 2024
- Assistant Governor (Acting Assistant Governor, PEA Region 1 - Central Region, Phra Nakhon Si Ayutthaya Province) – Effective from 1 October 2023
- Assistant Governor, PEA Region 1 (Central Region), Phra Nakhon Si Ayutthaya Province – Effective from 1 October 2020
- Director, Area Electricity Office 1 (Ayutthaya), Region 3 – Effective from 1 October 2019
- Director, Operations and Maintenance Division, Region 3 Electricity Office (Nakhon Pathom) – Effective from 12 November 2018

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Teera Srimai

Position: Senior Deputy Governor (attached to the Governor)

Age: 56

Educational Institution: Southeast Asia University

Degree/Major: Bachelor of Engineering / Electronics Engineering

Career History:

- Senior Deputy Governor (attached to the Governor) and Acting Managing Director, PEA ENCOM International Co., Ltd. – Effective from 1 October 2024
- Assistant Governor (Power System Operations – Network Operations) – Effective from 1 February 2024
- Acting Assistant Governor (Power System Operations – Network Operations) and Acting Assistant Governor (Power System Operations – Grid Asset Management) – Effective from 1 October 2023
- Assistant Governor (Operations and Maintenance) – Effective from 1 October 2020
- Expert Level 13, Office of the Deputy Governor (Operations and Maintenance) – Effective from 1 October 2019

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  Acting Managing Director, PEA ENCOM International Co., Ltd.
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Phongsakorn Yutthakowit

Position: Deputy Governor (Planning and Engineering)

Age: 49

Educational Institution: Sasin Graduate Institute of Business Administration of Chulalongkorn University

Degree/Major: Executive Master of Business Administration

Career History:

- Deputy Governor (Planning and Engineering) – Effective from 1 October 2024
- Assistant Governor (Planning and Engineering – Power System Planning and Development) – Effective from 1 February 2024
- Acting Assistant Governor (Planning and Engineering – Power System Planning and Development) and Acting Assistant Governor (Planning and Engineering – Engineering) – Effective from 1 October 2023
- Assistant Governor (Power System Planning and Development) – Effective from 1 October 2019
- Director, Power System Planning Division – Effective from 1 October 2017

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Pradit Fuengfu

Position: Deputy Governor (Strategy)

Age: 52

Educational Institution: The University of Texas at Arlington

Degree/Major: Doctor of Philosophy / Electrical Engineering

Career History:

- Deputy Governor (Strategy) – Effective from 1 February 2024
- Assistant Governor (Strategy) – Effective from 1 October 2020
- Assistant Governor (Human Resources) – Effective from 1 October 2019
- Director, Human Resource Development Division – Effective from 23 January 2018

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  Director, PEA ENCOM International Co., Ltd.
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Prasit Chanprasit

Position: Deputy Governor (Business and Marketing)

Age: 59

Educational Institution: King Mongkut's University of Technology North Bangkok

Degree/Major: Bachelor of Industrial Education / Electrical Engineering

Career History:

- Deputy Governor (Business and Marketing) – Effective from 1 February 2024
- Acting Assistant Governor, Provincial Electricity Authority Region 3 (Northeastern Region), Nakhon Ratchasima Province – Effective from 1 October 2023
- Assistant Governor, Provincial Electricity Authority Region 3 (Northeastern Region), Nakhon Ratchasima Province – Effective from 1 October 2021
- Director of Engineering and Services Division, Provincial Electricity Authority Region 3 (Northeastern Region), Nakhon Ratchasima Province – Effective from 1 October 2020

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Mongkol Treekitjanon

Position: Deputy Governor (Northern and Northeastern Regions)

Age: 57

Educational Institution: Suranaree University of Technology

Degree/Major: Doctor of Engineering / Energy Management Engineering

Career History:

- Deputy Governor (Northern and Northeastern Regions) – Effective from 1 February 2024
- Deputy Governor (Logistics and Corporate Services), Acting Deputy Governor (Strategy), and Acting Deputy Governor (Corporate Management) – Effective from 1 October 2023
- Deputy Governor (Logistics and Corporate Services) – Effective from 1 October 2022
- Assistant Governor (Business and Marketing) – Effective from 1 October 2021
- Assistant Governor, Provincial Electricity Authority Region 2 (Northeastern Region), Ubon Ratchathani Province – Effective from 1 October 2020

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Peerapol Puranachot

Position: Deputy Governor (Central and Southern Regions)

Age: 58

Educational Institution: College of Technology and Vocational Education

Degree/Major: Bachelor of Industrial Education / Electrical Engineering

Career History:

- Deputy Governor (Central and Southern Regions) – Effective from 1 October 2024
- Assistant Governor, Provincial Electricity Authority Region 1 (Central Region), Phra Nakhon Si Ayutthaya Province – Effective from 1 February 2024
- Acting Assistant Governor, Provincial Electricity Authority Region 2 (Northeastern Region), Ubon Ratchathani Province – Effective from 1 October 2023
- Assistant Governor, Provincial Electricity Authority Region 2 (Northeastern Region), Ubon Ratchathani Province – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Wiroj Buaklee

Position: Deputy Governor for Digital and Communications

Age: 52

Educational Institution: Kasetsart University

Degree/Major: Doctor of Engineering / Electrical Engineering

Career History:

- Deputy Governor for Digital and Communications – Effective from 1 October 2024
- Assistant Governor for Digital and Communications (Digital) – Effective from 1 February 2024
- Acting Assistant Governor for Digital and Communications (Digital) – Effective from 1 October 2023
- Assistant Governor for Digital – Effective from 1 October 2022
- Assistant Governor for Strategy – Effective from 1 October 2021

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Udomsak Temwong

Position: Deputy Governor for Electrical System Operations

Age: 57

Educational Institution: Phraphutthabat University

Degree/Major: Master of Business Administration / General Management

Career History:

- Deputy Governor for Electrical System Operations – Effective from 1 February 2024
- Assistant Governor for Strategy (Corporate Affairs) – Effective from 1 October 2022
- Director of Operations and Maintenance, Provincial Electricity Authority, Region 3 (Northern Region), Lopburi – Effective from 1 October 2021
- Director of Operations and Maintenance, Provincial Electricity Authority, Region 3 (Lopburi) – Effective from 12 November 2018

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Ms. Sasiwipa Amponsittikul

Position: Deputy Governor for Accounting and Finance

Age: 59

Educational Institution: Kasetsart University

Degree/Major: Bachelor of Science / Accounting

Career History:

- Deputy Governor for Accounting and Finance – Effective from 1 October 2024
- Deputy Governor for the Office of the Governor – Effective from 1 February 2024
- Assistant Governor for the Office of the Governor – Effective from 1 October 2023
- Director of the Office of the Governor – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Chakree Kijbancha

Position: Deputy Governor for Logistics and Corporate Services

Age: 57

Educational Institution: Ramkhamhaeng University

Degree/Major: Master of Business Administration / Senior Management

Career History:

- Deputy Governor for Logistics and Corporate Services – Effective from 1 February 2024
- Deputy Governor for the Office of the Governor, Acting Deputy Governor for Northern and Northeastern Regions – Effective from 1 October 2023
- Deputy Governor for the Office of the Governor – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Montchai Danupothiribornt

Position: Deputy Governor for Organizational Management

Age: 57

Educational Institution: National Institute of Development Administration (NIDA)

Degree/Major: Master of Arts / Social Development

Career History:

- Deputy Governor for Organizational Management – Effective from 1 February 2024
- Assistant Deputy Governor for Organizational Management (Human Resources) – Effective from 1 October 2023
- Director of Human Resources Strategy Division – Effective from 12 November 2021

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mrs. Thitirat Phalasarn

Position: Assistant Deputy Governor for the Governor's Office

Age: 57

Educational Institution: Business Administration University

Degree/Major: Master of Science / Telecommunications Management

Career History:

- Assistant Deputy Governor for the Governor's Office – Effective from 1 February 2024
- Acting Assistant Deputy Governor for Digital and Communications (Infrastructure) – Effective from 1 October 2023
- Assistant Deputy Governor for Information and Communication – Effective from 1 October 2022
- Director of Information Division – Effective from 1 October 2020

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Theerapan Chaninda

Position: Assistant Deputy Governor for the Governor's Office

Age: 55

Educational Institution: National Institute of Development Administration (NIDA)

Degree/Major: Master of Business Administration (MBA)

Career History:

- Assistant Deputy Governor for the Governor's Office – Effective from 1 October 2022
- Director of Customer and Marketing Division – Effective from 1 October 2021
- Director of Social and Environmental Division – Effective from 1 October 2020
- Deputy Director of Business Planning, Region 3 – Effective from 1 October 2015

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  Acting Deputy Managing Director at PEA ICOM International Co., Ltd.
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Phayomsalit Sripattananon

Position: Assistant Deputy Governor for the Governor's Office

Age: 54

Educational Institution: Kasetsart University

Degree/Major: Master of Business Administration (MBA)

Career History:

- Assistant Deputy Governor for the Governor's Office – Effective from 1 February 2024
- Expert Level 13 at the Governor's Office – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Kittimes Krappattanasawat

Position: Assistant Deputy Governor for the Governor's Office

Age: 54

Educational Institution: Chiang Rai Rajabhat University

Degree/Major: Doctor of Philosophy (Ph.D.) / Regional Development Strategy

Career History:

- Assistant Deputy Governor for the Governor's Office – Effective from 1 February 2024
- Acting Director, Office of the Deputy Governor for Electrical System Operations – Effective from 1 October 2022
- Director of Special Project Management – Effective from 1 October 2021

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Kittisak Wannakeaw

Position: Assistant Deputy Governor for the Governor's Office

Age: 49

Educational Institution: Kasetsart University

Degree/Major: Master of Engineering (M.Eng.) / Electrical Engineering

Career History:

- Assistant Deputy Governor for the Governor's Office – Effective from 1 October 2024
- Assistant Deputy Governor for Strategy (Corporate Affairs) – Effective from 1 February 2024
- Acting Director, Office of Promoting Electrical Enterprises and Energy Conservation – Effective from 1 October 2023
- Director, Office of Promoting Electrical Enterprises and Energy Conservation – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  Acting Executive Vice President at PEA ENCOM International Co., Ltd.
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Ms. Soithip Ansombat

Position: Assistant Deputy Governor for Internal Audit

Age: 59

Educational Institution: Rajamangala University of Technology

Degree/Major: Bachelor of Business Administration / Information Systems

Career History:

- Assistant Deputy Governor for Internal Audit – Effective from 1 February 2024
- Director, Strategy and Special Audit Division – Effective from 1 October 2023
- Director, Planning and Support for Audit Division – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Prasong Delee

Position: Assistant Deputy Governor for Planning and Engineering (Engineering)

Age: 56

Educational Institution: Kasetsart University

Degree/Major: Master of Business Administration

Career History:

- Assistant Deputy Governor for Planning and Engineering (Engineering) – Effective from 1 February 2024
- Acting Director, Division under the Office of the Deputy Governor for Planning and Engineering – Effective from 1 October 2023
- Director, Substation Division – Effective from 1 October 2022
- Director, Engineering Division – Effective from 1 October 2021

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Somchai Songsiri

Position: Assistant Deputy Governor for Planning and Engineering (Power System Planning and Development)

Age: 53

Educational Institution: King Mongkut's University of Technology North Bangkok

Degree/Major: Doctor of Philosophy (Ph.D.) / Electrical Engineering

Career History:

- Assistant Deputy Governor for Planning and Engineering (Power System Planning and Development) – Effective from 1 October 2024
- Assistant Deputy Governor for Power System Operations (Network Asset Management) – Effective from 1 February 2024
- Acting Director, Substation Asset Management Division – Effective from 1 October 2023
- Director, Substation and Power System Maintenance Division – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Ms. Phusuda Songkasiri

Position: Assistant Deputy Governor for Strategy

Age: 58

Educational Institution: Kasetsart University

Degree/Major: Master of Business Administration

Career History:

- Assistant Deputy Governor for Strategy – Effective from 1 February 2024
- Director, Energy Economic Policy Division – Effective from 1 October 2022
- Deputy Director, Energy Economic Policy Division – Effective from 1 November 2013

