

Together with community
and society for better environment



Sustainable
Development Report

2012

Eastern Water Resources Development and Management PLC.



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Part I Strategy & Profile



Message from the Executive



Amidst the dynamic of the global society creates the change and several impacts, particularly on the Thai society which refrain us from the previous ways of life when we depended on the 4 important factors and could choose activity or not to choose activity to respond to our demands as in the past. It is because the society is getting bigger with more complexity and connected context.

The Business sector, as a part of the society, used to significantly seek for the utmost benefit in the past, has learned to adjust its attitude by turning to pay attention to the society. Any change occurs around us inevitably posts either direct or indirect impact whether positive or negative way on us.

Meanwhile, the necessity of the dependency on nature, including natural resources such as soil, water, forest, etc. as the foundation for the mutual way of life of the livings. Some of these natural resources are non-renewable and irreplaceable, some of which are quickly deteriorated due to the unawareness of utilization for the true value. It is the responsibility and awareness of everyone in the society.

With problems confronted by global society and the Thai society whether economic problem, poor, social conflicts, serious environmental problems in several regions, resources conflicts, and frequent natural calamity in the past decade, they are challenges of every region to prepare and handle any change which may occur.

Eastern Water Resources and Management Public Company Limited or EastWater is the business which has the main mission of the integration of raw water management through large water grid, connecting with the

water allocation and delivery management. The water is a crucial natural resource and is one of the important factors for the living basis as well as having an impact on the driving of economic development for other business sectors since most of the businesses, with an average of 40%, are in need of water as the important composition.

Thus, the important mission of EastWater aims to apply the resource utilization process with its business operation not for the benefit to respond to neither the economic aspect nor the profit but for the sharing originated by the growth of business and society which need the water as the foundation together for the living.

As a result, EastWater has stipulated the strategy to create the innovation to respond to any change which may occur. The sharing within the business operation process leads to the awareness and view of the society toward the innovation which is in accordance with the society in terms of the mutual water sources utilization. It is believed that the creating of the innovation shall lead to the value creation and the value which can be mutually shared among the business and the society which will receive in return.

In 2012, EastWater had many projects which are the innovation of the society such as the 3R water management innovation award which has been held for 3 consecutive years. The works of the winning team in the second year named 3-Section for Biogas and Water Reuse, which is to bring the treated treawaste water from the community to water the vegetable plot, has been developed for the actual utilization with Wat Suvarn Rangarn Community School in Banchang District, Rayong Province, and Mab Lao Cha Oon School in Klang District, Rayong Province.

In addition, there was the project on training of repair and maintenance, and community water work management which has been operated for 4 consecutive years by focusing on the community leaders to apply the knowledge and expertise received from the training project to successfully develop the community water work within their communities and to educate the knowledge to other communities. The knowledge was provided to the communities within Klongkoen District, Chachoengsao Province and Wangchan District, Rayong Province.

The Company's strategy and business operation direction in the short, middle, and long term are as follows:

- (1) The management of financial management, and risk and change management with effectiveness;
- (2) The sufficient management and development of raw water resources;
- (3) The maintenance/ improvement of the raw water pumping system, the tap water production system, and the increase of investment in water business;
- (4) The development and expansion of the investment in connected business such as the environmental business, the energy business, and others in order to open the opportunity for investment;
- (5) The development of excellent service system and the creating of the good relationship with the group of stakeholders;
- (6) The development of the knowledge, information technology system, and innovation research in order to support the water pumping, production, and the work system with efficiency;
- (7) The development of qualitative management system throughout the Company;
- (8) The development of all groups of personnel to achieve potentiality of competitiveness and to be ready for changes.



Eastern Water Resources and Management Public Company Limited or EastWater

The head office of the Company is located at EastWater Tower, Floor 23-26, No. 1, Soi Vibhavadee Rangsit 5, Vibhavadee Rangsit Rd., Jompol Sub-District, Jatuchak District, Bangkok, 10900, Tel. 02-272-1600, Fax. 02-272-1601-3

The operation area of EastWater and the office locations of the Company are in Thailand. The service office is located in the eastern part of Thailand in Rayong Province, providing raw water pumping service from the water sources to the customers through the raw water grid system with the total length of 377.8 kilometers, and the total capacity of 619 cubic meters per year, covering the areas in Rayong, Chonburi, and Chachoengsao.

Vision

“Leaders in sustainable water transportation management and develop environmental management for utilities and renewable energy”

Mission

1. To expand investment management and business development of water transport system for continued growth and sustainability.
2. To expand investment in environmental management for utilities and renewable energy.
3. To provide excellent service to our customers.
4. To manage based on principles of good governance, have a responsibility to community, social, and environmental including build ongoing relationships with stakeholders in order to visualize value of the business

Value

The core value of EastWater, I, A, C, and T of which can be defined as follows:

- I** “Integrity” – moral uprightness.
- A** “Achievement Orientation” – determination to work achievement
- C** “Customer Service Orientation” – paying attention in providing service to customers
- T** “Teamwork and Leadership” – work as a team and being the team leader

Corporate culture

To be able to communicate with the letters TCC (Teamwork, Communication, and Coaching) as the guidelines for every staff to take part in development of their own work processes together with helping and driving the Company to achieve the vision.

With the aforementioned visions, missions, and core value, they reflect the utmost determination of the Company as follows:

- 1) The leader of water management with value;
- 2) The development of management of the water grid network
- 3) The sustainable corporate development through the Good Corporate Governance with responsibility toward the community, society, and the society.

Awards of Achievement

May 2012,

received the rating of financial creditability of A+ Stable from TRIS Rating

November 2012,

received the points of the CSR Awards 2012 at 76.44%, increasing from 71.11% in 2011 from the Corporate Social Responsibility Institute (CSRI), the Stock Exchange of Thailand

December 2012,

received the points of the TQA 2012 at 312 points, increasing from 200 points in 2011 organized by the Thailand Quality Award

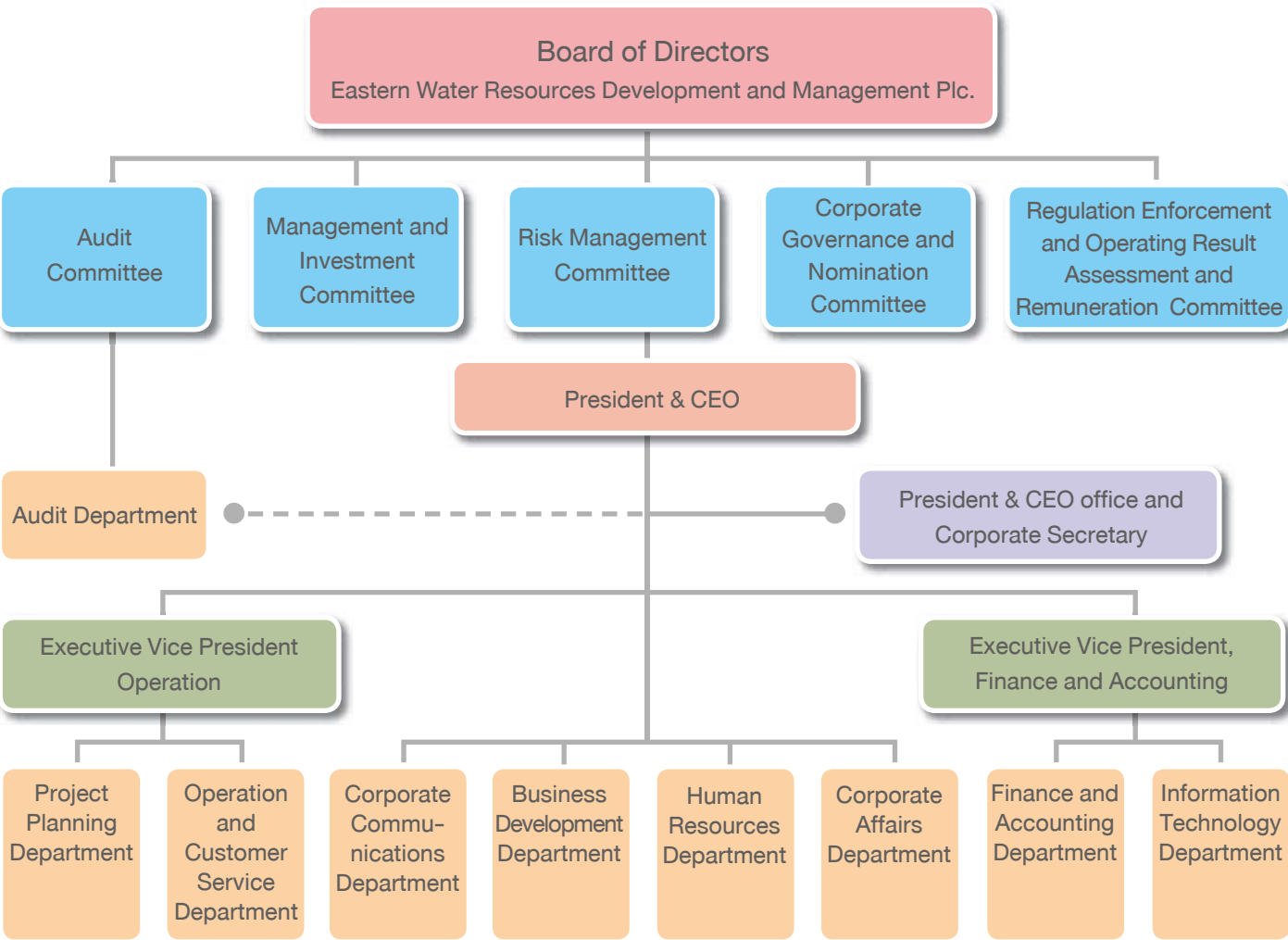


Corporate management structure

Since EastWater is a listed company on the Stock Exchange of Thailand (SET), it duly has a legal duty to comply with the Public Company Act. Thus, the Company’s corporate structure is determined in compliance with the Corporate Governance of a public company stated by the Securities and Exchange Commission (SEC) by focusing on transparency toward the shareholders, customers from government and private sectors, and the people to receive the raw water and tap water services with the utmost efficiency. The group of companies’ management structure is indicated in the illustration of the group of companies’ management structure of which the scope, power, duty and responsibility of the Board of Directors (BOD) and the Sub-Committees (as illustrated) are in the Charter and clearly indicated in the manual of the Board

of Directors. In addition, there is a policy stipulates that the structure of the Board of Directors shall consist of at least 3 Independent Directors or the outsider Directors in order to balance the power between the Directors which may have conflicts of interest with the Company. Moreover, they are responsible for the preparation of the financial statements and submitting the financial statements to the approved auditor for further auditing and providing opinions to the said financial statements in order to periodically report or submit the information to supervisory agencies whether the Revenue Department, the Department of Business Development of the Ministry of Commerce, the Securities and Exchange Commission (SEC), and the Stock Exchange of Thailand (SET), etc.

Corporate Structure of Eastern Water Resources Development and Management Plc.



Composition of Shareholding

No.	Shareholders	No. of shares	% of shares
1	Provincial Waterworks Authority	668,800,000	40.20%
2	Electricity Generating Public Company Limited	311,443,190	18.72%
3	NORBAX INC.,13	159,972,600	9.62%
4	Industrial Estate Authority of Thailand	76,000,000	4.57%
5	BNP PARIBAS (securities services, London branch)	40,447,300	2.43%
6	Thai NVDR Company Limited	37,865,620	2.28%
7	Aberdeen Longterm Equity Fund	19,684,300	1.18%
8	Aberdeen Growth Fund	16,498,700	0.99%
9	HSBC (Singapore) nominees PTE LTD	16,334,300	0.98%
10	American International Assurance company, limited-TIGER	16,002,500	0.96%
11	Others (3,834 shareholders)	300,676,639	18.07%
	Total shares	1,663,725,149	100.00%

As of December 30, 2012

Board of Directors and Sub-Committees

EastWater has prepared the manual of the Board of Directors which indicates the selection of the Directors on the consideration of selection and appointment of the appropriate persons to be the members of the Board of Directors. The procedures shall be in compliance with the Company's regulations and the stipulation of the Board of Directors as determined by the Stock Exchange of Thailand. The followings are the important principles for consideration:

- **Must have appropriate qualification and shall not possess any forbidden characteristics** as prescribed under the stipulation of the Board of Directors and the Stock Exchange of Thailand's notification.
- **Chairman of the Board of Directors must be the Independent Directors and shall not be Chairman or a member of the Sub-Committees.**
- Must determine the policy and assign the Board of Directors of the Company to be the Board of Directors of the affiliated companies.
- **Numbers of companies which a Director can hold the position of Director in other listed companies are**



stipulated that being the Executive Director (ED) of no more than 4 listed companies and the Non-Executive Director (NED) of no more than 5 listed companies.

- **The age of the Company's Directors shall not exceed 75 years while the term of service is not limited for any consecutive term in order not to lose any opportunity of appointing knowledgeable, skillful, and experienced Directors.**



- Independent Directors shall not hold shares in the Company, parent company, subsidiary, affiliated company, or juristic entity with possible conflicts of interest (including related persons as in Section 258 of the Securities and Exchange Act B.E. 2551)

There are 11 members of the Board of Directors. As of December 31, 2012, the Board of Directors consisted of

- 1 Executive Director
- 5 Non-Executive Directors
- 5 Independent Directors

The Board of Directors places an importance upon transparency of business operation, decentralization of decision making, and clear separation of screening power and consideration of approval. Chairman of the Board shall not be the same person as President & CEO, and members of the Audit Committee shall be **Independent Directors** with no authority to sign approval legal binding to the Company and with no financial and managerial conflicts of interest with the Company and its affiliated companies. The scope, power, duty, and responsibility of the Board of Directors (BOD) and the Sub-Committees are prepared as the Charter and are clearly indicated in the manual of the Board of Directors of the Company.

As for the supervision of the stipulation and operation of economy, environment, and society, risk and opportunity, compliance with international standards, disciplines, and principles, policy making, or operation of the Company's overall picture shall be approved by the meeting of the Board of Directors as well as the Sub-Committees as follows:

- Audit Committee
- Management and Investment Committee
- Corporate Governance and Nominating Committee
- Risk Management Committee

- Regulation Enforcement, Corporate Evaluation, and Remuneration Committee

The aforementioned Sub-Committees will be nominated for the consideration of the appointment under the approval of the Board of Directors to seek for persons with expertise and appropriation. The Sub-Committee will help screening assigned work in order to initially achieve accuracy, clearness, and compliance with missions and policies of the Company prior to propose to the Board of Directors for consideration of approval, or certifying, or providing suggestion, depending on the case.

The Company holds an orientation for new directors to inform business policy and other related internal information such as the shareholder structure, the Company structure, operating results, related law and regulations, including the past Board of Directors' resolutions, problems, obstacles, and future plans, etc. President & CEO, Corporate Secretary, and Executives shall present the aforementioned information as well as providing the Board of Directors Manual and information for the directors which consist of:

- The Company Profile
 - Operating results and activities of the Company
 - Thai version of the annual report
 - Manual of the Board of Directors
 - Good Corporate Governance Principles
 - The Board of Directors' meeting reports
 - Risk Management Manual
 - The Company's Article of Association, certificates, rules and regulations

The Company also has a policy for new Directors to visit the Company's operation within the operational areas in every year to promote their understanding of the business.

Advantages, impacts and corporate important risk management guidelines

EastWater is the organization which is responsible for management of raw water through a large Water Grid within in the East Coast area of Thailand. It is the business which needs the investment of the large water grid lining, water pumping system, and the construction of the reserve reservoir as additional of large natural water resources within the Eastern part of Thailand, requiring the approval allocation from the Royal Irrigation Department, leading to no competitor of EastWater. However, the customers in some industrial estates or even the Provincial Waterworks Authority which is located near natural water resources may consider the investment and development alternative water sources

or their own reservoirs for utilization. Nonetheless, with the said characteristics and business operation, they appear to be important advantages as follows:

- (1) Privilege to receive the right to manage existing raw water grid network and the right to use raw water of the Royal Irrigation Department which covers the service areas within the Eastern part of Thailand.
- (2) Investment ability to enhance the raw water pumping capacity with low financial cost.
- (3) Technology expertise and knowledge in water grid network management with efficiency

Significant impacts on the Company

1) The construction of the water grid lining project connecting Prasae reservoir to Klong Yai reservoir, and the construction of water grid lining of Nong Pla Lai - Map Ta Put line 3 will open the opportunity for the Company to receive the concession from the Royal Irrigation Department to allocate water of as much as 80 cubic meters per year and increase the raw water pumping capacity to 150 cubic meters per year in order to serve the future water demand of the consumption and the industrial sector within Map Ta Put area in Rayong Province. In addition, the government sector by the Royal Irrigation Department, has invested in the development of a large raw water grid network within the Eastern part of Thailand (Prasae-Klong Yai, Wang Tanode - Prasae, Phra Ong Chao Chaianuchit Canal - Bang Phra) which greatly decreases the investment obligation of EastWater in the future.

2) The great flood in 2011 had vastly expanded in the

Central region and caused the damage to the industrial sector. However, the demand of the raw water from the industrial and consumption sectors within the Eastern region still continued to grow. The flood also had an affect on the production of the industrial sector, especially on the production plants within industrial estates in Ayudhaya and Pathumthani Provinces which are the sources of automotive, electronics, and electrical appliances productions. Many international companies with the production bases in Thailand have considered moving their production bases and are interested in the areas in the Eastern part of the country, namely, Choburi and Rayong Provinces.

3) The tendency of the increase of the electrical fee of the Provincial Electricity Authority in the future causes an increase of the production cost since the electrical fee is the main cost.

Risks and opportunities of important advantages of EastWater

Corporate Risks	Advantages to significant opportunities
Business	
(1) Image sensitive business (2) High cost of business operation due to external factors	(1) Financial stability and low financial cost (2) Investment proficiency (3) Certain customers who remain their loyalty with sustainability (4) Less players within the raw water business
Operation	
(3) High cost of business operation due to external factors (4) Group of stakeholders has increasing demand and needs a fast response	(5) Investment in water management business has an affect on economy, national security. It is also the business operation at the national level in which is difficult for the new competitors to enter the business

Corporate Risks	Advantages to significant opportunities
<p>(5) The system proposed to the targeted customers is not updated and cannot forecast the future</p> <p>(6) The serviced water volume depends on the weather</p>	<p>(6) There is an opportunity of business expansion within service areas due to the continuous growth of the raw water and tap water utilization within the next 3-5 years</p> <p>(7) There is an opportunity for the expansion of water business, water losing control, and the domestic and international alternative energy</p> <p>(8) It is the leader of water grid management in the form of network with the high efficient water grid network and and the management of water losing control</p> <p>(9) It is the leader of the eastern water resources and management</p>
Human Resources	
<p>(7) Some of personnels still lack of idea of entrepreneur, business orientation, and competition</p> <p>(8) Corporate knowledge and database system management cannot be applied for the benefit of the Company with complete efficiency</p>	<p>(10) Personnels have the expertise of water grid system management in the form of network and the management of the water losing control with high efficiency</p>
Social Responsibility	
<p>(9) Concerns of the community over environmental problems</p>	<p>(11) There is an opportunity for the expansion of the new business of water treatment of the re-claim water, waste disposal, and the domestic and international alternative energy</p>

Risk Management Guidelines of EastWater

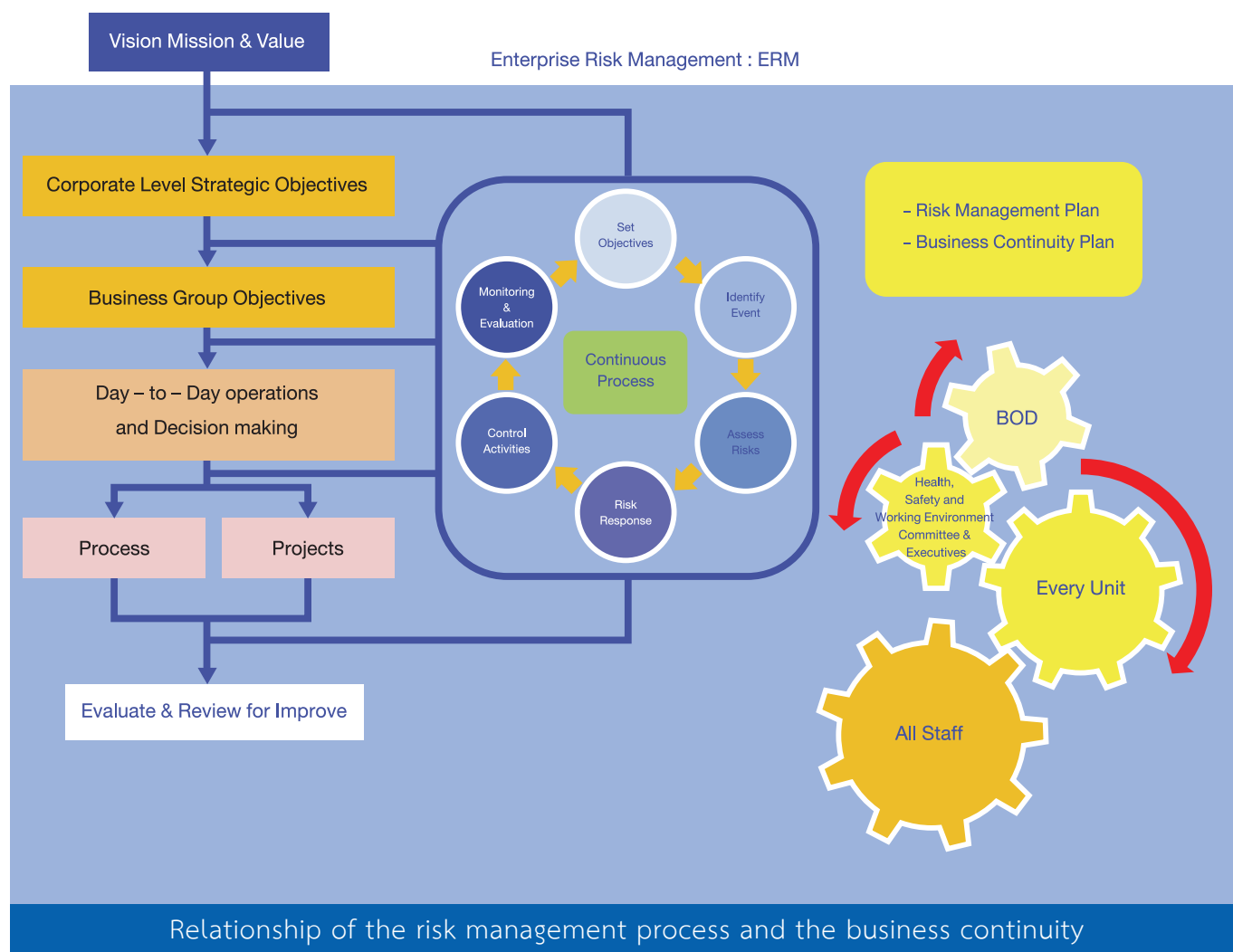
EastWater has established the Enterprise Risks Management (ERM) and the Business Continuity Plan (BCP). The Executives and managers of every unit shall cooperate with risk management unit to indicate and evaluate the work process and operation plan into the corporate risk profile prior to categorizing the risk levels into 2 levels, namely, Corporate Risk and Operation Risk.

