Our GREEN GRID
Toward Energy Transition

Stakeholder Engagement Report 2024

Provincial Electricity Authority

PEA
PROVINCIAL ELECTRICITY AUTHORITY

TABLE OF CONTENTS

PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

01 Executive Summary

The Provincial Electricity Authority (PEA) is profoundly committed to sustainable operations, recognizing that proactive and continuous stakeholder engagement forms the bedrock of effective and responsible management. We are dedicated to cultivating robust and meaningful relationships with all our stakeholders, ensuring their diverse perspectives and evolving expectations genuinely inform our decisions and strategic direction with unwavering transparency and sound governance. Our comprehensive engagement framework is rooted in best practices, aiming to guarantee inclusivity, materiality, responsiveness and positive impact.

PEA has established clear guiding principles for our engagement, meticulously defining its objectives and scope, carefully selecting appropriate engagement levels and methods and explicitly assigning mandates and responsibilities. This structured framework ensures that every interaction is purposeful and yields tangible results. Our engagement process is systematically managed through three key phases: Prepare, Implement and Act, Review and Improve. This structured methodology ensures that valuable insights gained are effectively utilized, fostering continuous organizational learning and enhancing our engagement practices.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

The Outcomes and Impacts of Engagement for PEA over the past year distinctly underscore our steadfast commitment and operational effectiveness:

Key Issues and Focus Identified

Through robust and continuous engagement, we successfully identified five critical strategic themes that are now integral to guiding our organizational development:

- Climate Action & Resource Efficiency
- Empowering Workforce through Innovation & Technology
- Resilient & Customer-Centric Operations
- Stakeholder Collaborative for Community Wellbeing
- Business Conduct & Governance

Value Creation

PEA has tangibly co-created significant value across economic, social, environmental, and governance dimensions through six key collaborative projects. These initiatives include developing advanced digital solutions with Tech Partners at the TCC Center, expanding the PEA VOLTA EV Charging Station network in partnership with Bangchak Corporation Public Company Limited, actively promoting the ESCO Model for enhanced clean energy management, successfully issuing an ESG Bond to fund sustainable projects, solar panel installation loans, in partnership with several leading financial institutions to provide convenience for the public and entrepreneurs interested in rooftop solar, developing a Microgrid at Koh Phaluai to ensure reliable power supply for remote islands, in alignment with national government policy for improving the quality of life through electricity access.

Engagement Score

The rigorous evaluation of our engagement processes yielded a commendable engagement score of 84.12%. This score serves as a clear and strong indicator of our stakeholders' trust and satisfaction with PEA's engagement methodologies and the resulting operational outcomes.

These robust results collectively affirm PEA's commitment to operating as a responsible organization that consistently delivers sustainable shared value for all stakeholders. They also establish a solid foundation for continuously enhancing our engagement approaches as we diligently pursue both organizational growth and national development.

Table of Contents

02 Introduction to Stakeholder Engagement Report

This Stakeholder Engagement Report, published by the Provincial Electricity Authority (PEA), demonstrates our unwavering commitment to cultivating robust and enduring relationships with all our stakeholders. It offers a comprehensive overview of PEA's systematic approach to stakeholder engagement, developed in strict adherence to the AA1000 Stakeholder Engagement Standard (AA1000SES). This internationally recognized framework guides our practices, emphasizing the core principles of Inclusivity, Materiality, Responsiveness and Impact.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Purpose and Scope of the Report

This report serves to transparently and comprehensively communicate the Provincial Electricity Authority's (PEA) operations, progress and most significantly, its stakeholder engagement journey. Its primary purpose is to cultivate a shared understanding of PEA's pivotal role in driving national and social development. Furthermore, it aims to disclose the systematic approaches employed to listen to, integrate and act upon stakeholder feedback, thereby ensuring continuous organizational decision-making and development.

The scope of this report specifically covers PEA's extensive stakeholder engagement activities. It meticulously details our process, from the initial identification and prioritization of stakeholders, through the diverse methods and channels utilized for communication and active listening, culminating in the key outcomes and impacts derived from these engagements. The information presented herein underscores PEA's unwavering commitment to embedding stakeholder perspectives and needs directly into the organization's strategic planning and operations.

About the Organization

The Provincial Electricity Authority (PEA) is a state-owned enterprise operating under the Ministry of Interior. PEA serves a pivotal role in driving Thailand's economic and social development through its core business of electricity distribution and other related ventures. Our extensive service network spans nationwide, excluding the metropolitan areas of Bangkok, Nonthaburi and Samut Prakan.

PEA is profoundly committed to ensuring a high-quality, stable and sufficient electricity supply to meet the diverse demands of the public and various industrial sectors. Concurrently, we are dedicated to championing sustainable development and operating as a responsible organization towards both society and the environment. This steadfast commitment is fully encapsulated in PEA's vision: "Smart Energy for Better Life and Sustainability" This vision emphatically underscores our dedication to being an excellent electricity service provider while actively driving an improved quality of life and fostering sustainability for all our stakeholders.

Table of Contents

Commitment to AA1000SES Principles

The Provincial Electricity Authority (PEA) is deeply committed to and operates in full alignment with the principles of the AccountAbility Stakeholder Engagement Standard (AA1000SES). This internationally recognized framework serves as our guiding beacon, ensuring the development of effective, responsible, and impactful stakeholder engagement practices. These three core principles form the foundational pillars of our comprehensive stakeholder engagement framework.

Inclusivity

PEA is dedicated to actively seeking and understanding the diverse and comprehensive voices of all stakeholder groups. We are committed to cultivating appropriate opportunities and establishing accessible channels that empower stakeholders to participate meaningfully in defining and achieving responsible, strategic responses to sustainability issues. This steadfast commitment is tangibly reflected in our application of both Top-Down and Bottom-Up stakeholder identification processes, thereby ensuring that perspectives from executive leadership to operational levels are thoroughly considered and integrated.

AA1000SES Principles

Materiality

PEA prioritize the clear identification and in-depth understanding of sustainability issues deemed material to both PEA's operations and our stakeholders' interests. Our robust engagement processes are meticulously designed to facilitate the screening and prioritization of issues that exert a significant impact on our operations, our stakeholders and the broader environment. This rigorous approach enables us to strategically allocate resources and precisely define actionable strategies.

Responsiveness

PEA is steadfastly committed to transparent and timely action regarding key sustainability issues and their associated impacts. We pledge to clearly communicate our systematic approaches to addressing stakeholder concerns, incorporating feedback and managing expectations. Furthermore, we will consistently demonstrate the concrete actions and tangible results stemming from our engagement efforts, thereby fostering trust and sustaining robust, long-term relationships.

Impact

PEA unequivocally recognizes the imperative to monitor, measure and be fully accountable for the impacts of our operations on the broader ecosystem. This encompasses comprehensive assessment of economic, social and environmental effects. We are firmly committed to proactively understanding and effectively managing both positive and negative impacts, ensuring that our activities consistently contribute to the creation of shared value and robustly support sustainable development for all stakeholders.

Table of Contents

Integration of Stakeholder Engagement

PEA firmly asserts that stakeholder engagement transcends being merely an auxiliary activity, but rather an integral and deeply embedded component across all dimensions of our organizational operations. Consequently, we have strategically rooted the concept of engagement within

Governance (e.g., board oversight, committees)

The PEA Board of Directors and executives unequivocally prioritize stakeholder engagement, systematically utilizing the invaluable insights gained as a pivotal element of strategic decision-making and robust corporate governance.

Strategy (e.g., policy development, strategic planning)

Stakeholder insights are proactively and systematically integrated into the development and rigorous review of policies, the establishment of organizational objectives and long-term strategic planning. This comprehensive integration ensures that PEA's strategic direction remains precisely aligned with evolving societal needs and expectations.

Operational Management (e.g., daily decision-making, project implementation)

Stakeholder engagement is an inherent and indispensable element of daily decision-making, problem-solving and continuous process improvement at the operational level. This direct integration ensures highly efficient service delivery and project implementation that authentically responds to the dynamic needs of both communities and customers.

Table of Contents

03 Stakeholder Identification and Prioritization

PEA places paramount importance on the systematic identification and in-depth understanding of our stakeholders. This rigorous process ensures our engagement efforts are comprehensive, highly effective and genuinely capable of creating sustainable shared value. The precise identification of stakeholders and a thorough comprehension of their roles constitute the fundamental basis for our adherence to the Inclusivity and Materiality principles of the AA1000SES

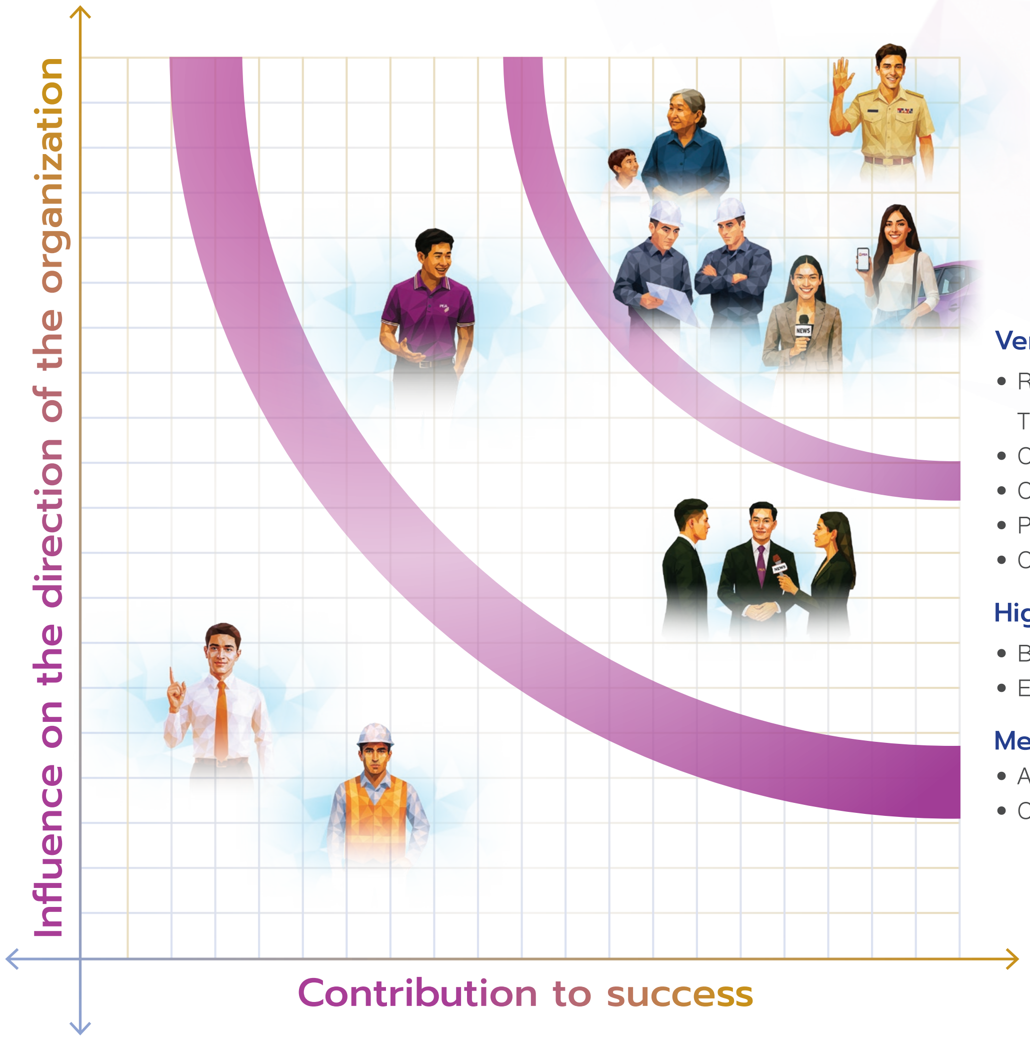
Methodology: Comprehensive Stakeholder Identification

PEA employs a blended approach to stakeholder identification, leveraging a comprehensive and holistic strategy to systematically gather perspectives from both the strategic and operational echelons of the organization. This robust methodology encompasses

Top-Down Approach

PEA's Executives plays a pivotal role in meticulously assessing and identifying stakeholder groups that directly influence the organization's strategic direction and long-term vision. This top-down approach is specifically designed to ensure that strategic stakeholders, those deemed vital to the sustained future and success of the organization, are thoroughly identified and their relevance comprehensively considered.

1) Stakeholder



Very High
- Regulators and The Public Sector
- Customers and Electricity Users
- Communities and Society
- Press
- Cooperator

High
- Board of Directors
- Employees

Medium
- Affiliates
- Comparison

PEA PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

2) Materiality

Bottom-Up Approach

Concurrently, each PEA department is formally tasked with identifying and evaluating the significance of stakeholders directly relevant to its specific organizational structure and operational responsibilities. This approach facilitates the precise identification of operational-level stakeholders, including but not limited to customers, communities and employees, whose direct engagement with PEA's daily operations is critical to efficient service delivery and overall operational success.

	PEA Business Architecture: BA									
	Core				Governance and Strategic		Enabler			
	Electricity Distribution System			Customer Service and Marketing	Governance, Strategic and Sustainability	Innovation and Related Businesses Management	Resources and Service Management			Digital Technology Management
Stakeholder	Planning and Procurement	Construction and Maintenance	Distribution				Logistics Management	Budgeting, Accounting and Finance	Human Resource Development and Management	
1. Regulators and Public Sector	●	●	●	●	●			●		●
2. Customers and Electricity Users			●	●	●	●				
3. Community and social		●			●					
4. Press		●	●		●					
5. Cooperator	●	●	●		●		●	●		●
6. Board of directors					●					
7. Employee					●				●	
8. Affiliate					●	●				
9. Comparison					●					

PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Stakeholder Groups

Arising from the comprehensive identification process outlined previously (which combined both bottom-up and top-down approaches), PEA has categorized its stakeholders into nine distinct groups. Each group maintains significant relationships with PEA and exerts considerable influence on the organization's operations. For each identified stakeholder group, this section will summarize:

1. **Significance to PEA:** The strategic importance and role of this group to PEA.
2. **Issues of Interest:** Their primary concerns, expectations, and areas of focus.
3. **Response Actions:** How PEA engages with them and addresses their needs.
4. **Communication Channels:** The platforms and methods PEA uses to interact and share information with them.
5. **Values for Stakeholders:** The mutual benefits and co-created value resulting from our engagement with this group.

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
1. Regulators and Public Sector 	This group holds paramount importance to PEA as they are the arbiters of policy direction, regulations and the granting authorities for various organizational operations. Close engagement with this group ensures PEA's accurate adherence to legal requirements, fosters an in-depth understanding of public sector policies and secures the necessary support to advance national energy missions, such as grid expansion or the implementation of crucial infrastructure development projects.	• **Policy and Legal Compliance:** Ensuring PEA's operations are in strict adherence to national energy policies, the National Economic and Social Development Plan and all relevant legal frameworks. • **Organizational Efficiency and Governance:** Concerns regarding the efficiency of organizational management, transparency in operations and budget utilization and the effectiveness of risk management frameworks. • **Approvals and Permits:** Expectations for swift and accurate processing of requests for land use permits or other operational approvals falling under their purview. • **Collaboration and Support:** Interest in coordinated efforts to promote government projects and the effective utilization of shared infrastructure.	PEA prioritizes fostering strong collaboration and robust governance with regulatory bodies and public sector agencies. We are steadfastly committed to strict adherence to all legal frameworks and government policies, complemented by transparent reporting of performance and strategic plans. This comprehensive approach ensures the acquisition of necessary approvals, permits and support crucial for fulfilling PEA's core mission.	<u>Immediately</u> **Communication:** Reporting critical incidents or disasters impacting energy infrastructure, or urgent matters concerning significant legal compliance. **Channels:** Telephone, Email, Urgent Official Correspondence, Joint Press Statements. <u>Real-time</u> **Communication:** Responding to urgent inquiries from regulatory bodies, coordinating during unfolding critical events. **Channels:** Telephone, Online Coordination Systems, Email. <u>Monthly</u> **Communication:** Monthly performance summaries, progress reports on key projects and progress updates on certain critical projects (as needed). **Channels:** Official Correspondence, Performance Reports, Meetings (as needed), Online Reporting Systems, Email. <u>Quarterly</u> **Communication:** Financial performance reports, progress reports against strategic plans and key performance indicators (KPIs), presentations of risk management plans. **Channels:** Official Reports, Presentations at Joint Meetings with Regulatory Bodies. <u>Annual</u> **Communication:** Annual Report, Sustainability Report, Annual Strategic Plan, Annual Budget, Annual Performance Evaluation based on State Enterprise KPIs. **Channels:** Full Annual Reports, Joint Meetings with Regulatory Bodies, Presentations of Plans to Relevant Agencies. <u>Ad hoc</u> (On Occasion) **Communication:** Clarifications on issues of interest to government agencies, requests for approval/ permits for new projects, presentations of significant plans/policies to relevant agencies. **Channels:** Official Correspondence, Special Meetings,Plan Presentations.	• **Effective Policy Implementation**: Serving as a pivotal organization driving national energy policies to successful realization. • **Transparent and Principled Governance:** Demonstrating high standards of transparency and good corporate governance in all administrative functions. • **National Socio-Economic Development:** Actively supporting the nation's economic and social advancement. • **Exemplary Corporate Citizenship:** Upholding responsibilities as a diligent and contributing corporate citizen.