Related Information for 2024:

- Holding of executive or other positions in other organizations:
  None
- Shareholding in energy-related companies exceeding 5% of total voting shares:
  None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder):
  None

Name - Surname: Mr. Kriengsak Kreasri

Position: Assistant Deputy Governor for Strategy (Corporate Affairs)

Age: 56

Educational Institution: Rajamangala University of Technology

Degree/Major: Bachelor of Engineering / Civil Engineering

Career History:

- Assistant Deputy Governor for Strategy (Corporate Affairs) – Effective from 1 October 2024
- Director, Substation Construction Division – Effective from 1 February 2024
- Acting Director, Substation Construction Division – Effective from 1 October 2023
- Director, Substation Construction Division – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Name - Surname: Mr. Sathaporn Sawangsaeng

Position: Assistant Deputy Governor for Business and Marketing (Engineering Business)

Age: 55

Educational Institution: National Institute of Development Administration (NIDA)

Degree/Major: Master of Public and Private Management / Public and Private Sector Management

Career History:

- Assistant Deputy Governor for Business and Marketing (Engineering Business) – Effective from 1 February 2024
- Director, Policy and Strategy Division – Effective from 1 October 2022
- Director, Social and Environmental Division – Effective from 1 October 2021
- Director, Substation Division – Effective from 1 October 2020

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Name - Surname: Mr. Boon Tong Chonphudsaa

Position: Assistant Deputy Governor for Business and Marketing (Customer and Marketing)

Age: 54

Educational Institution: Kasetsart University

Degree/Major: Master of Engineering / Infrastructure Engineering and Management

Career History:

- Assistant Deputy Governor for Business and Marketing (Customer and Marketing) – Effective from 1 February 2024
- Director, Planning and Procurement Division – Effective from 1 October 2022
- Director, Procurement Division – Effective from 1 October 2020

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Supoj Khamluang

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 1 (Northern Region), Chiang Mai

Age: 58

Educational Institution: Naresuan University

Degree/Major: Master of Education / Industrial Education

Career History:

- Assistant Deputy Governor, PEA, Region 1 (Northern Region), Chiang Mai – Effective from 1 October 2024
- Acting Assistant Deputy Governor, PEA, Region 1 (Northern Region), Chiang Mai & Director of Operations and Maintenance Division, PEA, Region 1 (Northern Region), Chiang Mai – Effective from 1 October 2022
- Director of Operations and Maintenance Division, PEA, Region 1 (Chiang Mai) – Effective from 1 October 2019

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Wiwat Rithiwong

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 2 (Northern Region), Phitsanulok

Age: 56

Educational Institution: Sripatum University

Degree/Major: Bachelor of Industrial Engineering / Electrical Engineering

Career History:

- Assistant Deputy Governor, PEA, Region 2 (Northern Region), Phitsanulok – Effective from 1 October 2024
- Director of Operations and Maintenance Division, PEA, Region 2 (Northern Region), Phitsanulok – Effective from 1 February 2024
- Acting Director of Operations and Maintenance Division, PEA, Region 2 (Northern Region), Phitsanulok – Effective from 1 October 2022
- Director of Operations and Maintenance Division, PEA, Region 2 (Northern Region), Phitsanulok – Effective from 1 October 2020

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Methee Boonphrom

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 3 (Northern Region), Lopburi

Age: 58

Educational Institution: College of Technology and Vocational Education

Degree/Major: Bachelor of Industrial Education / Electrical Engineering

Career History:

- Assistant Deputy Governor, PEA, Region 3 (Northern Region), Lopburi – Effective from 1 October 2024
- Director of Operations and Maintenance Division, PEA, Region 1 (Northern Region), Chiang Mai – Effective from 1 October 2022
- Acting Assistant Deputy Governor, PEA, Region 2 (Northern Region), Phitsanulok & Director of Engineering and Services Division, PEA, Region 2 (Northern Region), Phitsanulok – Effective from 1 February 2024

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Jaruwat Niemlek

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 1 (Northeastern Region), Udon Thani

Age: 54

Educational Institution: Kasetsart University

Degree/Major: Bachelor of Engineering / Electrical Engineering

Career History:

- Assistant Deputy Governor, PEA, Region 1 (Northeastern Region), Udon Thani – Effective from 1 October 2024
- Director of Electrical System Construction Division – Effective from 1 February 2024
- Acting Director of Electrical System Construction Division – Effective from 1 October 2023
- Director of Electrical System Construction Division – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Songsak Pikunthong

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 2 (Northeastern Region), Ubon Ratchathani

Age: 58

Educational Institution: National Institute of Development Administration (NIDA)

Degree/Major: Master of Public Administration

Career History:

- Assistant Deputy Governor, PEA, Region 2 (Northeastern Region), Ubon Ratchathani – Effective from 1 February 2024
- Acting Director of Engineering and Services Division, PEA, Region 2 (Northeastern Region), Ubon Ratchathani – Effective from 1 October 2023
- Director of Engineering and Services Division, PEA, Region 2 (Northeastern Region), Ubon Ratchathani – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Jaroonsak Nakklam

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 3 (Northeastern Region), Nakhon Ratchasima

Age: 58

Educational Institution: Ramkhamhaeng University

Degree/Major: Master of Business Administration

Career History:

- Assistant Deputy Governor, PEA, Region 3 (Northeastern Region), Nakhon Ratchasima – Effective from 1 February 2024
- Acting Assistant Deputy Governor, PEA, Region 3 (Northern Region), Lopburi & Director of Operations and Maintenance Division, PEA, Region 3 (Northern Region), Lopburi – Effective from 1 October 2023
- Director of Operations and Maintenance Division, PEA, Region 3 (Northern Region), Lopburi – Effective from 1 October 2023

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Aram Singngern

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 1 (Central Region), Phra Nakhon Si Ayutthaya

Age: 49

Educational Institution: Kasetsart University

Degree/Major: Master of Business Administration

Career History:

- Assistant Deputy Governor, PEA, Region 1 (Central Region), Phra Nakhon Si Ayutthaya – Effective from 1 October 2024
- Assistant Deputy Governor, PEA, Region 3 (Northern Region), Lopburi – Effective from 1 February 2024
- Director of Organizational Development and Change Management Division – Effective from 1 October 2023
- Director of Policy and Strategy Division – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Samak Wongwaipanitch

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 2 (Central Region), Chonburi

Age: 57

Educational Institution: Nakhon Pathom Rajabhat University

Degree/Major: Master of Arts in Social Sciences for Development

Career History:

- Assistant Deputy Governor, PEA, Region 2 (Central Region), Chonburi – Effective from 1 October 2024
- Assistant Deputy Governor, PEA, Region 2 (Northern Region), Phitsanulok – Effective from 1 February 2024
- Acting Director of Engineering and Services Division, PEA, Region 2 (Central Region), Chonburi – Effective from 1 October 2023
- Director of Engineering and Services Division, PEA, Region 2 (Central Region), Chonburi – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Thana Chokprasombat

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 3 (Central Region), Nakhon Pathom

Age: 57

Educational Institution: Chiang Mai University

Degree/Major: Master of Business Administration

Career History:

- Assistant Deputy Governor, PEA, Region 3 (Central Region), Nakhon Pathom – Effective from 1 February 2024
- Acting Assistant Deputy Governor, PEA, Region 1 (Southern Region), Phetchaburi & Director of Operations and Maintenance Division, PEA, Region 1 (Southern Region), Phetchaburi – Effective from 1 October 2023
- Director of Operations and Maintenance Division, PEA, Region 1 (Phetchaburi) – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Wattanak Pakul

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 1 (Southern Region), Phetchaburi

Age: 56

Educational Institution: Ramkhamhaeng University

Degree/Major: Master of Arts in Political Science

Career History:

- Assistant Deputy Governor, PEA, Region 1 (Southern Region), Phetchaburi – Effective from 1 February 2024
- Acting Director of Engineering and Services Division, PEA, Region 3 (Southern Region), Yala – Effective from 1 October 2023
- Director of Engineering and Services Division, PEA, Region 3 (Southern Region), Yala – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Somsak Samranrat

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 2 (Southern Region), Nakhon Si Thammarat

Age: 55

Educational Institution: Rajamangala University of Technology (Southern Campus)

Degree/Major: Bachelor of Industrial Education in Electrical Engineering

Career History:

- Assistant Deputy Governor, PEA, Region 2 (Southern Region), Nakhon Si Thammarat – Effective from 1 October 2024
- Director of Operations and Maintenance Division, PEA, Region 2 (Central Region), Chonburi – Effective from 1 February 2024
- Acting Director of Operations and Maintenance Division, PEA, Region 2 (Central Region), Chonburi – Effective from 1 October 2023
- Director of Operations and Maintenance Division, PEA, Region 2 (Central Region), Chonburi – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Samran Khunrit

Position: Assistant Deputy Governor, Provincial Electricity Authority (PEA), Region 3 (Southern Region), Yala

Age: 57

Educational Institution: Suan Dusit Rajabhat University

Degree/Major: Master of Business Administration in Marketing

Career History:

- Assistant Deputy Governor, PEA, Region 3 (Southern Region), Yala – Effective from 1 October 2024
- Director of Engineering and Services Division, PEA, Region 3 (Southern Region), Yala – Acting Manager of PEA District 12, Songkhla – Effective from 1 February 2024
- Acting Manager of PEA District 12, Songkhla and Acting Manager of PEA Branch 11, Hatyai – Effective from 1 October 2023
- Manager of PEA District Hatyai (Level 1) – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Apiwat Banchajaroenrat

Position: Assistant Governor for Digital and Communication (Infrastructure)

Age: 59

Educational Institution: National Institute of Development Administration (NIDA)

Degree/Major: Master of Economics in Business Economics

Career History:

- Assistant Governor for Digital and Communication (Infrastructure) – Effective from 1 February 2024
- Senior Expert Level 13, Acting Senior Expert Level 13, Office of the Deputy Governor for Central and Southern Region – Effective from 1 October 2023
- Senior Expert Level 13, Office of the Deputy Governor, Region 3 – Effective from 1 October 2019
- Senior Expert Level 13, Office of the Deputy Governor for Information and Communication – Effective from 21 March 2019

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Phuwanat Thammametha

Position: Assistant Governor for Digital and Communication (Digital)

Age: 58

Educational Institution: University of the Thai Chamber of Commerce

Degree/Major: Master of Science in Information Technology

(Additional degree: Bachelor of Industrial Education in Electrical Engineering, King Mongkut's University of Technology North Bangkok)

Career History:

- Assistant Governor for Digital and Communication (Digital) – Effective from 1 October 2024
- Director of Digital Technology Infrastructure Division – Effective from 1 February 2024
- Acting Director of Digital Technology Infrastructure Division – Effective from 1 October 2023
- Director of Information Division – Effective from 1 October 2021

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Yongyut Photong

Position: Assistant Governor for Electrical System Operations (Grid Construction)

Age: 50

Educational Institution: Kasetsart University

Degree/Major: Master of Arts in Political Science

(Additional degree: Bachelor of Science in Computer Science, Ramkhamhaeng University)

Career History:

- Assistant Governor for Electrical System Operations (Grid Construction) – Effective from 1 February 2024
- Director of Division, Acting Director of Project Management Division 2 – Effective from 1 October 2023
- Director of Project Management Division 2 – Effective from 1 October 2020
- Director of Engineering Services Division – Effective from 1 October 2019

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Pantong Thinsatit

Position: Assistant Governor for Electrical System Operations (Grid Network Operations)

Age: 51

Educational Institution: Chulalongkorn University

Degree/Major: Master of Engineering in Electrical Engineering

Career History:

- Assistant Governor for Electrical System Operations (Grid Network Operations) – Effective from 1 October 2024
- Director of Grid Operations and Technology Division – Effective from 1 February 2024
- Acting Director of Grid Operations and Technology Division – Effective from 1 October 2023
- Director of Power System Control Division – Effective from 1 October 2019

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Itthirot Saengarun

Position: Assistant Governor for Electrical System Operations (Grid Network Asset Management)