To facilitate the risk management in each level, the backup plans, records, and revision of the operation must be consistently performed. However, when the risk management unit considers the risk concerning the continuity of the business, this shall be informed the unit owner to cooperate with the Health, Safety and Working Environment Committee and the safety officer

to prepare the measure and revise the updated plan of business continuity in order to be in accordance with the strategic objectives, followed by operation of plan, control, and follow-up. Hence, the risk is not related with the businesses continuity, the risk unit shall cooperate with the unit owner or the project owner to prepare the measures of decrease/ prevention of risks as the annual risk management plan in order to ask for the approval from Risk Management Committee, followed by operation of plan, control, and follow-up and reporting to the Risk Management Committee in every quarter. In addition, there is a preparation for electricity power emergency which is the main cost of the Company. When the Provincial Electricity Authority

(PEA) cannot supply the power, the power generator and the fuel reserve system are installed, as well as the construction of the raw water reservoir Map Kha 2 to

serve the water supplying for approximately 20 hours when the aforementioned case occurs.



Risks on environment and plan preparation for natural calamity

Due to the great flood in 2011, the Company considers revision of the risk management and adding the natural calamity plan through the business continuity plan to ensure the confidence among the customers as well as the Company's continuity of the business operation amidst every calamity or accident. The operation can be quickly moved to the backup site.

As for the risk on the environment, the evaluation of the emergency is performed following the ISO 14001 in every year to indicate and revise the protection measure and to prepare for environmental emergency. In the previous year, EastWater could efficiently control an impact on the environment which might be caused by activities of business operation.

Good Corporate Governance



The Company's Board of Directors has continuously realized the importance of business operation under the Good Corporate Governance principles by focusing on providing the utmost benefit to the shareholders, stakeholders, including placing an emphasis upon responsibility toward society, community, and the environment.

Last year, the Company focused on applying the Good Corporate Governance principles and guidelines on business operation for listed companies 2006 from the Stock Exchange of Thailand as corporate operation guidelines and to enhance the Good Corporate Governance principles of by practicing the most out of them. Also, the Company had revised the Good Corporate Governance principles to be in compliance with the international standard of the OECD group (The Organisation for Economic Co-operation and Development), including activities to promote the Good Corporate Governance principles among the group of companies, which led to the Company's personnel from every level to work with "transparency, honesty, responsibility, and competitiveness."

Corporate Governance Policy

The Company's Board of Directors has stipulated the Company's Vision, Mission, and the written Good Corporate Governance Policy since August 1, 2003. The Corporate Governance Committee is assigned to propose the policy to the Company's Board of Directors to consider and revise the policy for the purpose of continuous development and keeping it up-to-date with the present situation.

In addition, the Company has placed the Good Corporate

Governance principles into the curriculum of the orientation of new staff of group of companies as to create awareness of business ethic practice, as one of the subjects in the principles of the Good Corporate Governance to all level of staff within the group of companies. On the orientation day, the new staff of the group of companies will have to sign upon receiving the business ethic document for future practice. Moreover, the Company's Directors have to sign upon receiving the manual of the Directors on the orientation day of the new Directors.

Regulations, Principles, Idea, or Laws followed by the Company's operation

EastWater has the legal process as the main process to prevent any negative impact on the society with the examination process in compliance with laws, ISO 14001, EIA and the ERM system of which are complied by the Company's legal unit to collect all related laws as the legal profile with the form of Law Compliance Checklist disseminated to units for initial self-assessment which will be returned with the proof and the operation result will be followed in every month. Upon encountering with the non-compliance with law or the remark or the special concern, the legal unit shall inform the notification and set up the meeting with the unit owner to immediately solve the non-compliance of the law. However, the evaluation result and the solving result shall be in compliance with the law proposing to the BOD for examination in every 6 month. The legal profile and the operation and indicator, the risk

management unit will use the ERM as a tool to evaluate the information and to seek for uncertainty and risks of all activities following corporate strategic planning, including negative impacts such as corporate image, financial risk, drought, and climate changes which affect the attitude of the community toward the Company. This can be performed with the evaluation of the Environmental Aspect and Environmental Impact as indicated in the

ISO 14001 which help the Company to acknowledge and forecast the environmental problem in advance. New activities or projects during the fiscal year, the owner of the project or the ISO agency shall always evaluate the impact on the environment as prevention and to set up the protection measures. The details are concluded in the following tables:

Important Law/Stipulation/Regulations	Process of legal compliance	Indicator Index
The national promotion and maintaining of the environmental quality Act B.E. 2535	Building water treatment system to receive the legal standard	BOD, SS, TDS, TKN receive the waste water standard
The Oil Fuel Control Act B.E. 2542	Storing and moving the oil fuel with safety toward the community and the environment	Examination of oil fuel storing station every 5 year
The Labour Protection Act	Prepare the workplace environment for staff to have good workplace and quality of life	Noise at workplace shall not exceed 90 dB and heat at workplace shall not exceed 25.5 °C, the welfare is at satisfactory level of the staff
The non-recycle disposal Act B.E. 2535	Demolition of the waste shall be in compliance with the law	Disposal and toxic disposal shall be demolished as stipulated by law

EastWater has a policy and equitable treatment toward all staff and non-compliance with the discrimination. The appointment, transfer, professional development, remuneration, welfare, and punishment shall not be considered the difference of sex, religion, nationality, political opinion. The Company also takes respect in the human rights and the labour rights by strictly complying with the labour law and other related laws. In addition, the Company supports activities of staff through Committees such as Workplace Welfare Committee, Energy Saving Committee, and Safety and Professional Health Committee, etc.

The Rights of Shareholders and equitable treatment

The Company has realized the rights of all shareholders by focusing on basic rights of the shareholders as stipulated by laws and regulations such as the stipulation of policy and guidelines of the Good Corporate Governance, on time disclosure with accuracy and transparency, etc., leading to the Company's operation with valued and sustainable growth.

EastWater also provides equitable and fair treatment to the shareholders such as the meeting and voting at the shareholders' meeting, opening the opportunity for the individual shareholders to propose candidates for the position of the Company's Directors and to propose agendas of the meeting in advance, the preparation of the meeting document in English for foreign shareholders, etc.

Leadership and Vision

The Board of Directors of the Company plays an important role in defining of vision, policy, and strategy of the Company by setting up and revising the Corporate Plan in every year. The 5-year Corporate Plan for 2013 – 2017 focuses on the main missions and the compliance with the management policy in order to be in accordance with the present situation with the objective of being the leader in raw water grid system network and the operation and service excellent, including revising the strategy of sufficient raw water resources development, the encouragement of growth and increase of the investment in tap water business, the development of products/services excellent providing to customers, the creating of the good relationship with all stakeholders, and the continuous performance success evaluation. The Management and Investment Committee shall consider the details of the operational plan and the yearly budgeting prior to propose to the Board of Directors for consideration. Also, the management will quarterly report the progress of the operational plan and the budget spending to the Audit Committee in order to follow the operation of every project and to acknowledge problems/obstacles of the operation as planned.

The Board of Directors of the Company has closely followed the performance of the management team by requesting the report of the targeted operating results in comparison with the operating results of the Company. This is one of the Board of Directors' meeting agendas on

the report of quarterly financial status of the Company. In addition, the Board of Directors has realized the compliance of laws and regulations by requesting the management team to consistently report any change of laws and regulations prescribed by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

Disclosure of Information and Transparency

The Board of Directors of the Company and its affiliated companies supervise the appropriate communication system of the management to disseminate important information and to ensure effectiveness to stakeholders to receive financial information and general information with accuracy, completeness, transparency, and reasonability following the notification of the Stock Exchange of Thailand as well as support the disclosure of other information of the management by focusing on good standard to maintain the secrecy of the non-disclosed information which may affect the decision of stock trading or the changes of the stock prices of the Company.

Process of prevention against conflicts of interest

The Company's Board of Directors has established the policy concerning conflict of interest in the Good Corporate Governance principles and the manual of the Board of Directors of which cores can be summarized as follows:

- **All levels of personnels** has a duty to avoid any conflicts of interest which affect the group of companies to lose benefit or cause conflicts of operation.
- **All levels of staff** has a duty to disclose possible conflicts of interest to supervisors with documents to discuss with the President & CEO and shall not use the power in the position of the Director of the Company or affiliated companies to seek for benefits of themselves, closed friends or relatives whether direct or indirect use.
- **The Board of Directors and Executives** have a duty to report their conflicts of interest and other related persons to the Company.

In the case when there is a connected transaction, this shall strictly follow the notifications of the SEC and the SET. At the meeting of the Board of Directors, the Executives shall inform the meeting and the Director with conflicts of interest of the transaction shall be abstained from the voting and shall leave the meeting of the Board of Directors.

In the case of contractors and trading partners, EastWater has stipulated that the conflicts of interest report with connected persons shall be prepared in compliance with

the regulations of the SEC. The report is the information for the management to be careful with the approval process of the connected transaction with possible conflicts of interest. The connected transaction between the Company and the affiliated companies, including the Company and stakeholders shall go through clear and accurate approval procedures by following pricing structure and trading condition as applied to other trading partners of the Company. The connected transaction will be disclosed in the Annual Report and the 56-1 Form.

Performance Evaluation is categorized as follows:

(1) The evaluation of the performance of the Board of Directors (BOD) and the Sub-Committees is performed once a year at year end. The CG agency will prepare the evaluation form which is disseminated to the each member of the BOD. Each member will perform the self-evaluation versus the overall performance of the BOD. The Sub-Committee will do the same by evaluating their own assigned duties. The measures of the self-evaluation are in compliance with the plan of the development of the Good Corporate Governance in Thailand of the Securities and Exchange Commission (SEC) and the information shall be disclosed to the SEC for acknowledgement and further disclosing to the shareholders and the public.

(2) The evaluation of CEO and the Executives team will be performed through the establishment of a special committee to evaluate CEO as stipulated in the contract. CEO will evaluate the Executives in orders following the supervision line through the process of KPIs and Competency which is performed with the annual evaluation of every staff of the Company. The Human Resources Department will take the results and consult with the Executives and cooperately plan for individual training.

Remunerations of Directors and Executives

Remunerations of the Board of Directors and Executives are in accordance with the principles and policies stipulated by the Board of Directors. The Regulation Enforcement, Corporate Evaluation, and Remuneration Committee shall consider the remuneration following the period in the position based on the net profit, dividend payment, and operating results of the Company's Directors. However, the consideration of the revision of the appropriateness shall be performed on the annual basis and proposed the appropriate remuneration to the Board of Directors and the shareholders.

For the operating results of 2012, 11 Executive Directors and the Executives of the Company received the benefit in the form of salary and the remuneration.

Connecting of the stakeholders

EastWater has a study to stipulate the important stakeholder groups of the Company which can be derived into 5 groups, namely, shareholders, customers (consisting of 4 sub-groups: Ocean, Sea, River, and Canal), employees, community, society, and environment, suppliers, and collaborators.

The Company has stipulated the work philosophy which focuses on responsibility and equitable treatment with creditability toward the stakeholders as follows:

(1) Responsibility toward shareholders, namely, major shareholders, investor in general, and individual shareholders by focusing on the investment which provides appropriate and fair return as well as maintaining the stability of the financial status for the benefit of the existence and growth.

(2) Responsibility toward customers with the management and development of water resources and products and other services with qualities and creating the utmost satisfaction to the customers.

(3) Responsibility toward employees with the respect of the legal rights of all employees, including providing good and safety workplace environment, good welfare and the fair employment in accordance with the market

situation, as well as with the encouragement of human resources utilization with the highest value and opening the employment opportunity for everyone with equality, supporting employees to take part in operation and to have the awareness of duty and work with determination.

(4) Responsibility toward society and environment through the business operation with social responsibility, respect, and compliance with related law and regulations, and awareness of the compliance with standards concerning health, safety, and environment with accuracy and appropriateness to prevent any impact which may cause loss to life and property of staff, community, and environment.

(5) Responsibility toward business relationship by creating relationship with the mutual utmost benefit with contractors, providers, and partners under the principles of the Good Corporate Governance.

With the categorization of the stakeholders and the work philosophy expressing the responsibility toward each group of stakeholders, the demand and the expectation of the stakeholders toward EastWater can be summarized as follows:

Stakeholders	Demand	Expectation
1. Shareholders	Worthwhile return in the form of stock prices and dividend	Business operation with sustainability and continuous growing rate of the profit
2. Customers (4 groups of customers)	Sufficient raw water and consistent water pressure	Water quality within appropriate standard which can be economically used in the production
3. Employees	The demand and expectation levels can be divided into 3 groups depending on the staff levels: (1) Management level: - Workplace environment - Return/ Welfare - Operation and management following corporate vision (2) Supervisor level: - Colleagues - Return/ Welfare - Job responsibility	

Stakeholders	Demand	Expectation
	(3) Operation: - Colleagues - Leadership of supervisor - Job responsibility - Return/ Welfare - Knowledge support	
4. Community and Society	Sufficient water for consumption and agriculture in every season	Cooperation in water resources management without feeling inferiority or right deprivation
5. Suppliers and Collaborators	Hiring condition and quick and transparent payment	Thoroughly access to hiring information with transparency and up-to-date for the opportunity of work presentation.
Demand and expectation of stakeholders toward EastWater		

It is EastWater's duty to take care of the demand and the expectation of each group of stakeholders with balance.

Communication with stakeholders

Internal stakeholders

◦ Shareholders to Executives and Executives to Shareholders

The shareholders can communicate with EastWater through the same communication channel with staff. However, EastWater stipulates that the shareholders' Annual General Meeting shall be organized of which schedule and agenda will be informed to the shareholders through the SET's information system and the Company's website prior to the meeting date no less than 30 days. In addition, the letter of meeting invitation and meeting agendas consisting of objectives, reasons, and opinions of the Board of Directors, as well as a proxy authorization letter in Thai and in English are sent to the shareholders. Also, the document dissemination shall be informed to the shareholders at least 14 days prior to the meeting date and publicly announced in the newspapers at least 3 days prior to the meeting date. Moreover, the Company shall post the information of the shareholders' meeting invitation letter and meeting documents on the Company's website 14 days in advance before the meeting date. The individual shareholders are provided an opportunity to propose the AGM's agendas and candidates to be chosen in the position of the Directors through the Company's website in advance.

At the AGM, the Board of Directors and all Chairmen of all Sub-Committees, as well as senior Executives shall attend the meeting. Every shareholder is offered an opportunity to ask and provided opinion in order to examine the Company's operation within appropriate time, including providing suggestions with equality. After the Directors and the Executives clearly provide answers to every question, the meeting shall vote for a resolution. After the completion of the meeting, the meeting's minutes will be disseminated to the shareholders through the SET's information system and on the Company's website within 14 days.

In 2012, EastWater received the AGM quality evaluation 2011 of "Excellent".

◦ Staff to Executives and Executives to Staff

In August of every year, there will be a "CEO meet the Staff" day which opens an opportunity to communicate policy and strengthen relationship between the Senior Executives and the staff as well as placing an important on the business ethic to all levels of staff. A morality model is invited to provide a speech to all staff on the day.

In addition, there are communication channels between the Senior Executives and all staff group including a direct communication channel with CEO through

“CEO Mail Box” by focusing on the Teamwork and Leadership which is the value of the Senior Executives to consistently be the model for the staff. This also emphasizes with the CEO’s policy on (1) Team work, (2) Communication, and (3) Coaching.

The “Lunch Talk” activity is also organized as a stage for Executives and staff to share their knowledge and experiences from work or meetings/ seminars to their colleagues. The “EWG Synergy” activity promotes creative work, leadership, teamwork of among staff and executive. It is also strategy of sharing communication of

the Company’s information to the community in order to strengthen bond and understanding between the Company and the community within the operation areas.

Upon important situation when a quick decision is needed to make, CEO shall convene the Executives and related persons to analyze the situation and alternative information for choosing appropriate decision prior to inform related persons.

External stakeholders

◦ Suppliers and Collaborators

Suppliers and partners	Roles	Communication mechanism	Important stipulations
1. Suppliers			
1.1 Main Supplier (The Royal Irrigation Department)	the Royal Irrigation Department has a duty to take care of reservoirs and provide permission to use raw water on annual basis	1.Meeting with the Royal Irrigation Department (1 time/Month) 2.Water War Room (1 time/Month) 3.Executive Outing (2 times/ year) and Website EastWater	Water Quota
1.2 Minor Supplier (Water Grid Lining Contractors)	Minor Supplier has a duty to produce material for the grid system, SCADA system, including construction of water grid lining, repair and maintenance water grid and other construction projects according to the investment plan	1.Suppliers Meeting (1 time/ year) 2.Website EastWater	TOR of the property
2. Partners	1. UU to provide service of production and distribution of tap water according to the concession contract 2. IRPC to exchange information of management within the new industrial estate 3. TK Park to exchange library management leading to live library in the Eastern part in Rayong Province, upon the occasion of 20 years anniversary. 4. National Astronomical Research Institute of Thailand jointly established the Thai National Observatory for youth and general people 5. Bureau of Royal Rainmaking and Agricultural Aviation provides the rainmaking during the water shortage in the Eastern part	1. Meeting (4 times/year) 2.Meeting (1 time/ Month) 3.Meeting (1 time/month) 4.Meeting (2 times/ year) 5.Meeting (1 time/month)	1. Concession contract, Hire management contract, Leasing management contract, no. 2-5 MOU

Suppliers and partners	Roles	Communication mechanism	Important stipulations
3. Collaborators	1. Government agencies such as Department of Highways, Department of Land, Department of Employment, Department of Energy Business, Department of Industrial Works, and Local Administrative Organization, etc.	1. Meeting with the community and school networks (1 time/month)	- Contact with each agency - Scope of project
	2. Schools with in service areas and Universities	2. Water Innovation Award : 3R (1time/ year) 3. East Waterer Young Leader Camp Project (once a year) 4. Website EastWater	- Scope of project
Important Suppliers, Partners, and Collaborators			

As for the communication to the external stakeholders, it can be summarized as follows:

Receivers/ Stakeholders	Communication Methods	Senders	Times	Type of Communication	
				One-way	Two-Way
Customers	1) War Room Meeting 2) Meeting and Banquet 3) Company visit/ Suggestion 4) Customer (WAREE) & company website 5) Provide solution to complaint 6) E-mail & SMS Aleart	Senior Executive Senior Executive Senior Executive VP of Operation and Customer Service Dept. VP of Operation and Customer Service Dept. Department Manager	Every month 2 times/year 4 times/year Everyday 1 time/month Everyday	 ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓
Suppliers and partners	1) Company website 2) Suppliers & Key Partners Meeting 3) War Room Meeting 4) Progress of Project Review Meeting	Senior Executive Senior Executive Senior Executive Senior Executive and Project Manager	Every quarter 1 time/year Every month 1 time/month	✓	✓ ✓ ✓
Shareholders	1) Pre-AGM Meeting 2) AGM Meeting 3) Set in The City 4) IR's meeting with investors 5) Company website & Annual Report	Senior Executive Senior Executive Senior Executive Senior Executive Department Manager	1 time/year 1 time/year 1 time/year Every quarter Every day/ Every year	 ✓	✓ ✓ ✓ ✓
Community and youth	1) Meeting with community and PAO and SAO 2) Community's Plant visit 3) Professional education for community 4) EastWater Young Leader Project 5) Company website & SD Report	Senior Executive Department Manager Department Manager Department Manager Department Manager	Every quarter Upon request Every month 2 times/year Every day/ Every year	 ✓	✓ ✓ ✓ ✓

Selecting process and the stipulation of report's structure



With determination to focus on the corporate stakeholders, this sustainability report of EastWater is prepared in accordance with the interest matter of the stakeholders by applying the process of Stakeholder Inclusiveness and Materiality as the core of the report's structure. The interest matter of the stakeholders is from the connecting with the stakeholders. Upon receiving the

matter, the working group will screen the matter and establish the priority with the Materiality process through the workshop of the advisory team in order to select the matter of sustainable development in the supply chain of the business operation. Finally, all of the information will be prioritized in appropriate orders following the external stakeholders' view and EastWater's view.

Part II

“Innovative Sharing”

Sharing for Sustainability



1. Sharing for Sustainable Growth :

Among the quick-change society and technology, EastWater, acting as a central organization to manage water resources and feed and nourish industry and public sectors in 3 provinces in the Eastern Seaboard i.e., Chachoengsao, Chonburi and Rayong, is deemed as a main gearwheel to encourage and develop the overall nation economy on a significant basis. EastWater's mission does not only focus on excellent "provision of services" to customers but also on sharing of water to the communities within the area along with EastWater's water pipeline on a fair basis. It also pays attention to and takes care of customers, nearby communities, as well as overall society to create kind, sharing, and stable relationship which will lead to the stability of the organization and communities.

EastWater is strongly determined to develop and enhance the organization to be stable on an international basis. It has considered segregating the business operation of the organization into 3 main parts as follows:

1.1 Customers' Value is Organization's Value (Developing Customer Value)

"Water" is one of the most important natural resources. It is the most important component of the ecosystem and is necessity of the livings, as well as beneficial to all processes. However, water used for consumption accounts for only 3 percent of the total worldwide volume. The demand of water is increasingly growing up while the water consumption lacks of its value awareness. Thus, the water resource may be limited and insufficient to human being in the future. As a result, the systematic water management is essential to respond to the need of human being on a sustainable basis.

The overall water resource management in the Eastern region is under the responsibility of the "Office of Regional Irrigation 9, Royal Irrigation Department", supervising water management in 8 provinces, i.e., Chonburi, Rayong, Changtaburi, Trat, Chachoengsao, Nakorn Nayok, Prachinburi and Sra Keaw, covering the total area of 11.58 million rais. Water allocation for various regional areas is under the management of large and medium reservoirs, which are attached with raw water pipelines and connected to end customers. The government has realized the importance to establish a specific agency to support the raw water pipeline management in the area, "**Eastern Water Resources Development and Management Plc.**" or "EastWater" has then been established since 1992 to take responsible for the management of the raw water pipeline system in 3 main provinces, i.e., Chachoengsao, Chonburi and Rayong.