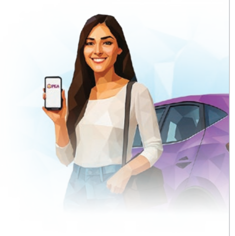
	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
2. Customers and Electricity Users 	Customers and Electricity Users are unequivocally the linchpin of PEA's business operations, serving as the direct recipients of our electricity services. Consistently listening to their needs, concerns and feedback enables PEA to continuously enhance service quality, foster innovation and maximize satisfaction. This ensures that electricity services are delivered with uninterrupted efficiency and responsiveness to evolving lifestyles and dynamic business requirements.	• **Electricity Supply Reliability and Quality:** Interest in the continuous and stable supply of electricity, consistency of voltage and frequency and rapid restoration times for power outages. • **Pricing and Service Charges:** Concerns regarding fair and appropriate electricity tariffs and transparency in tariff calculation and billing. • **Customer Service:** Expectations for convenient, rapid and efficient service delivery at physical service points and through online channels, coupled with useful advice and assistance. • **Innovation and Technology:** Access to new services such as Electric Vehicle (EV) charging stations, Smart Meter systems and energy-saving technologies.	PEA continuously invests in the modernization and maintenance of its electricity network infrastructure. We have developed the PEA Smart Plus application to facilitate convenient incident reporting and service access and established the 24-hour PEA 1129 Contact Center for constant support. Regular customer satisfaction surveys are conducted to gather insights and we are expanding the PEA VOLTA Electric Vehicle (EV) charging station network nationwide.	<u>Immediately</u> **Communication:** Issuing alerts for widespread power outages, warnings about disasters affecting the electricity system and urgent safety advisories. **Channels:** PEA Smart Plus application (Push Notifications), SMS, 1129 Contact Center, Radio/ Television (for widespread incidents). <u>Real-time</u> **Communication:** Providing status updates on power outage resolutions, answering inquiries regarding electricity bills and services and receiving customer complaints. **Channels:** 1129 Contact Center (Phone/Chat), PEA Smart Plus application, Website/LINE OA Chatbot. <u>Daily</u> **Communication:** Notifying about scheduled power interruptions for maintenance (localized), sharing daily organizational news and offering energy-saving tips. **Channels:** PEA Website, PEA Smart Plus application, Facebook Page, LINE Official Account, Twitter (X). <u>Monthly:</u> **Communication:** Delivering electricity bills, summarizing new promotions and services and distributing customer newsletters (if applicable). **Channels:** Electricity Bills, PEA Website, PEA Smart Plus application. <u>Annual:</u> **Communication:** Presenting the annual service quality report, summarizing PEA's operational overview impacting electricity users and highlighting future innovations and technologies. **Channels:** Annual Report (customer-relevant sections) PEA Website, General Public Relations Media. <u>Ad hoc</u> (On Occasion) **Communication:** Announcing new services or technologies (e.g., EV charging stations), publicizing special projects, conducting sales promotions and administering satisfaction surveys. **Channels:** PEA Website, Facebook Page, Press Releases, Advertising Media, On-site Service Point Activities.	• **Reliable and High-Quality Electricity Access:** Ensuring consistent access to dependable and high-standard electricity. • **Convenient and Prompt Services:** Providing services that are easy to access and delivered efficiently. • **Fair and Transparent Pricing:** Offering electricity tariffs that are equitable and clearly communicated. • **Electricity Safety:** Guaranteeing safety in the use of electricity. • **Future-Ready Energy Innovations:** Delivering innovative energy services that anticipate future needs. (e.g., PEA VOLTA) • **Contribution to Sustainable Energy:** Enabling participation in a sustainable energy system

Table of Contents

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
3. Community and social 	The Community and social are directly and indirectly impacted by PEA's operations. Engaging with these groups allows PEA to manage environmental and social impacts sustainably, cultivate mutual understanding and cooperation in project implementation and strengthen our positive corporate image while fostering deep local ties within the areas where PEA operates. This ultimately leads to enhanced acceptance and shared sustainability.	• **Operational Impacts Management:** Managing environmental and social impacts arising from the construction, maintenance and expansion of electricity systems (e.g., noise, disruptions, tree cutting, power line management). • **Safety:** Ensuring the safety of electricity systems and equipment installed within community areas. • **Participation and Development:** Interest in community feedback mechanisms, participation in PEA's social activities or projects and the promotion of local quality of life and employment opportunities.	Prior to commencing major projects in local areas, PEA organizes community forums and public hearings. We implement stringent measures for environmental protection and impact mitigation. Ongoing community and social development programs, such as the "Electricity for Happiness" project, are regularly conducted. Furthermore, a dedicated channel for community grievances has been established to ensure direct communication.	**Immediately** **Communication:** Issuing alerts related to electricity system hazards in the area, providing urgent safety advice. **Channels:** Community loudspeakers/public address systems, community leaders, telephone, 1129 Contact Center. **Real-time** **Communication:** Receiving complaints/suggestions from the community, answering questions about local operations. **Channels:** Community leaders, local PEA office telephone numbers, dedicated grievance channels. **Monthly** **Communication:** Summarizing ongoing social activities (if continuous), sharing news about local development projects. **Channels:** Community notice boards, community leaders. **Annual** **Communication**: Presenting the Sustainability Report (including social and environmental data), outlining the annual Corporate Social Responsibility (CSR) plan and providing overall environmental and social impact assessment results. **Channels:** Annual Reports, major meetings with community representatives, PEA Website. **Ad hoc (On Occasion)** **Communication:** Providing advance notice for construction/maintenance projects in the area, organizing community forums/public hearings, implementing CSR projects, clarifying impacts and compensation/remediation. **Channels:** Community meetings, official letters to community leaders, leaflets/posters, on-site CSR activities. **Irregularly** **Communication:** Conducting community visits, participating in local events, providing education on safe electricity usage. **Channels:** Direct field visits, setting up booths/ exhibitions at local events.	• **Safety of Life and Property:** Ensuring protection from electricity system-related hazards. • **Local Employment and Economic Opportunities:** Fostering job creation and economic growth within local communities. • **Participation in Quality of Life and Infrastructure Development:** Providing avenues for involvement in enhancing local living standards and public utilities. • **Responsible Environmental Stewardship:** Demonstrating conscientious care for the environment. • **Beneficial CSR Projects:** Engagement through Corporate Social Responsibility initiatives that directly benefit the community.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
4. Press  	The Press plays a crucial role as disseminators of information and builders of public understanding. Cultivating positive relationships with media outlets enables PEA to communicate accurate, transparent and timely information regarding our policies, operations and social responsibility initiatives. Furthermore, it allows for effective crisis communication management to preserve public trust and credibility.	• **Information and Transparency:** Access to accurate and up-to-date information from PEA, along with transparency in operations and significant events. • **Crisis Management:** Effective management and communication during widespread power outages or other major incidents that impact the public. • **Organizational Role:** Interest in PEA's social responsibility initiatives, innovations and its broader role in driving economic and social development.	PEA conducts regular press conferences and issues timely press releases detailing organizational progress and significant projects. We organize educational activities and site visits for media representatives. Additionally, a systematic crisis communication plan is in place to ensure the prompt and accurate dissemination of information during critical events.	**Immediately** **Communication**: Issuing emergency statements regarding significant PEA incidents (e.g., widespread power system failures) and promptly refuting inaccurate rumors. **Channels**: Emergency Press Conferences, Urgent Press Releases, Exclusive Interviews with key media outlets. **Real-time** **Communication**: Responding to media inquiries, providing immediate status updates on ongoing events of media interest. **Channels**: Telephone, Email, Dedicated Media LINE Group. **Daily** **Communication**: Sharing daily/monthly PEA news and announcements of public interest, highlighting key organizational achievements and providing informative articles/infographics beneficial for news coverage. **Channels**: Daily Press Releases distributed to editorial desks, PEA Website. **Quarterly** **Communication**: Summarizing notable quarterly performance, updating on key project progress and discussing energy industry trends. **Channels**: Quarterly Earnings Press Conferences, In-depth Press Releases. **Annual** **Communication**: Publishing the Annual Report, Sustainability Report and outlining the Corporate Strategic Plan. **Channels**: Annual Performance Summary Press Conferences, Publication of Reports on the PEA Website. **Ad hoc (On Occasion)** **Communication**: Organizing press conferences for the launch of new projects/services, inviting media to special events/site visits, conducting exclusive interviews on significant issues and clarifying specific topics of high media interest. **Channels**: Press Conferences, Media Trips, Exclusive Interviews.	• **Reliable and Up-to-Date Information Source:** Providing trustworthy and current information regarding the electricity and energy industry. • **Transparent and Rapid Information Access:** Ensuring quick and clear access to organizational data. • **Contribution to Public Education:** Collaborating in efforts to inform and educate the broader public.

Table of Contents

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
5. Cooperator 	Our Cooperator group, encompassing electricity energy suppliers, material and equipment providers, service providers and other collaborative partners, constitutes a vital contributor to PEA's value chain. Working collaboratively with capable and well-aligned partners enables PEA to access essential resources, advanced technologies and specialized expertise. This enhances operational efficiency, reduces costs and facilitates the continuous creation of innovative new services for electricity users.	• **Electricity Purchase:** Ensuring stable and secure purchase of electricity. • **Fair Purchase Terms:** Establishing equitable terms and conditions for electricity purchase. • **Smooth Technical Coordination:** Facilitating seamless technical collaboration and communication. • **Transparency in Procurement:** Ensuring clear and open processes in purchasing goods and services. • **Timely Payments:** Adhering to agreed-upon schedules for financial settlements. • **Sustainable Business Relationships:** Cultivating long-term and mutually beneficial business partnerships. • **Joint Business Opportunities:** Exploring and pursuing collaborative ventures for mutual growth. • **Development of New Technologies and Services**: Collaborating on the creation and advancement of innovative solutions.	PEA maintains close coordination on electricity generation and transmission plans. We establish clear and equitable purchase agreements and utilize a transparent electronic procurement system. Payments are consistently made on time and we cultivate strong relationships with our business partners through regular collaboration meetings. Clearly defined Memoranda of Understanding (MOU)/ Memoranda of Agreement (MOA) are put in place and essential information is shared to foster mutual business development.	Immediately **Communication**: Notifying of disruptions impacting energy/material/service delivery, or advising on immediate changes to critical policies. **Channels**: Direct coordination (telephone/email), dedicated group notification systems. Real-time **Communication**: Responding to urgent inquiries regarding contracts, payments, or coordination and providing status updates on deliveries or operational progress. **Channels**: Telephone, Email, e-Procurement System (for contractors/suppliers). Monthly **Communication**: Progress reports on joint projects, performance summaries for partners (for contractors/suppliers) and relevant business news. **Channels**: Electronic reports, monthly coordination meetings. Quarterly **Communication**: Reviewing performance against contracts/cooperation agreements, outlining procurement plans for the upcoming quarter and discussing new business opportunities PEA is exploring. **Channels**: Performance review meetings, partner newsletters, plan presentations. Annual **Communication**: Presenting PEA's overall business plans and strategies, conducting annual partner performance evaluations and holding annual partner conferences. **Channels**: Partner conferences, Annual Reports, PEA Website Ad hoc (On Occasion) **Communication**: Announcing new project tenders, organizing "Supplier Days" / "Partner Conferences," signing Memoranda of Understanding (MOU) / Memoranda of Agreement (MOA) and clarifying new requirements/standards. **Channels**: Procurement announcements, special meetings, signing ceremonies, clarification meetings. Irregularly **Communication**: Conducting training/seminars to elevate partner standards, initiating joint Research & Development (R&D) projects and exploring business opportunities in new markets. **Channels**: Training sessions, ad hoc working group meetings, study visits/benchmarking.	• **Stability and Certainty in Partnership:** Offering a reliable and predictable partnership framework. • **Transparent and Equitable Business Opportunities:** Providing clear and fair avenues for business collaboration. • **Reliable and Timely Paying Partner:** Being a stable partner known for prompt payment. • **Joint Business Growth Opportunities**: Facilitating prospects for mutual business expansion and development. • **Access to PEA's Infrastructure and Customer Base**: Providing opportunities to leverage PEA's established infrastructure and extensive customer network. • **Innovation and Solution Development**: Collaborating on the creation of new innovations and solutions within the energy industry.

PEA PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
6. Board of directors 	The Board of directors serves as the primary authority for setting and overseeing the organization's key policies and strategic direction. Close engagement with the Board ensures PEA's operations are conducted with utmost transparency and robust corporate governance, thereby facilitating the successful achievement of strategic objectives. Furthermore, this engagement is crucial for effective risk management and the long-term creation of added value for the organization.	• **Performance and Strategy:** Interest in financial performance, progress toward achieving strategic objectives and business growth and expansion. • **Governance and Risk:** Concerns regarding organizational management aligned with good governance principles, effective internal controls and robust risk management.	PEA provides regular and comprehensive reports on organizational performance, encompassing both financial and non-financial dimensions. Detailed presentations of strategic plans and operational outcomes are consistently delivered. Furthermore, periodic risk management reports are submitted to the Board to ensure robust oversight.	<u>Immediately</u> **Communication**: Reporting critical situations or significant incidents severely impacting the organization (e.g., major accidents, cyberattacks) and providing crucial information requiring urgent decisions. **Channels**: Telephone alerts, emergency Board meetings. <u>Monthly</u> **Communication**: Monthly performance summaries, preliminary financial reports, progress updates on key projects and risk management reviews. **Channels**: Monthly reports, Board/Sub-committee meetings. <u>Quarterly</u> **Communication**: Quarterly financial performance reports, summary of strategic plan execution and organizational financial status. **Channels**: PEA Board meetings, earnings reports. <u>Annual</u> **Communication**: Annual Report, annual Strategic Plan and Budget, evaluation of senior executive performance, Corporate Governance (CG) Report and Sustainability Report. **Channels**: Annual Board meetings, comprehensive annual reports. **<u>Ad hoc</u> (On Occasion):** **Communication**: Proposing large-scale investment plans, seeking approval for urgent projects and deliberating high-impact strategic issues. **Channels:** Additional Board/Sub-committee meetings, supporting deliberation documents. <u>Irregularly</u> **Communication**: Organizing training/seminars to enhance Board members' knowledge and conducting study visits for future strategic insights. **Channels**: Specialized Board member training sessions, study visits.	• **Strong Financial Performance and Sustainable Growth:** Achieving robust financial results coupled with long-term organizational growth. • **Efficient Management and Sound Governance:** Demonstrating highly effective management practices underpinned by strong corporate governance. • **National and Societal Value Creation:** Serving as an organization that generates significant value for the nation and society.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
7. Employee 	Employees represent PEA's invaluable human capital and the driving force behind the organization's progress. Engaging with our employees enables PEA to cultivate a positive work environment, foster strong engagement and satisfaction, enhance personnel capabilities and retain talented individuals within the organization. These efforts directly contribute to PEA's operational efficiency and internal innovation.	• **Compensation and Benefits:** Fairness of compensation, adequacy of benefits and job security. • **Development and Career Progression:** Opportunities for skill and knowledge development and clear pathways for career advancement. • **Work Environment:** Concerns about workplace safety, work-life balance, organizational culture, internal communication and employee participation.	PEA regularly reviews and updates its compensation and benefits structure to ensure competitiveness. A diverse range of training and skill development programs are provided. We are dedicated to cultivating a safe work environment that promotes well-being and fosters a healthy work-life balance. Open channels for employee feedback and suggestions are maintained and organizational policies and strategic directions are consistently communicated through various internal platforms.	**Immediately** **Communication:** Announcing critical organizational news directly impacting employees (e.g., changes to welfare policies) and issuing emergency alerts (e.g., disaster warnings, workplace incidents) **Channels:** Intranet/Internal Announcements, Dedicated LINE Groups (for specific teams), Emergency Alert Systems, Urgent Meetings. **Real-time** **Communication:** Responding to Human Resources inquiries, providing updates on welfare benefit processing and offering IT support. **Channels**: Telephone, Email, Help Desk Systems, Internal Chat Platforms. **Daily** **Communication:** Sharing daily organizational news and activities, providing useful articles/information for work and issuing task/schedule reminders. **Channels**: Intranet, Internal Email, Notice Boards, Departmental LINE Groups. **Monthly** **Communication**: Distributing internal newsletters, summarizing organizational activities, sharing executive updates and presenting preliminary performance results. **Channels**: Internal Newsletters, Intranet, Departmental Monthly Meetings. **Quarterly** **Communication**: Summarizing quarterly performance, updating on organizational strategic plan progress, sharing news on personnel development programs and presenting employee engagement survey results. **Channels**: Town Hall Meetings, Executive Presentations, Intranet, Engagement Survey Reports. **Annual** **Communication:** Outlining annual strategic plans and goals, presenting annual personnel development plans, sharing the organization's annual performance report and conducting annual performance evaluations. **Channels:** Annual Employee Meetings, Official Plan Documents, Performance Management Systems (PMS).	• **Career Stability:** Ensuring job security and long-term employment prospects. • **Fair Compensation and Benefits:** Providing equitable remuneration and comprehensive welfare. • **Opportunities for Personal and Professional Development:** Offering avenues for skill enhancement and career advancement. • **Safe and Quality-Enhancing Work Environment:** Fostering a workplace that prioritizes safety and improves overall well-being. • **Pride in National Contribution:** Instilling a sense of pride in being part of an organization vital to the country's progress.

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
8. Affiliate 	The Affiliate group forms an integral part of PEA's broader business ecosystem. Engaging with and actively supporting our affiliates allows PEA to expand our collective business capabilities, stimulate new innovation and enhance overall group value. This is achieved by strategically leveraging shared expertise and existing infrastructure.	• **Support and Direction:** Expectations for support from PEA in their operations and the establishment of clear policies and business directions. • **Growth Opportunities:** Interest in business expansion and the creation of added value for the entire group of affiliated companies.	PEA establishes clear policies and operational guidelines to support affiliate growth. We provide essential resource allocation and knowledge transfer, actively promoting internal synergy and collaboration within the group.	<u>**Immediately**</u> **Communication**: Announcing significant policy changes impacting affiliated companies, or critical incidents potentially affecting the overall group's standing. **Channels:** Direct coordination (phone/email), joint executive meetings. <u>**Real-time**</u> **Communication**: Responding to inquiries about operations/support and providing status updates on relevant activities. **Channels:** Phone, email, inter-company coordination systems. <u>**Monthly**</u> **Communication:** Summarizing the performance of each company and sharing news and important activities from each affiliate. **Channels:** Monthly reports from affiliates, joint executive meetings. <u>**Quarterly**</u> **Communication:** Presenting quarterly financial results for each company, summarizing progress on joint projects and reviewing shared business plans. **Channels:** Group executive meetings, financial performance reports. <u>**Annual**</u> **Communication**: Outlining each company's annual business plan and budget, reporting on the annual performance of the affiliate group and setting strategic directions for the group. **Channels**: General Shareholder/Board meetings of affiliated companies, annual group reports. **<u>Ad hoc</u> (On Occasion)** **Communication**: Launching joint projects/services, signing inter-company Memoranda of Understanding (MOU) and clarifying significant issues impacting the group. **Channels**: Joint press conferences, special ad hoc meetings, internal group announcements. <u>**Irregularly**</u> **Communication**: Organizing training/seminars to facilitate knowledge and best practice exchange among affiliates and collaborating on joint research and development projects. **Channels**: Training sessions, special task force meetings, study visits.	• **Strong Support from the Parent Organization:** Receiving robust backing and guidance from the main entity. • **Joint Business Expansion and Innovation Opportunities:** Providing prospects for collaborative business growth and the co-creation of new ideas. • **Leveraging PEA's Reputation and Resources:** Opportunities to benefit from PEA's established brand and extensive resources.