Age: 51

Educational Institution: Dhurakij Pundit University

Degree/Major: Master of Business Administration

(Additional degree: Bachelor of Engineering in Electrical Engineering, Chiang Mai University)

Career History:

- Assistant Governor for Electrical System Operations (Grid Network Asset Management) – Effective from 1 October 2024
- Director of Project Management Division 1 – Effective from 1 February 2024
- Acting Director of Project Management Division 1 – Effective from 1 October 2023
- Director of Project Management Division 1 – Effective from 1 October 2022

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Mr. Charan Tangwongchuket

Position: Assistant Governor for Logistics and Corporate Services

Age: 49

Educational Institution: King Mongkut's Institute of Technology Ladkrabang

Degree/Major: Master of Engineering in Electrical Engineering

(Additional degree: Bachelor of Industrial Education in Electrical Engineering, King Mongkut's University of Technology North Bangkok)

Career History:

- Assistant Governor for Logistics and Corporate Services – Effective from 1 February 2024
- Acting Director of Research, Innovation, and Electrical Equipment Quality Control Division – Effective from 1 October 2023
- Director of Electrical System Research and Development Division – Effective from 1 October 2022
- Director of Renewable Energy Promotion and Energy Conservation Division – Effective from 1 October 2021

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including cases under companies in which the individual is an executive or shareholder): None

Ms. Jutarat Chuwapitak

Position: Assistant Governor for Accounting and Finance

Age: 55

Educational Institution: Kasetsart University

Degree/Major: Master of Business Administration

Career History:

- Assistant Governor for Accounting and Finance – Effective from 1 February 2024
- Director of Finance Division – Effective from 1 October 2019
- Deputy Director of Finance Division – Effective from 1 November 2017

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including companies in which the individual is an executive or shareholder): None

Mr. Supot Buakhong

Position: Assistant Governor for Corporate Administration (Human Resources)

Age: 49

Educational Institution: Kasetsart University

Degree/Major: Master of Engineering in Electrical Engineering

(Additional degree: Bachelor of Political Science in Treasury Management, Chulalongkorn University)

Career History:

- Assistant Governor for Corporate Administration (Human Resources) – Effective from 1 February 2024
- Director of Human Resource Strategy Division – Effective from 1 October 2020
- Director of Human Resource Development Division – Effective from 1 October 2019
- Deputy Director of Human Resource Development Division – Effective from 1 October 2017

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including companies in which the individual is an executive or shareholder): None

Mrs. Araya Anurith

Position: Assistant Governor for Corporate Administration (Legal Affairs)

Age: 59

Educational Institution: Thammasat University

Degree/Major: Bachelor of Laws

Career History:

- Assistant Governor for Corporate Administration (Legal Affairs) – Effective from 1 October 2024
- Director of Litigation and Investigation Division – Effective from 1 October 2022
- Deputy Director of Legal Division – Effective from 11 December 2018

Related Information for 2024:

- Holding of executive or other positions in other organizations: None
- Shareholding in energy-related companies exceeding 5% of total voting shares: None
- Procurement/contractual transactions with the Provincial Electricity Authority amounting to 300 million baht or more (including companies in which the individual is an executive or shareholder): None

Executive Remuneration Policy and Payments

The remuneration and compensation of the Governor of the Provincial Electricity Authority (PEA) are determined in accordance with the Cabinet resolution dated June 13, 2000, concerning the principles and guidelines for compensating the chief executive under a contract agreement. The Ministry of Finance is involved in determining such compensation.

The criteria for evaluating the performance-based compensation include the following three factors:

1. Implementation of the Governor's policies
2. Performance evaluation agreement with the Ministry of Finance
3. 360-degree competency assessment

These criteria are approved by the PEA Board of Directors and the Ministry of Finance. The Governor assigns the Corporate Administration Group to determine remuneration, including annual salary adjustments and bonuses for senior executives. Individual performance evaluations are based on four criteria:

1. Policy-based work or assignments from supervisors
2. Responsibilities defined by the role
3. Creativity and innovation
4. Behavior in accordance with organizational values and work ethics

Performance assessments also consider leadership quality, decision-making, problem-solving, ability to foster a learning culture, talent development, interpersonal skills, and integrity.

Senior Executive Remuneration at PEA for Fiscal Year 2024
(Unit: Million Baht)

Compensation Item	Amount
Salary	88

Compensation Item	Amount
Bonus	23
Meeting Allowances	8
Other Expenses	17
Total	136

Related Party Transaction Practices

PEA requires members of its Board of Directors and senior executives (Deputy Governors and Assistant Governors) to disclose related party transactions, including securities or equity holdings in businesses associated with PEA, which may present a conflict between personal and organizational interests.

The disclosure guidelines include:

1. Holding executive or other positions in external entities that may influence PEA's operational decisions
2. Holding more than 5% of voting shares in companies related to the energy sector
3. Procurement or service transactions with PEA valued at THB 300 million or more per transaction (including via companies in which the individual is an executive or shareholder)

Operations follow the PEA Board Charter and Manual, Regulations on Prevention of Conflicts of Interest B.E. 2564 (2021), Guidelines for Conflict of Interest Reporting, Disclosure of Related Party Transactions, and other relevant manuals and regulations.

Additionally, PEA assigns the Internal Audit Office to review related party transactions annually. This includes analyzing data within the SAP system using an address/name-matching approach to detect overlap between vendor and employee information. Results are documented and reported in writing to the Governor, Audit Committee, and the Board of Directors by March 31 of the following year.

Implementation of GRC Integration and Good Governance

Governance and Ethical Conduct

PEA aligns its operations with government policy that promotes transparent, accountable, and ethical public administration. The organization has declared a Good Governance Policy that incorporates GRC principles (Governance, Risk Management, and Compliance) to support effective and efficient management systems. These principles ensure transparency, fairness, accountability, and build trust among all stakeholders.

1. Set the direction and achieve financial and non-financial outcomes in accordance with the expectations for the establishment of the Provincial Electricity Authority
2. Oversee management to operate at full potential with good ethical behavior in order to achieve the expected outcomes of the regulatory agency
3. Manage the organization with excellence and ethics as the foundation of operations to achieve success according to the framework set by the Provincial Electricity Authority Board.
4. Perform to full potential and uphold ethical behavior under the leadership of the Governor and senior executives of the Provincial Electricity Authority.
5. Participate in expressing opinions, implementing actions, and monitoring the performance of the Provincial Electricity Authority that impacts the economy, community/society, and the environment.

The Board of Directors is responsible for setting strategic direction and ensuring both financial and non-financial outcomes align with expectations surrounding the establishment of the Provincial Electricity Authority (PEA). It oversees executive management to ensure the organization operates at full potential, guided by ethical conduct, to meet the expectations of supervisory bodies. The Board promotes excellent and ethical corporate governance as a foundational principle to drive success in accordance with the framework established by the Board itself. All operations are conducted to their fullest potential and in accordance with ethical standards, under the leadership of the Governor and PEA's senior executives.

PEA is committed to organizational development in accordance with internationally comparable principles, philosophies, and practices of good governance. The aim is to foster sustainable organizational growth while enhancing competitiveness and long-term performance. PEA strives to be an Ethical and Responsible Business, respecting the rights and responsibilities of shareholders and stakeholders alike, and creating value for society by reducing negative environmental impacts (Good Corporate Citizenship) while maintaining the ability to adapt to changing environments (Corporate Resilience).

Accordingly, the Board, executives, and employees at all levels are required to uphold and comply with the Governance and Ethics Handbook. The handbook outlines 7 Measures and 20 Governance Practices aimed at promoting transparency and preventing corruption, as follows:

1. Public disclosure of information
2. Stakeholder participation
3. Promotion of transparency
4. Management of complaints and misconduct
5. Anti-bribery measures
6. Conflict of interest prevention
7. Discretionary decision oversight

Ethical Conduct Toward Stakeholders

PEA has established organizational codes of ethics and conduct, ensuring directors, executives, and employees at all levels understand, adhere to, and consistently apply these standards. Complaint channels are also provided to report any conduct that violates the organization's ethical principles, codes of conduct, or established practices.

Core Ethical Values in Operations

1. Compliance with the Ethical Standards Act
   In accordance with the 2019 Ethical Standards Act, Chapter 1, and Section 5 regarding ethical standards and codes of conduct for state enterprise executives and employees.

2. Stakeholder Responsibility
   PEA is committed to delivering reliable, efficient, secure, and trusted electricity services with integrity and accountability, upholding the interests of all stakeholders.
3. Compliance with Laws and State Policies
   PEA fully cooperates with government agencies in complying with applicable policies, laws, regulations, and directives.

Corporate Governance Initiatives

PEA has developed its Master Plan on Governance, and Anti-Corruption (2024–2028), which serves as the operational framework for enhancing good governance practices. The plan includes strategies and action plans aligned with evolving governance guidelines and consists of the following three core strategies:

Strategy 1: Enhancing Good Governance and GRC Integration

PEA has implemented the Core Business Enablers framework (Dimension 1: Governance and Leadership) by integrating performance evaluation processes with the organization's key systems. Fraud risk assessments are conducted in line with guidelines from the Public Sector Anti-Corruption Commission (PACC) and the National Anti-Corruption Commission (NACC).

Furthermore, PEA has promoted GRC (Governance, Risk, and Compliance) integration across the organization, aligning with the GRC Excellence Award criteria in five key areas:

1. Transparent governance
2. Risk management
3. Business continuity management
4. Internal control evaluation
5. Regulatory compliance

Units meeting the outstanding performance criteria (scoring above 90% in all areas) receive awards at the PEA GRC DAY. In 2024, the average GRC performance score across PEA departments was 89.82%.

Strategy 2: Fostering Ethical Culture and Anti-Corruption Awareness

PEA emphasizes ethics education at all levels. It has introduced Anti-Corruption Education Programs for vocational students, supported by lecturers from the NACC.

For executives and employees, governance training covers:

- Sufficiency economy philosophy
- Good governance practices
- Conflict of interest prevention
- “STRONG Model” activities promoting anti-corruption mindsets

In 2024, awareness and application of good governance practices, as measured by the CG Testing system, reached 97.79% (exceeding the target), with 98.87% participation from staff.

PEA also implemented the "PEA Clean Community Project" in collaboration with the Anti-Corruption Foundation across four regional areas, with participation from 16 local schools. Key participating schools included:

- Ban Pasang School, Lamphun
- Kamahuan Srisuratwittaya School, Mukdahan
- Wat Bangluang School, Nakhon Pathom
- Hua Hin Kindergarten School, Prachuap Khiri Khan

The project aimed to instill moral values, ethics, and anti-corruption awareness through community and environmental activities.

Regarding the Integrity and Transparency Assessment (ITA) for public organizations, PEA continues to improve operations in response to stakeholder expectations. In 2024, it achieved an ITA score of 95.58% (Good level).

Strategy 3: Ensuring Sustainable Anti-Corruption Systems

PEA strengthens its anti-corruption monitoring mechanisms through the Anti-Corruption Operation Center (ACOC). The center promotes awareness through internal and external communication channels covering:

- Procurement review processes
- Enforcement of the No Gift Policy
- Management of misconduct reports
- Integration of transparency efforts into Control Self-Assessment (CSA) systems

In 2024, substantiated complaints related to corruption reported through the Voice of Customer (VOC) system dropped by 57.90% compared to the three-year average baseline (2021–2023).

Conflict of Interest Prevention

PEA has issued a Regulation on Conflict of Interest Prevention (2021) applicable to all executives, employees, and contract staff (two-year term). Key rules include:

1. Refraining from accepting benefits or allowing relatives to receive gifts, discounts, entertainment, services, or training that could influence official decisions.
2. Avoiding personal or familial interests in contracts with PEA.
3. Not using PEA work hours for external employment unless officially assigned.
4. Prohibiting the misuse of internal information for personal or third-party gain.
5. Not using PEA property for unauthorized purposes.
6. Avoiding the abuse of authority to influence others' work to PEA's detriment.
7. Not exploiting one's position for personal, familial, or affiliated party benefit, including serving as consultants on related projects.