At present, EastWater has 4 key customer groups, namely, 1) consumer group (consuming the highest volume of raw water), 2) governmental industrial estate group, 3)

private industrial estate and industrial parks group and 4) general factories group. In order to ensure efficiency and effectiveness of the business operation and create confidence and reliability to customers, including response that meets customer needs and expectations, 4 elements of services and processes have been established:

1. Sufficiency of Water Resource

EastWater has conducted a survey to obtain data on each customer's need and production plan continuously. Marketing Division, Operation and Customer Services Department and Water Allocation Planning Division of Project Planning Department have jointly prepared an annual water allocation plan to support new and existing customers who wish to expand their production capacity.

Besides the annual plan, the Company has to look forward to the future to get prepared for procuring and developing new reserve water resources to support the demand in the next 10 years. Since it takes a long time for the preparation process, the Company could not just determine the plan on an annual basis. EastWater's current water resources and future water resource development projects in process are shown in the table in Part 3, Section 1 of this report.

2. Water Pipeline's Distribution Competency and Availability of Pumping System that can Achieve Agreed Water Pressure and Volume Indexes of the efficiency and effectiveness of the maintenance of pipeline and metering systems are:

(2.1) Competency of Water Pipeline System: EastWater has developed the competency of the main water pipeline systems in the Eastern Seaboard seriously and constantly. On 31 December 2012, the total length of the water pipeline was 377.8 km with the pumping capacity of around 619 million cubic meters as shown in the table in Part 3, Section 1 - Water Distribution Competency. This development aims to sufficiently distribute raw water that meets customer needs.

Moreover, Project Planning Department together with Operation and Customer Services Department have adopted the annual water allocation plan into its pumping plan, repairing plan, calibration plan and plan for pumping capacity expansion of water pipeline system, and managed various tasks in an attempt to strengthen the smooth and efficient operations.

(2.2) Quality of Service Delivery, comprising water pressure, quality and volume as agreed: The Company has established the standards of services or so called Service Level Agreement (SLA). The key components of the services focused by customers are water pressure and quality of raw water stipulated in the contract between the Company and each customer. These components

will be considered separately by area of each customer group as shown in Diagrams 1-3. The Company has applied modern technologies to its pumping system management to obtain accurate data, such as **Control Center System**, using standard database management and Master Centralized Control to control operation

and communication in **SCADA system (Supervisory Control and Data Acquisition)**. **GIS program** and **Hydrodynamic Model** are also used to plan and manage water resources and water use for maximum efficiency. These technologies are used for the utmost effectiveness in water management and water grid management.

Diagram 1: Percentage of Water Volume Sufficiency Classified by Customers' Need

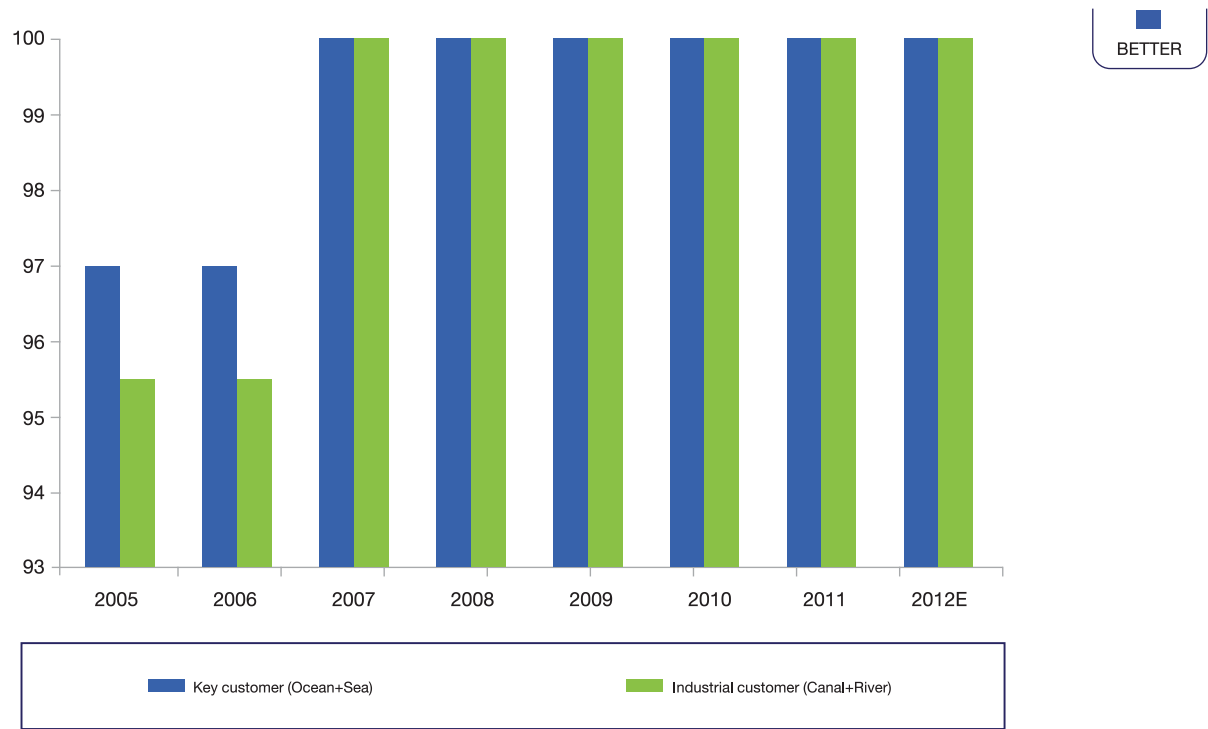


Diagram 2: Average Pressure at Delivery Point to Key Customers Classified by Area

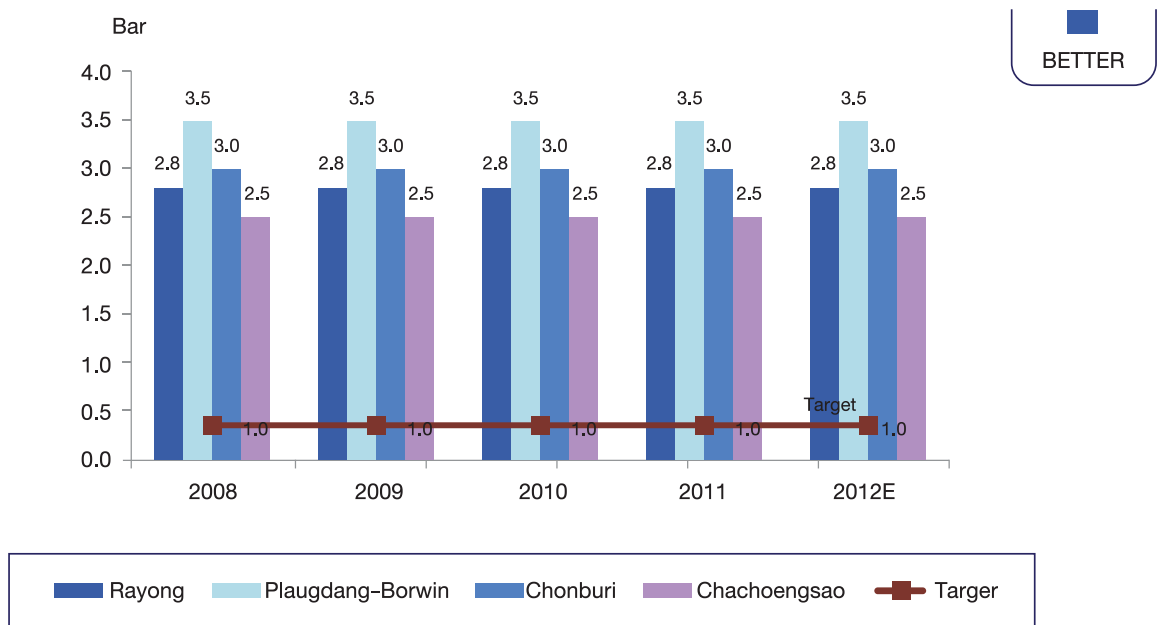
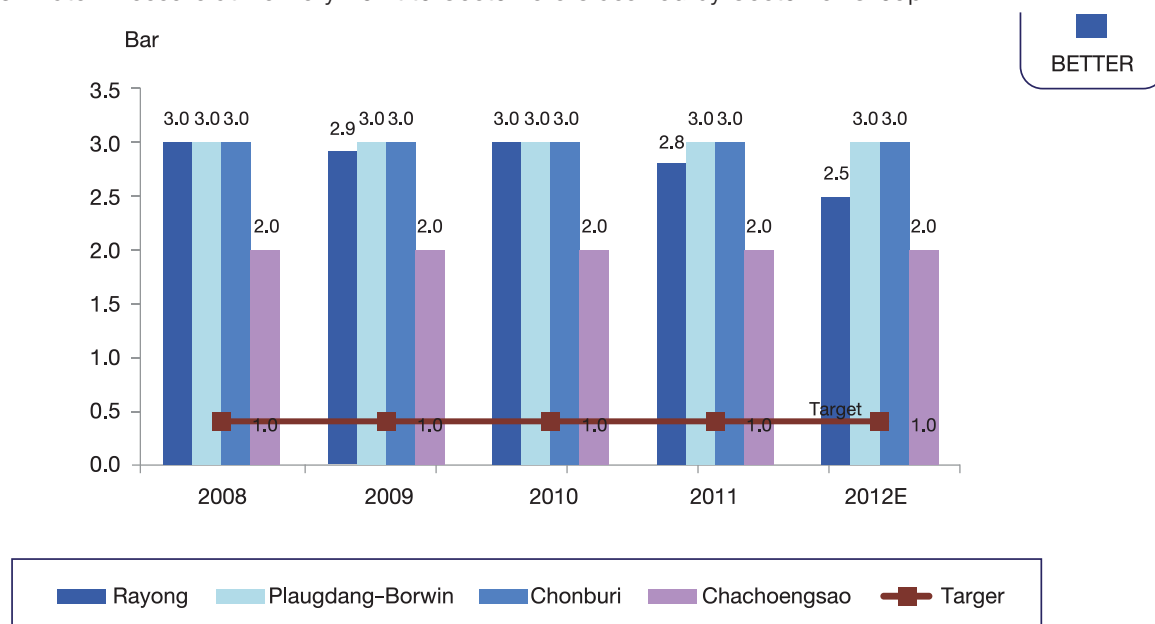


Diagram 3: Water Pressure at Delivery Point to Customers Classified by Customer Group



3. Efficiency of Water Pipeline System

The efficiency of water pipeline system is considered a core element for the calculation of water volume and service value in each month. The calculation must be correct, accurate and reliable at an equivalent level of water volume sufficiency and water pipeline system ability. Maintenance Division also places the importance on due maintenance of the pipeline according to the plan. Indexes of the efficiency and effectiveness of the maintenance of the pipeline and metering systems are:

(3.1) Non-Revenue Water (NRW): EastWater has controlled non-revenue water on a continuous basis. This is an important process of the water pumping system which was determined in the Corporate KPIs in 2012 to be lower than 3 percent. Information Technology has been adopted to assist in improving and developing various systems for more efficiency such as SCADA system, strict calibration according to the plan, and continuous maintenance of the pipeline and equipment for water distribution system according to the annual maintenance plan, enabling timely check, follow-up and rectification of any water pipeline with unusual flow, and continuous maintenance of the standard of the equipment.

(3.2) Availability of Water Pipeline System: With its efficient performance, EastWater has never stopped distributing water to customers for more than 20 years because it always realizes that continuous water pumping is very important for customers of all groups. It has therefore developed the competency of and prepared the water pipeline system to be able to support and respond to

customer needs in accordance with its plan. The Company has developed water grids network to connect its services to all servicing areas, which enables the Company to turn water from the areas with high water volume to the areas with no water resource or with low water volume. In addition, the Company has constructed a reserved pond called Map Kha 2 to provide water distribution for not less than 20 hours in case of emergency power cut, and maintained its machinery and pumping system to ensure normal water distribution without interruption for repairs/maintenance of the pipeline, which will eventually affect customers' water volume obtained.

(3.3) Electricity Cost Management: This management is very important for the water pumping process, which is a key factor having an impact on operation costs. Due to a regular increasing FT imposed by Provincial Electricity Authority, the operations of various projects have been adjusted in an attempt to create efficiency and reduce costs, such as:

- *Assessment and Improvement of Water Pipeline System, and Controlling Tools and Equipment:* SCP Company, a company in France specialized in water management, has been employed to assist in enhancing efficiency of the water pipeline system to save more electricity cost.
- *Electricity Cost Reduction 115 KV Project:* This project aims to reduce the energy cost and decrease the community's power usage on peak, including supplying reserve power to pumping system. EastWater's active preparation to ease environmental concerns of the public is electricity cost reduction project under

which EastWater changed its transformers from 22 KV to 115 KV which will not disturb the power pressure of the communities in the evening, which is the peak period. Also, the change helps reducing the outage and prevents the complaints submitted to the Company.

4. Notification of Necessary Information and News

The Company categorizes information and news based on customers’ need which is in common for all customer groups, comprising (1) water volume and pressure, (2) quality of raw water distributed each day such as turbidity and chloride, and (3) water situation such as drought or

runoff and reserved volume in each month. Therefore, the close monitoring of raw water and cooperation with relevant agencies through the meeting of Customer Service Improvement (CSI) Committee to solve problems have been conducted, starting with for Dok Krai pump station and followed by every pump station of the Company. In 2012, although the length of raw water pipeline or the volume of distributed raw water increased continuously, complaints from key customers and industrial customers decreased to the similar level of the comparative data according to Diagrams 4 and 5, respectively. Customers, especially key and industrial customers were very satisfied with this activity.

Diagram 4: Number of Complaints Classified by Type of Key Customers

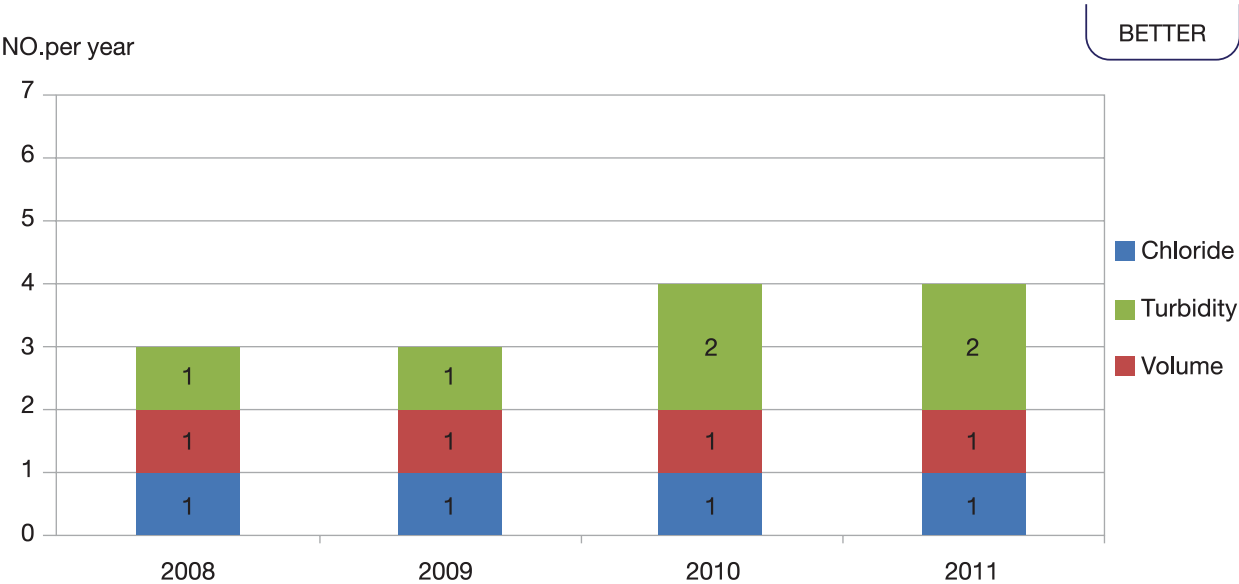
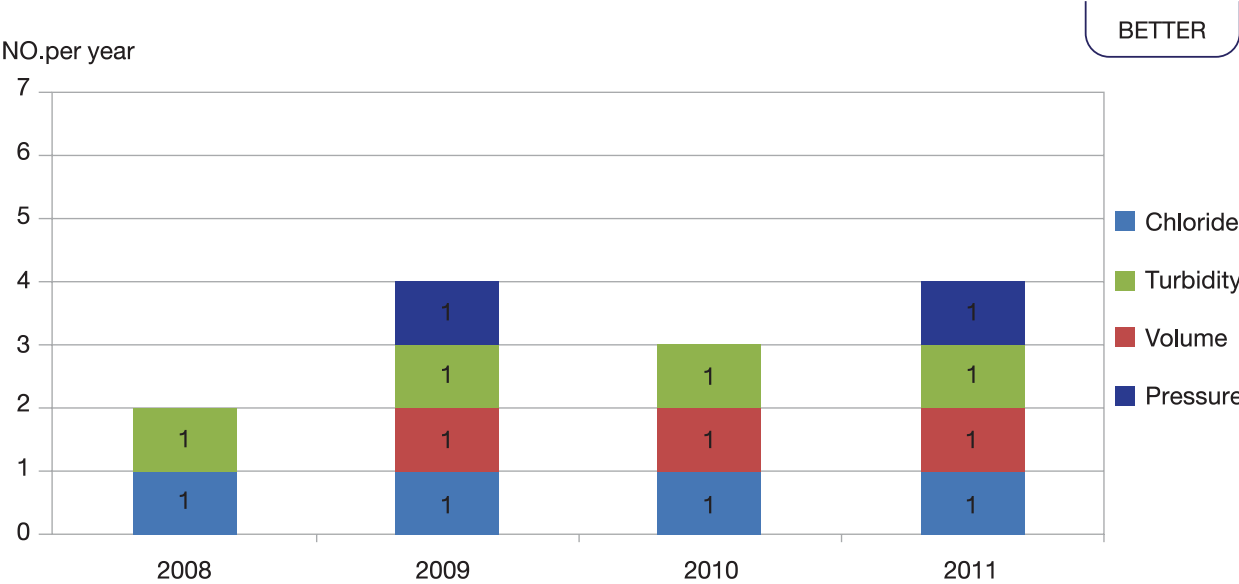


Diagram 5: Number of Complaints Classified by Type of Industrial Customers



Customers may also track the quality of raw water obtained each day through various channels such as EastWater's website.

In case of emergency change in the quality of raw water; for example, raw water after a heavy rain has more turbidity, the Company will notify customers in advance immediately via SMS or e-mail, creating customers' satisfaction over expectation.

During a drought period, the Company will arrange to have a meeting with customers to closely monitor and report water situations in the Eastern part to alleviate customers' concerns and bring confidences to customers, as well as sharing knowledge and modern technology.

Customer Oriented Guide and Procedure

According to the above 4 key cautions, guidelines on service provision and key procedures on customer orientation are established as follows:

1. Voice of Customer (VOC) throughout Customer Cycle Life via Multichannel

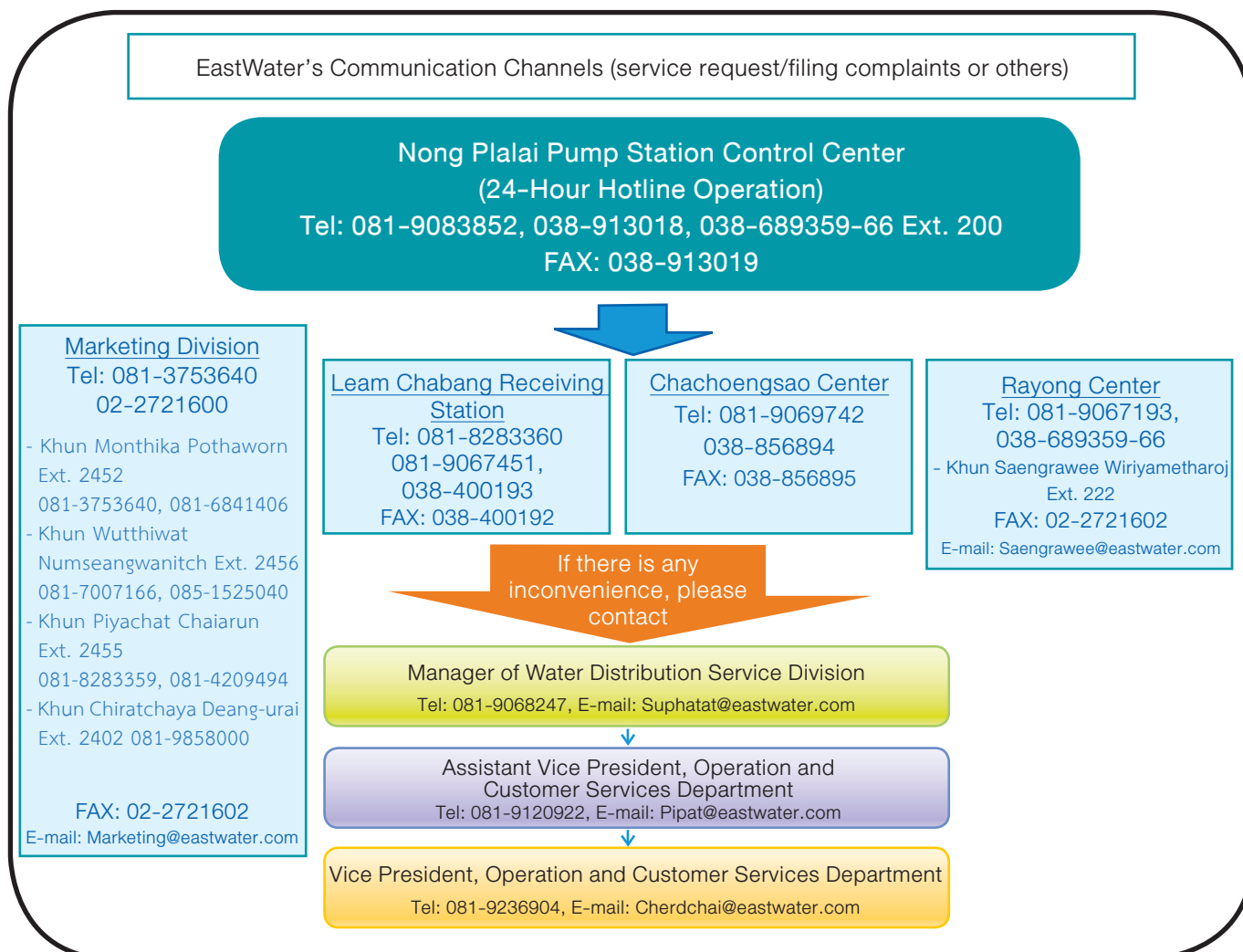
In order to obtaining and providing information on customer supports and product innovation processes, the Company listens to current and future customers' feedback obtained through information and complaint systems via customer visit, satisfaction survey and various activities under CRM strategy plan as shown in Diagram 6.