Table of Contents

	Significance to PEA	Issues of Interest	Response Actions	Communication Channels	Values for Stakeholders
9. Comparison 	While potentially a business rival in certain dimensions, the Comparison group serves as a vital catalyst for PEA's continuous development and improvement. Studying and monitoring the operations of our counterparts enables PEA to gain deeper insights into market trends, drive innovation and refine operational strategies to sustain our competitive edge. Ultimately, this contributes to elevating the overall industry standard.	• **Strategy and Innovation:** Interest in PEA's development of new business ventures, adoption of new technologies and competitive strategies. • **Market Share:** Concerns regarding the impact on market share across various related business segments.	PEA continuously monitors and analyzes market trends and competitor strategies. We actively invest in research and development for new innovations and are committed to enhancing service quality and operational efficiency to maintain our industry leadership. This ultimately contributes to elevating overall industry standards.	**Quarterly** **Communication**: Publishing quarterly financial results and summarizing strategic plan execution. **Channels**: Corporate Website. **Annual** **Communication**: Releasing the Annual Report and the Sustainability Report. **Channels**: Annual Reports, Corporate Website, Public Announcements. **Ad hoc (On Occasion)** **Communication:** Announcing the launch of new PEA services/technologies (which may be of interest to competitors), or participating in industry seminars/exhibitions. **Channels:** Press Conferences, Press Releases, PEA Website, Public Industry Forums. **Irregularly** **Communication:** Participating in industry associations and attending academic conferences/ seminars for general knowledge exchange within the broader industry. **Channels:** Industry Association Meetings, Academic Forums.	• **Industry Standard Elevation:** Serving as a key player that helps to raise industry benchmarks and promote innovation. • **Stimulus for Continuous Improvement:** Acting as a catalyst for ongoing development through fair competition.

	Point of interest				
	Climate Action & Resource Efficiency	Empowering Workforce through Innovation & Technology	Resilient & Customer-Centric Operations	Stakeholder Collaborative for Community Wellbeing	Business Conduct & Governance
1. Regulators an Public Sector	• GHG Emissions • Energy and Asset Management • Circular Economy and Environment	• Occupational Health and Safety	• Accessible and Affordable Electricity • Reliability of Distribution System	• Community Health and Safety • Stakeholder Engagement	• Corporate Governance and Risk Management • Data Security
2. Customers and Electricity Users	• GHG Emissions	• Innovation and Technology	• Accessible and Affordable Electricity • Reliability of Distribution System • Business Resilience & Adaptation • Customer Relationship	• Community Health and Safety • Stakeholder Engagement	• Corporate Governance and Risk Management • Data Security
3. Community and social	• Energy and Asset Management • Circular Economy and Environment		• Accessible and Affordable Electricity • Reliability of Distribution System	• Community Health and Safety • Stakeholder Engagement	• Corporate Governance and Risk Management
4. Press			• Customer Relationship	• Community Health and Safety • Stakeholder Engagement	
5. Cooperator	• GHG Emissions • Energy and Asset Management • Circular Economy and Environment	• Innovation and Technology • Occupational Health and Safety	• Reliability of Distribution System • Business Resilience & Adaptation	• Community Health and Safety • Stakeholder Engagement	• Corporate Governance and Risk Management • Supply Chain Management • Data Security
6. Board of directors			• Business Resilience & Adaptation	• Stakeholder Engagement	• Corporate Governance and Risk Management
7. Employee		• Innovation and Technology • Human Management • Occupational Health and Safety	• Business Resilience & Adaptation	• Stakeholder Engagement	• Corporate Governance and Risk Management • Data Security
8. Affiliate	• Energy and Asset Management			• Stakeholder Engagement	
9. Comparison			• Accessible and Affordable Electricity • Reliability of Distribution System	• Stakeholder Engagement	

Subsequently, the insights derived from the analysis of each stakeholder group——encompassing their significance to PEA, key interests, response approaches, communication channels, and co-created value will serve as a crucial foundation for planning and cultivating long-term stakeholder relationships.

Table of Contents

Prioritization and Profiling

Following the identification of its key stakeholder groups, PEA systematically prioritizes and profiles each stakeholder according to the following critical considerations.

Stakeholder Significance

Influence: Assessing the stakeholder's capacity to directly or indirectly influence PEA's strategic decisions, operational processes and reputation.

Dependency/Interest: Evaluating the degree of mutual interest and dependency, specifically the extent to which stakeholders are impacted by PEA's operations and conversely, the level to which PEA relies on stakeholders for its operational continuity and success.

Stakeholder Relevance, Needs and Expectations

Materiality Relevance: Examining the stakeholder's intrinsic connection to the organization's critical and urgent sustainability issues (Material Issues).

Expectations and Concerns: Understanding the specific expectations and potential concerns each group holds regarding PEA's operations and its broader impact.

This prioritization framework enables PEA to effectively allocate engagement resources and design bespoke engagement approaches, tailored precisely to the unique nature and specific needs of each group. This targeted strategy ultimately maximizes benefits for both PEA and our stakeholders.

04 Stakeholder Engagement

PEA firmly asserts that stakeholder engagement is fundamental to sustainable business operations. It serves as a crucial mechanism for cultivating mutual understanding, fostering robust relationships and ultimately, driving comprehensive and well-informed decisions. Our strategic engagement approach is meticulously designed to align with the AA1000SES principles, thereby ensuring transparency, accountability and the co-creation of shared value.

Table of Contents

Guiding Principles for Engagement: Purpose, Scope and Methods

To ensure that stakeholder engagement remains highly effective and is seamlessly aligned with our overarching organizational goals, PEA has established a set of clear guiding principles. These principles serve as a robust framework for the comprehensive planning and meticulous execution of all engagement activities, articulated as follows

Purpose & Scope

We meticulously define the specific objectives and precise scope for cultivating relationships with all stakeholder groups for each engagement activity. This rigorous approach ensures that every interaction maximizes mutual benefits for both the organization and our stakeholders.

Engagement Levels & Methods

PEA systematically determines appropriate and diverse engagement levels and methods to precisely align with the distinct objectives of each activity and the specific characteristics of individual stakeholder groups. The rigorous selection of these levels and methods is carefully informed by the results of our Prioritization and Profiling process, thereby ensuring that the chosen approaches facilitate the most effective and impactful interactions.

Criteria

Stakeholder Significance
1) Influence 2) Dependency/Interes

9	18	27	36	45	54	63	72	81
8	16	24	32	40	48	56	64	72
7	14	21	28	35	42	49	56	63
6	12	18	24	30	36	42	48	54
5	10	15	20	25	30	35	40	45
4	8	12	16	20	24	28	32	36
3	6	9	12	15	18	21	24	27
2	4	6	8	10	12	14	16	18
1	2	3	4	5	6	7	8	9

Stakeholder Relevance, Needs and Expectations
1) Materiality Relevance 2) Expectations and Concerns

Stakeholder Issue Importance Rating	Appropriate Level and Method for engagement
1 – 4	Level 1
5 – 9	Level 1 - 4
10 – 27	Level 2 - 5
28 - 81	Level 4 - 6

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Engagement Level	Levels of relationships	Communication Level	Engagement	Engagement method
Level 1 Remain Passive	Low (no interaction)	• No communication or one-way communication • PEA communicates information to stakeholders.	• No action is required.	• No additional proactive action required • Communicate the overall operations of PEA through PEA channels such as the PEA website, social media and printed media.
Level 2 Monitor	Low (low interaction)	• There are limitations (One-way communication) in which stakeholders communicate to PEA.	• Follow up on stakeholder communication, views and opinions to systematically improve operations.	• The responsible agency systematically monitors information from stakeholders.
Level 3 Inform	Medium level of relationship: (moderate interaction/ relationship)	• There are limitations (One-way communication) Specific to stakeholders	• Provide specific and appropriate knowledge and communication to stakeholders.	• Communicate specific information to stakeholders through various channels such as website, mail, telephone and various media.
Level 4 Consult	Medium level of relationship (moderate interaction/ relationship)	• Two-way (Two-way communication) PEA communicates and listens to stakeholders.	• There must be communication, discussion and listening with stakeholders to communicate/receive information and feedback from stakeholders to create common understanding and achieve the organization's decision-making objectives.	• Communicate, hold meetings, discussions or public hearings to create understanding and achieve objectives.
Level 5 Cooperation	High level of relationship (close interaction/ close relationship)	• Two-way (Two-way communication) Learn, decide and operation together.	• Create partnerships or networks of stakeholders for development to find solutions and plan joint operations.	• Joint Project, Joint Ventures • Being a Partner • Establishment of a joint working group/ Memorandum of Understanding (MOU) • Service Agreement (SLA)
Level 6 Empower	High level of relationship (close interaction/ intimate relationship)	• Giving stakeholders the power to make decisions, the role in determining the direction of PEA	• Delegating decision-making powers to stakeholders on various issues	• Service Agreement (SLA) Stakeholders gather to set a strategic governance framework for PEA.

PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Mandate & Ownership

PEA has meticulously established clearly defined mandates and responsibilities for all personnel and departments actively involved in stakeholder engagement. This structure ensures that our engagement processes are managed with both efficiency and optimal effectiveness. Our organizational ownership is distributed across the following key levels.

Board of directors/ Sub-committee

These bodies are responsible for establishing overarching policies and strategic directions for stakeholder engagement. They also provide rigorous oversight and continuous monitoring of engagement performance to ensure alignment with corporate objectives.

Coordinating Unit (Sustainability and Stakeholder Management Division)

This unit bears the primary responsibility for the comprehensive design, meticulous planning, active implementation and ongoing monitoring of engagement activities pertinent to specific projects or emerging issues. This includes the crucial function of allocating and supporting essential resources to drive continuous and impactful engagement.

Relevant Departments and Personnel

Individuals and teams within relevant departments are continuously empowered and professionally developed to possess a profound understanding of engagement principles and best practices. This ensures they can interact with stakeholders within their respective roles in a professional and highly appropriate manner.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Stakeholder Engagement Process

PEA conducts stakeholder engagement through a systematic and integrated process, strictly adhering to the four core stages defined by the AA1000SES. This rigorous adherence ensures that our engagement efforts are highly effective, fully transparent and consistently lead to tangible, sustainable outcomes.

Identify & Plan

This strategic first step lays the foundation for all engagement activities. PEA meticulously defines the scope, purpose, and objectives of its engagement efforts to ensure they are targeted, relevant, and aligned with organizational goals. This process is broken down into the following key components

1) Defining Objectives and Scope of Engagement: PEA clearly establishes the purpose of its engagement, whether it is to gather feedback on a specific project, inform stakeholders about a new policy, or build long-term relationships. This includes defining the scope of the engagement to focus on issues that are most material to both PEA and its stakeholders.
2) Stakeholder Identification and Prioritization: We conduct a comprehensive analysis to identify all relevant stakeholder groups, both internal and external. These groups are then prioritized based on their level of influence and impact on our operations and our level of dependency on them. This process ensures that engagement efforts are focused on the most critical groups.
3) Establishing Methods and Channels of Communication: Based on the identified stakeholders and objectives, PEA determines the most appropriate and effective methods for communication. This includes selecting suitable channels, such as public forums, surveys, one-on-one meetings, or digital platforms, to ensure that information is shared transparently and feedback is collected effectively.

Prepare

Prior to commencing any engagement activities, PEA undertakes a series of comprehensive preparations to ensure seamless and effective execution.

1) Resource Mobilization: PEA systematically allocates the requisite budget, personnel and technological infrastructure to fully support all engagement initiatives. This includes providing specialized training for responsible staff, meticulous venue preparation and establishing robust data management systems.
2) Capacity Building: We actively cultivate the knowledge, understanding and essential skills of our internal personnel involved in engagement. This empowerment enables them to professionally facilitate discussions, adeptly manage stakeholder expectations and optimize engagement outcomes.
3) Risk Identification and Mitigation: PEA conducts thorough analyses and assessments of potential risks inherent in the engagement process, such as unforeseen conflicts or data security vulnerabilities. Proactive response plans are meticulously developed to effectively mitigate any potential negative impacts.

Table of Contents

Implement

During this stage, PEA activates its engagement plan, concentrating on cultivating an open atmosphere conducive to productive dialogue and the collection of actionable insights. The resulting data enables a clear understanding of all parties' needs and expectations, thereby facilitating continuous improvement and enhancement of our operations.

1) Execution of Engagement Activities: PEA meticulously organizes and conducts diverse engagement activities as scheduled throughout 2024. Comprehensive details, including dates, locations, participant numbers and involved stakeholder groups, are systematically recorded for each event.

2) Systematic Documentation of Outputs: All outputs and data acquired from engagement activities are comprehensively and systematically documented and securely stored, ensuring their availability for subsequent analysis and strategic utilization.

3) Action Plan Development: Insights and feedback rigorously gathered from stakeholders undergo thorough analysis and synthesis. This process culminates in the development of concrete action plans, which clearly delineate responsible parties, stipulated timelines and anticipated outcomes.

4) Transparent Communication of Outputs and Action Plans: PEA places significant emphasis on regularly and transparently communicating engagement results and subsequent action plans back to our stakeholders. This practice actively fosters trust and unequivocally demonstrates that their perspectives are valued and integrated into our operations.

Review and Improve

This stage is the core of our continuous learning and improvement cycle, directly reflecting the Responsiveness and Impact principles of the AA1000SES. This process is divided into 4 main topics.

1) Monitoring and Evaluation: PEA systematically monitors the progress and implementation of action plans derived from engagement activities. We rigorously evaluate the overall quality and effectiveness of our engagement processes against pre-defined indicators and benchmarks.

2) Learning and Continuous Improvement: The results of evaluations and comprehensive operational feedback are thoroughly analyzed to synthesize invaluable lessons learned. This process identifies both existing strengths and critical areas for enhancement within the engagement framework, thereby optimizing future effectiveness and shared value creation.

3) Follow-up on Action Plans: This report specifically presents the tangible progress and verified outcomes of actions undertaken based on stakeholder feedback. This section serves to demonstrate PEA's unwavering accountability in effectively responding to identified material issues.

4) Reporting on Engagement: This Annual Stakeholder Engagement Report serves as the primary and official mechanism for transparently and comprehensively communicating PEA's dedicated efforts, achieved results and enduring commitment to fostering meaningful stakeholder engagement.

Table of Contents

05 Outcomes and Impacts of Engagement

Fundamentally, PEA's stakeholder engagement is a strategic investment designed to generate tangible outcomes and widespread positive impacts, benefiting both our organizational operations and society at large. It transcends being a mere periodic activity. This pivotal section will comprehensively present the key insights derived from our dedicated engagement efforts, meticulously detail how PEA actively leverages this invaluable feedback, and illuminate the significant value co-created through fostering robust and enduring relationships with our stakeholders.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Key Issues and Focus Identified

Through extensive engagement across diverse channels, PEA has systematically gathered a rich array of feedback, expectations, and concerns from all nine of our identified stakeholder groups. This robust process culminated in the identification of critical Material Issues and overarching Focus that demand PEA's strategic attention and concerted action. These pivotal issues have been consolidated into the following five key focus areas.

Climate Action & Resource Efficiency

Focusing on comprehensive management and reduction of climate impacts by decreasing greenhouse gas emissions throughout the value chain. This is achieved through reducing unnecessary activities, utilizing clean energy and digital technology in operations, and implementing carbon offsetting to achieve Carbon Neutrality and support the nation's Net Zero targets. This is coupled with efficient energy and asset management in line with international standards, including energy conservation, using renewable energy, and developing an asset management system to increase efficiency, reduce costs, and enhance financial returns. We also prioritize the circular economy and environmental management by creating new value from a continuous, waste-free production and operation process. The focus is on conserving natural resources and creating a balance in resource utilization to drive the organization towards becoming an environmentally friendly entity, in collaboration with stakeholders for sustainable growth.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

GHG Emissions

Action

4D Strategy to Become a Carbon Neutrality and a Net Zero GHG Emission Organization

Decarbonize Operation:

reducing GHG emissions from direct operation (Scope 1) and indirectly by the use of electricity (Scope 2) of PEA, excluding grid losses.

Decarbonize Supply:

reducing GHG emissions indirectly from power distribution (Scope 3) and grid losses (Scope 2) through clean-energy substitution.

Decarbonize Network:

reducing GHG emissions indirectly from grid losses (Scope 2) through grid management.

Decarbonize Growth:

campaigning for GHG reduction among stakeholders (Beyond Boundary).

- Carbon Neutrality Development Plan: We have a plan to elevate the organization toward Carbon Neutrality, including a project to install solar power systems in 154 PEA offices.
- Green Office Program: We sent offices nationwide to participate in the Green Office program in collaboration with the Department of Climate Change and Environment, Ministry of Natural Resources and Environment, expanding coverage to an additional 61 PEA offices nationwide this year.
- Low Emission Support Scheme (LESS): We sent 126 of PEA offices to participate in the Low Emission Support Scheme (LESS) certification from the Thailand Greenhouse Gas Management Organization.

Performance

- Reduced GHG Emissions: We reduced greenhouse gas emissions by more than 10,343.40 tCO_2eq, exceeding our target of 10,100.00 tCO_2eq by 2.41%.

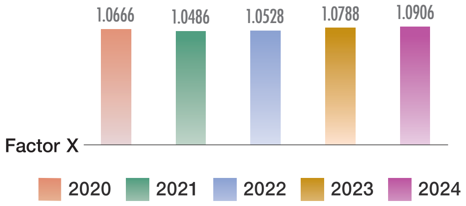
Circular Economy and Environment

Action

- Promote the BCG Economy Model: We're promoting the Bio-Circular-Green (BCG) economic model alongside our social and environmental responsibilities, as part of the PEA Carbon Neutrality Roadmap and the national carbon neutrality policy, which aims for carbon neutrality by the year 2050.
- Enhance Sustainable Consumption: We are improving the efficiency of energy and resource consumption in line with the ISO 14045 Eco-efficiency Assessment standard and the criteria set by the State Enterprise Policy Office (SEPO).