All individuals in applicable positions are required to submit a Conflict of Interest (COI) Report via the COI Reporting System under the following three circumstances:

Reporting Obligations

1. Annual Reports
2. Cases involving appointments, transfers, promotions, and new recruitments
3. Cases where conflicts arise between personal interests and the public interest during the year, except where there are justifiable reasons preventing the submission of a report. Additionally, senior executives are required to report related transactions beyond conflicts of interest, if any.

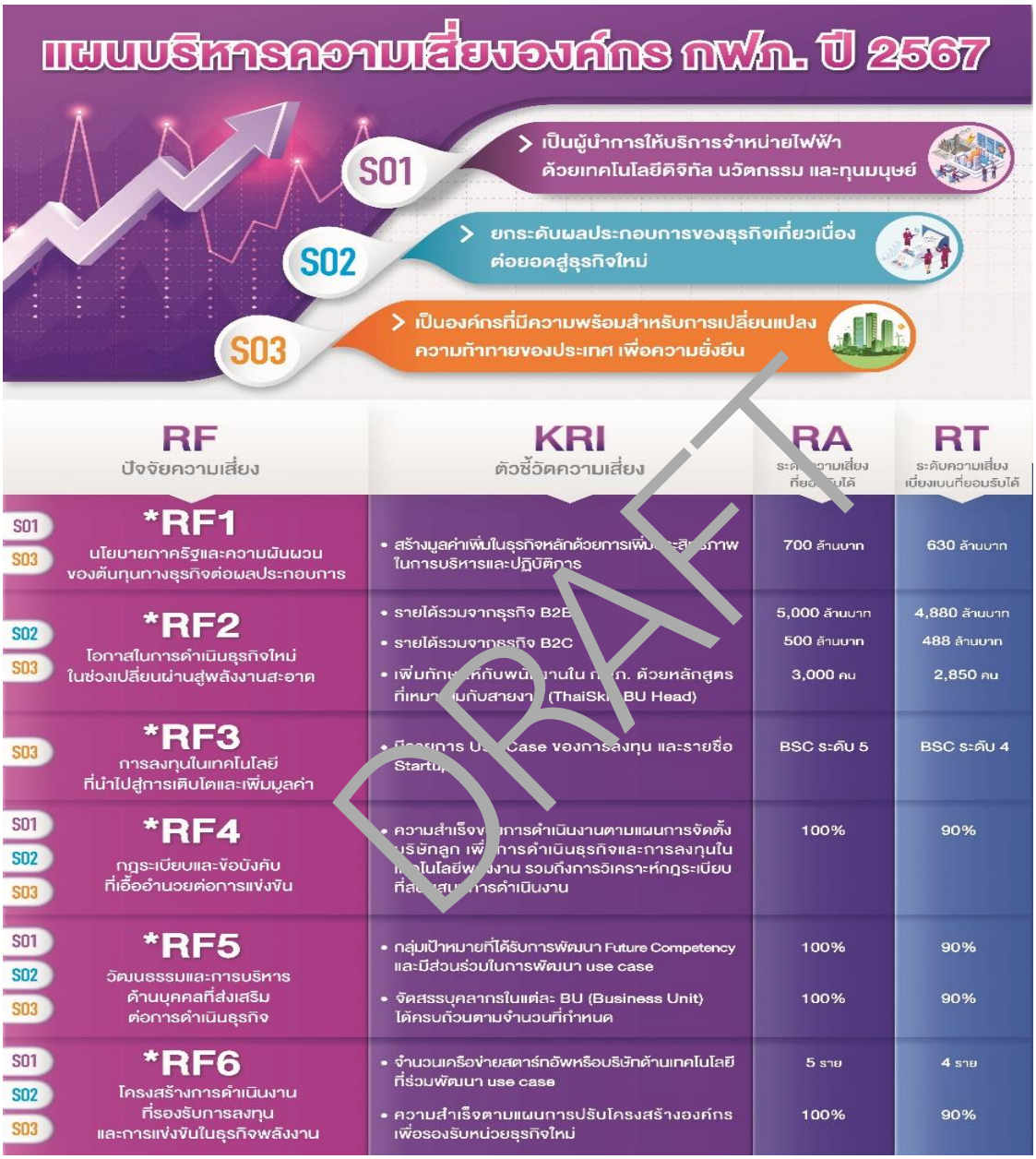
Enterprise Risk Management

The Provincial Electricity Authority (PEA) has established a Risk Management and Internal Control Committee to oversee risk management processes in accordance with the COSO – ERM 2017 framework and the guidelines set forth by the State Enterprise Policy Office (SEPO). These processes are aligned with PEA's strategic planning by identifying risk factors at the organizational level, taking into account both internal and external elements that may affect the organization's objectives and goals.

PEA employs an information system that supports risk impact analysis and an Early Warning System to monitor and alert the organization to potential high-impact risks. The designated risk management personnel are responsible for reporting and assessing risk management outcomes to the Risk Management and Internal Control Committee on a quarterly basis.

If risk management performance deviates from target or if risk factors potentially impact the achievement of organizational goals, the committee will provide recommendations. These will then be addressed by the Risk Management and Governance Division and the relevant Risk Owners, who will revise their strategies to maintain risk at acceptable levels.

In 2024, PEA identified six key enterprise risk factors through a performance assessment of existing control measures. All identified risks were successfully managed, supporting organizational value creation and opportunity realization.



PEA's enterprise risk management in 2024 effectively contributed to the achievement of its strategic goals by reducing costs and enhancing operational efficiency through various use cases, generating new revenue streams via B2B, B2C, and ThaiSkill initiatives, and supporting business operations through regulatory improvements aligned with Environmental, Social, and Governance (ESG) principles and carbon neutrality, thereby promoting long-term sustainability.

Performance Outcomes Supporting Strategic Objectives

SO1: To be a leader in power distribution services through digital technology, innovation, and human capital.

Key Enterprise Risks:

- RF1: Government policies and business cost volatility impacting performance
- RF4: Regulations and policies affecting competitiveness
- RF5: Organizational culture and HR management in support of business operations
- RF6: Organizational structure supporting energy investment and competition

Risk Factors and Management Approaches (2024):

Key risk factors included government policies, energy cost fluctuations, and a decline in domestic LNG reserves. The rising cost of imported spot LNG and high purchase costs of electricity from Very Small Power Producers (VSPP) — amounting to THB 15.91 billion — prompted PEA to implement cost-reduction and revenue-enhancement measures to maintain financial stability.

PEA also addressed regulatory constraints to enhance competitiveness by developing a Performance-Based Remuneration (PBR) system and establishing subsidiaries to boost business competitiveness and revenue.

To mitigate policy-related risks, PEA developed a Triple Transformation plan to enhance personnel capacity, implemented Digital Procurement and Digital Asset Management plans to

increase core business value, and developed risk profiling models to retain high-risk customer segments.

Human Capital and Technology Development:

PEA invested in digital and innovation training to strengthen workforce readiness for technological change. The organization also adjusted compensation structures within new business units (BUs) to attract and retain high-potential talent. Innovation was encouraged through hackathons and Shark Tank-style initiatives to support new businesses such as B2B, B2C, ThaiSkill, and the Green Tech Fund.

SO2: To enhance the performance of affiliated businesses and expand into new ventures.

Key Enterprise Risks:

- RF2: Opportunities for new business ventures during the energy transition
- RF4: Regulations and policies affecting competitiveness
- RF5: Organizational culture and HR management in support of business operations
- RF6: Organizational structure supporting energy investment and competition

Strategic Business Expansion and Clean Energy (2024):

PEA prioritized clean energy business development, offering B2B RE Solutions for RE100-aligned organizations and developing Long-Duration Battery Storage Solutions to improve grid stability. The PEA ECO service expanded to integrate solar power, batteries, and EV infrastructure in response to growing electricity demand.

Key initiatives included:

- Expansion of B2B and B2C businesses
- Establishment of ThaiSkill BU
- Creation of subsidiaries to invest in energy technologies

Regulatory Adjustments and Organizational Restructuring:

To support business diversification and energy transition, PEA initiated regulatory reviews and structural changes within new BUs. This facilitates clean energy technology adoption and positions PEA for sustainable business growth amid industry transformation.

SO3: To be a resilient organization prepared for national challenges and sustainability.

Key Enterprise Risks:

- RF1: Government policies and business cost volatility impacting performance
- RF2: Opportunities for new business ventures during the energy transition
- RF3: Investments in growth-enhancing and value-adding technologies
- RF4: Regulations and policies affecting competitiveness
- RF5: Organizational culture and HR management in support of business operations

Risk Management for Energy and Regulatory Changes (2024):

In response to volatile energy costs and state policies, PEA implemented fuel reserve preparedness measures to mitigate future LNG shortages. The organization expanded its clean energy portfolio through the RE100 platform, launched the Green Tech Fund to invest in clean energy technologies, and supported energy startups.

PEA also developed risk mitigation strategies through organizational restructuring to accommodate new BUs and initiated a Carbon Neutrality roadmap to ensure long-term competitiveness and sustainable growth.

Workforce Development and Sustainability:

In alignment with future energy sector demands, PEA focused on digital upskilling, innovation, and proactive risk management to support resilient and sustainable business operations.

Internal Control

Policies / Guidelines

The Provincial Electricity Authority (PEA) has implemented an internal control system in accordance with the Ministry of Finance's Regulations on Internal Control Standards and Guidelines for Government Agencies, B.E. 2561 (2018), announced on October 5, 2018, and the 2012 Guidelines on Risk Management and Internal Control by the State Enterprise Policy Office (SEPO). These serve as the standardized practices applied uniformly throughout the organization. The objective is to ensure that the internal control system is adequate and appropriate.

In the organizational-level internal control assessment, supporting documents for the self-assessment conducted by each division were reviewed to ensure completeness and accuracy, and to achieve the three key objectives:

- Operation (O): Efficiency and effectiveness of operations
- Reporting (R): Reliability of financial and non-financial reporting
- Compliance (C): Compliance with applicable laws, regulations, and rules

2024 PEA Internal Control Assessment Report

PEA is committed to developing and evaluating its internal control system in accordance with the Ministry of Finance's regulations mentioned above. Internal control is regarded as a mechanism that reasonably ensures compliance with laws, regulations, policies, and executive directives; promotes operational efficiency, economy, and effectiveness in achieving organizational goals and objectives; safeguards resources against fraud, damage, waste, or mismanagement; and maintains reliable and timely financial and management reporting.

The results of the 2024 internal control assessment across five components are summarized as follows:

1. **Control Environment**

   PEA has established an internal control process grounded in integrity and ethics. The Audit Committee regularly reviews the adequacy and effectiveness of internal control by monitoring financial and non-financial reports monthly. Responsibilities and authority are clearly documented. PEA adheres to principles of good governance to ensure transparency, fairness, accountability, and efficiency in operations. Core values are promoted across the organization to strengthen its culture. Programs are in place to encourage employees to embody these values, which are integrated into operational processes. Employees are assigned responsibilities aligned with internal control objectives to ensure organizational success.

2. **Risk Assessment**

   Risk management is implemented organization-wide in alignment with the COSO ERM framework. PEA has a Risk and Internal Control Management Committee responsible for overseeing policy formulation, setting acceptable risk appetite and tolerance levels, and conducting regular internal and external factor analyses linked to strategic goals. Risk assessments are conducted quarterly.

3. **Control Activities**

   Comprehensive policies, procedures, and updated manuals are in place. Segregation of duties, authorization, and asset protection measures are implemented with written accountability. The Internal Audit Office reviews financial and non-financial reports and reports findings monthly to the Audit Committee and PEA Board. PEA's vision—"Smart Electricity for Sustainable Quality of Life"—drives its plans to develop human resources through innovation and technology, aiming toward the utility of the future. A transparency policy supports sustainable organizational performance.

4. **Information and Communication**

   PEA maintains an up-to-date information system integrating financial and non-financial data that is easily accessible. The PEA IT Committee oversees IT governance, the implementation of a master plan, and security standards. Executive information systems support decision-making. Multi-channel communication systems are in place for normal and crisis scenarios, ensuring timely stakeholder engagement. PEA's IT systems are

secure, resilient, and capable of continuous service during threats or crises. Awareness campaigns promote information security and responsible system use across the organization.