Diagram 6: Voice of Customer and Application of Survey Information

Listening and learning method	Communication channel	Frequency of listening				Responsible person	Information needed	Analysis and prediction process	Implementation to achieve customer orientation
		O	S	R	C				
Data obtained by visit/sale call	Sale visit	on plan	on plan	on plan	on plan	Operation and Customer Services/ Project Planning	1.Current and future customers' needs and expectations, including their over expectations 2.Customers' water procurement plan to obtain data on trend and direction of the demand 3.Efficiency and availability of equipment and machinery	Root Cause Annalysis	1.Create opportunity to expand business to potential and future customers 2.Establish water distribution plan that meets customer needs, and future project investment plan to support customer's growth 3.Give technical advice to customers to create utmost satisfaction
	Costomer site visit	4 times/yr.	4 times/yr.	2 times/yr.	2 times/yr.	Operation and Customer Services			
	Visit during meter recording	weekl/y	weekl/y	weekl/y	weekl/y	Distribution Maintenance			
	Visit during maintaining/calibrating	1 time/month	on plan	on plan	on plan	Distribution Maintenance			
	Operation Meeting	on plan	on plan	on plan	on plan	Operation and Customer Services/ Project Planning			
	Technical Seminar	2 times/yr.	2 times/yr.	2 times/yr.	2 times/yr.	Operation and Customer Services			
	Open House	1 time/yr.	1 time/yr.	1 time/yr.	1 time/yr.	Operation and Customer Services			
	War room	1 time/month	1 time/month	1 time/month	1 time/month	Project Planning/ Operation and Customer Services			
Satisfaction survey	Relationship building activities (Entertainment & Life Style)	3 times/yr	2 times/yr	2 times/yr	2 times/yr	Operation and Customer Services	1.customer satisfaction/dissatisfaction and expectation on services 2.Company's image in customer perspective	Root Cause Annalysis	Prescribe service improvement plan to best meet customer needs and expectations to maintain current customers and obtain data for improving customer service systems in the future Develop a plan to accurately and promptly solve and prevent errors
	Internal Style	2 times/yr.	2 times/yr.	2 times/yr.	2 times/yr.	Corporate Governance Committee			
	External Survey	1 time/yr.	1 time/yr.	1 time/yr.	1 time/yr.	Corporate Governance Committee/third party			
Information and complaint acceptance	Customer seminar	2 times/yr.	2 times/yr.	2 times/yr.	2 times/yr.	Operation and Customer Services	1.Complaints and problems needed to be resolved 2.Priority problems	Root Cause Annalysis	Establish improvement plan for products/ services to reduce complaints and enhance products/ services to bring utmost satisfaction to customers
	Phone Call	daily	daily	daily	daily	Operation and Customer Services			
	E-mail	24 hrs.	24 hrs.	24 hrs.	24 hrs.	Operation and Customer Services			
	Letter	daily	daily	daily	daily	Operation and Customer Services			
	Control Center	24 hrs.	24 hrs.	24 hrs.	24 hrs.	Operation and Customer Services			
	Website	24 hrs.	24 hrs.	24 hrs.	24 hrs.	Operation and Customer Services/ Corporate Communication			

Notes: Customer group O = Ocean S = Sea R =River C = Canal

Diagram 7: EastWater Contact Channels



2. Realization of Customer Satisfaction

Key procedures have been established to reflect the Company's commitment and realization of customer satisfaction, namely:

2.1 Process on Customer Satisfaction Survey and Assessment and Application of Survey Information to the Organization Development: This procedure was adopted as a policy on the quality and environment management system which requires conducting a satisfaction survey and customer relation survey at least twice a year, by preparing questionnaire in 3 parts as follows:

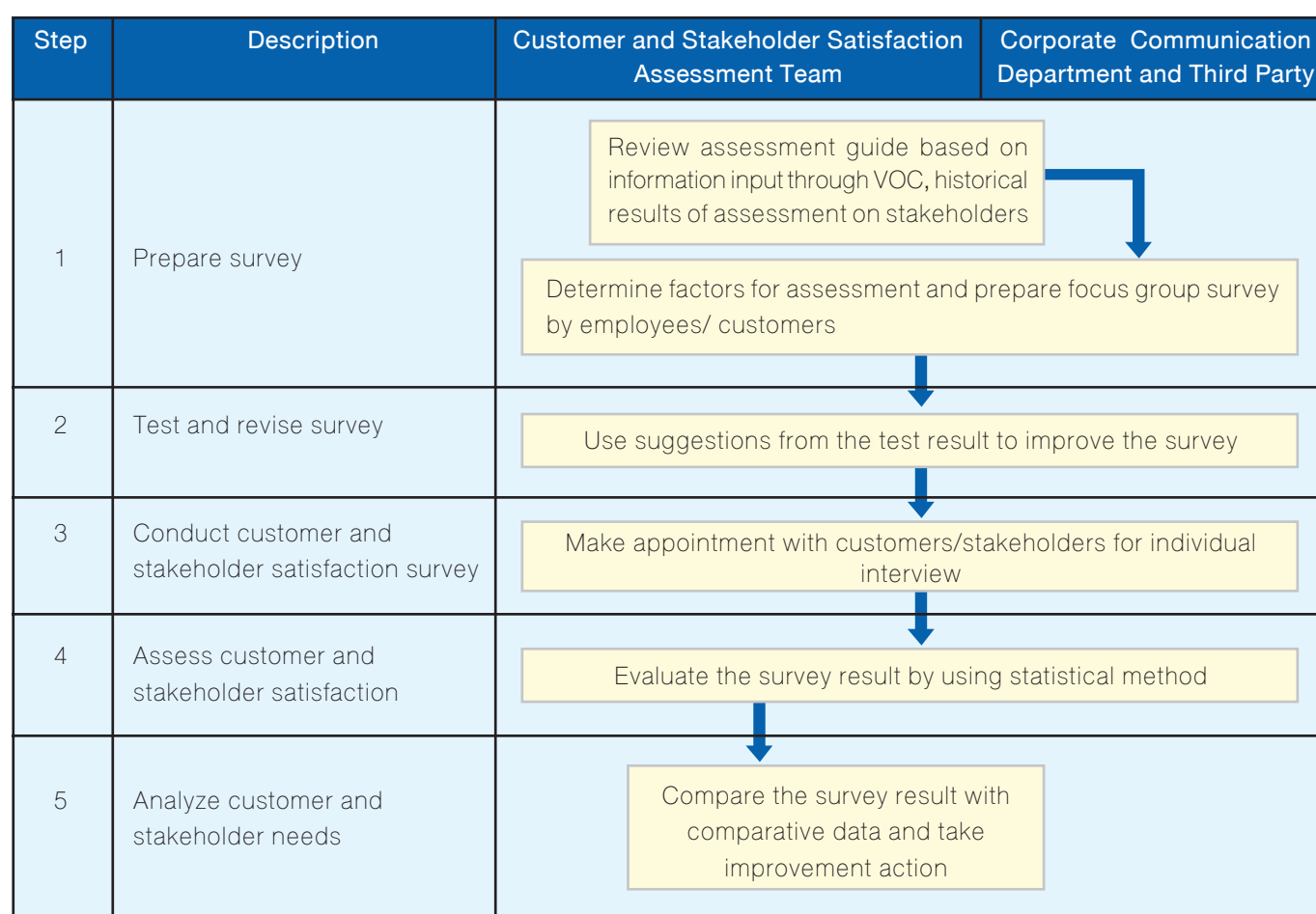
- 1) Customer satisfaction survey;
- 2) Customer's future plan. The Company can obtain data on customer's water procurement trend and direction; and
- 3) Open-ended questions regarding dissatisfactions, problems needed to be solved or improved and compliments and suggestions. Marketing Division will conduct this customer satisfaction survey to obtain

information regarding the level of customer satisfaction as shown in Diagram 8. Besides the customer satisfaction survey in accordance with the quality and environment management system, a third party is employed to conduct the same survey and its survey result will be compared with that conducted by the Company. The survey result will be divided into 3 aspects, i.e., 1) Expectation - to seek opportunity for improvement of processes or products/services to better respond to customer needs, 2) Satisfaction - to maintain level of satisfaction on the Company's services and 3) Dissatisfaction/Complaint - to determine a corrective action. Such 3 survey results will be reported to the meeting of the committee on quality system management through the representative of such committee (QMR) and proposed to the CSI Committee for review of the sufficiency of the operations of each function. If any sufficiency is found, a preventive action may be taken and relevant procedures may be improved for practice by relevant persons.

Since EastWater is a major raw water service provider for customers who have no choice of water resource and there is no competitor in this business, there is a limitation on procuring of satisfaction survey information from other organizations for comparative purpose. Therefore, EastWater has compared the result of satisfaction survey with those obtained in the past. The Company places the importance on the analysis of difference between the scores obtained from the evaluation conducted by each customer and the average score thereof. If it is found that the score obtained from the customer is below the average, Operation and Customer Services Department

will propose such matter to the CSI Committee for consideration and determination of a solution method to ensure prompt service provision and more efficient complaint resolution plan and system improvement, bringing satisfaction to customers. This process and the progress of which will be discussed and reviewed monthly in the meeting of CSI Committee, which will also consider a problem solving guide on a continuous basis for proposing to MM for review of the sufficiency of the relevant process in an attempt to obtain better scores for the next surveys.

Diagram 8: Satisfaction Survey Process



2.2 Process on Development of Information System Useful for Customers: EastWater has developed its information system to allow each customer to promptly track the various aspects of information on raw water such as quality of raw water from reservoirs, flow rate and raw water volume from each reservoir. This system has enabled customers to immediately check the quality of raw water obtained in each period and adapt their tap water production process to be suitable with the quality of raw water obtained, helping to save their production cost.

In order to enabling Marketing Division to focus on the understanding of customer business in each group on a prompt basis or catch up with the changing customer needs, the Company has reviewed the channels through which customers can search for useful information. With good technologies, customers can contact EastWater's staff and executives via e-mail. The Company also submits e-newsletters and summary reports of distribution services monthly/quarterly and half-yearly to each customer.

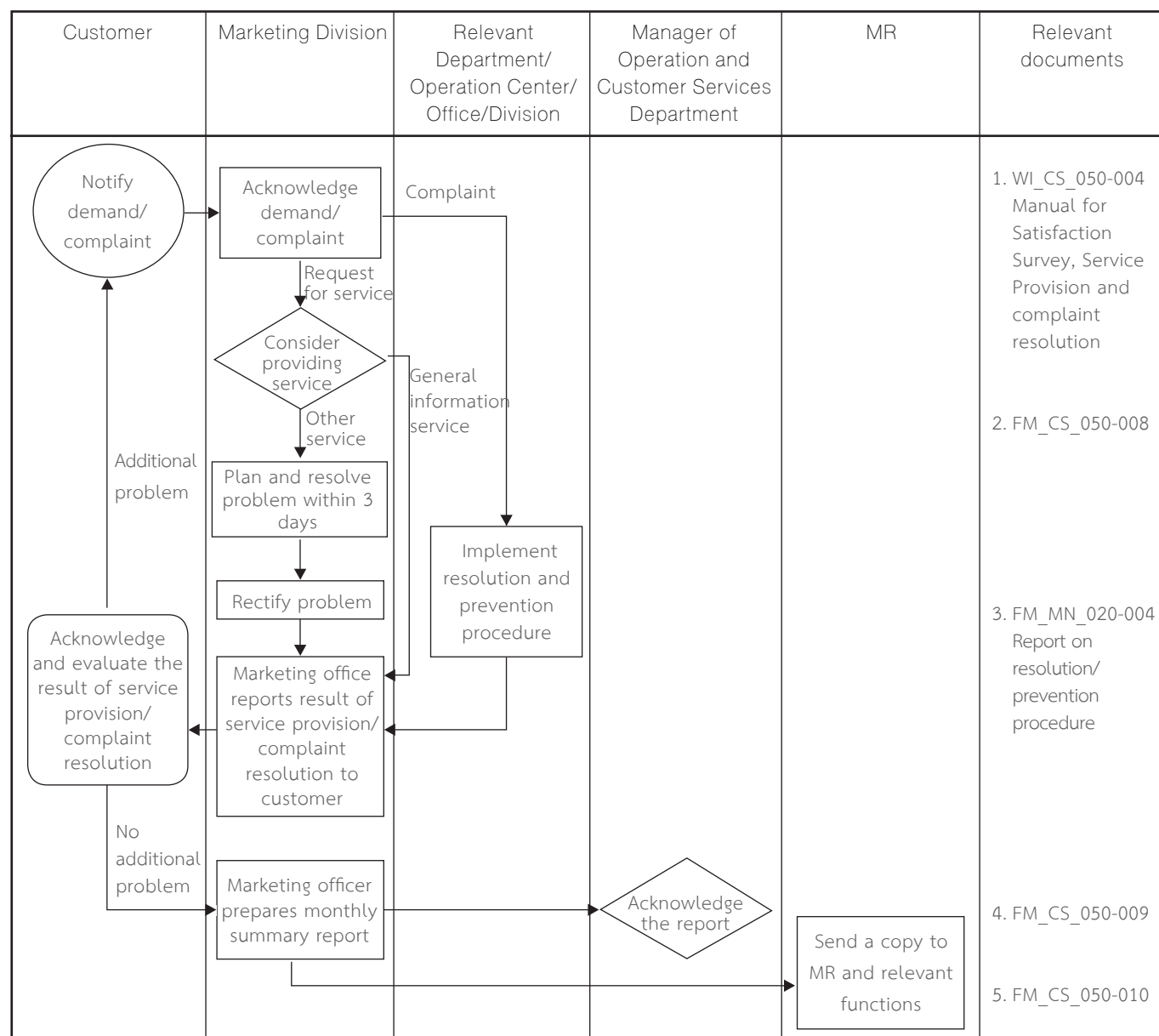
2.3 Process on Efficient Complaint Resolution: As mentioned in clause 1 and according to the introduction of the communication channels via telephone and e-mail at marketing@eastwater.com, executives will be simultaneously acknowledged of service requests or complaints from customers and that they can provide the services or take the remedial actions completely. Marketing Division has prepared a work procedure manual for a service provision and complaint resolution as shown in Diagram 9, which is communicated through the quality management system of ISO 9001 and the environmental management system of ISP 14001. Under the guideline, an employee who received complaint from customer must notify to Marketing Division for consideration of the nature of demand/problem, record the particulars

of such service request or complaint and perform in accordance with the following 2 cases:

(1) In case of request of general information such as general news or information on water consumption/situation/quality, a marketing officer will respond to such request within 24 hours.

(2) In case of request of complicated service an officer cannot respond to the request immediately because more time is required to solve the problem. The request will be proposed to the CSI Committee to determine a responsible person to develop a solving plan within 3 days. If more time is required, the responsible person must give reason to the meeting of the CSI Committee.

Diagram 9: Services Provision and Complaint Resolution Systems



2.4 Process on Organizational Encouragement for Better Response to Customer's Expectation: EastWater's business is to provide raw water to customers who have no choice of water resource and cannot procure reserved water volume sufficient for their use in a year. These customers select to receive raw water service through EastWater's pipelines for use in their production process. For customers who require high volume of raw water, the water distribution via pipeline system is considered the most economically worth in terms of technical theory. Thus, in a customer cycle life, there are very few customers changing to use raw water from other service providers in replace of EastWater. Nevertheless, if such issue is found, top executives and Operation and Customer Services Department will hold a meeting with such customer to listen to his/her problems and details about the use of other raw water resources. In the future, if raw water demand becomes greater than the supply from alternative water resources, customers will continue to use raw water service from EastWater. In addition, the information obtained from customers will be used for the service feasibility analysis and the study on customer's water demand trend for creating the Company's opportunity to expand to other businesses.

3. Measures to Systematically Monitor Water Situation

Due to the drought crisis during 2004 - 2005, the raw water volume was not sufficient for the need in the Eastern part which was as a result of the lack of local communications throughout the water management cycle, including supervisors of reservoirs, deliverers and users of all sectors. After the drought crisis was overcome by the cooperation of all parties, the Company has participated with entrepreneurs and Royal Irrigation Department to establish measures to monitor water situation and provide other necessary information to prevent any drought problem in the future. Important measures are:

- (1) Arranging Water War Room to be participated among entrepreneurs and relevant authorities on a monthly basis;
- (2) Establishing a drought plan to monitor raw water volume in the reservoirs in the Eastern part, and prescribing measures to handle with the circumstance where raw water volume decreases to the determined level; and
- (3) Accelerating the development of reserve water resources to get ready to handle with a drought situation in each year.

The CSI Committee has required relevant functions namely, Project Planning Department together with Operation and Customer Services Department, to supervise and report the water level to relevant parties i.e., Water War Room Committee and customers via e-mail on a weekly basis.

4. Process on Quality Improvement that Consistently Meets Standards for Giving the Most Confidence on EastWater's Services

- (1) Feasibility Study: Since customers need to study the suitability of their investment and raw water volume that is sufficient for their production, and obtain a project construction permission and business license from relevant authorities, EastWater, thus provides a feasibility study service in respect of water resources to support customers' environmental impact assessment (EIA) under the National Environmental Quality Act B.E. 2535 (A.D. 1992), and issues a letter to certify the competency of raw water distribution for customers' projects that has no impact on agricultural sector and public consumption.
- (2) Project Development: After a customer has completed his/her feasibility study on the investment or production expansion and obtained the project construction permission from relevant authorities, EastWater also facilitates the customer by providing consultancy services with respect to project designs, engineering standards for raw water pipe connection, installation of metering station and equipment calibration in accordance with relevant standards. After the construction of raw water pipeline system and metering station has been completed, a sale phase will commence and the Company will manage its water pumping system to distribute water to the customer at the volume notified by him/her.



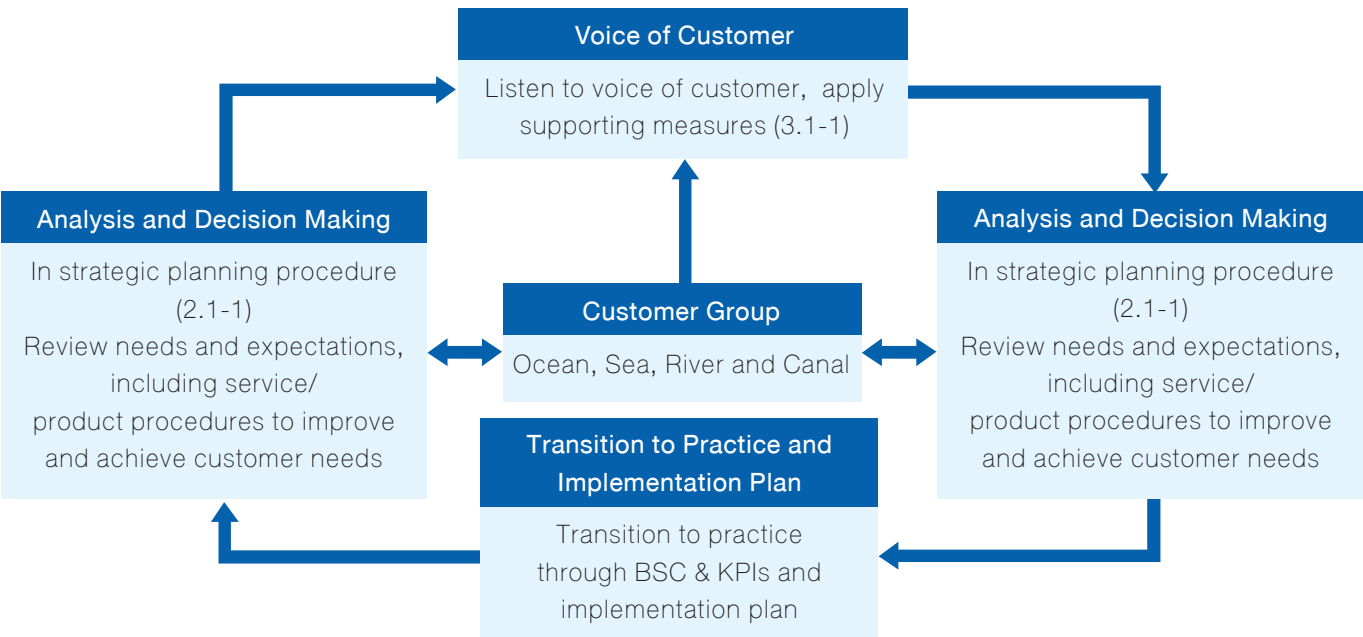
Diagram 10: Process on Improvement of Services Quality of CSI Committee



5. Application of Strategies to Develop Customer Relationship for Utmost Efficiency

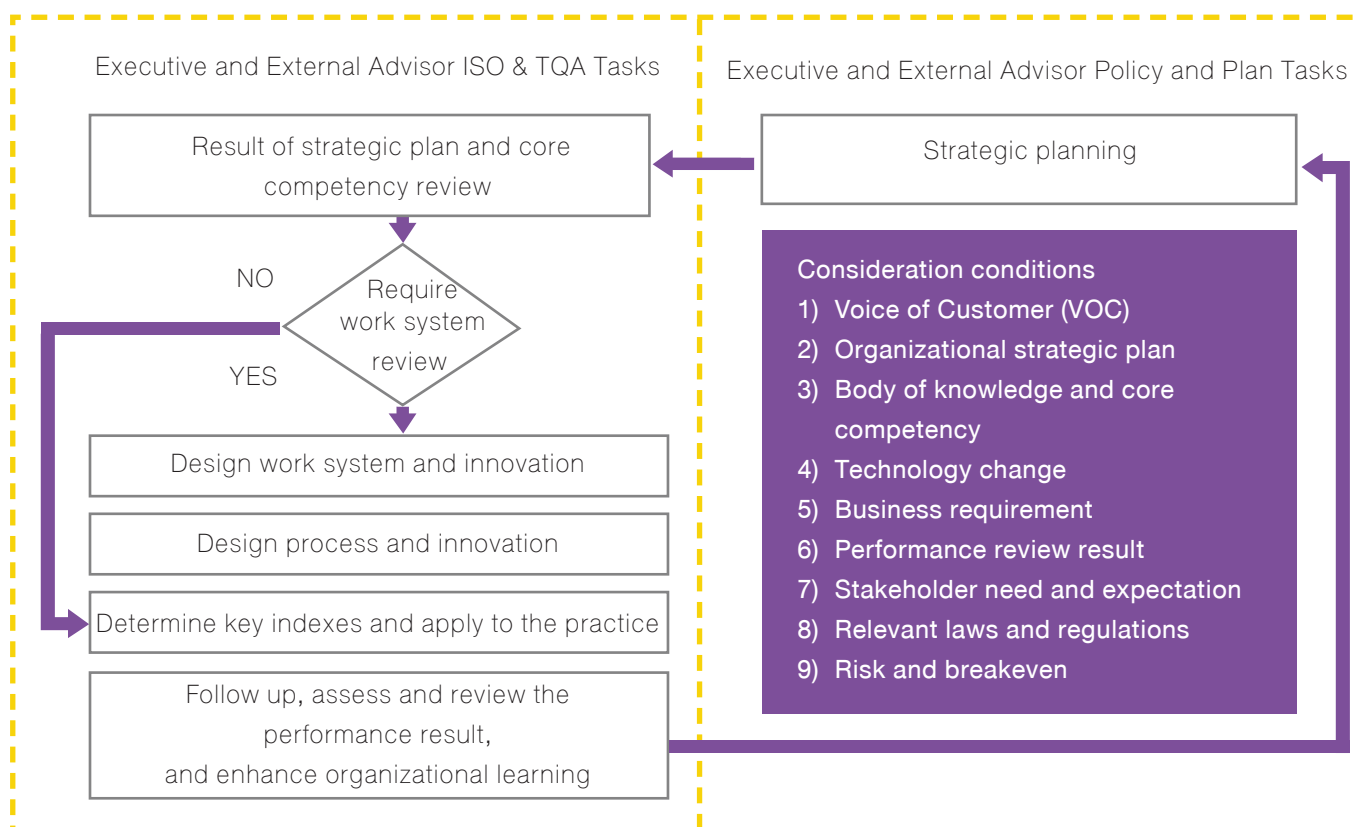
Top executives have a policy to adopt CRM strategy to build customer relationships. Marketing Division has the duty to take care about the relationship with each customer and analyze and determine strategies to manage the relationship between the executives in all levels and each customer. This strategy will be discussed and the progress of which will be reviewed monthly in the meeting of CSI Committee. The customer relationship building process is illustrated in Diagram 11.