Performance

- Factor X: A comparison of our performance between 2021 (the base year) and 2024 shows a Factor X value of 1.09055 This meets the State Enterprise Policy Office's Level 5 criteria, which set the Factor X value at 1.09046.



Energy and Asset Management

Action

- We've created an Asset Management Plan (AMP), organized by individual equipment, starting with critical core assets. These include power transformers, 115 kV, 33 kV, and 22 kV switchgear, underground/underwater cables, and distribution transformers.
- We are using Enterprise Asset Management (EAM) software to manage PEA's electrical grid assets.
- We've implemented a Building Energy Management System (BEMS) to monitor the energy usage of our facilities in real-time and retrospectively. This helps us manage energy in accordance with the Energy Conservation Promotion Act of B.E. 2535 (1992) and the ISO 50001 standard.

Performance

- Electricity consumption increased by an average of 2.18% (11,885.30 gigajoules) compared to 2023. (due to expansion of grid distribution)
- Fuel consumption decreased by an average of 1.12% (8,898.60 gigajoules) compared to 2023.

Table of Contents

Empowering the Workforce through Innovation & Technology:

We are committed to leveraging innovation and digital technology to enhance the efficiency of our products, services, and operational processes. Simultaneously, we focus on developing our workforce into professionals, providing good welfare, prioritizing occupational health and safety, and respecting human rights throughout the value chain. This includes promoting equitable and non-discriminatory employment. Our actions encompass applying innovation, managing human capital, and ensuring employee safety, all to empower our people to be key contributors in creating sustainable value for society and driving long-term organizational growth.

Innovation and Technology

Action

- Established an Innovation Vision: We have set our innovation policy, direction, and vision: “PEA uses innovation as a key tool to create added value for products, services, and work processes, and to support the organization’s strategy, positioning PEA as a modern, leading organization and a regional innovation leader.”
  - 2024-2026: To be a Digital and Green Energy Innovation Organization.
  - 2027-2032: To be a Smart Energy Innovation Organization.
  - 2033-2037: To be a Sustainable Innovation Organization.
- Founded the Triple Transformation Capability Center (TCC): The TCC works with Tech Partners to analyze needs and develop Business Solutions and Use Cases that address technological and innovation-driven changes.

Human Capital Management

Action

- Upholding Human Rights Principles: We respect, adhere to, and practice a human rights policy that is in line with the United Nations Universal Declaration of Human Rights (UNDHR) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. One hundred percent of all PEA employees are aware of this human rights policy.
- Promoting Human Rights Throughout the Organization: We foster respect for human rights as a fundamental virtue for working and living in society. We have expanded our operations and disseminated our human rights policy and guidelines to key contractors and other hired labor.
- Fostering Personnel Development: We promote and develop our personnel by upskilling and reskilling employees at all levels and in all positions. We have a comprehensive Human Resources Development (HRD) Blueprint and an Individual Development Plan (IDP) for executives and employees at all levels.

Occupational Health and Safety

Action

- Implemented PEA Safety Management System (PEA-SMS): We utilize the PEA-SMS to manage risks that could cause injuries and work-related illnesses.

- Developed Comprehensive Safety Management: We have established occupational health and safety management and enhanced hazard prevention to be comprehensive and safe. This adheres to Thai safety laws, regulations, and international safety operation standards, fostering a PEA Safety Culture that promotes a good quality of life and a safe working environment for all personnel, with the goal of minimizing or eliminating accidents and incidents.

PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Innovation and Technology

Performance

- Enhanced Technological Competitiveness: We have created innovations with our Tech Partners that lead to improved operational and service efficiency, resulting in:
  - Asset Intelligence System
  - Spend Insight System
  - iRO System
- Innovation Revenue: Our performance in product, service, and new business model innovation generated 193.28 million Baht, which is 93.28% higher than the target of 100 million Baht.

Human Capital Management

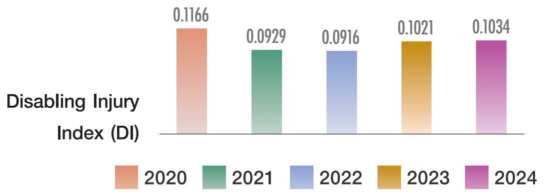
Performance

- We have developed our target groups based on Future Competency and involved them in developing Use Cases. We have also created a mechanism to support the career progression of personnel to prepare Talents and Successors for critical positions, who have met the goals of the potential assessment.

Occupational Health and Safety

Performance

- Achieved Safety Standards: Our plan to elevate safety operations to standard/international levels has met its goals, resulting in the creation of the PEA Work Permit System for safety officers and an upgrade of preventive measures against accidents.
- Disabling Injury Index (DI): The Disabling Injury Index (Dis at 0.1034, which meets our target. This successfully maintains the accident rate below the target value of 0.120 by 16.83%.



PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Resilient & Customer-Centric Operations:

We are committed to elevating our electricity services to meet evolving customer needs and changing economic contexts. This begins by ensuring that all citizens have access to modern and reliable energy services at an affordable price, through equal expansion of infrastructure and technological development. We are also dedicated to enhancing the quality of our electrical systems to be stable and sufficient, supporting economic growth and the development of a Smart Grid to prepare for the future.

Furthermore, we prioritize preparing for and adapting quickly to change in order to remain competitive. We are dedicated to developing high-quality products and services at an accessible price, aiming to improve the quality of life and foster satisfaction among all stakeholders. This is achieved through excellent customer relationship management and by creating service experiences that address the specific needs of each customer group using digital technology.

Major Customer Satisfactions **4.6118**, which is **2.48%** above the target.

Key Customer Engagement Score **4.5385**, which is **25.86%** above the target.

Accessible and Affordable Electricity

Action

- Expanding Access: We have initiated the “Electrical Grid Expansion Project for Households Without Electricity” and the “Accelerated Grid Expansion Plan for Households Without Electricity” to serve new households.
- Serving Remote Areas: We are focused on expanding the electrical grid to meet the needs of all citizens, including those in remote areas. We have a plan to use Renewable Energy (RE) or Microgrid systems to generate electricity for households in restricted zones, remote islands, or areas outside the main grid that cannot be reached by conventional pole and wire methods.

Reliability of Distribution System

Action

- Future Demand Forecasting: We use a forecasting model with statistical methods and assumptions about factors affecting future electricity usage to analyze and plan for power substations and transmission lines, in order to support future increases in electricity demand.
- Reliability Index Analysis: We evaluate SAIFI and SAIDI indices and analyze power outages to improve the reliability of the electrical system.
- Loss Reduction: We have a clear plan to reduce both Technical and Non-Technical distribution losses. We are improving the efficiency of our electrical system maintenance, with a focus on Preventive Maintenance.

Business Resilience & Adaptation

Action

- Expanding Business Opportunities: We are leveraging PEA’s resources and expertise to support comprehensive distribution services that meet customer needs. This includes:
  - Electricity system construction and installation services
  - Electricity system repair and maintenance services
  - Expert services
  - Equipment sales and rental services
  - Energy management services
  - Asset management
  - Other new and related businesses

Customer Relationship

Action

- We conduct external (PESTEL) and internal (strategic plans, customer service master plan) analyses to define our relationship management strategy. Using SWOT and TOWS Analysis, we aim to build satisfaction and trust in our services.
  - **Proactive Strategy:** We focus on creating sales opportunities and generating profit to attract, engage, and build customer trust. We support customers in making purchasing decisions for products and services that are suitable and provide good value.
  - **Corrective Strategy:** We create and manage positive experiences to build brand loyalty. This involves analyzing customer experiences, needs, and expectations as key inputs for developing processes at every stage.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Accessible and Affordable Electricity

Performance

- Household Electrification Project: Our "Electrical Grid Expansion Project for Households Without Electricity" (KFM.2) successfully provided electricity to 179,174 new households, which is 26.21% above our target of 37,214 households.
- Accelerated Expansion Plan: Our "Accelerated Grid Expansion Plan for Households Without Electricity" was completed for 16,114 households, which is 61.14% above our target of 6,114 households.
- Microgrid Development: We have developed and installed a Microgrid system on Koh Phaluai, Surat Thani Province. This system integrates renewable energy sources (solar power) with an energy storage system and a smart control system. This addresses the problem of electricity access and energy security in remote islands or areas that the main grid cannot reach, meeting the needs of the Koh Phaluai community.

Reliability of Distribution System

Performance

- SAIFI (System Average Interruption Frequency Index): The SAIFI index is 1.17 times/customer/year, which is 4.10% better than our target.
- SAIDI (System Average Interruption Duration Index): The SAIDI index is 21.03 minutes/customer/year, which is 1.91% better than our target.
- System Loss: The percentage of distribution system loss is 5.03%, which is 0.37% better than our target.
- Electricity Demand Forecast Results:
  - Residential customer growth rate was higher than the forecast, with a forecast error of 1.42%.
  - Medium-sized business customer growth rate was higher than the forecast, with a forecast error of 1.90%.
  - Large-sized business customer growth rate was lower than the forecast, with a forecast error of 0.52%.
- Annual Growth: The annual growth rate for electricity distribution was 5.28%, which is 0.54% higher than the forecast. This is based on a separate analysis by customer type.

Business Resilience & Adaptation

- Developing New Business Models: We established a Product Design and Procurement team to find competitive solutions and created Business Model Canvases for our B2B businesses, such as electricity system construction/ installation and repair/maintenance.
- Improving Business Workflows: We developed workflows for both B2B and B2C businesses to enhance our construction business and rooftop solar installation business.
- Developing Employee Skills: We have defined the structure and guidelines for our ThaiSkill BU Head and are developing a curriculum to pilot training for our employees.

Performance

- Solar Rooftop Support: In collaboration with several leading financial institutions (KBank, BBL, TTB, UOB, SME Bank), we are providing credit and financial packages to make solar cell technology more accessible for the public and entrepreneurs.
- Employee Training: Our ThaiSkill BU has provided pilot training to over 29,700 employees and contractors.
- B2B Revenue: Total B2B business revenue was 6,708.20 million Baht, which is 34.16% higher than the target of 5,000 million Baht.
- B2C Revenue: Total B2C business revenue was 1,090.48 million Baht, which is 118.10% higher than the target of 500 million Baht.

Customer Relationship

- **Preventive Strategy:** We aim to enhance customer engagement and retention by building strong relationships through regular communication and offering value that meets customer needs. We also respond quickly to customer problems and feedback to foster long-term loyalty.
- **Defensive Strategy:** We manage customer data to create an accurate and up-to-date database. This includes conducting in-depth analysis to effectively support our strategy and operational plans.

Performance

- Major Customer Satisfaction: The satisfaction level of major customers is 4.6118, which is 2.48% above the target.
- Key Customer Engagement Score: The engagement score for key customers is 4.5385, which is 25.86% above the target.
- Net Promoter Score (NPS): The NPS for customers using our digital channels is 67.41, which is 49.80% above the target.

Stakeholder Collaborative for Community Wellbeing

Focusing on creating shared value and promoting the sustainable well-being of all stakeholders. We prioritize the health and safety of our customers, communities, and the environment, and we are developing our electrical system's safety management to meet international standards. We also raise awareness among electricity users and implement effective prevention and risk assessment measures to ensure the highest level of safety. Simultaneously, we continuously foster engagement with all stakeholder groups through an efficient management system that responds to their needs and expectations. This approach aims to create new opportunities for collaboration, reduce negative impacts, and generate positive social impacts for sustainable, shared growth.

"Little Saver" Activity: **600 students** received training on and safe electricity use.

"PEA Community United for Stable Electricity" Activity: **1,200 citizens** and local government officials received training.

Community Health and Safety

Action

- Continuous Safety Improvement: We apply the ISO 45001 occupational health and safety management system to continuously monitor, inspect, and improve the safety of our operations for electricity users.
- PEA Safety Management System (PEA-SMS): We utilize the PEA-SMS by following the master plan for safety, occupational health, and the working environment.
- Safety Patrols: We conduct regular safety patrols in each service area. If an index does not meet guidelines or standards, we plan for corrective action and report progress to the relevant safety department.
- Data-Driven Improvements: We survey, update, and record safety-related data concerning electricity users, such as fallen utility poles, power lines on buildings, broken power lines, equipment explosions, and short circuits, to inform operational improvements.
- Community Safety Initiatives: We have a plan to develop and enhance community electricity safety through two projects:
  - The "1 Tambon 1 Electrician" project aims to elevate the skills of electricians to meet professional standards.
  - The "Light for Life Safety" project focuses on educating the public about electrical safety.

Stakeholder Engagement

Action

- Systematic Engagement Process: PEA systematically engages with stakeholders based on the three-step principles of AA1000SES to ensure an effective, transparent, and sustainable process.
  - **Identify & Plan:** This is the strategic first step where the foundation for engagement is laid. PEA defines the purpose and objectives of its engagement, identifies the most relevant stakeholder groups, and determines the appropriate methods and channels for communication.
  - **Prepare:** PEA mobilizes resources to execute the plan. This involves the tactical work of allocating necessary resources (budget, staff, and technology), building the skills and capacity of internal teams, and identifying and preparing for any potential risks that may arise during the engagement.
  - **Implement:** PEA conducts various engagement activities, systematically records the results and data, and uses this information to develop concrete action plans with clear responsibilities and timelines. We also regularly and transparently communicate these results and plans back to stakeholders.
  - **Review and Improve:** This involves continuously monitoring and evaluating the progress of action plans, learning from the outcomes to improve the engagement process, and presenting an annual engagement report to demonstrate our commitment and accountability in responding to stakeholder feedback.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Community Health and Safety

Performance

- Disabling Injury Index (DI): The DI is 0.1034, which meets our target. This is 16.83% below the target value of 0.1208.
- Community Safety Enhancement Plan:
  - Project 1 Tambon 1 Electrician Project:
    1) Level 1 Building Electrician Training: 25 people completed the training course for indoor wiring level 1 building.
    2) Solar Rooftop Electrician Training: 50 people completed the training course for installing rooftop solar power systems.
    3) EV Charging Electrician Training: 50 people completed the training course for installing and maintaining EV home charging systems.
  - PEA Light for Life Safety Project:
    1) "Little Saver" Activity: 600 primary and secondary school students received training on proper, economical, and safe electricity use.
    2) Vocational Student Training: 600 vocational students from the Office of the Vocational Education Commission received training on proper, economical, and safe electricity use.
    3) "PEA Community United for Stable Electricity" Activity: 1,200 citizens and local government officials (from Sub-district Administrative Organizations/Municipalities) received training.

Stakeholder Engagement

Performance

- Triple Transformation Capability Center (TCC): The establishment of the TCC has led to collaboration with Tech Partners to analyze needs and develop business solutions and use cases that address technological and innovative changes, resulting in three product systems:
  - Asset Intelligence System
  - Spend Insight System
  - iRO System
- PEA VOLTA Charging Station Expansion: In collaboration with Bangchak Corporation Public Company Limited, we are expanding the PEA VOLTA Charging Station network at gas stations and other commercial areas, making it convenient and accessible for EV users.
- ESCO Model Project: We have initiated the Energy Service Company (ESCO) Model project to encourage ESCOs to invest in and improve the energy efficiency of buildings and establishments. This project primarily focuses on collaborating with government agencies and state-owned buildings to offer effective energy conservation solutions.

Business Conduct & Governance

We are committed to conducting business with ethics, transparency, and accountability, in line with good governance principles. We seek business opportunities legally, oppose corruption, and promote free and fair competition. Our process includes a comprehensive analysis of various risks. We also prioritize efficient supply chain management to prevent and reduce environmental, social, and governance risks, while supporting local businesses and procurement to generate income at the community level.

Furthermore, we place the highest importance on data security and stakeholder confidentiality. We aim to build trust in our digital operations, setting international standards for monitoring and responding to cyber threats, and fully protecting critical data to maintain reliability and security for all stakeholders.

The Intelligent Revenue Optimizer (iRO) system generated **292 million Baht.**

Over **90%** **of employees participated** in the "Information Security Awareness" course, meeting the target.

Corporate Governance and Risk Management	Supply Chain Management	Data Security
Action • Governance Strategy Development: PEA analyzes and evaluates the fundamental components and practices of good governance. We conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats, which is then used to define a governance strategy and master plan. This includes specific, tangible plans and projects for preventing and combating corruption, which are monitored regularly. This strategy consists of three main components.	**Action** • Hackathon for Supply Chain Efficiency: The TCC Center, in collaboration with ThaiSkill, organized a Hackathon to develop Use Cases for our electrical system operations and our logistics and corporate services. The goal was to study, brainstorm, and analyze end-to-end processes, create a user journey, and identify pain points in existing workflows. This led to new concepts for efficient supply chain management.	**Action** • We have established policies, regulations, and guidelines to ensure PEA's operations comply with the Personal Data Protection Act B.E. 2562 (2019) (PDPA) and related practices. We also raise awareness and understanding of personal data protection among our employees and contractors. • We have a data governance structure that designates individuals, departments, and a working committee responsible for personal data protection. This includes appointing a Data Protection Officer (DPO) and a Data Protection Officer Support Team (DPOST).

Corporate Governance and Risk Management

Strategy 1	Strategy 2	Strategy 3
Upgrade operation based on governance principles and evaluation criteria of Core Business Enablers Criteria 1 on Governance & Leadership and GRC-based work processes	Upgrade behavior on governance, culture, honesty, and integrity	Foster sustainability based on fraud prevention and suppression system to ensure fairness, transparency, and indiscrimination

- Upgrading the Governance Data System (CG e-System): We are modernizing our good governance database to keep pace with the current corruption landscape, meeting international standards. This system consists of three main components:
  1) **CG Acknowledgement System:** Used for communicating and disseminating the governance handbook, and for signing acknowledgements.
  2) **CG Testing System:** Used for assessing ethics in our operations.
  3) **COI Reporting System:** Used for reporting conflicts of interest between personal and organizational benefits.

Performance

- Ethics Assessment: We conducted an ethics assessment of our executives, employees, and contractors, with a participation rate of 99.35% of the total workforce.
- Integrity and Transparency Assessment (ITA): We received a score of 95.58 in the government agency's Integrity and Transparency Assessment (ITA). This ranks us 3rd among state-owned enterprises in the energy sector and 5th within the Ministry of Interior.