5. **Monitoring Activities**

   Continuous and periodic evaluations are conducted through Control Self-Assessments (CSA) across all divisions, alongside independent assessments by the Internal Audit Office and the Office of the Auditor General of Thailand. PEA also undergoes annual assessments by external entities under the State Enterprise Assessment Model (SE-AM). CSA and internal audits (IA) focus on practical implementation and continuous improvement of internal control systems.

Internal Control Performance Summary

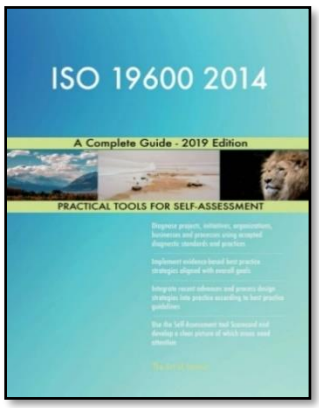
PEA has effectively implemented all five components of internal control, establishing a standardized and adequate system organization-wide. These efforts have ensured successful achievement of internal control objectives. The internal control assessment report for 2024 includes a management plan aligned with internal performance indicators, serving as PEA's annual internal control improvement plan. Effectiveness indicators and IT systems have been developed to support OPEX control, enabling departments to manage operating budgets efficiently. Overall, PEA's internal control performance met 100% of the targets, with effectiveness ratings at level 4–5 (Good to Very Good). This resulted in PEA achieving level 5 performance under the CPI-X operating expense management indicator.

PEA submitted the internal control assessment report to the Ministry of Interior, the PEA Board of Directors, and the Audit Committee within the required timeframe, in full compliance with the Ministry of Finance's regulations.

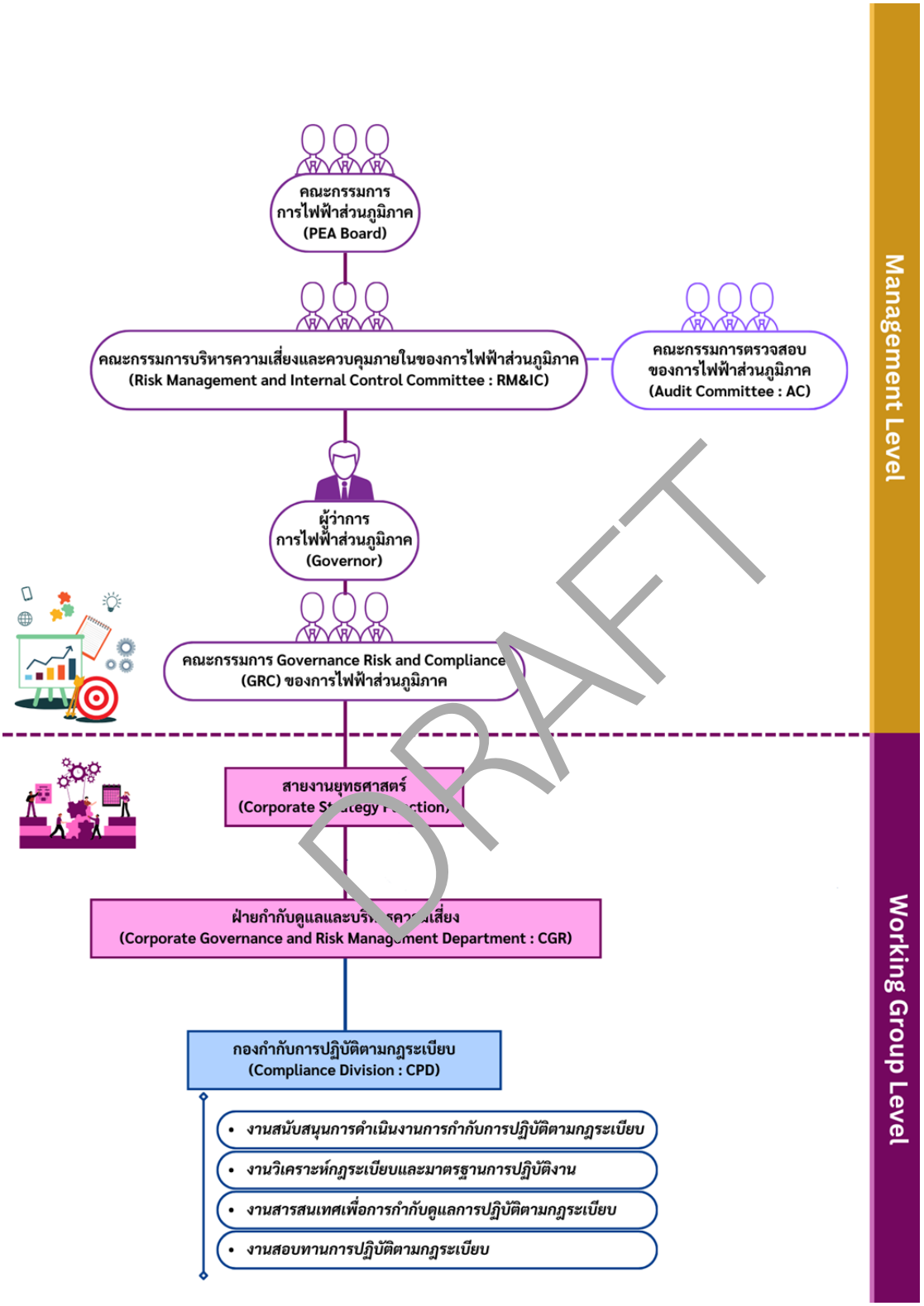
Compliance Oversight

PEA places high importance on compliance to ensure the smooth, continuous, and sustainable operation of its business. It has developed a Compliance Management System (CMS) aligned with international standards ISO 19600:2014 and ISO 37301:2021, and follows the COBIT framework—specifically MEA03: Managed Compliance with External Requirements.

The Compliance Division (CPD) was established to standardize and oversee compliance management throughout the organization. It identifies and manages compliance risk, monitors and reviews legal and regulatory adherence, and promotes awareness of regulatory obligations and potential consequences of violations. This ensures PEA operates in accordance with legal frameworks, avoids litigation, and respects the rights of individuals and entities, ultimately enhancing operational agility and stakeholder trust.



The management structure is as follows:



Compliance risks are assessed under the CMS framework and aligned with PEA's strategic objectives and internal regulatory guardians. The Risk and Internal Control Management Committee approved the 2024 Compliance Plan, consisting of two key initiatives:

1. Regulatory management in support of PEA's business operations
2. Development of information technology systems for compliance oversight

These initiatives achieved their objectives, producing tangible outcomes that drive change in both processes and technologies to support transformation in existing and new business areas. All activities are conducted with due consideration of legal and regulatory requirements governing PEA's operations.

Stakeholder Management

Stakeholder Management Strategy

The Provincial Electricity Authority (PEA) places great importance on engaging with all stakeholder groups, both internal and external, through effective management, continuous operational improvement, and inclusive participation in material issues. The goal is to appropriately respond to stakeholder needs and expectations and to foster sustainable growth in alignment with communities and society.

In line with this commitment, PEA has formulated a stakeholder management strategy aimed at building trust and supporting organizational operations. The objective is to strengthen relationships with stakeholders to achieve strategic goals and ensure comprehensive engagement with key stakeholder groups in accordance with the organization's business architecture.

Stakeholder Relationship Management Process

PEA manages stakeholder relationships in accordance with international standards, particularly the AA1000 Stakeholder Engagement Standard (AA1000SES), and criteria focused on stakeholders and customers outlined in the State Enterprise Assessment Model (SE-AM). This process encompasses identifying stakeholder groups, determining material issues at the corporate and departmental levels, and managing these issues to enhance the Stakeholder Engagement Score.

Key responsible parties for stakeholder management include:

1. The PEA Board of Directors and the Governance and Sustainability Development Committee:
   Oversee stakeholder management policies and strategies and monitor performance in line with good governance on a quarterly basis.
2. Sustainability and Corporate Communications Department, Strategy Group:
   Consolidates and summarizes material issues at both the corporate and departmental levels based on stakeholder feedback. This is linked to the strategic operations of PEA, with the development of response guidelines, stakeholder management policies and strategies, and quarterly performance monitoring and evaluation.
3. All PEA Departments:
   Manage department-level issues, implement policies and strategies, foster stakeholder relationships, and monitor performance.

PEA's Key Stakeholder Groups

PEA recognizes and values all stakeholder groups, including those directly or indirectly affected by or having an interest in the organization's operations. Stakeholders are categorized into 9 primary groups and 17 subgroups as follows:

PEA Stakeholder Groups (9 Primary Groups):

1. **Regulatory Agencies and Government Bodies**
   - 1.1 Policymakers and Supervisory Authorities:
     Entities that influence policies, strategic direction, performance evaluation, and legal compliance of PEA.
   - 1.2 Licensing and Authorizing Bodies:
     Agencies responsible for regulations directly related to PEA's core operations, including pole installation, line extension, and service area expansion.
   - 1.3 Collaborative and Supportive Agencies:
     Entities that collaborate with or support PEA operations and initiatives.

2. **Customers and Electricity Users**
    - 2.1 Electricity Distribution Customers:

      All electricity end-users under PEA's service.
    - 2.2 Non-Electricity Customers:

      Clients in PEA's non-electricity-related businesses.
3. **Communities and Society**
    - 3.1 Local Communities and Leaders:

      Communities and leaders located near PEA's operational areas.
    - 3.2 General Public:

      All residents within Thailand.
4. **Media**
    - Includes both traditional media and all types of online media.
5. **Partners**
    - 5.1 Electricity Suppliers:

      Entities providing electricity for PEA's distribution services.
    - 5.2 Equipment Suppliers:

      Suppliers of materials and equipment to PEA.
    - 5.3 Service Providers:

      Providers of various services to PEA, including construction, meter reading and disconnection services, consulting, and IT systems.
    - 5.4 Mission Support Collaborators:

      Partners supporting or involved in PEA's operations, including utility bill payment agents, telecommunication line-sharing entities, and MoU signatories.
6. **Board Members**
    - All members of the PEA Board of Directors.
7. **Employees**
    - Executives, employees, and contracted workers of PEA.
8. **Subsidiaries**
    - All affiliated companies under PEA.
9. **Industry Peers and Comparators**

- 9.1 Peers in Electricity Distribution:
  Agencies or companies operating electricity distribution businesses.
- 9.2 Peers in Related or Diversified Businesses:
  Organizations operating in industries relevant to PEA's extended business activities.

Management of Organization-Level Material Issues

PEA has reviewed material issues based on international sustainability frameworks, stakeholder needs and expectations, and relevant environmental factors. These were considered alongside PEA's strategic direction to identify 15 significant organization-level issues, encompassing ESG (Environmental, Social, and Governance) aspects. These issues are integrated throughout PEA's value chain, as follows:

Topic	Description
Circular Economy	Circular economy and environmental management
CRM	Customer Relationship Management
Transformation	Business model transformation and adaptation
Innovation	Innovation, research, and development through digital technology to enhance business capabilities
Community Safety	Health and safety of local communities
Human Capital	Human capital management
Reliability	Power stability and supply reliability
Data Security	IT system and customer data security
GRC	Good governance, risk management, and compliance
Supply Chain	Supply chain management
Energy Management	Energy and asset management
Access and Affordability	Access to electricity and affordable pricing for the public
OHS	Occupational health and safety for PEA employees

Topic	Description
Stakeholder Engagement	Stakeholder participation and engagement
Climate Change	Greenhouse gas emissions and climate change strategy

Management of Department-Level Issues

PEA is committed to responding to stakeholder needs and expectations at the departmental level by incorporating stakeholder feedback to improve operations and communications. This is achieved through close relationship-building efforts such as dialogue, community activities, stakeholder discussions, and collaborative meetings.

Additionally, PEA has established communication channels tailored to each stakeholder group, including the website, email, annual reports, sustainability reports, stakeholder engagement reports, and internal communications through employees. Clear responsibility for managing stakeholder relationships has also been assigned across departments.