Diagram 11: Customer Relationship Building Process



1.2 Developing Excellent Process

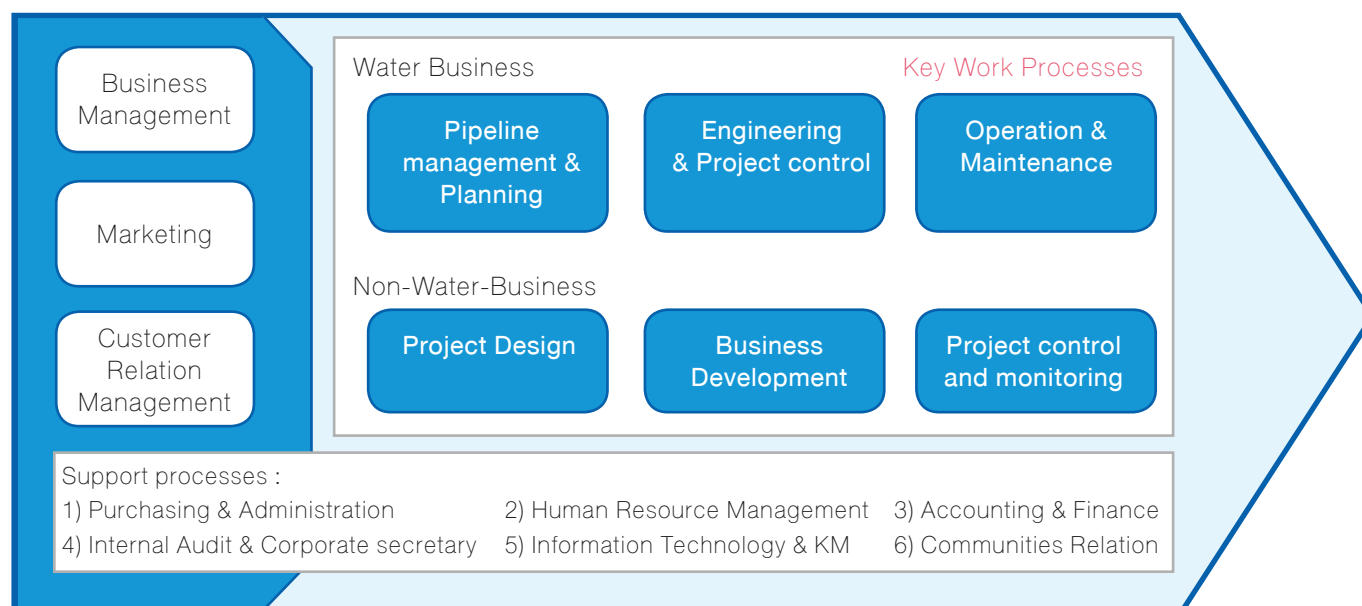
Diagram 12: Overall Processes of Work System and Innovation Design



EastWater has a continuous development of its management system as follows:

1999	The quality management system of ISO 9001 was adopted.
2002	Existing work systems were reviewed and additional necessary work systems were adopted. The environmental management system of ISO 14001 was adopted.
2010	Total Quality Award (TQA) was applied to review and assess the organization and improve the existing work systems to cover every product and mission of the Company, taking care of customers and stakeholders, core competency, strategic plan, technology change and relevant laws, rules and regulations etc. As a result of such review, the Company has applied Enterprise Resource Planning (ERP) System in 2010 to improve its support systems by linking together the purchase/procurement process, warehouse management process and accounting and finance process which were separated from each other earlier. This integration has assisted in increasing work speed and flexibility, creating accurate information integration throughout the organization, and reducing work process and operating time and cost.
2011	Overall work systems were improved. The Company's key work processes can be identified as illustrated in Diagram 13.

Diagram 13: EastWater's Key Work Systems and Processes



EastWater's Key Work Processes

Diagram 14: Key Process, Sub Process and Task

Key Process	Sub Process and Task
1. Management process in water business unit (This is a very important process because it consumes natural resources and requires continuous liaison with government and community sectors)	<ul style="list-style-type: none"> Water grid management and planning, annual water allocation plan, water resource procurement and development, feasibility study and risk, and breakeven analysis before investing in a pump water construction Large pipeline installation engineering service and project construction control to be in accordance with operational and strategic plans Distribution of raw water pumped from reservoirs or natural resources to customers at their required volume. EastWater uses SCADA system to control water pump and monitor water pumping procedure in terms of its flow rate and pressure at a reservoir or natural resource, including pipeline area until customer's receiving station. Maintenance and calibration to maintain water pump stability and increase its efficiency, including preventive maintenance and equipment repair and calibration for long useful life and cost reduction Activities under improvement of quality of life and environment projects as part of the community, especially those along the operating areas

Key Process	Sub Process and Task
2. Management process in business continuity unit (This is an important process because it involves environment concern and organization sustainability.)	<p>Project design, feasibility study, and risk and breakeven analysis before investing in a project</p> <p>Business formation development and business negotiation (due diligent)</p> <p>Project control, performance monitoring and review to be in accordance with operational and strategic plans</p>

The achievement of the operations of key processes, bringing sustainability to the organization must consist of the following supporting processes:

1. Marketing and Sale Process This process studies customer needs, anticipations on use of water in the future, water sales to each customer, and determinations of raw water connection and control point at a metering station, as well as negotiations to enter into purchase and sale contract.

2. Customer Relation Management Process (CRM) This process collects data on customer needs to establish efficient after-sale service plan, manage complaints, and organize activities to promote good relationship and understanding with customers.

3. Organization Management Process This process involves internal management which establishes a business plan to ensure efficient and effective business operation and prevent any potential business risks and damages caused by a breach of relevant laws, rules or regulations.

4. Human Resource Process This process comprises recruitment and selection of employees, employee performance evaluation and personnel training and development to encourage employees to perform the duties in accordance with their tasks assigned and in efficient manner, and to provide good working environment.

5. Accounting and Finance Process This process is to prepare financial accounts and reports in accordance with the laws, accounting standards pursuant to the notifications of Federation of Accounting Professions and other related regulations. This process also serves to manage finance and investment in an attempt to control revenue and cost within the Company's budget. It also continuously analyzes financial information to provide data for executive decision-making.

6. Procurement and Overseeing Process This process plans and controls the procurement of equipment and

tools for the utmost benefit of the Company's group, and facilitates the management of the offices and properties of the Company, as well as oversees the working security and health of the employees in accordance with relevant policies, regulations and laws.

7. Corporate Communication and CSR Process This process serves to ensure that the operation of the organization takes into account a social and community responsibility by giving assistance to communities in the operating areas and leading people to realize the value of water and conserve water resources, which will lead the Company to operate its business for the society on a sustainable basis.

8. Information Technology and Knowledge Management Process This process serves to manage the information technology and knowledge of the organization to ensure it is in a timely, safe and up-to-date manner and to prevent any loss and external data theft, including preparing information system improvement, development and restoration plans.

9. Audit and Corporate Secretary Task Process The audit process serves to review the efficiency and effectiveness of the internal operations and controls while the corporate secretary task process serves to cooperate and deal with the meetings of the Board of Directors in accordance with the rules of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Nevertheless, the key requirements of each process illustrated in Diagram 15, used by a responsible person of each process are different in each process characteristic such as VOC from Operation and Customer Services Department, information from deliverers and alliances, information from main cooperators, information from stakeholders and information from official and unofficial cooperators, taking into account good risk management and internal control for the work procedures.

Diagram 15: Indexes for Key Processes

Process	Key Requirement	Index
Water Business Unit Management		
1. Water Grid Management and Planning	1. To procure raw water resources to sufficiently meet the customer needs and increasing market demands	1. Percentage of water volume sufficiency to customer need (million cubic meter)
2. Large pipeline installation engineering service and project construction control	2. Project construction progress that is in accordance with the project operation plan 3. Work performance that is in accordance with the relevant laws and regulations	2. Project progress compared to the plan (%) 3. Complaints from communities/ government agencies in the project area (number)
3.1 Raw water pump	4. Management of water grid to ensure sufficient and continuous water distribution through main pipelines 5. To efficiently control water pumping systems with low cost 6. Quality of pumped water that is in line with the contract (volume and pressure)	4. Non-disruptive water supply through main pipelines (number/year) 5.1 Decrease of Non-revenue water volume (%) 5.2 Cost of raw water and electricity (Baht/cubic meter) 6.1 Quality complaints (number) 6.2 Water pressure and volume distributed to customers
3.2 Pipeline maintenance and calibration	7. Repair and maintenance of pumping system and pipeline to ensure normal water distribution	7.1 Water distribution suspension for repair/ maintenance (number/year) 7.2 Result of calibration compared with the operation plan 7.3 Result of planned maintenance
3.3 Pumping system control	8. Continuous availability of pumping system to distribute the water to customers	8.1 Availability of SCADA system and controlling equipment 8.2 Water demand and pumping system capacity 8.3 Result of actual pumped water compared with annual water allocation plan

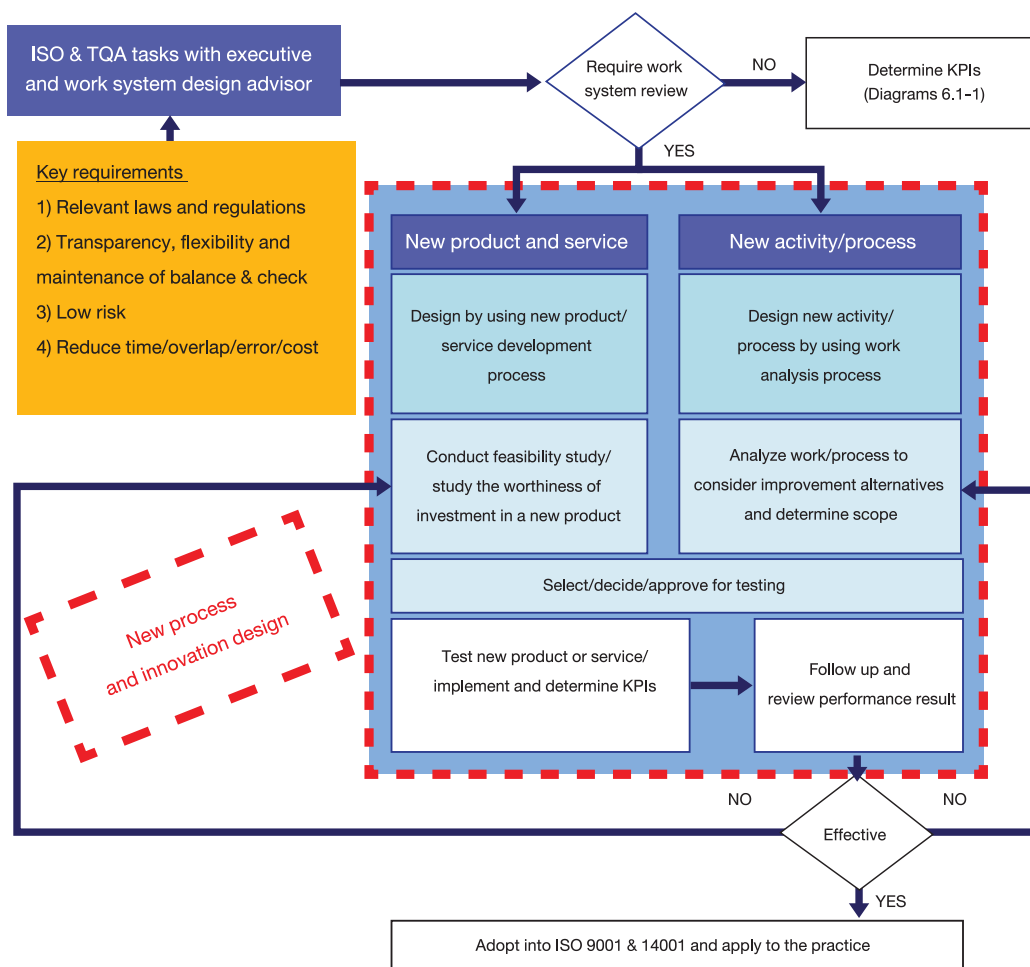
Innovation Creation Process and Adoption of Technologies for Work

EastWater designs work systems and creates innovations, starting from the joint analysis on the work procedures of each department conducted by ISO & TQA, external advisors and relevant executives. The design is divided into 2 forms as follows:

- 1) New Product or Service Design
- 2) New Activity or Process Design

In each design of the work systems and creation of the innovations, EastWater takes into account the customers' need and separation of duties, to create flexibility and reduce overlap and lost cost from overlap to achieve the goals of each process efficiently and effectively. EastWater also complies with the laws and regulations that have an impact on its design process such as notifications and regulations of the Stock Exchange of Thailand, ISO 9001 & 14001 provisions, Core Competency, knowledge obtained, changed technologies, work flexibilities and relevant standards etc.

Diagram 16: New Process and Innovation Design Process



Samples of the design and application of key innovations of EastWater:

(1) Supervisory Control and Data Acquisition (SCADA)

After SCADA system has been adopted, EastWater is able to control its management costs on a stable basis, decrease errors in the systems and reduce the consumption of personnel resources considerably. At present, EastWater reduces water loss in pipe from 20 percent down to 3 percent, which brings satisfaction to customers and creates more efficient water distribution. SCADA system, nowadays, is developed whereby each distribution station no longer operates on a regular basis but the systems will be controlled singly by Control Center.

(2) Control Center System

The Company has implemented Control Center System to manage its water pump system, using standard database management and Master Centralized Control to control operation and communication in SCADA system. GIS program (to be discussed in the next topic) and

Hydrodynamic Model are also used to plan and manage water resources and water use for maximum efficiency. These technologies are used for the utmost effectiveness in water management and water grid management.

(3) Mathematical Models and Applied Programs for Water Grid Planning and Management (GIS)

Geographic Information System (GIS) and Hydrodynamic Model are computer technology that are used for planning and managing water grid.

(4) Hot Tapping/Wet Tapping Technology

Hot tapping/wet tapping technology is a pipe connecting technique that has soil protection system. Excavation level reaches existing water pipes and they are connected with new ones, allowing easier maintenance, rerouting or splitting to other areas without disruption in supplying water to consumers.

(5) Sink Caisson Technology

This technology is used in building water pump stations

and reservoirs without stripping in areas of construction. It can help prevent water leaking into underground construction and turbidity, resulting in uncompromised quality of water for consumers.

There are more innovation creation processes that help to enhance the efficiency of EastWater's business operation, such as:

- The study and analysis to search for a way to integrate IT works and develop them to ERP, which was tested in 2011 and announced for implementation until present
- Being the first company in Thailand to adopt the technology to provide water supply from sea water
- The study for getting prepared to adopt Membrane Technology into the water supply production and wastewater treatment processes
- In the pumping process, the development of the calculation program for non-revenue water in each distribution area. This program is linked to the user data base and the Company has duly registered the patent of this program.
- The development of the design of meter reading program that can issue a receipt simultaneously. This program is used in Sattahip water supply area, Chonburi Province.

Monitoring and Review Process

- **KPIs for Work Process Improvement** Department KPIs were developed and communicated to all functions with the requirement for them to take a remedial action for any issue found by Review Department within the prescribed time, and were supplemented into Individual KPIs for evaluating the performance of each employee in the department.
- **Internal Audit** Monitoring of IQA&IEA system is conducted quarterly in accordance with the ISO provisions by Internal Audit (IA), Internal Audit Department to ensure the compliance with determined procedures and the achievement of key requirements.
- **Certified Body Audit (CB)** which will be conducted half-yearly. The following cases require an audit by CB:
 - a. *Environmental related issues:* Actions will be conducted pursuant to ISO 14001 at least once a year in July of each year.

- b. *Finance audit:* An external advisor (Certified Public Accountant) will audit financial matters on a quarterly basis to ensure correct and transparent financial transactions and compliance with relevant rules and standards.

Management Guideline to Reduce Errors and Control Costs

EastWater has used the following guidelines to reduce errors and control costs:

1. *Investment Cost:* Feasibility study is required to be conducted for the Company's investment, by taking into account financial and economic worthiness and EIA & HAI, and each investment is required to be proposed to the Board of Directors in accordance with the Company's rules.
2. *Operating Expense:* Cost is controlled within the determined budget scope approved by the Board of Directors. The budget is improved/reviewed during the second quarter of each year to ensure that the expenditure is in line with the revenue and up-to-date with changing situations.

Supply-Chain Management Process

In the supply-chain management, the quality management system of ISO is adopted to supervise key suppliers and the efficient procurement system is applied to control the management, starting from the registration process of a supplier as a business partner of the Company. Equipment Procurement Division will verify evidence of identify, financial status, conflict of interest, business operation based on corporate governance, ISO 14001 certificate, environmental conservation, and past performance or negative news toward society etc. for preparing Vendor Profile List before registering such supplier in the AVL (Approved Vendor List). Purchasers must prepare TOR (Terms of Reference) stating his/her purchasing/hiring scope and key special conditions in support of his/her request of any purchase or hire contract for clarity and equality to all contractors.

Systematic Management Process on Customer Expectation

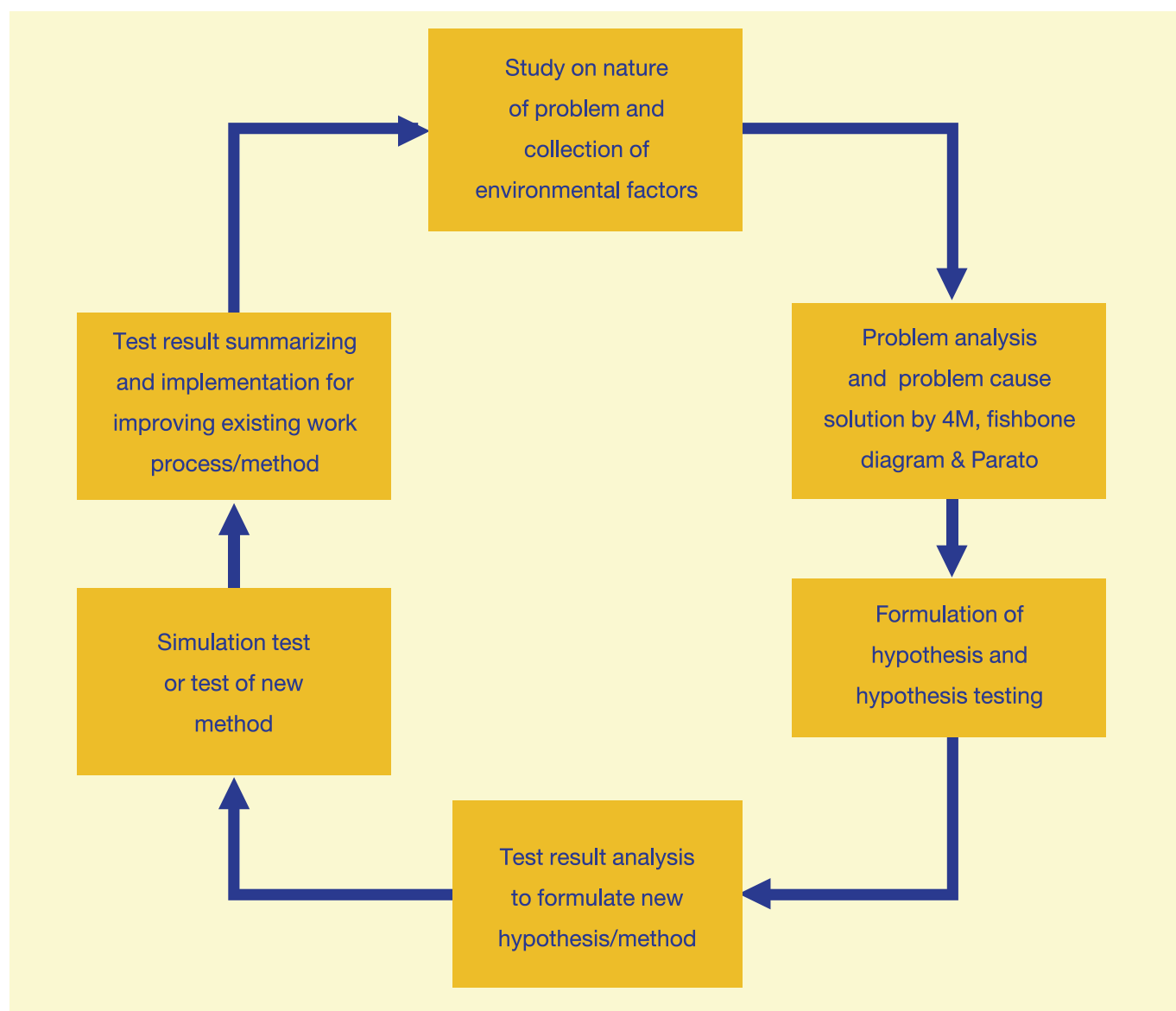
EastWater has assigned ISO & TQA together with a representative of each function to collect customer needs and expectations with respect to each process and collect relevant important information from key stakeholders for preparing and reviewing of all key processes and requirements in a process review meeting held in January of each year.