Supply Chain Management

- Digital Transformation with McKinsey: The teams that advanced from the Hackathon, working with the TCC Center, developed digital Use Cases and pipelines based on the corporate strategic plan created in partnership with McKinsey. This resulted in the development of the Spend Insight system, which supports procurement data analysis (Spend Analytics), and the Intelligent Revenue Optimizer (iRO) system, which assists with financial benefit assessment for planning and monitoring organizational financial returns. These systems enhance the efficiency of our logistics and corporate services.

Performance

- Value Creation from Use Cases: After implementation, two approved Use Case systems generated a total added value of 511 million Baht for the organization, detailed as follows:
  - The Spend Insight system generated 219 million Baht.
  - The Intelligent Revenue Optimizer (iRO) system generated 292 million Baht.

Data Security

- We have defined the structure of the PEA Digital Transformation Governance Committee, aligning its roles and responsibilities with data governance.

Performance

- We achieved ISO/IEC 27001:2022 certification, having passed an external audit of our information security management system by a Certification Body.
- We continuously promote cybersecurity awareness within the organization through email and company-wide communication channels and have compiled these resources in our Knowledge Management system for easy access.
- We provide training on corporate security culture to new employees through our Onboarding Program and to all employees at every level via an e-learning system.
  - Over 90% of employees participated in the "Information Security Awareness" course, meeting the target.
  - Over 90% of participating employees passed the post-training test, meeting the target.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Value Creation

PEA firmly asserts that robust and continuous stakeholder engagement serves as a pivotal mechanism for generating shared value, benefiting both our organization and society at large. This commitment to value creation extends significantly beyond mere financial outcomes, encompassing vital social, environmental and governance dimensions that are indispensable for achieving long-term sustainable growth and organizational stability.

To demonstrate this co-created value, PEA presents key collaborative projects that reflect the outcomes achieved through engaging with our key stakeholders.

Koh Phaluai Community Gain access to a high-quality, secure and reliable electricity system, **promote sustainable economic and tourism development on the island**.

Projects	Collaboration/Details	Stakeholders and Co-created Value	Product
Establishment of the TCC (Triple ransformation Capability Center) for Business Solution and Use Case Development	PEA established the Triple Transformation Capability Center (TCC) as a Cross-Functional Team, bringing together diverse internal personnel to collaborate with Tech Partners. Their collective efforts focus on analyzing needs and developing Business Solutions and Use Cases that address evolving technological landscapes and consumer behaviors. This includes leveraging AI, Big Data and IoT for intelligent grid management and enhanced digital customer services.	**PEA:** Increased technological competitiveness, enhanced digital capabilities of its workforce and fostered innovations leading to improved operational efficiency and service delivery. **Cooperators (Tech Partners):** Gained opportunities to propose and co-develop cutting-edge technology with a large public utility, establishing pioneering use cases in the energy sector. **Customers and Electricity Users:** Benefited from receiving more modern, faster and increasingly personalized services that better meet their individual needs.	• Asset Intelligence System • Spend Insight System • iRO System
Expansion of the EV Charging Station Network	PEA has partnered with **Bangchak Corporation Public Company Limited** to expand the **PEA VOLTA Charging Station network**, covering both Bangchak service stations and other commercial areas. This collaboration leverages **PEA's strengths in electricity network infrastructure** and **Bangchak's easily accessible service station network** to provide convenient and accessible EV charging solutions for electric vehicle users.	**PEA:** Supports the national policy for low-carbon transition, enhances PEA's role as a comprehensive energy service provider and creates new business opportunities. **Cooperators (Bangchak Corporation Public Company Limited):** Gains value-added services for their customers and attracts EV users to their service stations. **Regulators and Public Sector:** Promotes the adoption of clean energy, reduces fuel imports and supports the growth of the EV industry. **Customers and Electricity Users (EV Users):** Achieve access to a more comprehensive and convenient charging network, experience reduced range anxiety for long-distance travel and are encouraged to adopt EVs.	PEA VOLTA Charging Station

Projects	Collaboration/Details	Stakeholders and Co-created Value	Product
Promotion of the ESCO Model for Energy Conservation	PEA supports and promotes the **Energy Service Company (ESCO) Model**. In this model, ESCO operators invest in and implement energy efficiency improvements for buildings and various establishments. This initiative specifically emphasizes collaboration with the **Public Sector (government agencies, state-owned buildings and facilities)** to offer tailored energy conservation solutions.	**PEA**: Promotes clean energy generation from the public sector and expands its role as a comprehensive energy service provider, creating new business opportunities. **Customers and Electricity Users (Project Participants):** Achieve sustainable reductions in electricity bills and energy costs and benefit from system upgrades without initial investment. **Cooperators (ESCO Operators):** Gain business opportunities and revenue from providing energy services. **Regulators and Public Sector:** Contribute to reducing peak electricity demand, enhancing energy security, lowering greenhouse gas emissions and promoting efficient energy use.	**PEA Solar**
Solar Cell Installation Loan Program	PEA initiated a program to support solar rooftop installations by partnering with **several leading financial institutions (KBank, BBL, TTB, UOB, SME Bank)**. This collaboration aims to facilitate access for individuals and businesses interested in installing solar rooftops, with the banks providing attractive **loan and financial packages** to make solar cell technology more accessible.	**PEA:** Promotes clean energy generation from the public and expands its role as a comprehensive energy service provider, creating new business opportunities. **Cooperators (Financial Institutions):** Create business opportunities in green finance and expand their customer base within the clean energy sector. **Customers and Electricity Users:** Gain easier access to funding, reduce long-term electricity costs, become owners of their own electricity generation systems and participate in clean energy usage.	**PEA Solar**
Issuance of Sustainability Bonds (ESG Bond)	PEA issued **Sustainability Bonds (ESG Bonds)**, a financial instrument that raises capital from investors with the objective of funding projects that create positive environmental, social and governance impacts. This includes two key projects related to clean energy development and environmentally friendly electricity infrastructure: 1. The construction of an **undersea cable to Koh Tao, Surat Thani Province.** 2. The development of a **Micro Grid system on Koh Phaluai, Surat Thani Province.**	**PEA:** Gains access to new funding sources for sustainable projects. **Investors:** Have the opportunity to invest in securities that generate financial returns alongside positive environmental and social impact, known as Impact Investing. **Regulators and Public Sector:** Support the development of clean energy infrastructure and achieve greenhouse gas emission reduction targets aligned with international agreements.	**PEA ESG Bond** 

Table of Contents

Projects	Collaboration/Details	Stakeholders and Co-created Value	Product
Development of a Microgrid System in Remote Areas: Koh Phaluai, Surat Thani Province	PEA developed and installed a **Microgrid system** on **Koh Phaluai, Surat Thani Province**. This system integrates renewable energy sources (like solar power) with energy storage and an intelligent control system to address challenges in electricity access and energy security for remote or island areas beyond the reach of the main grid. This project involved close consultation with the **Koh Phaluai community** and **local administrative organizations** to ensure the system met their needs and allowed the community to participate in some aspects of energy management.	**PEA:** Demonstrates its leadership in alternative and clean energy, fulfilling government policies for universal electricity access. **Customers and Electricity Users (Koh Phaluai Community):** Gain access to a high-quality, secure and reliable electricity system, reduce reliance on fuel transportation from the mainland and promote sustainable economic and tourism development on the island.	**Integrated Renewable Energy Microgrid System** 

Influence on Decisions and Strategy

Insights and feedback garnered from our stakeholders play a pivotal role in driving PEA's strategic decision-making and shaping our long-term direction. We are unequivocally committed to translating these valuable voices into concrete, measurable actions.

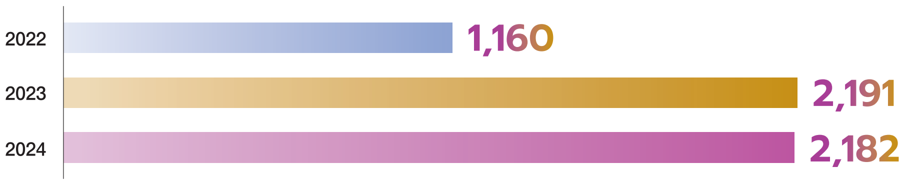
Stakeholder Engagement Survey Process

PEA has consistently and systematically conducted an annual Stakeholder Engagement Survey for three consecutive years, encompassing all nine primary stakeholder groups. This comprehensive survey is designed to cultivate open dialogue, solicit critical issues and informed opinions, evaluate the efficacy of our organizational strategies and ultimately, leverage stakeholder feedback as crucial input for strategic decision-making and the formulation of our sustainability plans. This robust process significantly enhances positive impact and propels the organization towards sustained, sustainable growth. The survey process is meticulously structured, comprising the following key phases

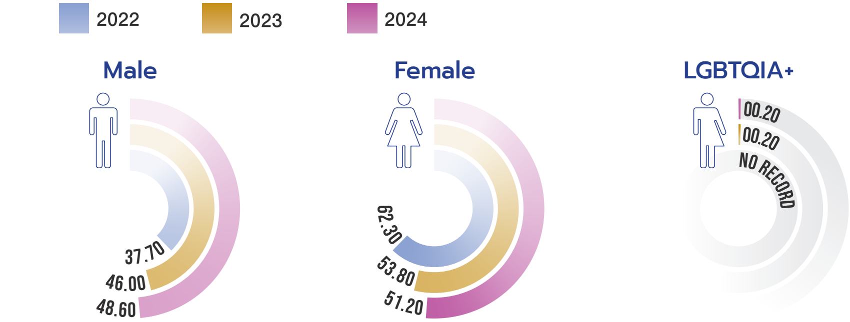
1. **Plan:** PEA meticulously defines the survey's objectives and precise scope, encompassing all areas of its responsibility and every identified stakeholder group. This phase also includes the determination of a diverse and representative sample size, in strict accordance with international standards, to ensure the reliability and statistical validity of the collected data.
2. **Methodology & Guideline:** Rigorous studies and in-depth analyses of both the organizational and broader industry context are diligently conducted. These are complemented by qualitative interviews with key stakeholders to garner profound insights, which are then utilized to design an optimally appropriate survey instrument. The survey itself is systematically segmented into two primary components: the overall engagement score and critical factors influencing engagement (including, but not limited to, satisfaction with interactions, sustainability operations and communication effectiveness).
3. **Survey Execution:** To further enhance the credibility and impartiality of the data, PEA commissions an independent third party to conduct the survey. This external execution ensures comprehensive coverage across the organization's entire area of responsibility, capturing a broad and representative sample.
4. **Data Analysis:** The entirety of the collected data undergoes a thorough analytical process, incorporating both quantitative and qualitative methodologies. This rigorous analysis aims to identify overarching trends and pinpoint key emerging issues, culminating in the preparation of a comprehensive survey report for Executive Management presentation.
5. **Communication:** PEA is committed to transparently communicating the survey results through its official Sustainability Report, Stakeholder Engagement Report and the PEA website. This active disclosure serves to demonstrate our accountability and provides stakeholders with a clear understanding of how their invaluable feedback is systematically being utilized and integrated into our operations.

Survey Demographics

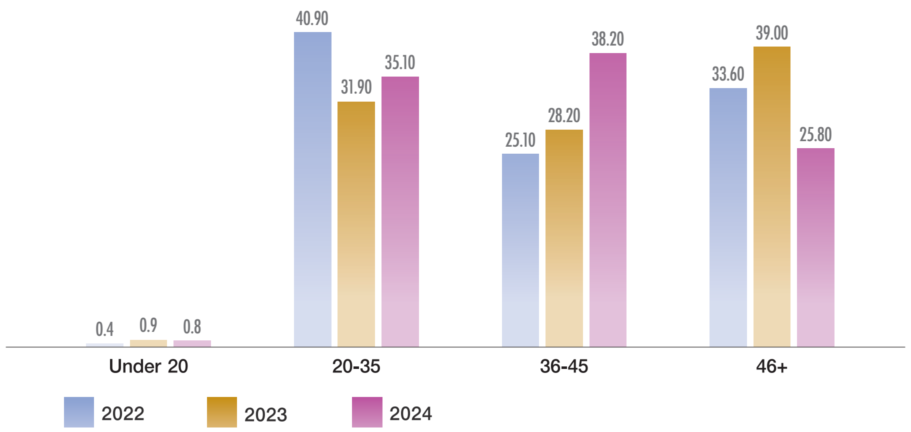
Total Respondents



Respondents by gender



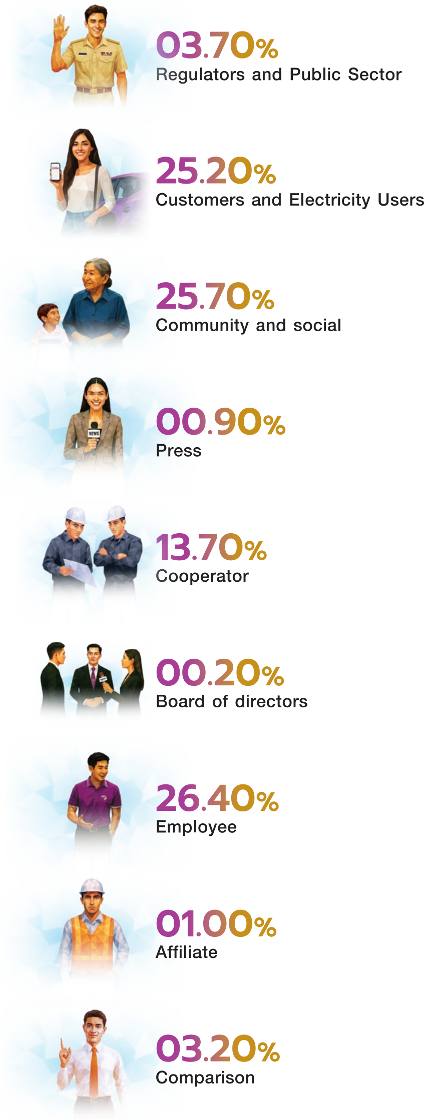
Respondents by age group



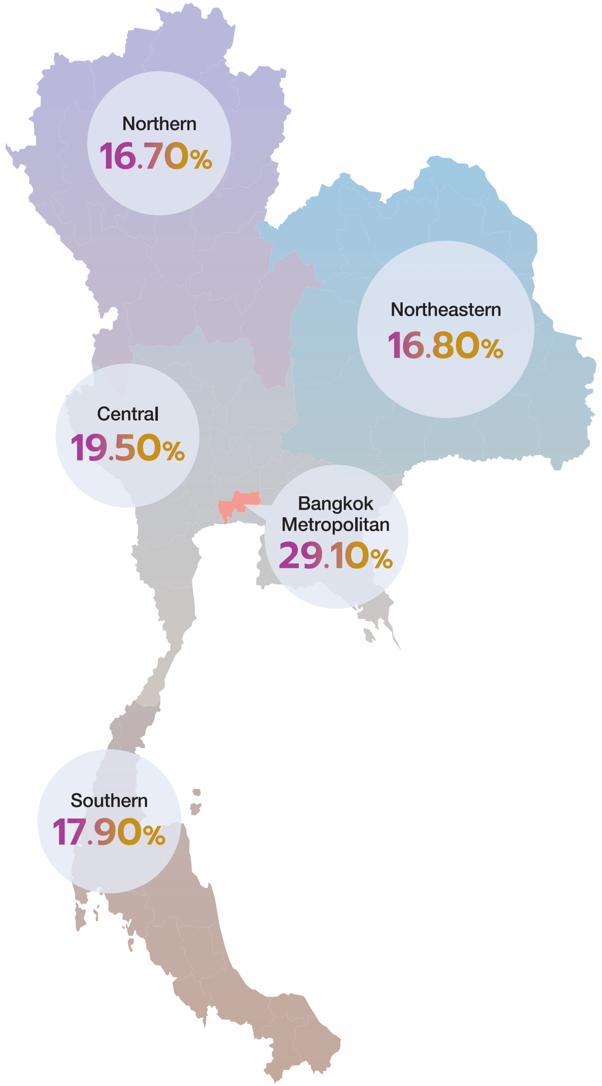
Respondents by Stakeholder group

2022 No record **2023** No record

2024



Respondents by Region



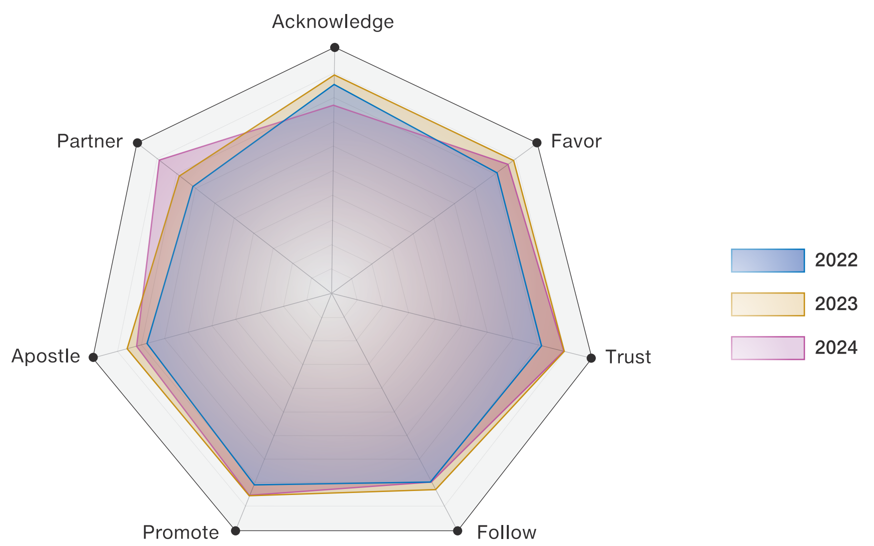
Result of Stakeholder Engagement Survey

Survey Overview: The 2024 Stakeholder Engagement Survey reveals an engagement score of 84.12. This positive outcome is a direct result of PEA's strict adherence to policy implementation and its appropriate responsiveness to stakeholder needs, expectations and concerns.