Stakeholder Engagement Score

The Provincial Electricity Authority (PEA) is committed to continuously enhancing its relationships with all stakeholders by setting a goal to improve the Stakeholder Engagement Score. This initiative aims to increase confidence and satisfaction in PEA's services in a sustainable manner.

For the year 2024, PEA has set a target Stakeholder Engagement Score of 80.00%, reflecting its commitment to building strong relationships with all stakeholder groups, including electricity users, businesses, government agencies, and local communities.

The performance results thus far demonstrate success in achieving the goal, as PEA achieved a Stakeholder Engagement Score of 84.12%, surpassing the target. This highlights the effectiveness of PEA's stakeholder management and its ability to respond excellently to stakeholder needs and expectations.

Stakeholder Engagement Score Indicators

Year	Target (%)	Performance (%)
2021	≥ 75.00	76.90
2022	≥ 76.00	80.20
2023	≥ 76.50	86.12
2024	≥ 80.00	84.12

Social and Environmental Responsibility

The Provincial Electricity Authority (PEA) is committed to delivering reliable electricity services and expanding access to remote areas to ensure inclusive access to power. This commitment goes hand in hand with a strong sense of responsibility toward society and the environment, both within and beyond the organization. In 2024, PEA reviewed and integrated its social and environmental responsibility action plans with a focus on clearly managing stakeholder engagement. The goal is to meet expectations effectively and align with the ISO 26000 standard on social responsibility, which is structured into the following seven core subjects:

1. Organizational Governance

PEA ensures its social and environmental activities comply with relevant laws, regulations, ethical standards, and codes of conduct. It incorporates national strategies, including the 13th National Economic and Social Development Plan, the Ministry of Interior's policies, the Governance and Sustainable Development Committee's policies, the PEA Governor's policies, PEA's Strategic Plan, and the BCG Economy Model under the country's development strategy. Additionally, PEA embraces the principles of sustainable development (ESG: Environmental, Social, and Governance) aligned with the United Nations Sustainable Development Goals (SDGs). It also follows the Sufficiency Economy Philosophy (SEP) and Systematic Inventive Thinking (SIT) as guiding frameworks for implementing its social and environmental responsibility programs in 2024.

2. Human Rights

PEA respects human rights by adhering to corporate governance principles and aligning its practices with Thailand's 2nd National Action Plan on Business and Human Rights (2023–2027). This national policy framework guides various sectors in protecting communities from human rights violations arising from business activities, preventing and mitigating negative impacts, and promoting responsible business conduct throughout the supply chain. The aim is to ensure sustainable economic growth. Key practices include:

1. Non-discriminatory Access – PEA ensures that electricity procurement and distribution services are accessible to all sectors of society across all service areas without discrimination based on ethnicity, religion, or political views. Service quality, safety, and pricing comply with state policies and regulations.
2. Promotion of Human Rights Activities – PEA supports both internal and stakeholder human rights initiatives and encourages feedback from all parties to improve service delivery and reduce operational impacts.
3. Support for Social Benefit Initiatives – Activities aligned with PEA's strategic plans are supported without discrimination.
4. Rejection of Rights Violations – PEA does not support and opposes any activity that violates human rights.

3. Labor Practices

PEA prioritizes the development and support of skilled and knowledgeable personnel to enable effective career advancement. It provides benefits, welfare, and communication channels for employees to express their needs and opinions, fostering satisfaction and organizational engagement. PEA also analyzes employee needs and expectations, tailored by job function, to refine its benefits policies accordingly.

Moreover, PEA assigns specific safety departments to ensure compliance with policies on occupational safety, health, and work environments. A proactive approach to occupational health includes risk assessments for employees exposed to chemicals or toxins, control of

workplace hazards, and regular environmental monitoring. PEA's workplace safety policy aims to standardize safety management organization-wide, including public safety. The organization strives to align with international safety management systems through collaborations, innovation, and the application of digital technologies in occupational health and safety management, with the goal of achieving zero accidents and reducing work-related illnesses.

4. The Environment

PEA upholds environmental responsibility across all operations to prevent impacts on communities and the environment. It organizes stakeholder dialogues and community engagement activities to establish operational guidelines and environmental impact mitigation measures. For significant environmental impacts, PEA prepares Environmental Impact Assessment (EIA) reports, subject to approval by the Cabinet and relevant agencies, including the National Environment Board and the Ministry of Natural Resources and Environment.

PEA works toward eco-efficiency by enhancing the value of its goods and services while minimizing resource use and environmental impact. Operational improvements include cost reduction in energy and resource use and pollution mitigation strategies. PEA promotes efficient, environmentally friendly resource use, greenhouse gas (GHG) emission reductions, and transition toward internationally recognized green offices. The organization participates in Thailand's voluntary GHG reduction program and promotes sustainable behavioral change among employees, such as reducing electricity, fuel, and water usage. This is in line with the Circular Economy, part of the BCG Economy Model, aimed at solving resource degradation and waste issues.

Key practices include:

- Zero Waste initiatives through efficient design and minimal waste generation
- Use of alternative materials
- Reuse, refurbish, sharing, and upcycling methods
- Reducing or eliminating hazardous substances in office operations to minimize pollution and GHG emissions.

As a result, by the end of 2024, PEA received Green Office certifications for 495 offices, categorized as:

- Excellent (Gold) – 481 offices
- Very Good (Silver) – 13 offices
- Good (Bronze) – 1 office

from the Department of Climate Change and Environment. PEA aims to expand the Green Office program across all its offices nationwide.

5. Fair Operating Practices

The Provincial Electricity Authority (PEA) is committed to developing and promoting good corporate governance in accordance with international standards. It focuses on efficient operations alongside fair treatment of stakeholders, transparent disclosure of information, accountability, integrity and ethics among executives and employees, anti-corruption measures, and adherence to professional ethics. The organization follows the philosophy of sufficiency economy as a guiding principle to drive sustainability. It also incorporates digital technology into its governance and anti-corruption processes, as well as collaborates with external stakeholders.

PEA has established the Master Plan on Good Governance, Anti-Corruption and Misconduct Prevention (2024–2028) and the Action Plan on Good Governance and Anti-Corruption for 2024. These plans comprise three main strategies under the master plan:

1. Elevating operations in accordance with principles of good governance and the evaluation criteria for Core Business Enablers in the area of governance, risk management, and compliance (GRC);
2. Enhancing behaviors related to good governance, cultivating an ethical culture, and promoting integrity;
3. Promoting sustainability through a fair, transparent, and non-discriminatory system for preventing and suppressing corruption.

6. Consumer Issues

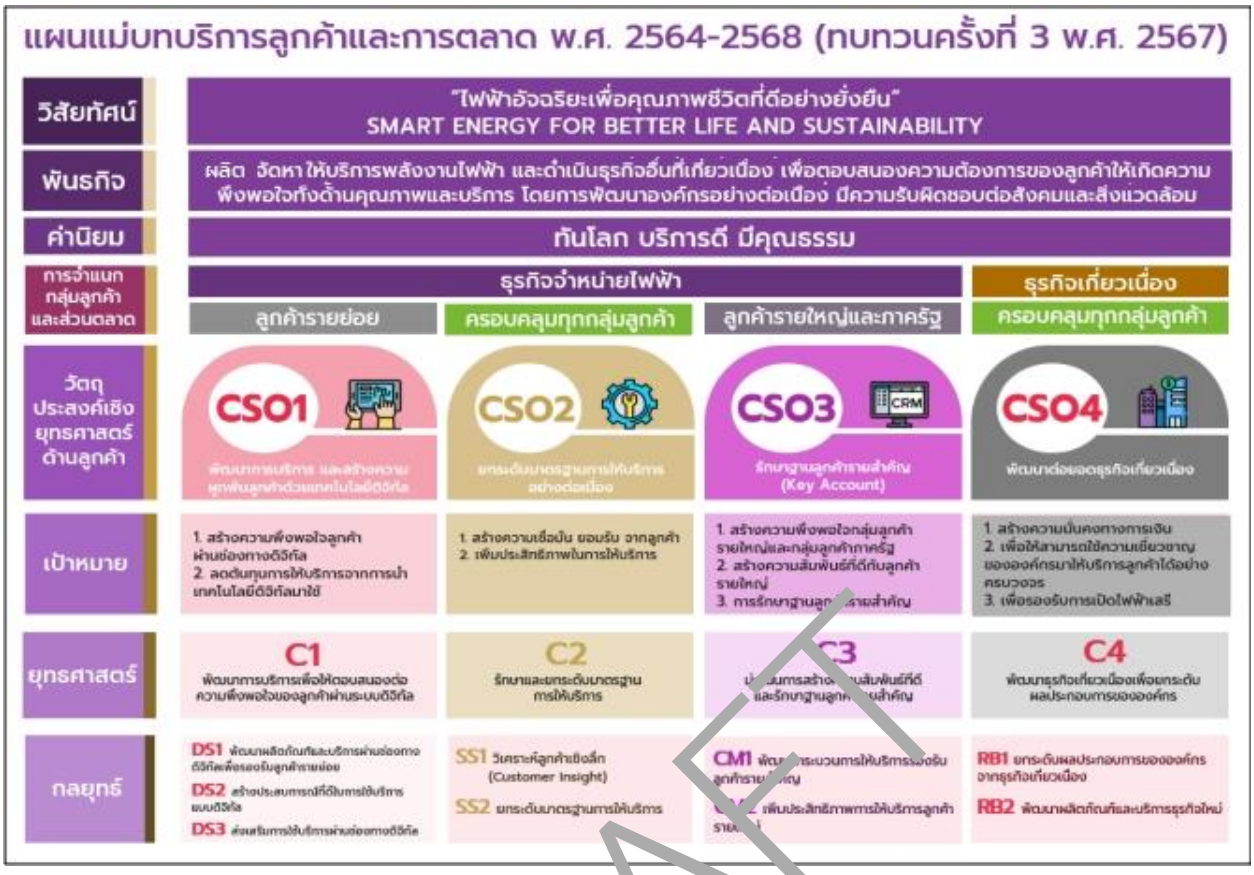
The Customer Service and Marketing Master Plan (2021–2035, 3rd Revision in 2024) includes comprehensive analysis of key information sources, such as:

- Customer Data: Listening to customer needs and expectations, evaluating customer satisfaction and dissatisfaction, and assessing customer engagement;
- Market Data: Market segmentation, market share, and market trends;
- Product and Service Data: Customer service performance across all market segments, both current and anticipated, covering all customer groups.

The plan identifies strengths, weaknesses, opportunities, and challenges in customer and market operations. It incorporates key input factors through analysis of internal and external environments, along with strategic challenges and advantages, and sets strategic customer-oriented objectives.

The Customer Service and Marketing Master Plan (2021–2035, 3rd Revision 2024) aligns with the PEA Strategic Plan (2024–2028), including KPIs, initiatives, and other master plans. It defines four strategic objectives related to customers:

- CSO1: Enhance services and build customer engagement through digital technology;
- CSO2: Continuously elevate service standards;
- CSO3: Retain key account customers;
- CSO4: Develop and expand related businesses



7. Community Involvement and Development

The Provincial Electricity Authority (PEA) actively supports communities by enhancing their knowledge and understanding of renewable energy applications to meet the growing demand for electricity in the future. This is aligned with PEA's vision: *"Smart electricity for a sustainable quality of life."* The organization implements a range of social and environmental initiatives as follows:

7.1 Environmental Conservation and Restoration Projects

1. PEA "Plant, Care, and Love the Forest" Project

Organized community tree-planting activities in honor of Her Majesty the Queen's birthday (2024), Thailand's National Tree Day (June 3), and World Soil Day. Activities took place in Pa Daet Subdistrict, Mae Suai District, Chiang Rai Province, in collaboration with local government officials and residents. The goal is to restore degraded forest resources and improve carbon dioxide (CO_2) absorption. In 2024, 9,000 trees—such as Leucaena, Indian gooseberry, and

Yellow star—were planted in Ban Lao Pattana community, bringing the total to 29,500 trees. This effort is estimated to sequester 1,942 tCO_2eq.