Continuous Review and Improvement of Work Systems for Sustainability

EastWater has convened the management meetings and the meetings of cross functional team to review the work systems since 1999 until present with an aim to improve the work performance on a continuous and holistic basis and reduce organization's operation cost. For example, in 2010, the management decided to adopt ERP (Enterprise Resource Planning) to manage the resources of the organization by connecting and integrating the data bases and work systems, and applying TQA to improve the work systems, which helped developing

every work system to achieve a leap growth. CSI team was established and SLA was developed to improve customer service systems, increase system flexibilities, reduce unnecessary work processes, focus on handling with casualty, and prepare business continuity plan etc. The Company also analyzed to improve and revise work processes if any problem occurs during work, by using the performance development process illustrated in Diagram 17. Any knowledge obtained will be compiled and included in the body of knowledge for purpose of the study and design of a personnel learning and development process.

Diagram 17: Performance Development Process



1.3 Developing Human Capital

EastWater accords due importance on the Company's human resource. It believes that an employee is a key factor to drive the organization. Therefore, its strategic plan was determined to cover a learning and growth strategy which is one of the four scorecards of the organization.

Systematic Work Force Planning

Human Resource Department and original affiliation will assess the quantity of workforce that is in accordance with the work and work plan, taking into account the volume of current work and expected increasing or decreasing volume of work in the future, and will review the workforce capacity of each year at least once a year.

Efficient Internal Personnel Recruitment and Management

In order to seek an appropriate person who possesses qualifications in accordance with those specified in Job Description & Job Specification to work in the organization, original affiliation and Human Resource will jointly recruit and select personnel and propose such person to the President for approval on the employment and remuneration. Each new employee will attend the orientation conducted by Human Resource to understand the structure, culture and business operation of the organization such as employee manual, welfare, corporate value and corporate governance etc. which will be compiled in a manual and distributed to all employees.

Job rotation within the organization is deemed as part of the personnel development whereby it encourages learning of new tasks and prepares personnel for possessing various abilities to be able to handle with any potential changes to the organization and assume more challenging work with more value in the future.

Management of Occupational Health, Environment and Safety

In the management of working environment, the management, professional safety officer and Committee on Occupational Safety, Health and Environment (SHE) together with a supervisor, are responsible for analyzing and searching for the factors and impacts on health, safety and risk prevention, determining work plans and preventive measures, controlling work performance to ensure compliance with the plans, monitoring incidents, and following up and assessing the results on a systematic basis. Welfare Committee has the duty to supervise employee benefits and welfares and attends the meeting with Human Resource and employers quarterly to consider a welfare administration. Both committees will monitor the process based on the indexes illustrated in Diagram 18. If it is found that any work performance is not in line with the monitoring index, professional safety officer will cooperate with the supervisor to analyze the cause and solving approach, and SHE and Welfare Committee will supplement such solution approach to lead to the implementation, and will review the process or plan for improvement.

Diagram 18: List of Indexes for Health, Safety, Welfare and Risk Prevention

Goal	Index	Major Difference
Health, Safety and Risk Prevention		
To ensure that the Company has supported health, safety and risk prevention for all employees	1. Number of annual health check-up: 1 time/year/person 2. Number of air inspection in workplace: 2 times/year/area 3. Safety hour and number of accident 4. Result of illumination test in 2. workplace and sound quality not exceeding 90 decibels 5. Number of unusual access by internal and external party	1. Employees working at Operation Centers are tested based on the risk factors of environment and hearing 2. Illumination and sound is in accordance with the law requirement
Welfare		
To ensure that the welfares provided by the Company to its employees meet the needs and expectations	1. Employee satisfaction (must be not less than the previous year level) 2. There must be no welfare complaint from employee	Satisfaction is different in each area.

Structure and Nomination of Occupational Health and Safety Committee

The Ministerial Regulation of Ministry of Labour and Social Welfare Re: Specification of Occupational Safety, Hygiene and Environment Management Standards B.E. 2549 (A.D. 2006), Section 2: Committee on Occupational Safety, Health and Environment, requires that an employer who carries on the business regulated by the law and employs fifty employees or more in his business place, shall arrange to have Committee on Occupational Safety, Health and Environment. For the business place having one hundred employees or more but less than five hundred employees, there shall be at least seven committee members, comprising:

1. An employer or a representative of employer at executive level as Chairman;
2. Two representatives of employer at supervisory level as committee members;
3. Three representatives of employee as committee members;
4. Safety officer at professional level as a committee member and secretary.

The Company arranged to have the election of the committee members of the Committee on Occupational Safety, Health and Environment from employees but there was no person interested to be a candidate for this election. The Company, therefore, appointed the persons who work at the principle office and operating areas, who have passed the training on occupational safety, health and environment as committee members. There were 9 committee members in year 2012.

Welfare Arrangements for Employees

Salary and Remuneration

The salary paid to the employees in each position is based on the remuneration and salary structure under which work nature and job value are determined and compared with the similar businesses and the market. EastWater's salary rate is higher than the average of the market in the operating areas and its salary base is adjusted consistently, starting from the early of 2010 when the Company surveyed salary bases with 8 companies in the energy group to search for the data for use in adjusting the benefits and welfares. The Company and this energy company group agreed to conduct a survey to compare the salary bases among them every other year.

EastWater's Key Welfares

EastWater provides the remunerations into 2 types as follows:

Type 1: Standard Remunerations, comprising

- Annual Health Check-Up
- Medical fee of baby delivery for employee and spouse
- Health Insurance
- Group life insurance
- Compensation
- Funeral expense
- House rental
- Compensation for injury/sickness, disability or death from accident caused by work
- Compensation preference
- the grants for helping housing interest loan
- the grants for helping vehicle interest loan
- the grants for helping computer interest loan

Type 2: Flexible Remuneration Employees can be reimbursed for each item not more than the prescribed maximum amount on an actual basis, provided that the relevant receipt must be submitted. According to the survey on the salary and remuneration structures in 2010 and 2011 with 9 well-known companies caring out the similar business, there were only 2 companies providing flexible remuneration.

Retirement Benefit Guide

The Company has a rule to pay compensation preference to the employees whose employment is terminated due to death, retirement (at the age of 60 years), resignation and termination at different rates subject to their service duration, the detail of which is stipulated in the employee manual.

Transparent and Fair Performance Evaluation

In the performance evaluation, EastWater has developed KPIs for each year, covering from Corporate KPIs, Department KPIs and Individual KPIs. Competency Dictionary has been prepared and the meeting or seminar has been held during a year to emphasize all parties to have a common understanding with regard to the required competency. Performance evaluation of the employees at all levels will be conducted to consider adjusting their remunerations and bonuses as illustrated in Diagram 19.

Diagram 19: Performance Consideration Criteria

Type	Performance Evaluation	
	Performance (KPIs) Weight (%)	Competency Weight (%)
Annual Bonus	70	30
Wage Annual Adjustment	40	60

Employee Satisfaction Survey to Lead to the Development of Employee Engagement

EastWater has arranged to have an employee satisfaction survey on various aspects, including job satisfaction and employee engagement, covering satisfaction on internal communication and annual evaluation of internal services. Data on satisfaction and engagement is also obtained through HR mobile activities, exit interview and the Company's Welfare Committee. The committee members of Welfare Committee are elected by all employees to hold the position for a two-year duration in accordance with the Labour Protection Act. The meeting of this committee will be held at least once per quarter. After Human Resource Department has collected and analyzed data on the satisfaction and engagement including other indexes, it will summarize the factors having an impact on the satisfaction and engagement including the next-year operation guides for promoting employee engagement.

Encouraging Development and Building a Continuous Learning Organization

The Company has focused in developing three areas i.e., 1) Company's business knowledge, 2) Financial knowledge for people who is not in finance function, and 3) Communication knowledge. In term of Company's business knowledge, it is focused on the water pipeline network system and the high efficiency water loss control management which is the company's competency to promote the sustainable knowledge as well as encourage the Company to fulfill the mission of being the knowledge center of water technology in the region. Personnel Learning and Development Process is illustrated in Diagram 20, Development Guide is illustrated in Diagram 21 and Samples of Training Programs for Personnel in each Level is illustrated in Diagram 22.

In order to supplement such knowledge which will lead to the development of internal personnel on a sustainable basis, the Company has determined that the employees who have passed trainings/observations of activities both in and outside the country must transfer their knowledge to others. In this case, Human Resource will compile and include such knowledge into the organizational body of knowledge.

Diagram 20: Personnel Learning and Development Process

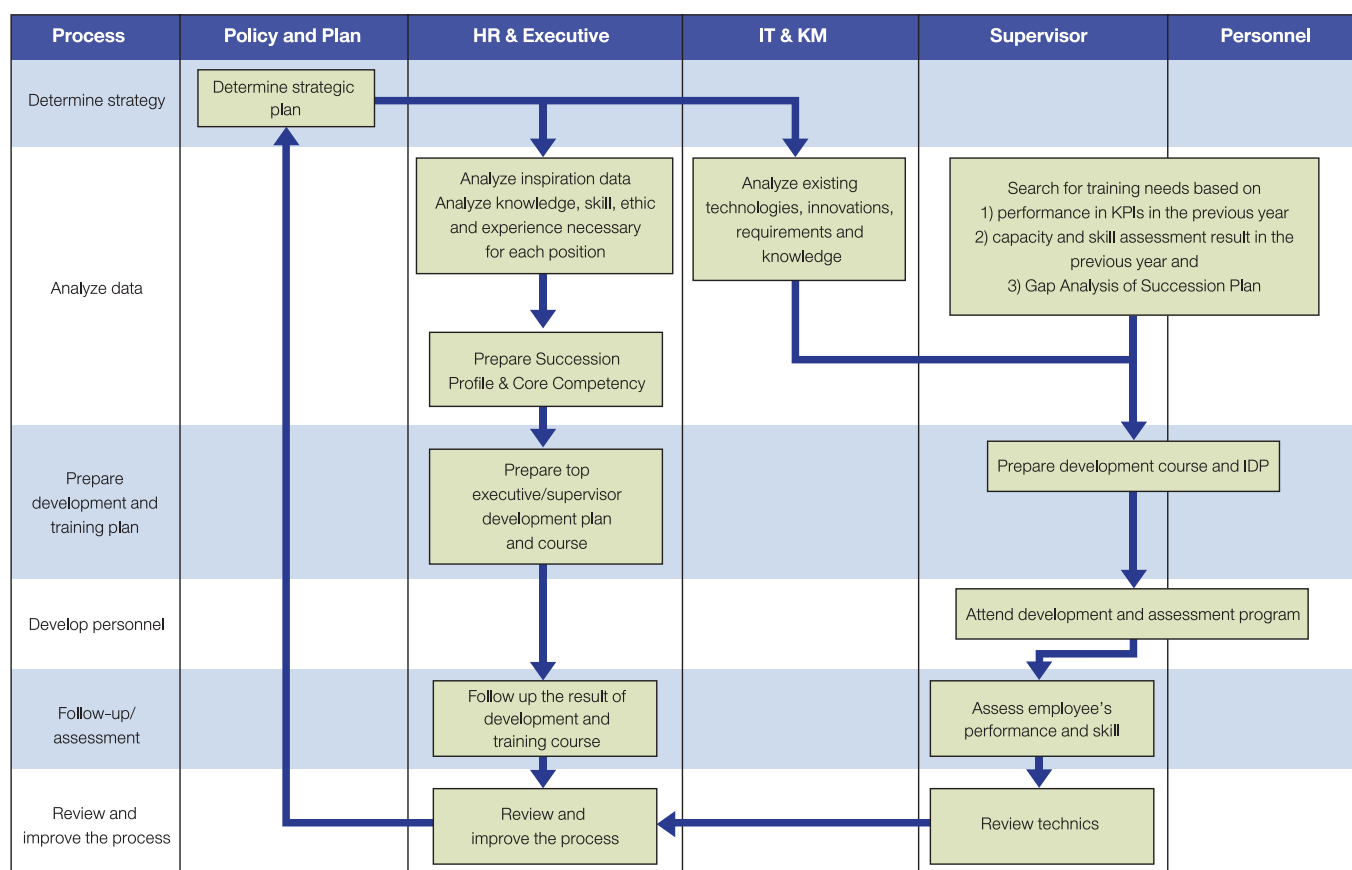


Diagram 21: Employee Development Guide

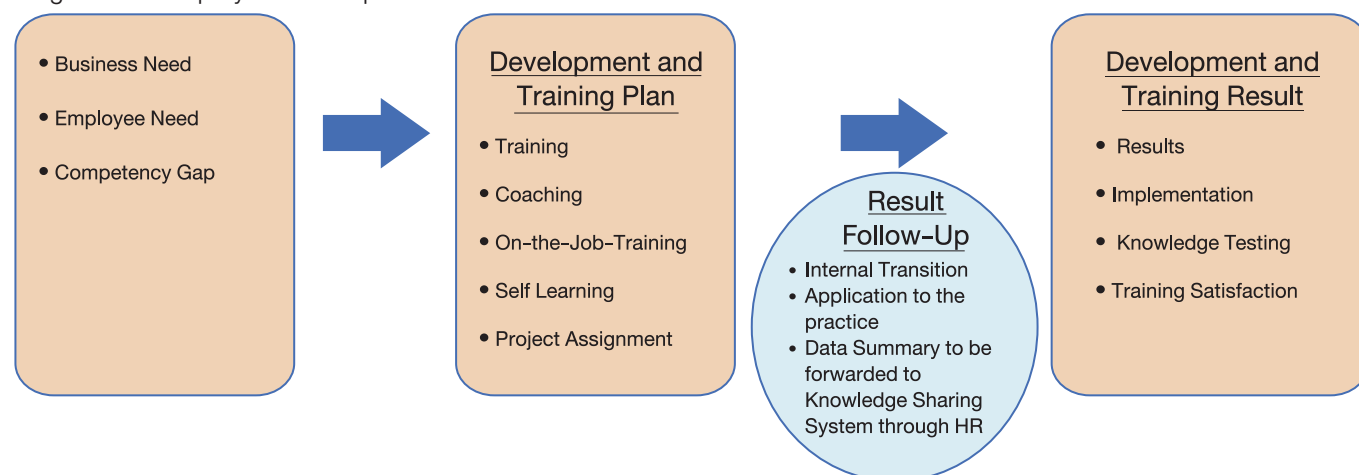


Diagram 22: Samples of Training Programs for Personnel in each Level

Training Subjects	Employee Group
Executive	Leadership Development Program (SEP, ASEP, EDP), Legal, Presentation
Manager	Leadership Development Program (EDP, Mini MBA), Legal, Systematic Thinking, Presentation
Staff	The 7 Habits to highly Effective People, Service Mind, Communication

Employee Growth Planning

Human Resource Department has interviewed employees about their expected career path in terms of their interests, strong points and weak points needed to be supported with an aim to encourage them to realize that the Company has accorded due importance on the growth of employees. The employees can also plan their own career path without a participation of the Company or their supervisor.

2. Sharing for Sustainable Social & Environment

Eastwater, a company in the private sector, sees the importance of environmental and natural resource conservation and management in line with transparent business operation and taking care of community because it considers that without the policy truly focusing on social and environmental responsibilities, the Company could not have an economic growth on a sustainable basis. Thus, the Company's strategic planning including operation planning not only take into consideration potential impacts on surrounded society and environment but aim to promote and support community and social development as well as environmental and natural resource conservation to enable EastWater, community and environment to grow simultaneously on a sustainable basis.

According to the determined scope and definition of the environmental conservation i.e., "All business operations of EastWater will not cause any problems to environment or every group of stakeholders", a key mission of the organization has been established which is "Maintenance of Good Corporate Governance and Community, Social and Environmental Responsibilities" to reflect the Company's commitment in taking care of the organization's environment with clear purpose. Moreover, to concretely perform with international standard, EastWater has established environmental management system which is a guideline for business operation. The environmental management system, ISO 14001, is internationally accepted which receives continuous support from the Company's top executives

and is concretely and systematically implemented at every level of the Company. EastWater received the certification of environmental management system, ISO 14001: 2004 within the scope of Administration of Water Distribution and Agreements.

EastWater, as an entity having the duty to be responsible for and take care of its society, has therefore operated its business and managed its organization based on “Corporate Governance Principle” which requires the organization to be responsible for community, society and environment. EastWater has established a corporate social responsibility policy or CSR Policy which has been adhered to since the incorporation of the Company in 1992, and started to allocate its net profits not exceeding 5 percent since 1995 for use in developing quality of life and environment for communities both inside and outside its servicing areas through various forms of CSR activities. CSR activities were organized with

a combination of the objectives demanded by the communities and the visions of the organization to suit EastWater’s slogan:

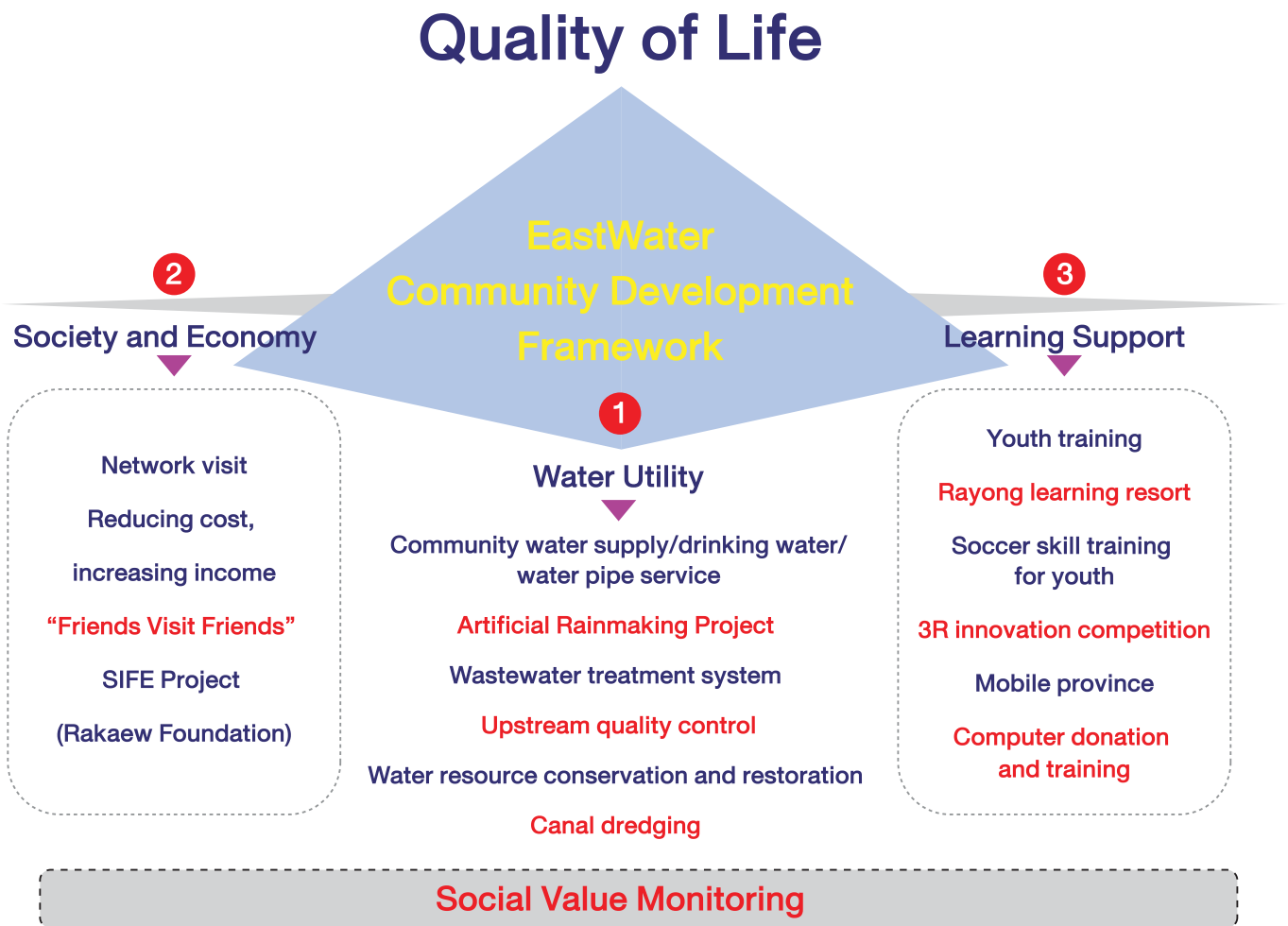
“When water resource is stable, all livings on this earth will be secured”

Community Development Framework

According to EastWater’s true commitments mentioned above, the framework for the development of community, society and environment has been established to be used as a scope for the Company’s activities and projects that reflect its realization of social responsibilities on a concrete basis, which comprise 3 topics as follows:

- 1. Basic Infrastructure
- 2. Socio-Economy
- 3. Life-Long Education

The above framework can be illustrated as below:



1. Basic Infrastructure The development of basic infrastructure to get ready for developing quality of life in a long run focuses on water system which is an important basis for the development of local areas with agricultural systems. The key development programs or projects are as follows:

1.1 Community Water Supply Project

This project has commenced since 2009 to survey the data on community's need and current condition of community water supply systems for use in the analysis and improvement of the water supply systems including the arrangement of trainings for community committees regarding improvement, maintenance and development of water production system and water quality. This project also provides knowledge about water supply business management, production cost and business management principle to enable the community to efficiently manage its water supply business and reduce reliance on government's support.