Engagement Score Overview

Stakeholder Group	2022	2023	2024
Engagement Score	**80.22**	**86.12**	**84.12**
1) Regulators and The Public Sector	66.71	75.92	79.29
2) Customers and Electricity Users	85.74	90.30	80.93
3) Communities and Society	75.43	90.89	81.57
4) Press	86.86	98.70	77.86
5) Cooperator	95.29	79.43	82.20
6) Board of Directors	100.00	100.00	100.00
7) Employees	89.00	93.46	90.05
8) Affiliates	72.57	65.96	82.31
9) Comparison	50.43	80.39	82.86

Dimension of Engagement

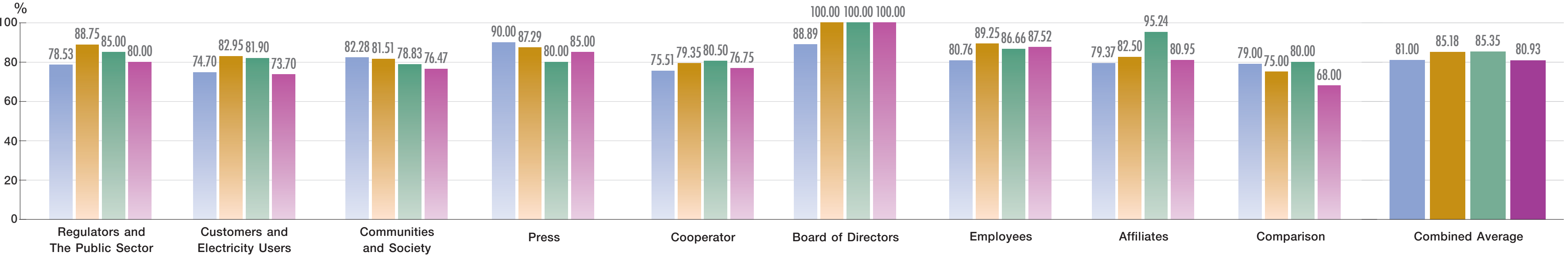


PEA PROVINCIAL ELECTRICITY AUTHORITY

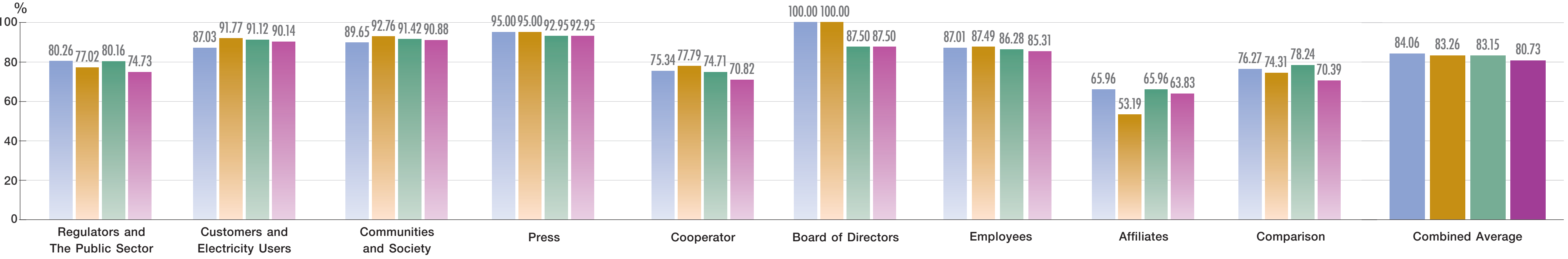
Table of Contents

Performance Score

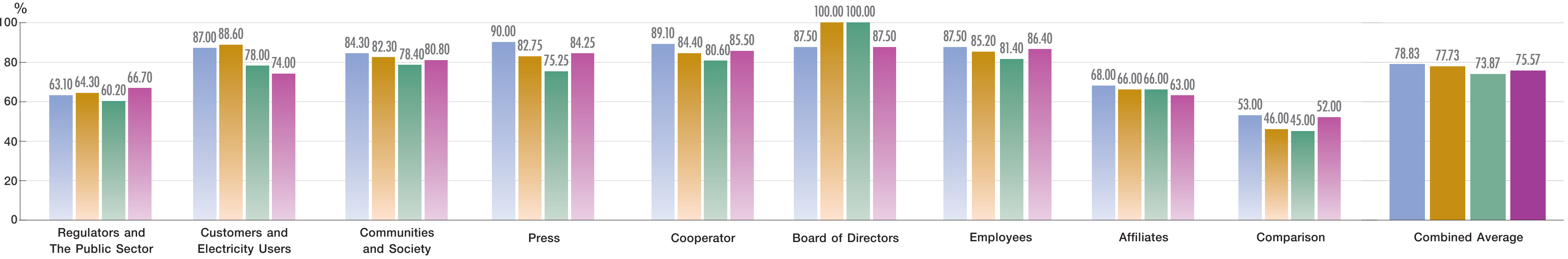
2022



2023



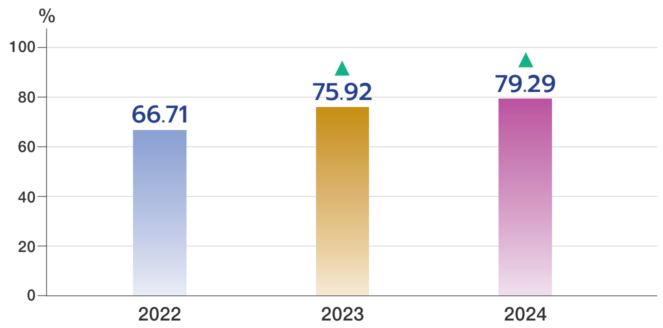
2024

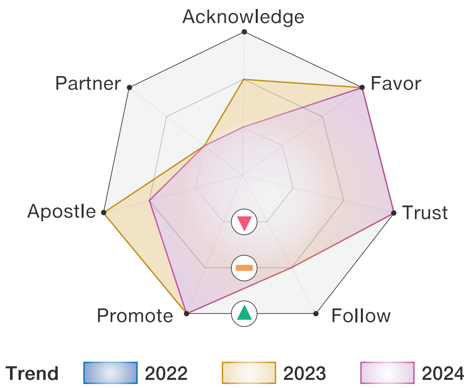


Operations Performance Score Interactions Performance Score Sustainability Performance Score Communication Effectiveness Score

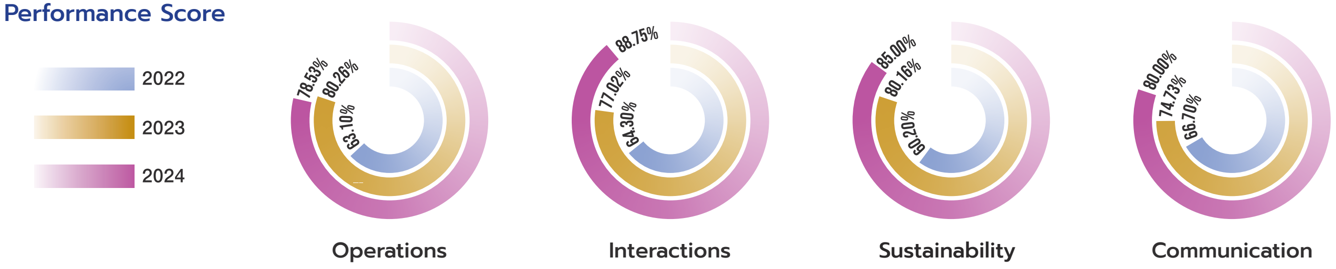
Regulators and The Public Sector

Engagement Score





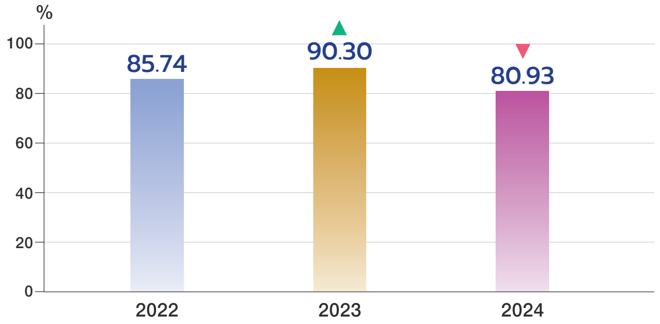
Performance Score

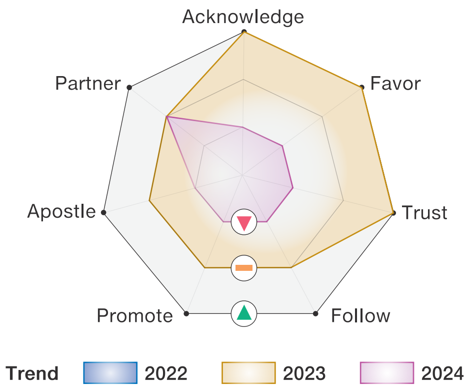


Key summary	The Regulators and Public Sector stakeholder group plays an absolutely critical role in PEA's operations. As the key bodies responsible for setting national energy policies, regulations and development directions, fostering strong relationships and earning their trust is paramount. This trust ensures the smooth execution of PEA's mission, aligns us with government visions and guarantees compliance with relevant laws, all of which directly impact the stability and efficiency of electricity services for the public and various sectors.
Activity	PEA primarily focuses on building strong relationships with Regulators and Public Sector through consistent and ongoing dialogue and mutual understanding. This involves emphasizing two-way communication, actively listening to feedback, exchanging in-depth information and transparently clarifying various issues. Our aim is to ensure PEA's operations align with government policies and to promptly address any emerging challenges or limitations.
Result	**Engagement** The overall Engagement Score for Regulators and the Public Sector has shown a consistent upward trend, increasing from 66.71% in 2022 to 75.92% in 2023 and further to 79.29% in 2024. This indicates a strengthening relationship and closer collaboration between PEA and government agencies. A closer look at sub-dimensions reveals that while "Acknowledge" (recognition) slightly decreased, "Favor" (satisfaction), "Trust," "Promote" (recommendation/support), "Apostle" (key advocate) and "Partner" (partnership) have consistently shown an upward trend and maintained levels above 80%. "Follow" (monitoring) and "Apostle" (key advocate) also remain consistently high. This reflects that despite a slight decrease in awareness for certain issues, government agencies remain satisfied, trusting and ready to support PEA. They continue to be crucial partners, which will lead to successful collaboration in driving important national policies and operations. **Performance** While the Operations Performance Score remains stable and slightly below 80%, indicating a need for consideration in improving joint operational efficiency, the consistent two-year increase and high levels (above 80%) in Interactions Performance Score, Sustainability Performance Score and Communication Effectiveness Score are positive indicators. This suggests PEA effectively interacts, communicates and collaborates on sustainability initiatives with regulators and public sector agencies. The particular rise in Interactions and Communication Effectiveness signals that collaboration and communication are highly effective.

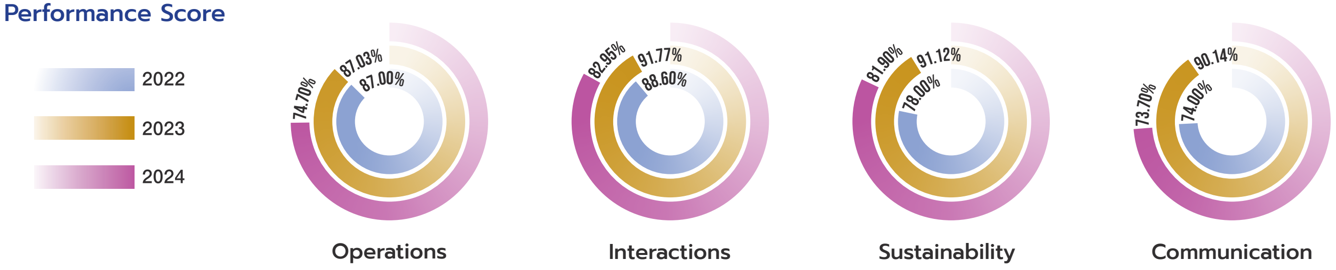
Customers and Electricity Users

Engagement Score





Performance Score



Key summary

Customers and Electricity users are central to PEA's business operations, as they are direct consumers of electricity services. Consistently listening to their needs, concerns and suggestions is vital. This allows PEA to continuously improve service quality, develop innovations and achieve maximum customer satisfaction. These actions ensure electricity services are continuous, efficient and responsive to customers' changing lifestyles and business demands.

Activity

PEA is committed to investing in the modernization and maintenance of its electricity network infrastructure. This includes developing the **PEA Smart Plus application** to facilitate incident reporting and service access and establishing the **24-hour PEA 1129 Contact Center.** Additionally, PEA regularly conducts customer satisfaction surveys and is expanding the **PEA VOLTA EV charging station network** nationwide. In terms of communication, PEA utilizes various channels such as the PEA Smart Plus application (Push Notifications), SMS, the 1129 Contact Center, television (for widespread alerts) and various online media. These channels are used to notify about power outages, issue disaster warnings affecting the electricity system, provide emergency advice, update on power outage resolution status, answer electricity bill and service inquiries and receive complaints.

Result

Engagement

The Engagement Score for Customers and Electricity Users has changed as follows: 85.74% in 2022, 90.30% in 2023 and 80.93% in 2024. While the 2024 score remains within the target of 80.00%, the trend for most engagement sub-dimensions has decreased. These include Acknowledge (awareness), Favor (satisfaction), Trust, Follow, Promote (recommendation) and Apostle (strong advocate). Only "Partner" (partnership) remained stable. This indicates a reduced awareness and satisfaction among Electricity users towards PEA, leading to decreased trust and information monitoring. This, in turn, resulted in a decline in recommendation and strong advocacy overall. The relationship among these sub-dimensions suggests that reduced customer awareness and satisfaction negatively impacted their trust and support for PEA across all dimensions.

Performance

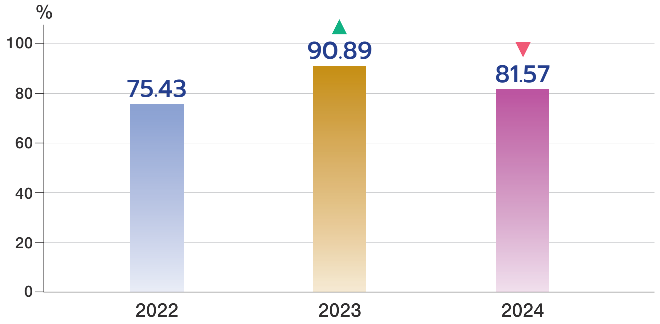
The declining trend across all performance scores (Operations Performance, Interactions Performance, Sustainability Performance and Communication Effectiveness) indicates systemic issues impacting PEA's operational efficiency. These encompass challenges in products, services, processes, customer interactions, sustainability efforts and communication, collectively leading to an overall decrease in performance.

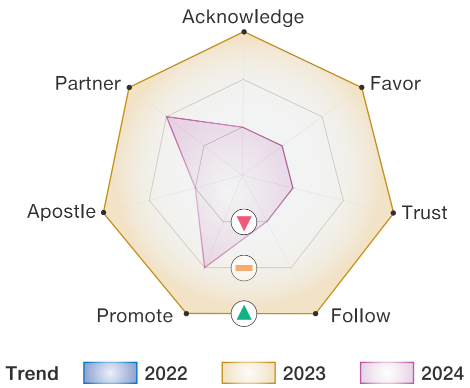
Key Incident

A contributing factor to the declining Engagement and Performance Scores among Customers and Electricity Users stems from **higher electricity tariffs** and **decreased communication effectiveness.** Increased electricity costs directly impact household expenses and business operating costs, leading to customer dissatisfaction. Meanwhile, insufficient or ineffective communication further exacerbates these issues, negatively affecting the organization's overall perception and image among stakeholders.

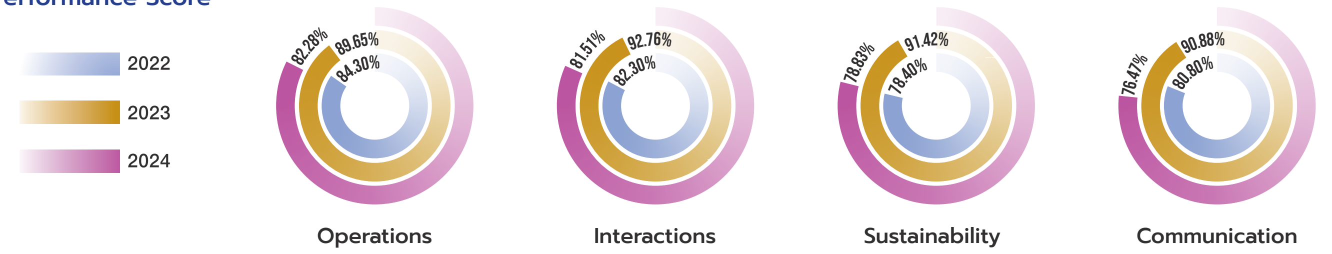
Communities and Society

Engagement Score





Performance Score



Key summary

Communities and Society are critically important stakeholders for the Provincial Electricity Authority (PEA) as they are directly and indirectly impacted by the organization's operations. Engaging with this group allows PEA to sustainably manage environmental and social impacts, foster understanding and collaboration in implementing various projects and enhance a positive image and bond with areas where PEA operates. This, in turn, leads to mutual acceptance and sustainability.

Activity

PEA consistently undertakes activities to build relationships and engagement with Communities and Society, with a strong emphasis on communication. Key activities include organizing **community forums and public hearings** before commencing large-scale projects in local areas. Furthermore, stringent measures are in place to prevent and mitigate environmental impacts. To ensure community voices are heard, PEA has established a **dedicated channel for community grievances**. In emergencies, PEA communicates alerts related to electricity system hazards in the area and provides emergency advice through various channels such as **community loudspeakers**. Other communication methods include sharing news about local development projects via **community notice boards** and holding additional community forums and public hearings as needed. PEA also conducts **on-site community visits**, participates in **local events** and provides **education on safe electricity usage**.

Result

Engagement

The Engagement Score for Communities and Society has shown the following changes: 75.43% in 2022, increasing to 90.89% in 2023 and then decreasing to 81.57% in 2024. Despite the decrease in 2024, the score remains aligned with the target of 80.00%. However, between 2023 and 2024, several engagement sub-dimensions showed a downward trend. This reflects a decline in the "Acknowledge" (understanding), "Favor" (positive attitude), "Trust," "Follow" (information monitoring) and "Apostle" (active advocate) aspects among Communities and Society towards PEA. This could potentially make the otherwise stable "Partner" (partnership) dimension more fragile in the future if these underlying issues are not addressed.