2. Eco-Efficiency Evaluation

Measures the balance between economic value and resource consumption (e.g., electricity, water, paper, and fuel). This evaluation helps PEA assess operational efficiency in resource management. In 2024, PEA's eco-efficiency performance improved by 1.090465 times compared to the baseline year of 2021.

3. Green Office Development Project

Aims to raise awareness and encourage participation among executives and employees in creating environmentally friendly workplaces. The initiative includes efficient use of energy and resources, effective waste management, eco-friendly office supplies, and reducing greenhouse gas (GHG) emissions. This project supports PEA's goal of achieving carbon neutrality by 2040. In 2024, 61 offices were certified as "Green Offices" by the Department of Climate Change and Environment, contributing to a GHG reduction of 3,005.48 tCO_2eq.

7.2 Community Economic Promotion Projects

1. PEA LED Project for Thai Cultural Tourism Sites

Promotes safety and energy efficiency through LED lighting systems. Since 2014, the project has been implemented at 73 locations nationwide. It has reduced electricity consumption by over 33,833.60 units/year (equivalent to 135,334.40 THB/year) and decreased CO_2 emissions by more than 504.92 tCO_2eq/year. This supports energy conservation at religious sites, enhances cultural aesthetics, boosts tourism, and generates income for local communities.

2. One Subdistrict, One Electrician Project

Addresses the shortage of local electricians by upgrading their skills to meet national standards. The project also builds a service network and ensures continuous electricity services for the public. From 2017 to 2024:

- 9,014 participants completed Level 1 training in theoretical and practical residential electrical installation;
- 106 individuals were trained in solar rooftop system installation and maintenance;
- 110 individuals were trained in EV charging station installation.

3. PEA Clean Energy for Communities Project

Supports solar-powered electric boats by designing and installing prototype engines for long-tail boats in Damnoen Saduak District, Ratchaburi Province. From 2021 to 2025, PEA will provide 25 boats (5 per year). This initiative promotes sustainable canal tourism and the use of renewable energy, reducing both CO_2 emissions and noise pollution. Compared to diesel-powered boats, the new electric engines reduce noise levels from 85.5–113.0 dBA to 87 dBA and cut direct GHG emissions from 0.041 tCO_2eq to 0.003 tCO_2eq. The project also fosters community engagement in tourism management and helps position local attractions as eco-friendly destinations.

4. PEA Safe Electricity Use Community Project

This project aligns with the core mission of the Provincial Electricity Authority (PEA) to provide high-quality electrical services while ensuring public safety in electricity usage. Implemented from 2013 to 2024, the initiative consists of three main activities:

- Little Energy Saver Journal Activity
  This activity educates primary and secondary school students on safe and efficient electricity usage. Over 7,100 students have participated.
- Vocational Student Education Program (Certificate and Diploma Level)
  PEA provides both theoretical and hands-on training for vocational students majoring in electrical power. Trained students join PEA personnel in the field to inspect and repair household electrical systems or public facilities such as temples, schools, and community hospitals. To date, over 30,000 students have completed the training, benefiting more than 1,000,000 households.
- PEA Community Volunteer Network Activity
  The initiative builds a network of community volunteers to help enhance power

distribution system stability and safety. Local government officers, community leaders, and PEA volunteers are trained and registered in PEA's information system. Over 14,200 individuals have joined the network.

7.3 Social Assistance and Development Projects

1. Emergency Relief Project

Provides survival kits to support citizens affected by crises in a timely manner.

2. Save Your Life: Stroke Awareness Campaign

In collaboration with the Neurological Research Foundation under Royal Patronage, this project educates PEA employees, executives, and electricity users on stroke prevention, symptoms, and proper treatment to improve health and quality of life.

3. PEA for Children and Youth Project

- National Children's Day Activities
  PEA hosts nationwide events to bring joy and gifts to children in its service areas.
- PEA Volleyball Stars Teach Kids
  Experienced national volleyball team members coach regional youth, promoting physical fitness and steering children away from drugs.
- PEA Sharing Smiles and Kindness
  Distributes educational and sports equipment to Border Patrol Police Schools. The program also inspects and upgrades school electrical systems, including the installation of residual current devices (RCDs) to enhance safety.

4. **PEA Cares: Blood Donation Program**
   Blood drives are organized regularly across PEA offices nationwide, with donations sent to the Thai Red Cross Society and provincial hospitals. This initiative promotes altruism and public spirit among PEA staff, their families, and the general public while supporting life-saving treatments for patients in need.

Internal Audit

The Internal Audit Office is an independent unit that reports directly to the Audit Committee. Its mission is to provide assurance services and consulting services with impartiality and independence to enhance and preserve value, thereby supporting the organization's achievement of its objectives. This is done by evaluating and improving the effectiveness of internal control, risk management, and governance processes. The roles and responsibilities of the Internal Audit Office adhere to international internal auditing standards as issued by the Institute of Internal Auditors of Thailand, the Ministry of Finance's Regulation on Internal Audit Standards for Government Agencies (4th Edition, B.E. 2566 [2023]), the State Enterprise Internal Audit Operations Manual 2023 by the State Enterprise Policy Office (SEPO), Ministry of Finance, and the revised 2024 criteria for evaluating operational processes and management of Core Business Enablers of state enterprises.

Audit Operations

The Internal Audit Office has developed a 5-year strategic audit plan and an Annual Audit Plan for 2024. These plans are aligned with the organization's strategic direction, objectives, and key risks affecting operations (Risk-Based Approach), covering both the organization's and affiliated companies' processes. The plans were submitted for approval by the Audit Committee.

In 2024, information technology was integrated into audit activities, enabling the office to fully execute the approved Annual Audit Plan. The audit engagements provided value-added recommendations—both monetary and non-monetary—helping improve operational procedures and key control measures to enhance internal control, risk management, and governance effectiveness.

Audit follow-ups are conducted regularly with auditees to ensure implementation of recommendations. Audit reports are delivered within two months of completing fieldwork. Quarterly performance reports of the Internal Audit Office are also submitted to the Audit Committee, reinforcing confidence that the PEA has reliable internal control, risk management,

and financial reporting processes. These practices support the organization's goal achievement and promote good governance.

The Internal Audit Office maintains full independence, faces no constraints in expressing opinions, and has no conflicts of interest with the audited entities.

In 2024, the Internal Audit Office fully implemented the Internal Audit Management System (IAMS) for end-to-end audit processes, including follow-ups. It expanded its Robotic Internal Audit Software (RIAS)—originally developed by the RIAS team—to all seven audit divisions, enabling them to develop analytical audit systems and transition to automated internal audits. Furthermore, the Audit Committee Management System (ACMS) was developed to monitor and track responses to the Audit Committee’s observations.

The Internal Audit Office also elevated its practices by integrating Internal Auditing (IA) with Governance, Risk, and Compliance (GRC) frameworks to drive enterprise-wide integration. This ensures the PEA possesses adequate and effective risk management, internal control, and governance systems.

Internal Audit Quality Maintenance and Development

The Internal Audit Office promotes continuous professional development by requiring auditors to complete at least 40 hours of training per person per year, covering business processes and information technology. It also supports professional certification for internal auditors and related fields. In 2024, 22 internal auditors obtained professional internal auditing certifications.

Quarterly Self-Assessment Reports (SAR) are conducted, and post-audit quality evaluations are obtained from audited entities. In addition, annual performance evaluations of assurance and consulting services are conducted by the Audit Committee, the Governor, and senior executives. In 2024, the office received an average evaluation score of 4.97 (very satisfied to most satisfied). Feedback from these evaluations is used to improve audit efficiency and advisory services.

In the past year, the internal audit function received a Core Business Enablers evaluation score of 4.2975 under the state enterprise performance assessment.

Report of the Risk Management and Internal Control Committee of the Provincial Electricity Authority

The PEA has adopted an integrated approach to governance, risk management, and compliance (GRC) based on the GRC Capability Model Version 3.0 by the Office of Compliance & Ethics Group (OCEG). This supports effective organizational management grounded in transparency, fairness, and accountability, enabling the PEA to fulfill its vision and mission. The GRC model strengthens confidence among the Board, executives, employees, and stakeholders in driving sustainable growth.

The PEA applies the COSO 2013 – Internal Control Framework and COSO 2017 – Enterprise Risk Management Integrating with Strategy and Performance, issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), to align risk management and internal control with organizational strategy and performance evaluation. Risk management and internal control structures are organized at both the corporate and operational levels, with established reporting and assessment mechanisms to ensure organization-wide coverage and readiness to handle uncertainties that may impact operations.

GRC Integration in 2024

In 2024, the Risk Management and Internal Control Committee approved the continuation of the existing GRC Integration Policy, officially announced on 30 April 2024, to guide continuous development in risk management, internal control, regulatory compliance, and business continuity management. Key actions include:

1. Establishing objectives, strategies, and goals aligned with the organization's context and culture by analyzing internal/external factors, assessing risks and opportunities, and considering stakeholder expectations to enhance long-term sustainability.
2. Ensuring compliance with strategy and regulatory requirements by aligning operations with available resources and legal obligations, preventing misconduct or regulatory violations, and implementing anti-corruption mechanisms across the organization.

3. Embedding enterprise-wide risk management and internal controls, fostering risk awareness at all levels and making it part of the organizational culture.
4. Developing IT systems to support timely information for management decision-making.
5. Creating a conducive environment for GRC integration, aligning business practices with international standards and the GRC principles of OCEG.
6. Monitoring, evaluating, and auditing GRC performance, including reassessing potential changes to continuously improve systems and processes.

The PEA also established Key Performance Indicators (KPIs) to measure the effectiveness of GRC implementation, ensuring the integration policy is carried out concretely.

Risk Management in 2024

The PEA analyzed and assessed risks based on internal and external factors that could affect operations, developing contingency plans to ensure achievement of strategic goals. The Risk Management and Internal Control Committee approved six key enterprise-level risks for 2024:

1. Government policies and business cost volatility impacting profitability
2. Opportunities for new business ventures during the clean energy transition
3. Investments in technologies that drive growth and value creation
4. Regulations and legal frameworks conducive to competition
5. Organizational culture and personnel management that support business operations
6. Operational structures that support investment and competition in the energy sector

Internal Control in 2024

The PEA continued enhancing its IT systems to support performance monitoring and the development of internal control systems. This ensures that internal controls remain modern, sufficient, appropriate, and effective in mitigating risks to acceptable levels.

In 2024, the PEA prepared an annual internal control assessment report, including the operational budget management plan based on internal evaluation metrics and an annual

internal control improvement plan. These were submitted to the Ministry of Interior within the specified timeframe, along with copies forwarded to the PEA Board and Audit Committee.

Regulatory Compliance Oversight for 2024

The Provincial Electricity Authority (PEA) assessed compliance risk in alignment with its Compliance Management System (CMS). This process integrates with the organization's strategic direction and the role of compliance officers to foster confidence among stakeholders that operations are conducted in accordance with all relevant laws, regulations, rules, orders, and announcements—both external and internal. This ensures the PEA can continue operating sustainably.

The Risk Management and Internal Control Committee approved two key compliance plans for 2024:

The Provincial Electricity Authority (PEA) has analyzed compliance risk in accordance with its Compliance Management System (CMS) processes and structures. This ensures alignment with the organization's strategic direction and the roles of compliance officers, thereby fostering stakeholder confidence in the organization's lawful and regulatory-compliant operations. PEA adheres to all applicable laws, regulations, rules, directives, and announcements—both internal and external—to support sustainable organizational development.

The Board of Directors has approved two compliance plans for 2024 as part of PEA's annual Compliance Oversight Plan, as outlined below:

1. Regulatory Management to Support PEA's Business Operations
2. Information Technology for Compliance Management

The implementation of these plans successfully achieved their objectives and produced meaningful outcomes, initiating improvements in processes and technology. These changes support both existing and emerging business operations, while ensuring compliance with applicable laws and regulatory frameworks. Internally, rules, guidelines, and procedures also

play a critical role in ensuring smooth operations and effective governance, enabling consistent and efficient performance.

The Committee held quarterly meetings—four times in total—with PEA executives to monitor performance related to risk management, internal control, and regulatory compliance, as well as to assess emerging situations with potential material impacts on the organization.