Achievements and Experiences Obtained

2009-2010	The Company improved community water supply systems for 8 villages in 3 subdistricts and provided trainings to 17 SAOs in 3 provinces (Rayong, Chonburi and Chachoengsao).
2011	The Company improved community water supply systems for 2 villages in Rayong, i.e., Moo 6, Namkhu Subdistrict and Moo 7, Nongralok Subdistrict, totaling 536 households.
2012	The Company improved community water supply systems for 6 villages, i.e., Moo 1, 2, 5, and 6 of Wangchan Subdistrict, Wangchan District, Rayong Province, and Moo 2 and 3 of Klong Khuean Subdistrict, Klong Khuean District, Chachoengsao Province, totaling 841 households.

1.2 Project on Clean Drinking Water for Community, which can be divided into:

- RO Mobile Drinking Water This service has commenced since 2000. There are 3 vehicles providing clean drinking water to communities through various activities for public benefits such as Mobile Province, Mobile Provincial Administration Organization, annual activities and traditional festivals and victim assistance programs in various areas.
- Bottled and Cupped Drinking Water in support of activities for public benefits and victims in various areas

- RO Drinking Water Container to be donated to communities, schools and agencies in the area if requested
- Raw Water Pipeline to be provided to the public and government agencies in the area, free of charge, at 5 locations:
 - 1) Map Kha Raw Water Receiving Well, Map Kha Subdistrict, Nikom Pattana District, Rayong;
 - 2) Dok Krai Reservoir Pump Station, Mae Nam Khu Subdistrict, Plaungdang District, Rayong;
 - 3) Pressure Extension Water Pump Station, Mae Nam Khu Subdistrict, Plaungdang District, Rayong;
 - 4) Map Ta Phut Pump Station, No. 477 Sukhumvit Road, Huay Pong Subdistrict, Mueang District, Rayong; and
 - 5) Klong Khuean Pump Station, Klong Khuean Subdistrict, Klong Khuean District, Chachoengsao

1.3 Supporting Artificial Rainmaking Project

EastWater sees the importance of cooperation in preventing and solving drought and water resources management for maximum benefits. The Company has constantly allocated budget for the Personal Affairs Division of HM the King, Bureau of the Royal Household to support Artificial Rainmaking Project for use in various activities, namely chemical purchase for Artificial Rainmaking Project, aircraft fuel for rainmaking, construction related to artificial rainmaking and agricultural aviation, including other activities related to artificial rainmaking and agricultural aviation for the benefits of people in drought-stricken areas.

The support of the artificial rainmaking project helps to bring benefits to agricultural and industrial sectors. Besides, it helps agriculturists to have better livings and to harvest more products, industrial estates to have sufficient water for their use and people not to be subject to water shortage for consumption. This project also helps to direct sea water at Bangpagong River to the Bay. More importantly, this project provides moisture to the forest in the Eastern area, alleviating the occurrence of forest fire and helping to conserve and oversee the fertility of the forest in the Eastern region.

1.4 Wastewater management system in school's canteen project

EastWater has integrated the activity from EastWater Young Leader Camp and established the wastewater management system in school's canteen project because it viewed that communities, buildings, houses and education places can emit pollutants in the level not different from that of small industries. These places use water and dump wastewater at a high volume into



natural water resources without having it treated by initial wastewater management, ruining natural water resources and causing low quality of water which cannot be consumed. Therefore, EastWater has cooperated with Natural Resources and Environment Office, Chachoengsao Province which is competent and experienced in household wastewater management to establish the project on wastewater management for cafeteria in schools and initiate the project to build and install grease tank in schools' canteens. The treated wastewater is used for other purposes such as watering plants and herbs cultivated by the students in accordance with His Majesty's idea of "sufficiency economy" under 3R concept (Reduce-Reuse-Recycle).

This project not only helps the schools to use less water volume and save water resources by reusing and recycling water, it also aims to create good relationship with communities and schools. The project's target is that the participated schools will become a school model equipped with wastewater management system in school's canteen that meets the standard. From 2010 to 2012, there were 262 schools having their wastewater management system in canteen improved. In 2011 and 2012, 15,000 cubic meters of wastewater per year was treated and 2,000 cubic meters of treated wastewater per year was reused.

1.5 Cannel Dredging Project

EastWater is determined to supply water to the people and industrial sector for better living. However, EastWater has realized the importance of communities and environment within the operating areas of the Company; therefore, the Company has cooperated with the government agencies to create good relationship with the communalities to provide benefit to the communities through the project called "Canal Dredging" having an aim to alleviate people burdens, especially in the use of water from canals and in the water transportation. In 2011, the Company has cooperated

with the Water Management Committee, Klong Khuean District and Bangrong Subdistrict Administrative Organization, Klong Khuean District, Chachoengsao to organize weed control project for the area along 5 canals in Klong Khuean District i.e., Plongrad Klong, Bang Rong Klong, Kopai Klong, Sarm Sed Klong, and Konkeaw-Don Sanarm Klong for the total length of 13 kilometers.

This project was implemented before the big flood crisis in 2011. Therefore, it has served as a preparation for casualty. It also helped in pumping water to turn the water from Bangpagong River to the Bay.

1.6 Water Resources and Environment Restoration

During the past two decades, EastWater has always prioritized natural resources and has constantly organized activities to restore water resources and environment, especially in main water resources that are crucial for the Company's business such as reservoirs in Rayong, Chonburi and Chachoengsao, comprising Dok Krai reservoir, Nong Plalai reservoir, Klong Yai reservoir, Bang Phra reservoir and canals and Bangpagong river etc. This is to help alleviate burdens of the government in maintaining water resources and protecting the ecosystem.

1.7 Mangrove Forestation Project at Pra Sae Estuary

There is fertile mangrove forest with the area of more than 6,000 rais located at Pra Sae estuary, Pak Nam Pra Sae District, Klaeng District, Rayong Province. This mangrove forest not only prevents the seawater from eroding the land, it also serves as a nursery area for sea creatures such as shrimp, shell, crab and fish. It also provides food and place for animals and birds to live and cohabit. The people around Pra Sae estuary, therefore, help to conserve this mangrove forest in an attempt to maintain the fertility of the environment on a sustainable basis. The Company then cooperates with Pak Nam Pra Sae Municipality, communities and other government agencies to plant mangrove forest at Pra Sae estuary to maintain environmental balance and develop the area as eco and education tourism. The Company has a target to plant 99,999 trees in total to present to H.M. the King and H.M. the Queen.

This project has been successful whereby there are more plants and animals living in this area, resulting in that people in the community have a better living, especially fishermen. This is because they can find 1-2 tons of various types of fish a day rather than just 2-3 kilograms a day, helping to increase their revenue.

2. Socio-Economy is a framework for the development of economy and society. It helps to build the economy in accordance with the basis of living in society. The



Company expresses its concerns over this aspect through the following projects and activities:

2.1 Meeting with Community Network to Reduce Cost and Increase Income according to Sufficiency Economy Concept

EastWater has adjusted His Majesty's idea of "sufficiency economy" to the current economic situation and strived for better quality of life for the people, by reducing cost, increasing income and making maximum use of consumerable goods. The Company has commenced this project since 2010 with an aim that communities that take part in this project can build on the ideas to gather local products. From 2010-2012, there have been trainings for 120 classes with over 7,000 participants.

2.2 Eanctus Project

EastWater has continuously supported "Eanctus" or Entrepreneurial Action US from 2011-2013 through Rakaew Foundation, which encourages students in bachelor degree level from all faculties and educational places nationwide to realize the volunteer spirit and responsibility towards the society. This project provides opportunity for the students to apply their knowledge obtained from the universities to develop skill, create opportunity of occupation, increase revenue and enhance quality of life and standard of living for communities on a sustainable basis through community development programs. The students conduct a field analysis of community's problems and work together to establish a plan to resolve economic, social and environmental problems of the communities. They also apply their knowledge and resources, as well as expertise from teachers to develop

the project together with the communities under the recommendations of advisory teachers and experts from business sector and present the achievement of the project which can be measured in 3 aspects i.e., economy, society and environment.

2.3 "Friends Visit Friends" Project

Since the Company has found that most people with disabilities in Chachoengsao are not aware of their rights and benefits, especially their healthcare or Patent Tor. 74 in accordance with the government's policy to issue laws or regulations governing the taking care of disabled people, in 2010, EastWater has partnered with Council of Disabled People in Chachoengsao Province in organizing "Friends Visit Friends" Project. The Company visited people with disabilities and brought a physical therapist to teach them about how to take care of themselves, physically and mentally, and about rehabilitation for paralysis, including medical treatment rights and benefits. In 2012, the Company also provided computer knowledge and skill to disabled people who have potentials to develop this knowledge and skill for their occupation.

Achievements and Experiences Obtained

- | | |
|------|---|
| 2010 | The Company visited 32 disabled people and created good relationship with disadvantaged persons and agencies. |
| 2011 | The Company visited 26 disabled people and brought 42 disabled people to study and observe activities to create occupational group for their community in Chachoengsao. |



2012 The Company visited 32 disabled people and 5 of them could apply the computer knowledge and skill to their occupations.

3. Life-Long Education The life-long education is a basis for a long-term change and development. It focuses on formal and non-formal education and informal education for communities. Samples of related projects or activities are:

3.1 EastWater Young Leader Camp

EastWater places the importance on the youths in its operating areas in 3 provinces. The youths should be taught about changing environment which is knowledge that is not in their textbooks and should learn about key problems of water resources which are 1) too-little-water problem due to deforestation and light rain and drought in some areas etc., 2) too-much-water problem due to deforestation as well – when there is a rain in the area having no forest to cover and protect top soil, flooding will occur, causing damage to life and properties, and 3) wastewater problem due to wastewater from households, industries and agricultures using chemical substances.

EastWater, therefore, has organized EastWater Young Leader Camp to be participated by the youths in high schools and junior high schools in 3 provinces i.e., Rayong, Chonburi and Chachoengsao, totaling 300 youths from 100 schools yearly. The camp takes 3 days and 2 nights, during which the youths are taught good leadership and natural resource and environment conservation, especially regarding “water”. The camp will teach the youths about leadership and realization of the importance of water resource as it is a source of animals and plants and is important for agriculture, industry and consumption, as well as nation development. The camp also aims to create awareness to the youths in transferring the knowledge on water resources to their family members or nearby communities with an aim to preserve water for future consumption.

Achievements and Experiences Obtained

From 2008 - 2012, there were more than 1,500 youths from 450 schools participating in EastWater Young Leader Camp.

3.2 EastWater Learning Center for Sufficiency Economy Project

On occasion of 20th anniversary, the Company wished to build a monument to represent its identity and social responsibility through the establishment of “EastWater Learning Center for Sufficiency Economy Project”, serving as a place to learn about the living based on sufficiency economy in accordance with His Majesty’s idea provided for more than 30 years. This place has been established as a learning base in accordance with the philosophy of sufficiency economy and has offered income supporting and cost reducing activities for agriculturists. This project has been well supported by the government agencies in Klong Khuean District and neighboring communities.

3.3 Rayong Knowledge Park Project (RK Park)

“Rayong Knowledge Park” is established pursuant to EastWater’s idea and intention to build a learning place with creative atmosphere, modern style and convenient access, to provide reading inspiration and promote self-learning. The park is better than a normal library or is called “Living Library” inspired by TK Park, located in the center of Bangkok city. The Company intended to provide opportunity for the communities and youths in Rayong area to have an access to a living library for





knowledge creation and accumulation, which is a basis for developing the quality of Thai society.

This project has been well cooperated by Rayong Provincial Administration Organization which has assisted in preparing the location for the living library, supporting the budget for interior design and decoration of the library, and providing personnel to manage and operate the learning center to be in accordance with the objectives of the cooperation. TK Park, Office of Knowledge Management and Development (Public Organization) has provided knowledge on the design and decoration of the learning center building under a living library concept, recommended and provided knowledge on the operation system of the learning center, and supported activities that promote the reading, learning and information and learning media beneficial for the operation of the learning center for the youths and communities.

3.4 3R Innovation Competition Project

With the cooperation of Ministry of Natural Resources and Environment, EastWater has organized “3R Innovation Competition Project (Reduce Reuse Recycle)” to provide opportunity for students in vocational schools and universities to express their ideas and skills in creating new innovations to reduce the use of water including reusing and recycling water. The innovation created by the youths in this project will be extended for actual use by industry and communities. There were 39 teams from various universities across the country joining the competition which was organized for the

second time. The inventions of the youths winning the competition are as follows:

1st Rank: Bio Agro PSU from Prince of Songkla University

Invention: 3 Section for Biogas and Water Reuse

Wastewater from communities is treated and reused for watering plants. This innovation is built from 3 main components i.e., reactor, bicycle for water pump and gas collector. It serves to bring wastewater from communities and households for treatment in Bio-waste Treatment System. Treated water can be reused for watering vegetable garden by drip irrigation.

2nd Rank: Noom Na Khao Sao NA Klue from Khonkaen University

Invention: Flood management from Rock Salt field

Flood from rock salt field can be easily prevented by covering rock salt field with plastic plates. Since salt water underneath the plastic plates has more specific gravity than fresh water on the plastic plates, the flood at the rock salt field will not be contaminated by saltiness.

3rd Rank: K.Ramp Water from King Mongkut's University of Technology

Invention: Recycling water from toilette flush tank and sink. The use of electrical control can reduce the use of water for toilette flush by 67 percent.

During the past two decades, Eastern Water Resources Development and Management Plc. has continuously accumulated its experience, skill, knowledge and expertise and developed its potentiality while not neglecting the concern and responsibility to communities, society and environment. All of executives and staff are strongly determined and intended to develop the quality of living for communities and society through Corporate Social Responsibility (CSR) projects to fulfill its vision “**To be the valued leader in sustainable water logistics and to develop the environmental management for utilities and renewable energy**” and to be in accordance with the statement emphasized by the President that “**Community development should be based on sustainability**”. To enable communities to stand on their own feet, the Company listens to their needs and responds to them. This is as “Power of creative sharing”. Also the Company has shared the benefit knowledge to those who are responsible to social programs and persuaded other agencies to participate with the Company to create and expand social network. This is considered to be the creative giving by using the EastWater’s expertise; this will drive a sustainable growth in economy, society and environment.

Part III : Performances

Information on EastWater Sustainable Operations



Section 1 EastWater Business Competency

Report on operating performance of EastWater for the year 2012

Performance Result		2012	2011	Increase (decrease)	%
		Million Baht			
1	Revenue from sales of raw water	2,612.22	2,261.02	351.20	15.53
2	Revenue from sales of tap water	841.60	765.85	75.75	9.89
3	Revenue from rental and services and other revenue	272.13	283.17	(11.04)	(3.90)
4	Total revenue	3,725.95	3,310.04	415.91	12.57
5	Total cost of sales and expense	2,031.23	1,798.84	232.39	12.92
6	Profit (loss) before interest and tax	1,694.72	1,511.20	183.52	12.14
7	Net profit (loss)	1,240.17	1,008.02	232.15	23.03

Proportion of EastWater's Revenue from Key Products or Services and Mechanism for Service Delivery or Provision

Product	Customer Group	Mechanism for Service Delivery or Provision
Raw water pump service (70% of total revenue)	4 groups (Ocean, Sea, River, Canal)	The raw water pump service is operated through EastWater's main pipeline system which will be connected with customer's receiving station via receiving pipeline installed by customer for use in the production and distribution of tap water or soft water to industry.
Tap water production and distribution, including water loss reduction service (25% of total revenue)	Public/Provincial Administration Organization and Provincial Waterworks Authority	EastWater has a policy to appoint Universal Utilities Co., Ltd. (UU), a subsidiary of which EastWater holds 100 percent of the shares to manage the business for EastWater pursuant to the agreed business terms under the concession contract.
Space leasing service (5% of total revenue)	Lessee	Spaces at the principle office in Bangkok are available for lease. The common property and area is managed by EastWater.

Water Distribution Capacity and Actual Distribution Volume

At present, the Company has managed its main water pipeline in the Eastern Seaboard. As at 31 December 2012, the total length of the pipeline was 377.8 km with the total pumping capacity of around 619 million cubic meters as shown in the table of water pipeline system.

Water pipeline system	Diameter of pipeline (mm.)	Length of pipeline (km.)	Average water distribution capacity ^{1*} (million cubic meter per year)
<i>Nong Plalai - Dok Krai - Map Ta Phut - Sattahip Area</i> - Dok Krai - Map Ta Phut Line - Nong Plalai - Map Ta Phut Line - Map Ta Phut - Sattahip Line - Rayong River - Map Kha Line - Map Kha Municipality Distribution Pipe	 1,350 1,500 1,400 1,350 900 700 900 200	 130.4 26.0 12.7 34.0 18.0 8.2 14.1 17.1 0.3	 316
<i>Nong Kho - Leam Chabang - Pattaya - Bang Phra Area</i> - Nong Kho - Leam Chabang Phase 1 Line - Leam Chabang - Pattaya Line - Leam Chabang - Bang Phra Water Filter Station 2 Line - Nong Kho - Leam Chabang Phase 2 Line - Bang Phra Reservoir - Bang Phra Water Filter Station 1 Line - Bang Phra Reservoir - Bang Phra Water Filter Station 2 Line - Bang Pakong/Chonburi - Bang Phra Water Filter Station 2 Connection Pipeline - Nong Plalai - Nong Kho By-Pass 1 Line - Nong Plalai - Nong Kho By-Pass 2 Line - Bang Lamung Water Filter Station Distribution Pipe	 1,000 900 600 700 1,200 1,000 500 710 700 900 800 710	 74.7 10.7 3.4 15.0 8.0 10.7 3.4 3.6 4.1 0.9 3.1 7.5 4.3	 110
<i>Nong Plalai - Nong Kho Area</i> - Nong Plalai - Nong Kho Line - Nong Klang Dong Water Filter Station Distribution Pipe	 1,350 900 500	 52.5 39.9 4.5 8.1	 78
<i>Chachoengsao Area</i> - Chachoengsao Pipeline	 1,500 1,350 1,000 700 710 630	 60.1 15.6 18.1 6.4 5.7 4.0 8.9	 65

Water pipeline system	Diameter of pipeline (mm.)	Length of pipeline (km.)	Average water distribution capacity ^{1*} (million cubic meter per year)
- Chachoengsao Pump Station - Chachoengsao Reserved Pond Connection Pipe	1,500 1,350 700 160	0.4 0.5 0.1 0.4	
- Bangpagong - Chonburi Pipeline System	1,400 1,200 1,000	53.0 0.9 1.0	50
- Samnakhok Reserved Pond Connection Pipe	700	2.2	
- Prapa Sriracha Water Filter Station Distribution Pipe	800 900	3.0 0.7	
Total		377.8	619.00



¹ Water distribution capacity is calculated based on 24 hours per day at a flow rate of the current system. For example, the pipeline system at Nong Kho - Leam Chababang - Pattaya - Bang Phra area using gravitation in distributing water means the capacity of water flowing through the pipeline system throughout 24 hours relying only on the earth gravity and the pipeline system at Dok Krai - Map Ta Phut - Sattahip area using pumping machine in distributing water means the capacity of water flowing through the pipeline system throughout 24 hours relying on the pumping machine of the current system.

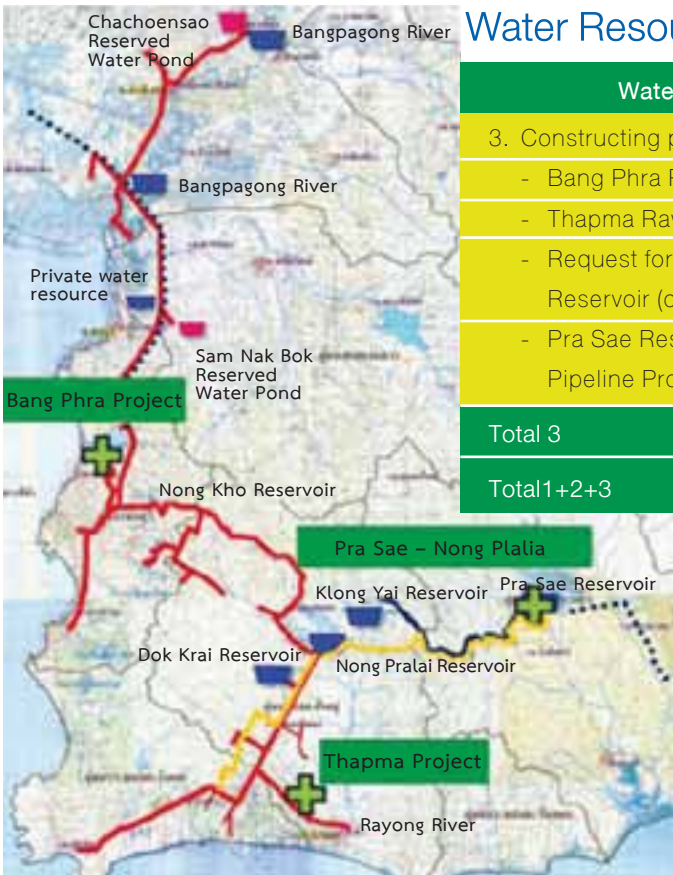
Current and Future EastWater’s Operating Areas



EastWater’s Current Water Resources

Current Water Resource	Volume (MCM.)
1. Current water resource	
- Water allocation from Dok Krai Reservoir	116
- Water allocation from Nong Plalai Reservoir	120
- Water allocation from Nong Kho Reservoir	9.5
- Bangpakong River	26
- Private water resource	10
Total	281.5
2. Current reserve water resource	
- Sam Nak Bok Water Pond (7)+	9
- Chachoengsao Water Pond (2)	
- Pra Sae Reservoir (old system)	40
Total	49
Total 1+2	330.5

- Exiting pipe network
- Constructing pipe network
- Royal Irrigation Department pipeline (completed)
- Royal Irrigation Department pipeline (under construction)



Water Resource Development Projects in Process

Water Resource Development Project	Volume (MCM.)
3. Constructing project	
- Bang Phra Reservoir Pump Station	18
- Thapma Raw Water Pond	55
- Request for additional water allocation from Pra Sae Reservoir (old system)	30
- Pra Sae Reservoir - Nong Plalai Reservoir Raw Pipeline Project	70
Total 3	173
Total 1+2+3	503.5

- Exiting pipe network
- Constructing pipe network
- Royal Irrigation Department pipeline (completed)
- Royal Irrigation Department pipeline (under construction)