Performance

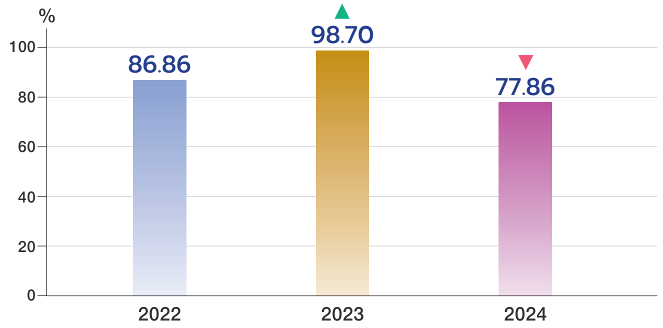
Performance Scores for Communities and Society have declined across all dimensions, including Operations Performance Score, Interactions Performance Score, Sustainability Performance Score and Communication Effectiveness Score. This comprehensive decline across all areas indicates challenges in collaborating with Communities and Society, which impacts PEA's overall operational efficiency in terms of service delivery, work processes, interactions, sustainability operations and communication capabilities.

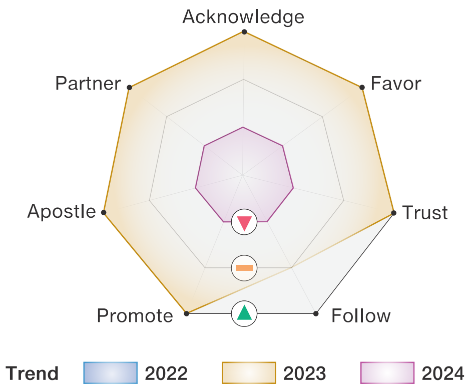
Key Incident

A primary factor contributing to the declining trends in both Engagement and Performance results from communication that has not met the expectations of Communities and Society. This is particularly evident in the case of underground electricity cable construction projects. Such projects can cause impacts on communities during construction, including noise, traffic disruption, or landscape changes. If communication regarding the project's objectives, benefits, potential impacts, duration of operations, or mitigation measures is unclear, insufficient, or does not adequately allow for community participation, it can lead to misunderstanding, concern and dissatisfaction. This directly affects the community's trust, favor and follow scores towards PEA.

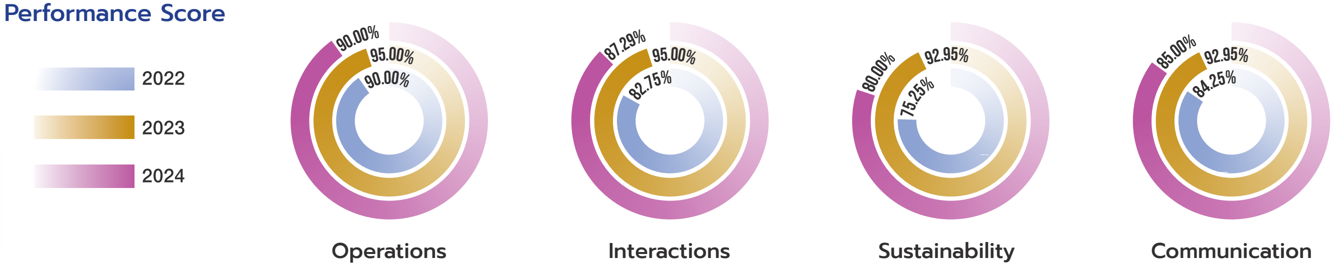
Press

Engagement Score





Performance Score



Key summary

The Press plays a crucial role for the Provincial Electricity Authority (PEA) as a disseminator of information and a builder of public understanding. Cultivating strong relationships with the media enables PEA to communicate accurate, transparent and timely information regarding the organization's policies, operations and social responsibilities. It also allows for effective crisis communication management, thereby maintaining organizational trust and credibility. The media serves as a reliable and up-to-date source of information on the electricity and energy industry, contributing significantly to public education.

Activity

PEA consistently engages in activities to build relationships and communicate with the Press. These include holding press conferences and issuing press releases about organizational progress and key projects, organizing educational activities and site visits for media professionals and systematically preparing crisis communication plans to ensure accurate and rapid information delivery. Additionally, PEA communicates during emergencies, such as issuing urgent statements on significant incidents or immediately refuting inaccurate rumors. For daily or monthly communication, PEA disseminates daily/monthly news and announcements of public interest, highlights key organizational achievements and provides informative articles or infographics useful for news coverage.

Result

Engagement

The Engagement Score for the Press group shows a fluctuating trend. It stood at 86.86% in 2022, significantly increased to 98.70% in 2023, but then sharply declined to 77.86% in 2024. This significant overall decrease in the 2024 Engagement Score aligns with a clear negative trend across all sub-dimensions of Engagement. A decline in "Acknowledge" (awareness) suggests that the media may be less aware of PEA's information or activities, or that PEA's perceived importance has decreased from their perspective. This, in turn, impacts "Favor" (liking) and "Trust." The reduction in trust is particularly critical, as the media serves as a disseminator of information and a builder of public understanding. A decrease in trust consequently leads to a drop in "Follow" (monitoring) and "Promote" (advocacy), as media may not see the need or feel sufficiently confident to actively monitor or disseminate PEA's information. The decline in "Apostle" (positive advocacy) and "Partner" (partnership) indicates that the media has not only reduced positive support but also decreased their level of cooperation as partners in presenting news and fostering public understanding. This reflects a deterioration of the relationship at all dimension.

Performance

The decline in Performance Scores across Interactions Performance, Sustainability Performance and Communication Effectiveness is closely linked to the decrease in Engagement. Specifically, the drop in Communication Effectiveness Score is a key factor explaining the overall and sub-dimensional decline in Engagement. When communication is insufficient, not comprehensive, or ineffective, it directly impacts the relationship between PEA and the media, who have a vested interest in information and operational transparency. The decrease in Interactions Performance Score suggests issues with interactions between PEA and the media, possibly due to slow responses, incomplete information, or a lack of appropriate engagement. These problems further underscore the ineffectiveness of communication. While the Operations Performance Score remains stable, the decline in Sustainability Performance Score might result from insufficient communication regarding PEA's sustainability efforts or successes, leading to the media being unaware or misunderstanding PEA's role in sustainably managing environmental and social impacts.

Key Incident

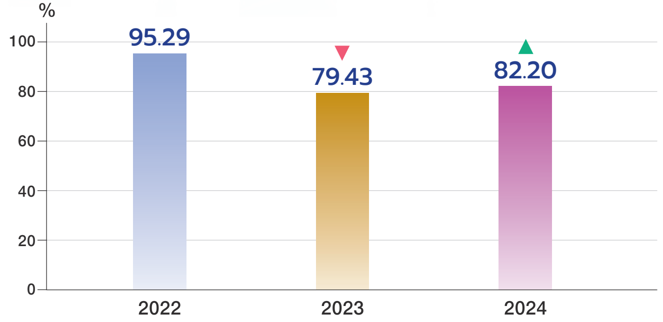
The primary reason for the significant decline in both Engagement and Performance results for the Press group is partly due to **insufficient and inconsistent communication across all media outlets**. The survey results indicate that media outlets receiving adequate communication showed improved evaluations, whereas those receiving insufficient communication showed a clear decline. This suggests that inconsistent communication creates a gap in information perception and understanding between PEA and the media, impacting the overall relationship and trust.

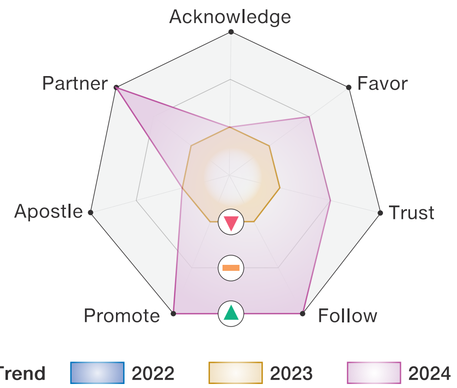
PEA PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

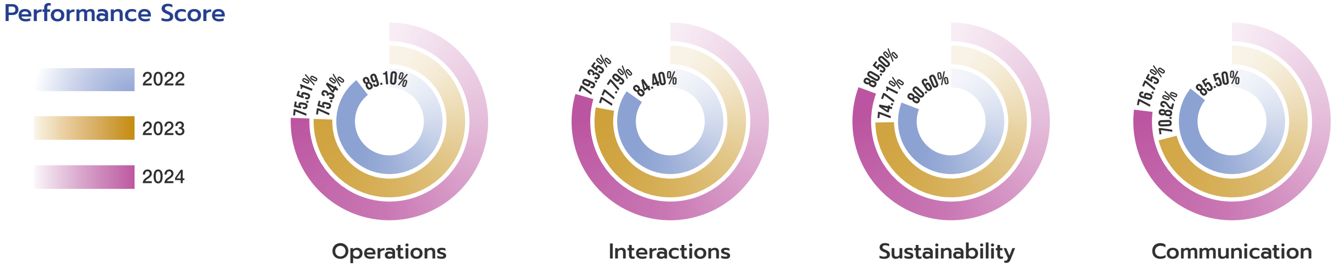
Cooperator

Engagement Score





Performance Score

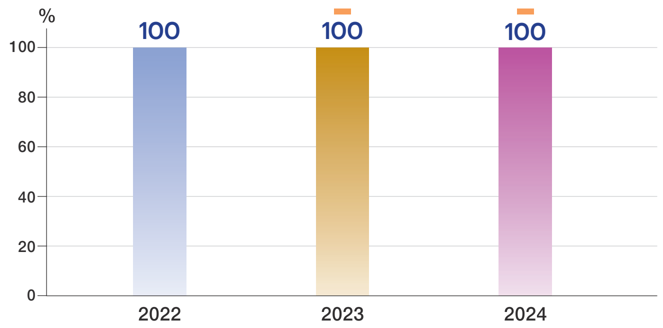


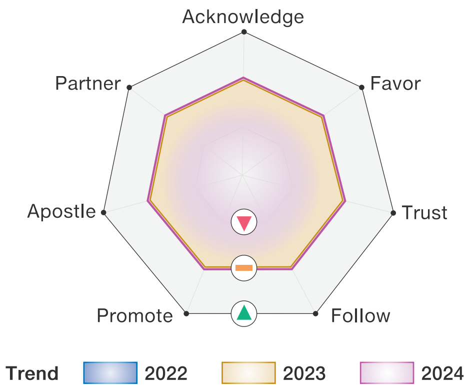
Key summary	Cooperators are critically important stakeholders for the Provincial Electricity Authority (PEA) as they are key participants in the value chain, whether as providers of electricity, materials, equipment, services, or other collaborative partners. Working with capable partners and maintaining strong relationships enables PEA to access essential resources, technology and expertise. This, in turn, continuously improves operational efficiency, reduces costs and creates new services for electricity users. It also presents opportunities for mutual business growth.
Activity	PEA prioritizes close coordination with its partners. This includes clear and fair purchase agreements, transparent electronic procurement systems and timely payments. Regular cooperation meetings are held and clear Memoranda of Understanding (MOU)/Memoranda of Agreement (MOA) are established. Necessary information is also shared to jointly develop businesses. In terms of communication, PEA provides immediate notifications of disruptions affecting energy, material, or service delivery and announces critical policy changes with immediate effect. Primary communication channels include telephone, direct email, dedicated group notification systems and the e-Procurement system (for contractors/suppliers). Joint project progress is reported and partner evaluations are summarized monthly. Quarterly and annual meetings are held for discussions and plan presentations. Additionally, training sessions and seminars are organized to elevate partner standards and new business opportunities are explored collaboratively.
Result	**Engagement** The Engagement Score for the Cooperator group in 2024 stands at 82.20%, an increase from 79.43% in 2023. This indicates that efforts to build strong bonds with partners are yielding positive results. Analyzing the engagement sub-dimensions from 2023-2024 reveals that the overall relationship with partners is stable to improving in some aspects. Although “Acknowledge” and “Apostle” slightly decreased, which might suggest challenges in maintaining awareness and active advocacy in some areas, “Favor” and “Trust” remained stable. This shows that partners maintain a positive attitude and confidence in PEA at their previous levels. Crucially, “Follow,” “Promote,” and “Partner” dimensions show an upward trend, reflecting improved participation and collaboration, as well as partners’ increased willingness to support and partner with PEA. The significant rise in the “Partner” dimension, in particular, aligns with PEA’s focus on building strong relationships and collaborating for business development. **Performance** Regarding Performance Scores from 2023-2024, the overall operational efficiency with partners shows a positive trend, especially in the Sustainability Performance and Communication Effectiveness dimensions, which have clearly increased. The stable scores in Operations Performance and Interactions Performance indicate that PEA maintains good standards in its operations and interactions with partners. The increase in sustainability scores demonstrates that partners recognize PEA’s efforts and successes in sustainable development. Furthermore, the improved Communication Effectiveness indicates more transparent, timely and efficient communication. These results align with the value PEA provides to its partners, such as stability as a counterparty and opportunities for mutual business growth.

Table of Contents

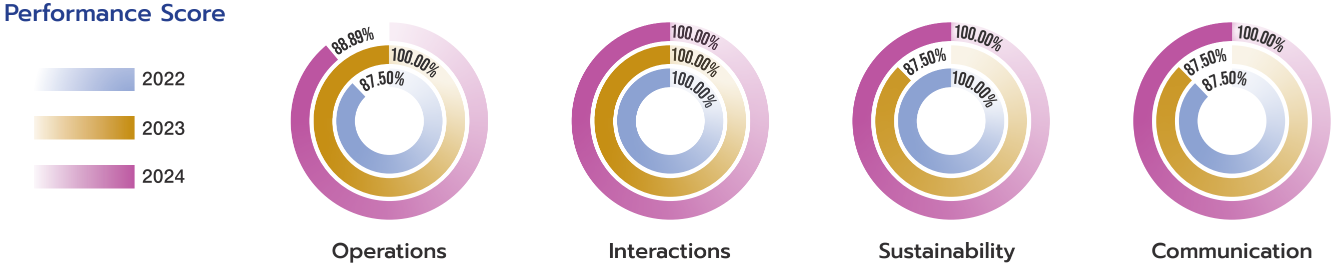
Board of Directors

Engagement Score





Performance Score



Key summary

The Board of Directors is a critically important stakeholder for the Provincial Electricity Authority (PEA) as they set the direction and oversee key organizational policies. Close engagement with the Board enables PEA to operate transparently, with good governance and achieve its strategic objectives. This includes effective risk management and long-term value creation for the organization. The Board also highly values strong financial performance, sustainable organizational growth, efficient management and sound governance.

Activity

PEA prioritizes close coordination between the secretariat and the Board. This includes regularly preparing comprehensive performance reports covering both financial and non-financial dimensions. Detailed strategic plans and performance results are presented, along with consistent risk management reports. Furthermore, critical situations or significant incidents severely impacting the organization and crucial information requiring urgent decisions, are immediately communicated via telephone alerts and emergency Board meetings to ensure effective oversight. Training sessions are also organized to enhance Board members' knowledge and study visits are arranged for future strategic insights.

Result

Engagement

The overall Engagement Score for the Board of Directors remains excellent, consistently at 100.00% from 2022 to 2024. This demonstrates the highest level of commitment and involvement of the Board with PEA. All seven sub-dimensions of Engagement: Acknowledge, Favor, Trust, Follow, Promote, Apostle and Partner, remained at a perfect 100% between 2023-2024. This is a result of the survey conducted with the entirely new Board. The perfect scores across all dimensions indicate that the new Board possesses a strong understanding (Acknowledge), a positive attitude (Favor), trust, a readiness to support operations (Follow & Promote), are active advocates and drivers for the organization (Apostle) and are fully prepared to collaborate as strategic partners (Partner). This reflects rapid adaptation and mutual understanding between the organization and the new Board, indicating that a strong foundation of understanding and cooperation was established from the outset.

Performance

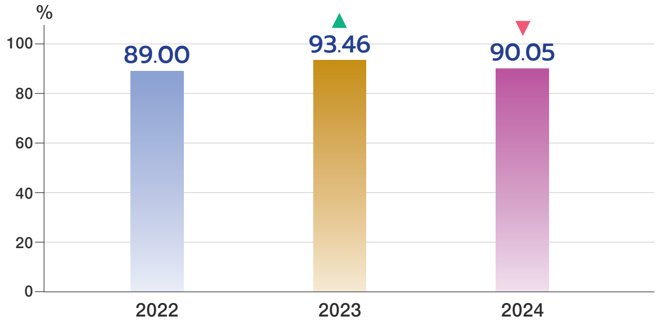
While the Board's Engagement Score is at its highest and stable, signifying strong trust and commitment to the organization, the Performance Score evaluation shows a differing trend. A slight decrease in the Operations Performance Score might indicate that the new Board has higher expectations or a more stringent perspective regarding operational aspects of products, services and work processes, despite their overall confidence in the organization. The stable Interactions Performance Score suggests that interactions between PEA and the Board maintain good standards with no significant concerns. The slight increase in both the Sustainability Performance Score and Communication Effectiveness Score reflects PEA's efforts to enhance its sustainability operations and communication efficiency, which have been positively received by the new Board.

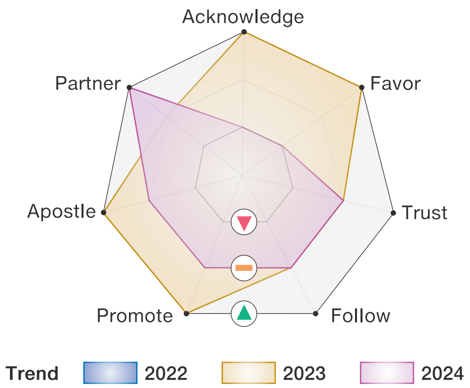
Overall, the very high Engagement score, while some Performance aspects remain stable or slightly decreased (Operations), might signal that the new Board has elevated expectations in certain dimensions. Alternatively, they may have observations from past operational experiences that prompt PEA to further develop its operations. However, the increase in Sustainability and Communication Effectiveness indicates that PEA is moving in the right direction in areas prioritized by the Board.