In addition, a mobile meeting of the Risk Management and Internal Control Committee was conducted in the service area of PEA Region 2 (South). The Committee also conducted a site visit and study tour as part of the Business Continuity Plan (BCP), specifically focused on addressing power supply crises in Koh Samui and Koh Phangan, Surat Thani Province.

The PEA Risk Management and Internal Control Committee remains fully committed to overseeing the effective integration of corporate governance, risk management, and regulatory compliance. This includes proactively monitoring emerging trends that may significantly impact the organization. The Committee is confident that the active participation of all PEA employees in adhering to established policies, measures, and systems will enhance the organization's success, reduce the severity and uncertainty of potential operational disruptions, and strengthen the overall resilience of PEA.

Mr. Jet Thonawanik
Chairman of the Risk Management and Internal Control Committee
Provincial Electricity Authority

Report of the Governance and Sustainable Development Committee

The Provincial Electricity Authority (PEA) Board of Directors recognizes the importance of and remains committed to conducting its operations in accordance with high standards of governance and ethical business conduct. It also emphasizes accountability to the community, society, and the environment to ensure the organization's long-term sustainability. Accordingly, the Governance and Sustainable Development Committee—comprising four directors with relevant knowledge, expertise, and experience—has been assigned to formulate frameworks, propose implementation approaches, provide recommendations, supervise, and assess performance in accordance with governance principles. This includes anti-corruption measures, stakeholder engagement, and sustainable development encompassing environmental, social, and governance (ESG) dimensions, aligned with international practices.

The Governance and Sustainable Development Committee placed great importance on fulfilling its responsibilities as defined in its charter. In 2024, the committee held a total of five meetings (including one off-site meeting) to supervise, monitor, and evaluate the performance against the established policies and plans on governance and sustainable development. The committee remained committed to advancing the organization across the value chain while incorporating Environmental (E), Social (S), and Governance (G) considerations to promote responsible operations, support clean energy use, move toward Net Zero greenhouse gas emissions, minimize negative impacts, prioritize stakeholder engagement, and leverage digital technology as a tool for transparency and risk prevention. The key undertakings are summarized below:

Governance Operations (Corporate Governance: CG)

The Board of Directors, executives, and employees at all levels adhere to the corporate governance policies and practices aimed at promoting transparency and preventing corruption. This includes compliance with PEA's Corporate Governance and Code of Ethics Manual (CG Code), which focuses on ethical conduct and professional codes of ethics. The manual comprises core values, codes of ethics, and professional codes of conduct, which are regularly reviewed and updated to reflect international standards and evolving contexts.

Moreover, the PEA adopts the government's good governance and anti-corruption policies as guiding principles in reviewing and developing its Corporate Governance Master Plan and Anti-Corruption Plan. These plans feature tangible action items with quarterly performance tracking and are structured around three core strategies:

- Strategy 1: Enhance governance practices and align with Core Business Enablers, particularly Dimension 1: Good Governance and GRC (Governance, Risk, and Compliance) Leadership and Operations.
- Strategy 2: Foster governance-aligned behaviors, integrity culture, and ethical conduct.
- Strategy 3: Promote sustainability through a fair, transparent, and non-discriminatory anti-corruption and fraud prevention system.

PEA has translated governance and anti-corruption principles into practical actions that respond to strategic directions, policies, and global standards. This has reinforced stakeholder confidence and integrated ESG risk management to support the organization's sustainable competitiveness in collaboration with relevant agencies.

Sustainable Development Operations (Sustainable Development: SD)

The Governance and Sustainable Development Committee emphasized issues of material importance to stakeholders and encouraged the establishment of comprehensive policies, action plans, and guidelines throughout all business architecture processes of PEA. The aim is to expand operational coverage and better address stakeholder interests. At the same time, the organization's sustainable development initiatives are closely aligned with its business operations and systematically manage stakeholders' significant sustainability expectations (materiality). Relationship management and fostering a sustainability-driven corporate culture were also prioritized to increase opportunities for stakeholder-centric and strategic sustainable development.

These efforts align with international standards such as the United Nations Sustainable Development Goals (SDGs), the AA1000 Stakeholder Engagement Standard (AA1000 SES), the Global Reporting Initiative (GRI) Sustainability Reporting Standards, and the ESG framework

(Environmental, Social, and Governance). The organization emphasizes its community, social, and environmental impacts and has developed relevant action plans with regular quarterly monitoring:

1. Master Plan on Sustainable Development and Stakeholder Management (2024–2028) and Action Plan for 2024
   Strategic Objectives:
   - Objective 1: Promote sustainable development as a mechanism for organizational advancement.
   - Objective 2: Foster business partnerships and enhance stakeholder relations.
   - Objective 3: Develop sustainable development processes and stakeholder management practices.
2. PEA Social and Environmental Responsibility Action Plan 2024, structured around three strategies:
   - Environmental Strategy: Reduce greenhouse gas emissions and support clean energy.
   - Social Strategy: Improve community well-being and strengthen local communities.
   - Governance Strategy: Analyze, assess, and enhance the efficiency of social and environmental responsibility projects.

Additionally, the organization has analyzed sustainability issues and integrated ESG principles into its business operations. Stakeholder impacts, needs, and expectations—both positive and negative—have been linked with value creation efforts, regulatory and environmental compliance, the ISO 26000 standard on social responsibility, and the UN SDGs, with the goal of transitioning toward clean energy and achieving carbon neutrality. These actions demonstrate the organization's commitment to contributing to national policy implementation and elevating Thailand's greenhouse gas reduction standards to international levels.

Achievements in 2024

In 2024, the Provincial Electricity Authority achieved remarkable success, gaining both domestic and international recognition, as evidenced by several awards and assessment results related to governance and sustainable development:

1. Moral Organization Awards (Model Level) – Six awards in total, including for overall organization, headquarters division, and four regional divisions (2023–2024).
2. Good People Organization Award 2024.
3. Integrity and Transparency Assessment (ITA) 2024 – Score of 95.58, rated as “Good.”
4. Asia Responsible Enterprise Awards (AREA) 2024:
    - *Social Empowerment*: "PEA Cares for Public Safety" Project.
    - *Corporate Sustainability Reporting*: PEA Sustainability Report.
    - AREA Sustainability Emblem for Outstanding Organizations.
5. Sustainability Disclosure Award 2024.
6. Sustainability Report Certification by Lloyd's Register Quality Assurance (LRQA) for 2024.
7. Outstanding Risk Assessment Rating for Corruption Risk Management Systems (CRMS) in Procurement and Purchasing from the Public Sector Anti-Corruption Commission (PACC) – Rated "Excellent" for 2023–2024.

These accomplishments are the result of dedicated collaboration among PEA executives and staff across both central and regional offices. Their collective efforts have led to outstanding contributions in improving community quality of life, fostering participatory management, and building a stable foundation for long-term social sustainability.

(Lt. Preechapol Pongpanich)
Chairman of the Governance and Sustainable Development Committee

Audit Committee Report for 2024

The Audit Committee of the Provincial Electricity Authority (PEA) was appointed by the PEA Board of Directors. The committee comprises three qualified experts appointed based on their knowledge, skills, and experience, in accordance with PEA's Skill Matrix framework. The members are:

1. Lt. Gen. Adul Boonthamcharoen – Chairman of the Audit Committee
2. Mr. Panit Theerapapwong – Audit Committee Member
3. Mr. Kornnin Kanchanomai – Audit Committee Member

Mrs. Soithip Ansombat, Assistant Governor (Internal Audit), served as the Secretary to the Audit Committee.

In 2024, the Audit Committee convened a total of 12 meetings. Each meeting met quorum requirements and was attended by PEA executives, internal auditors, and external auditors (EY Office Limited) as needed, to support sound corporate governance practices. Key meeting outcomes were reported to the PEA Board of Directors. The Audit Committee also conducted site visits across regional offices to gather operational insights, identify challenges, and offer policy-level suggestions aimed at improving efficiency, effectiveness, and value creation for PEA.

Key Responsibilities and Activities of the Audit Committee

1. **Financial Reporting Review**

   The Audit Committee regularly reviewed PEA's financial information on a monthly basis through meetings and consultations with executives, relevant departments, internal auditors, and external auditors (EY Office Limited). Financial analysis was conducted to ensure that PEA's financial statements were reliable, compliant with applicable laws, and prepared in accordance with financial reporting standards. Significant information was disclosed accurately, adequately, reliably, and in a timely manner.

   Additionally, the Audit Committee held an exclusive meeting with the external auditor—

without management presence—on 11 July 2024 (Meeting No. 6/2024) to discuss the audit scope, approach, findings, auditor independence, and opinions.

2. **Review of Risk Management, Internal Controls, and Corporate Governance**

   The committee oversaw the effectiveness of internal controls, risk management, and corporate governance practices. It provided recommendations for improvement to ensure that the risk management framework aligned with organizational expectations and adequately addressed key risks. This oversight supported the achievement of PEA's objectives in accordance with the principles of good governance.

3. **Oversight of Internal Audit Activities**

   The committee oversaw the Internal Audit Office to ensure its independence and fairness. It approved the five-year internal audit plan, annual audit plan, internal audit charter, audit process manual, annual budget, and training and development plans. Audit reports were reviewed within two months of completion, and quarterly performance reports were evaluated. The committee supported resource allocation in alignment with operational plans and encouraged internal auditors to pursue professional certifications. All audits were conducted with transparency, impartiality, and value creation for both internal and external stakeholders.

4. **Audit Committee Performance Quality**

   The committee adhered to the "Audit Committee Handbook for State Enterprises" (2023 edition) issued by the State Enterprise Policy Office (SEPO), Ministry of Finance. It updated and implemented its charter, operational handbook, and action plan. The committee also conducted self-assessments (individual and collective), used the results to develop improvement plans, and reported performance outcomes accordingly.

Conclusion

The Audit Committee has carried out its duties in accordance with the charter and operational handbook, with diligence, integrity, and professional care. It has provided valuable recommendations that contributed to enhanced value for PEA. The committee affirms that PEA's financial reports present materially accurate information in compliance with financial reporting standards, with appropriate, adequate, and reliable disclosures. PEA has complied with

all relevant laws and regulations, maintained effective corporate governance, implemented adequate risk management practices, and operated with efficient internal control systems.

Lt. Gen.
(Adul Boonthamcharoen)
Chairman of the Audit Committee

Independent Auditor's Report

To the Board of Directors of the Provincial Electricity Authority

Opinion

I have audited the consolidated financial statements of the Provincial Electricity Authority and its subsidiaries ("PEA and its subsidiaries" or "the Group"), which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statement of comprehensive income, the consolidated statement of changes in equity, and the consolidated statement of cash flows for the year then ended, and the notes to the consolidated financial statements, including a summary of significant accounting policies. I have also audited the separate financial statements of the Provincial Electricity Authority (collectively referred to as "the financial statements").

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Provincial Electricity Authority and its subsidiaries and of the Provincial Electricity Authority as at 31 December 2024, and their financial performance and cash flows for the year then ended, in accordance with financial reporting standards.

Basis for Opinion

I conducted my audit in accordance with the Standards for State Audit and auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Provincial Electricity Authority and its subsidiaries in accordance with the Standards for State Audit issued by the State Audit Commission and the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions, including the provisions relating to independence, and I have fulfilled my other ethical responsibilities in accordance with the relevant requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other Matter

The Standards for State Audit mentioned in the Basis for Opinion and Auditor's Responsibilities sections apply solely to the audit of the financial statements prepared by management in accordance with financial reporting standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Group's Annual Report, but does not include the financial statements and the auditor's report thereon, which are expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the Group's Annual Report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance so that appropriate corrective action can be taken.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with financial reporting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Standards for State Audit and auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the Standards for State Audit and auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision, and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I am responsible for the audit engagement resulting in this independent auditor's report.

Kitti Techakasemabandit
Certified Public Accountant No. 9151
EY Office Limited
Bangkok: 20 March 2025

Provincial Electricity Authority Head Office
200 Ngamwongwan Road, Ladyao, Chatuchak Bangkok 10900
1129 PEA Contact Center
www.pea.co.th