Table of Contents

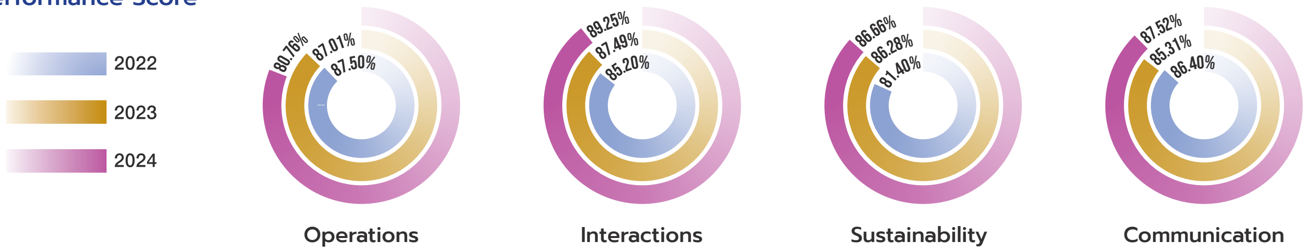
Employees

Engagement Score





Performance Score



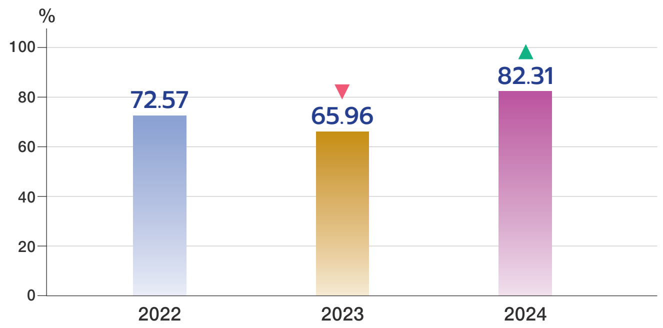
Key summary	Employees are invaluable human resources and a crucial driving force for PEA. Engaging closely with employees allows PEA to cultivate a positive work environment, foster commitment and job satisfaction, develop personnel capabilities and retain talented individuals within the organization. This directly impacts operational efficiency and internal innovation. Employees are particularly interested in fair compensation and benefits, job security, opportunities for development and advancement, a safe and quality-enhancing work environment, organizational culture, internal communication and participation. PEA values its employees by ensuring career stability, fair compensation and benefits, opportunities for self-development and a positive work environment.
Activity	PEA prioritizes reviewing and adjusting compensation and benefits structures to remain competitive and it organizes a variety of training and skill development programs. Additionally, PEA focuses on creating a safe and quality-enhancing work environment. It provides open channels for employee feedback and suggestions and consistently communicates organizational policies and directions through various internal channels. These actions reflect strong internal coordination, ensuring that employees are well-cared for and actively involved in the organization's development.
Result	**Engagement** The Engagement Score for Employees has shown slight fluctuations. It was 89.00% in 2022, increased to 93.46% in 2023 and then decreased to 90.05% in 2024. The overall trend across engagement sub-dimensions indicates that employees maintain a high level of engagement (above 80% in all dimensions). Although "Acknowledge" and "Favor" slightly decreased, "Trust," "Follow," "Promote," and "Apostle" remain stable, demonstrating confidence, loyalty and positive advocacy for the organization. The slight increase in the "Partner" dimension signifies employees' readiness and enthusiasm to collaborate with the organization towards shared goals. **Performance** All four Performance Score dimensions (Operations, Interactions, Sustainability and Communication Effectiveness) remain above 80%, indicating PEA's strong operational efficiency in the eyes of its employees. While the Operations Performance Score slightly decreased, the stable scores for Interactions, Sustainability and Communication Effectiveness show that internal interactions, sustainability efforts and communication remain effective and satisfactory for employees.

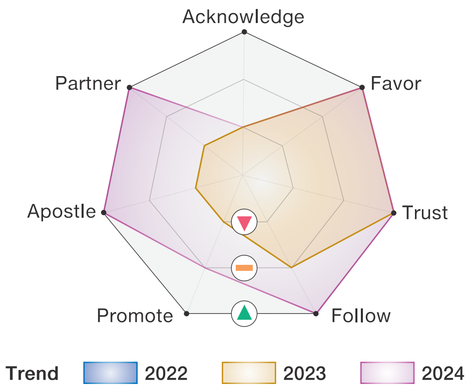
PEA PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

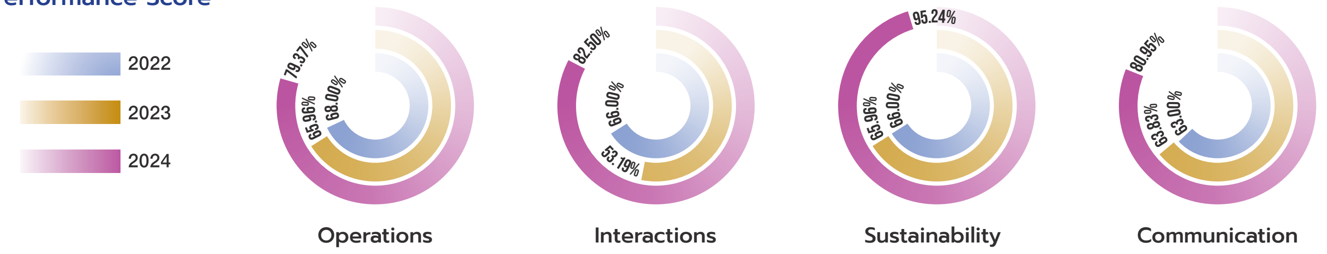
Affiliates

Engagement Score





Performance Score



Key summary

Affiliated companies are an integral part of PEA's business ecosystem, critically important for expanding business capabilities, fostering new innovations and enhancing overall group value. This is achieved by leveraging PEA's existing expertise and infrastructure. Engaging with and supporting affiliates enables PEA to establish clear policies and operational guidelines to promote growth, provide resources and knowledge and encourage coordination to create synergies within the group.

Activity

The main activities for engaging with affiliates involve setting clear policies and operational guidelines to support their growth, providing resources and knowledge and fostering coordination to create synergies within the group. Direct communication channels, such as telephone and email, are utilized, alongside joint executive meetings. Regular cooperation meetings are held and clear Memoranda of Understanding (MOU) or Memoranda of Agreement (MOA) are in place. Additionally, monthly communications include performance summaries for each company and news regarding significant activities of each affiliate, as well as quarterly financial performance reports for each entity. PEA also organizes training and seminars to facilitate knowledge and best practice exchange among affiliates, along with joint research and development projects, all with a focus on inter-organizational dialogue at all levels and consistent follow-up.

Result

Engagement

The Engagement Score for Affiliates shows a fluctuating trend. It was 72.57% in 2022, decreased to 65.96% in 2023 and then significantly increased to 82.31% in 2024. While "Acknowledge" (awareness) slightly decreased, the overall relationship across other dimensions shows clear positive development. Affiliates demonstrate higher levels of "Favor" (satisfaction), "Trust," "Follow" (monitoring), "Promote" (advocacy), "Apostle" (strong advocate) and "Partner" (partnership) with PEA. This reflects that despite some decline in awareness, the deep relationship and active engagement remain strong and have significantly improved, especially in dimensions crucial for collaboration and growth.

Performance

All four Performance Scores for Affiliates: Operations Performance, Interactions Performance, Sustainability Performance and Communication Effectiveness, have significantly increased and are now all above 80%. This aligns with the substantial leap in the Engagement Score in 2024. The outstanding performance across various aspects, particularly effective interactions and communication, directly contributes to increased trust and cooperation from affiliates. Improved operational efficiency and the organization's enhanced image in sustainability further strengthen relationships and commitment.

Key Incident

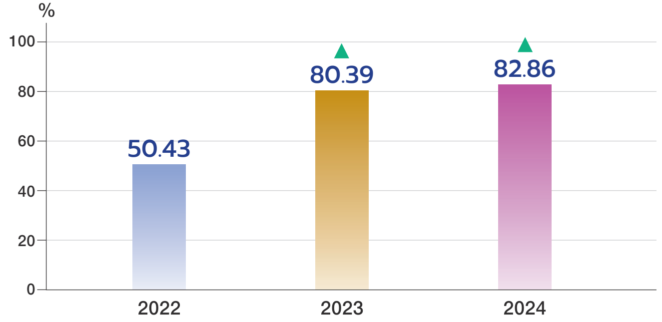
The notably improved results, especially the surging Engagement Score in 2024 and the significant increase across all Performance Scores, stem from PEA's consistent establishment of platforms for inter-organizational dialogue at all levels and continuous follow-up. Key activities emphasizing communication, clear policies, resource support and coordination to create synergies within the group have played a vital role in achieving these positive outcomes. Providing opportunities for continuous exchange of ideas, problem-solving and mutual understanding has resulted in significantly stronger and more effective relationships and collaboration with affiliates.

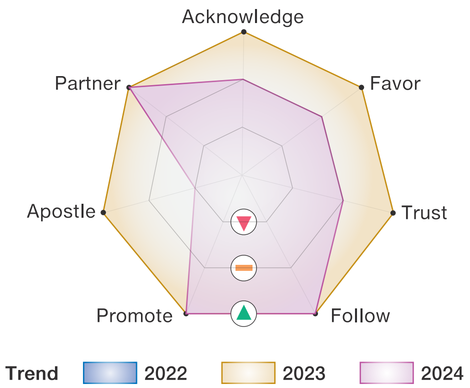
PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

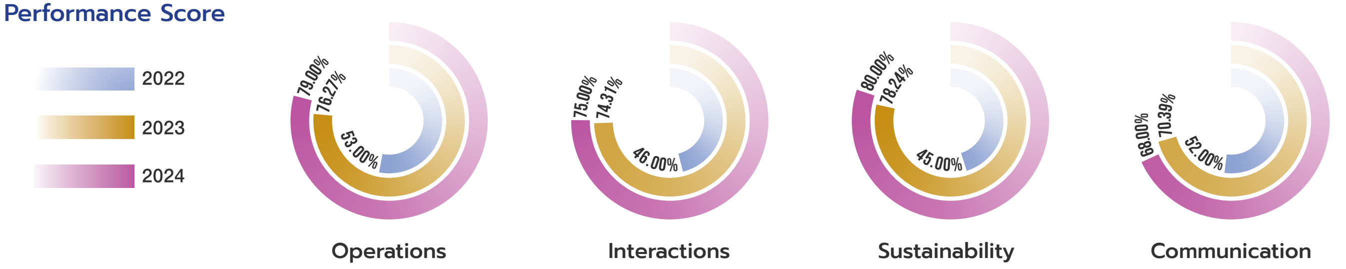
Comparison

Engagement Score





Performance Score



Key summary	Competitors, or "Comparison" entities, are crucial to the Provincial Electricity Authority (PEA) as they drive continuous development and improvement. Studying and monitoring competitor operations enables PEA to understand market trends, develop innovations and refine operational strategies to maintain competitiveness and elevate overall industry standards. Engagement with this group primarily focuses on fostering collaboration to promote growth and development within the broader energy industry.
Activity	PEA consistently engages in activities with its competitors. This includes continuously monitoring and analyzing market trends and competitor strategies, investing in research and development of new innovations and committing to improving service quality and operational efficiency to maintain industry leadership. PEA communicates quarterly earnings reports and summarizes strategic plan execution on a quarterly basis. Furthermore, PEA participates in industry associations and attends academic conferences or seminars for knowledge exchange, aiming to promote higher standards and innovation within the energy sector.
Result	**Engagement** The Engagement Score for the Comparison group has shown continuous development, increasing from 50.43% in 2022 to 80.39% in 2023 and further to 82.86% in 2024. This demonstrates a clear improvement in engagement levels and relationships. An analysis of the engagement sub-dimensions from 2023-2024 indicates that PEA maintains high levels of "Acknowledge" (awareness), "Favor" (acceptance) and "Trust," which form a strong foundation for building relationships with competitors. However, while "Follow" and "Promote" show slight increases, "Partner" has significantly increased (above 80%), indicating a proactive relationship cultivated by PEA to promote industry cooperation and development. Only the "Apostle" dimension has decreased, which might warrant consideration to potentially transform competitors into strong advocates in the long term. **Performance** All four Performance Scores: Operations Performance, Interactions Performance, Sustainability Performance and Communication Effectiveness Score, show a stable trend. This reflects consistent and effective operations in terms of products, services, work processes, interactions, sustainability efforts and communication with competitor groups. While some aspects of Engagement remained stable or increased slightly, this stable Performance suggests that PEA maintains high operational standards. This is a crucial factor supporting the overall high Engagement level and helps reinforce confidence in PEA's role in elevating the energy industry.

PEA
PROVINCIAL ELECTRICITY AUTHORITY

Table of Contents

Challenges and Opportunities

Ongoing and comprehensive stakeholder engagement has proactively identified both critical challenges that PEA must adeptly navigate and emerging opportunities that can foster enhanced co-creation of value and propel sustainable development.

Challenges

1. **Complexity of Diverse Stakeholders and Varied Expectations:** PEA operates within a landscape characterized by a broad and highly varied array of stakeholder groups, ranging from individual electricity consumers and businesses to government agencies and specialized technology and environmental partners. Effectively managing their diverse and at times conflicting, expectations while meticulously balancing the varied interests of each group consistently presents an ongoing challenge.
2. **Accelerated Energy Transition and Technological Advancements:** The advent of disruptive technologies such as electric vehicles, decentralized renewable energy sources and sophisticated smart grids necessitates rapid and continuous adaptation from both PEA and its stakeholders. This encompasses shifts in technology adoption, infrastructure development and collective understanding. Cultivating shared understanding and building essential new skills among all stakeholders amidst this profound transformation remains a significant challenge.
3. **Data Integration and Actionable Insights Implementation:** Despite continuous and comprehensive data collection from our engagement efforts, translating vast amounts of raw insight into clear, actionable guidelines that can be swiftly and effectively integrated into strategic decision-making processes requires ongoing refinement and development.
4. **Sustaining Responsiveness and Upholding Trust:** Given our commendable high engagement score, a key challenge lies in consistently maintaining our established standard of responsiveness to stakeholder concerns and feedback across all operational levels. This consistent effort is paramount to preserving long-term trust and fostering robust, enduring relationships.

Opportunities

1. **Leveraging Technology and Innovation for Enhanced Engagement and Service Delivery:** Strategic investments in the Technology Control Center (TCC) and the proactive adoption of cutting-edge technologies empower PEA to communicate and serve our stakeholders with increased efficiency, accuracy and personalized responsiveness. This advancement facilitates intelligent grid management and the development of future-ready, innovative energy services.
2. **Business Model Expansion and New Revenue Streams:** Our collaborative projects, exemplified by the PEA VOLTA Charging Station network, the ESCO Model for energy conservation and PEA Solar initiatives, clearly demonstrate significant opportunities for PEA to expand its pivotal role into becoming a comprehensive energy service provider. This expansion fosters the creation of innovative business models extending beyond traditional electricity distribution.
3. **Strengthening Strategic Alliances and Collaborations:** Cultivating robust partnerships with diverse sectors, including specialized technology companies, energy producers, financial institutions and local communities, opens promising avenues for PEA to forge deeper and more impactful collaborations. Such alliances are poised to drive the development of increasingly complex and high-value-added solutions.
4. **Advancing National Sustainability Goals:** PEA's active engagement in critical environmental and social issues, such as Climate Action, Microgrid development and the strategic issuance of ESG Bonds, profoundly reinforces our integral role as a key organization propelling Thailand's national energy transition and fostering comprehensive sustainable development.
5. **Enhancing Operational Resilience and Customer Responsiveness:** Attentively listening to stakeholder feedback, particularly concerning "Resilient & Customer-Centric Operations," consistently enables PEA to refine its processes and enhance infrastructure. This continuous improvement ensures greater operational flexibility and facilitates more efficient, rapid responsiveness to the evolving demands and preferences of electricity users.

Table of Contents

06 Next Step

Table of Contents

PEA is steadfastly committed to continuously advancing our stakeholder engagement efforts, ensuring that our operations consistently align with the evolving expectations of our stakeholders and the dynamic transformation of the energy landscape. Leveraging the tangible outcomes derived from the past year's engagement, coupled with a keen understanding of identified challenges and emerging opportunities, we have meticulously outlined crucial next steps designed to drive enhanced co-created value and accelerate the achievement of our sustainability goals.

1. **Enhance Understanding and Respond to Strategic Material Issues:** PEA will delve deeper into the five identified material issues and themes, particularly focusing on Climate Action & Resource Efficiency and Resilient & Customer-Centric Operations. We will develop clear, proactive action plans to ensure these concerns are addressed effectively and promptly, continuously integrating stakeholder feedback into the organization's core strategies and policies.
2. **Scale Up and Innovate Shared Value from Pilot Projects:** We will build upon the success of the six co-created value case studies by comprehensively evaluating their impact and exploring avenues to expand these projects to other areas or stakeholder groups. We will also seek opportunities to develop new initiatives that address emerging needs and create even more sustainable shared value.
3. **Invest in Technology for Smarter and More Efficient Engagement:** PEA will leverage technology and innovation, such as those developed by the TCC Center, to enhance its engagement platforms and channels, making them more diverse, accessible and effective. We will focus on utilizing data analytics from engagement to deeply understand stakeholders and tailor communication and services to be more personalized and precise.
4. **Strengthen Capabilities of Personnel and Partners:** We will invest in developing the capabilities of relevant personnel and departments to understand proactive engagement principles and practices. This includes building strong collaborations with external partners to ensure that everyone involved can interact with stakeholders appropriately and professionally.
5. **Maintain and Elevate Engagement Score:** With an engagement score of 84.12%, PEA recognizes the trust it has earned. We remain committed to upholding this high standard and exploring ways to further enhance stakeholder satisfaction and loyalty through transparent communication, prompt responsiveness and demonstrating tangible results from their participation.

Through the diligent execution of these outlined next steps, PEA reaffirms its unwavering commitment to building an even more robust foundation as a responsible organization. We are dedicated to continuously generating shared value, thereby actively driving economic, social and environmental growth in tandem with the stable and sustainable development of the nation's energy infrastructure.

Provincial Electricity Authority
200 Ngamwongwan Road, Ladyao, Chatuchak, Bangkok 10900
Tel : 66(0) 2590 9916 Fax: 66(0) 2590 9919
1129 PEA Contact Center

sustainability.pea.co.th