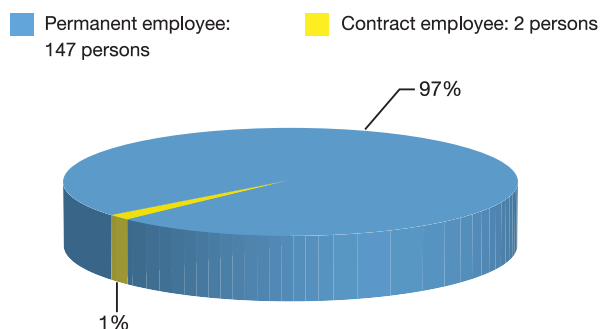
Section 2 EastWater Personnel

Proportion of Employee Classified by Type

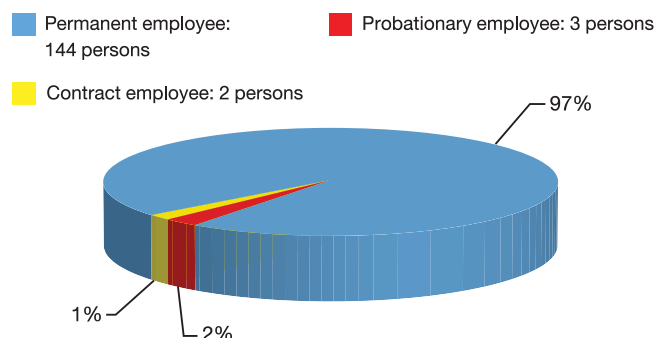
EastWater has 149 staff in total, which can be classified by type as follows:

Employee Proportion Diagram

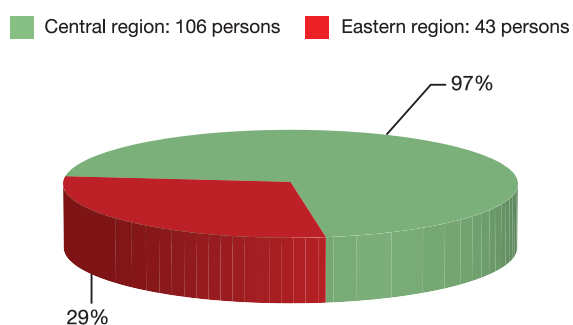
Classified by Employment Type



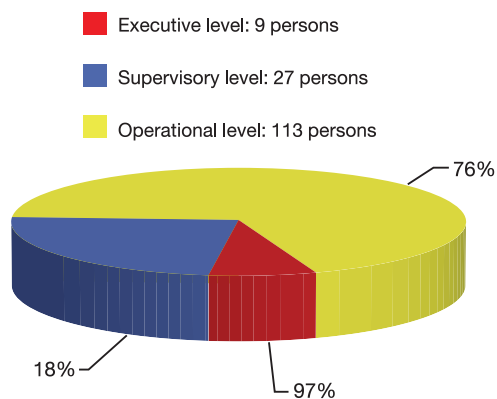
Classified by Employment Contract



Classified by Region



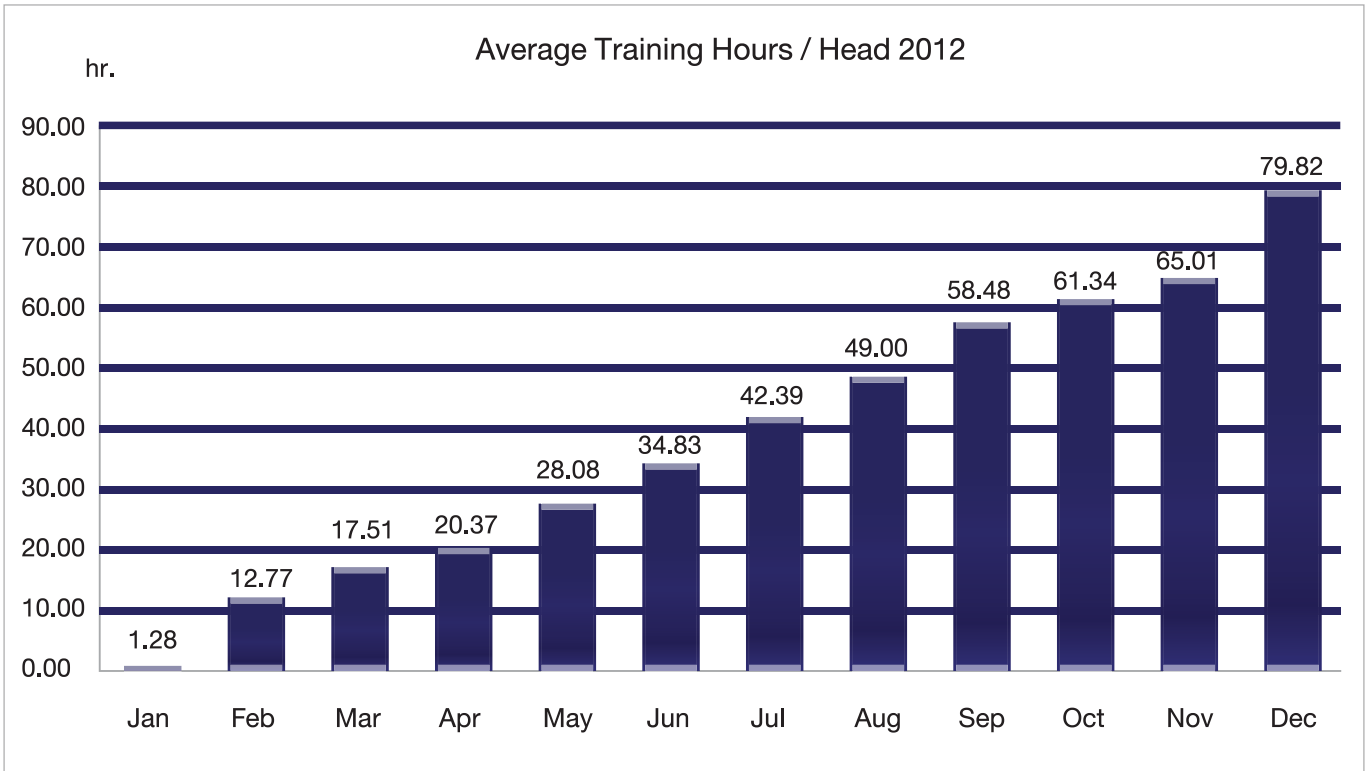
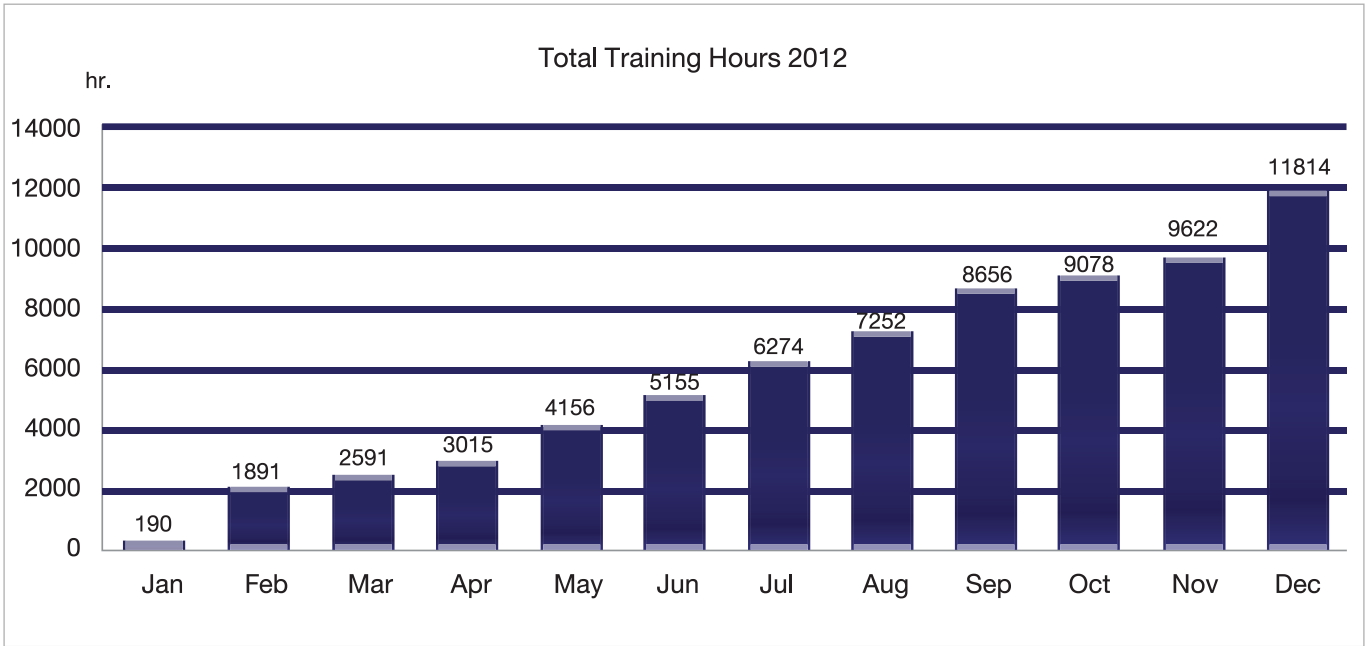
Classified by Employee Level



Rate of Contribution to EastWater's Provident Fund

Service Duration	Rate of Employee's Contribution per Base Salary (%)	Rate of Company's Contribution per Base Salary (%)
Permanent employee - 5 years	5-8	8
More than 5 years	5-10	10

Average Training Hours for EastWater Personnel





In 2012, the Company allocated Baht 15 million as a budget for developing personnel in various forms e.g., training, observation of activities, scholarship and others. The Company has provided trainings i.e., in-house training and public training, for its employees totaling 11,814 hours, which is equal to the average of all employees of 79.82 hours per one employee, exclusive of number of hours for observations of activities domestically and internationally and internal trainings organized by each function. The Company requires conducting employee performance evaluation twice a year to promote direct communications between supervisors and operators with respect to the performances. All employees are required to be evaluated in accordance with the schedule of the Company.

Key Training Programs of EastWater are:

- *Leadership Development Workshop by Berkeley Executive Coaching Institute* to develop leadership skill, especially communication skill for staff in executive and supervisory levels

- *Finance for Non-Finance* to provide knowledge and understanding on finances to staff at all levels in all units
- *7 Habits for Highly Effective People* to enable staff at all levels to apply 7 Habits principle to the work and daily life
- *Executive Development Program (EDP)* to develop employees' business perspective at present and in the future. This program focuses on the employees at the supervisory level or higher.
- *Business English* to develop English business communication skills for interested employees at all levels to get ready for business expansion in the future

There are more training programs offered to the employees in each level, including executive, supervisory and operational levels, such as laws, systematic thinking, service mind, communication, presentation and human right etc.

Section 3 Safety, Hygiene and Use of Energy

Accident Statistics (by type of accident and employment)

Number of employees and outsources having accident categorized by type of accident and degree of harm during January to December 2012:

Nature of Accident	Total	Death	Permanent Total Disability	Temporary Disability > 3 days	Temporary Disability ≤ 3 days	Not Absent from Work
Total	0	0	0	0	0	0
Fell from a height	0	0	0	0	0	0
Fell over or slipped	0	0	0	0	0	0
Injury from fallen building	0	0	0	0	0	0
Injured by falling object	0	0	0	0	0	0
Injured by thrown object	0	0	0	0	0	0
Being pressed or pulled by object	0	0	0	0	0	0
Cut or wounded by sharp material	0	0	0	0	0	0
Foreign object/chemical in eye	0	0	0	0	0	0
Injury from lifting heavy object	0	0	0	0	0	0
Injury caused by working in the same position constantly	0	0	0	0	0	0
Car accidents	0	0	0	0	0	0
Injured by explosion	0	0	0	0	0	0
Electric shock	0	0	0	0	0	0
Burns from exposure to hot objects/ materials	0	0	0	0	0	0
Injured by extreme cold/freezing materials	0	0	0	0	0	0
Affected by toxic substances or chemicals/ other allergies (except toxic substances or chemicals)	0	0	0	0	0	0
Injured/burned by exposure to light	0	0	0	0	0	0
Injured/burned by radiation	0	0	0	0	0	0
Other physical injuries	0	0	0	0	0	0
Animal attacks	0	0	0	0	0	0
Occupational diseases	0	0	0	0	0	0
Other (specify)	0	0	0	0	0	0

Hygiene and Health Plans and Activities to Prevent Serious Disease for Employee, Their Family and Community

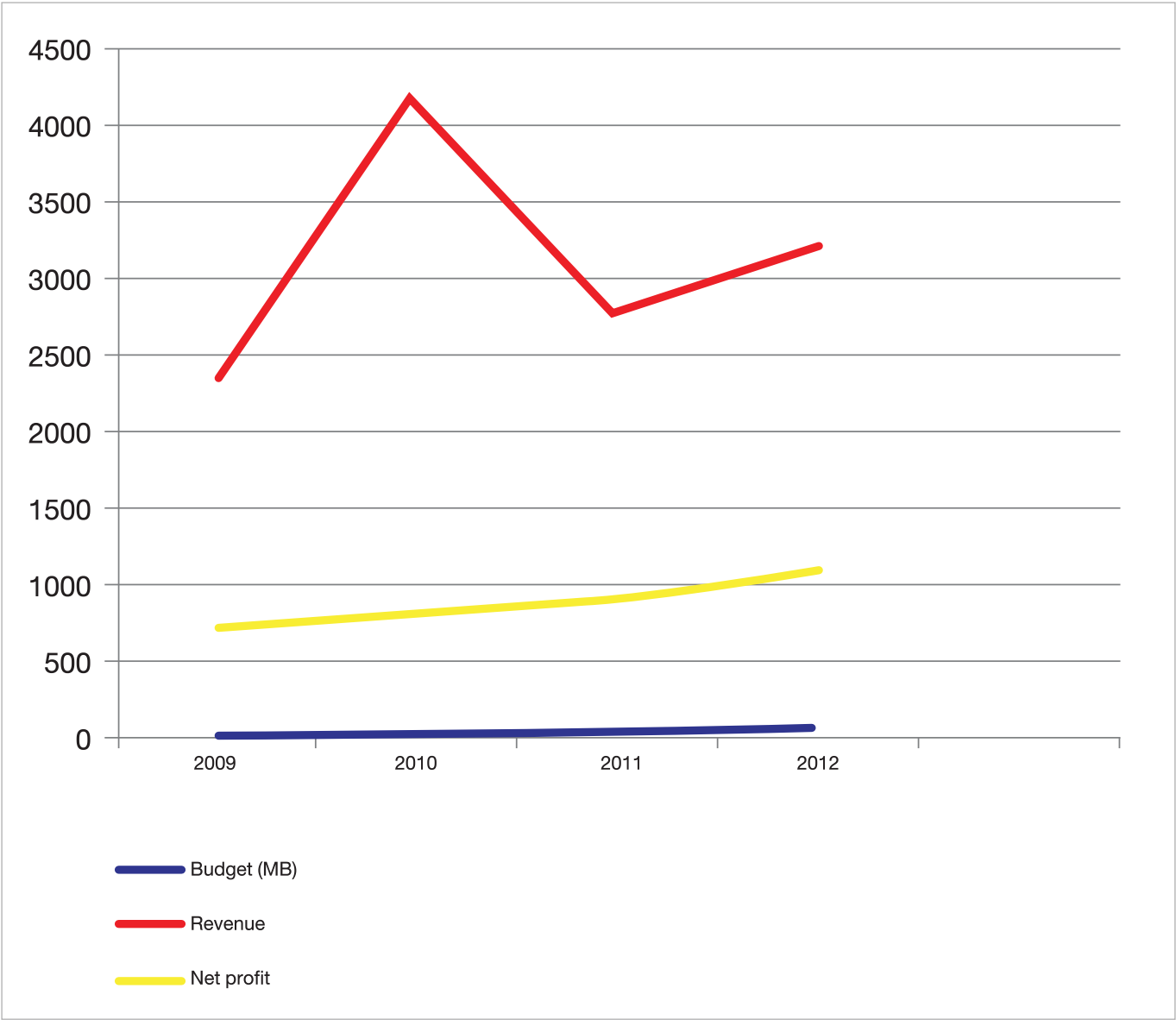
1. To Provide influenza vaccine and establish preventive measure by disseminating relevant information to employees via e-mail and providing antiseptic gel at various places on each floor of the office to prevent any contagious diseases;
2. Occupational physician to review and assess risk factors in the work operations in order to identify risks and arrange health check-up programs which are appropriate to employees' nature of work;
3. To check Indoor Air Quality such as to monitor bacteria and mold and measure formaldehyde and carbon monoxide in the EastWater Building to control and monitor the culture of diseases and provide hygienic condition to the employees;
4. To review and assess working environment such as to measure light, sound, heat and chemical intensity in the operating areas;
5. To publicize safety and hygiene news and information via e-mail in the form of contest prizes and by posting at boards in passenger lifts of the building;
6. To arrange to have a training on occupational safety in confined space by requiring all operators to have an electrocardiography test and if any abnormality is found or a physician diagnoses that any employee cannot perform work in a confined space, the employee and his supervisor will be informed accordingly. For those who are able to work in a confined space, a safety function has arranged such persons to attend the training on occupational safety in confined space to ensure that such persons perform work in a correct manner.
7. To arrange hearing conservation program by measuring decibels in the workplace and determining the areas in which employees are required to wear ear plug before performing work

Report on Direct Energy Consumption (Electrical Energy during 2011-2012)

Month	Volume Consumed (Kilowatt-hour)	Month	Volume Consumed (Kilowatt-hour)
JAN 2011	322,000	JAN 2012	321,000
FEB 2011	302,000	FEB 2012	337,000
MAR 2011	338,000	MAR 2012	360,000
APR 2011	314,000	APR 2012	336,000
MAY 2011	338,000	MAY 2012	377,000
JUN 2011	351,000	JUN 2012	373,000
JUL 2011	343,000	JUL 2012	386,000
AUG 2011	357,000	AUG 2012	366,000
SEP 2011	346,000	SEP 2012	348,000
OCT 2011	341,000	OCT 2012	364,000
NOV 2012	308,000	NOV 2012	354,000
DEC 2011	321,000	DEC 2012	335,000
Total	3,981,000	Total	4,257,000

Section 4 Social Responsibility Operations

The budgets for the social responsibility operations through Corporate Communication Department for the period of 4 years (2009 - 2012) are as follows:

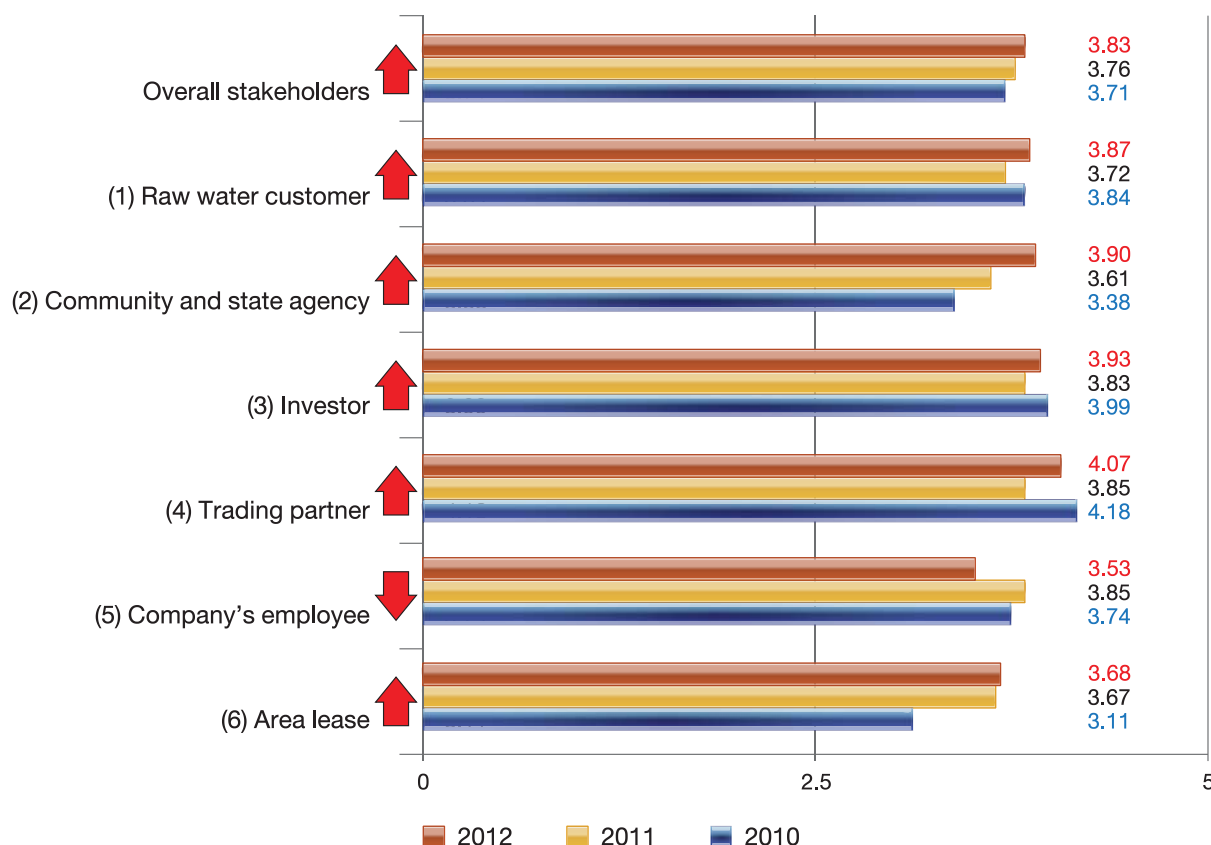


	Budget (MB)	Revenue (MB)	Net profit (MB)	%
2009	26.64	2,354.67	728.03	3.66
2010	40.31	4,163.75	827.45	4.87
2011	33.62	2,775.08	908.70	3.70
2012	52.42	3,222.14	1,106.98	4.74

Section 5 Stakeholder Satisfaction Survey

EastWater has conducted satisfaction survey of all groups of stakeholders, the result of which is as follows:

Satisfaction towards Performance



Report Boundary

This sustainable development report has been prepared for the second time (the first time was for the period from 1 January to 31 December 2011) to show the operation practice and the operation results which affect the annual economy, society and environment in accordance with the Global Reporting Initiative Guideline (GRI) - G3.1. The scope of the report covers the operation results of all areas in between 1 January to 31 December 2012. This report does not include business partners.

For steps to prepare a report, EastWater has established main contents from a review of all stakeholders within the organization including the feedback from stakeholders outside the organization by collecting information, reviewing and prioritized by working with outside experts to ensure that this report is complete and transparent as much as possible.

From assessment of the completeness of the contents followed the guidelines of the GRI sustainability reporting, the report is considered the equivalent of B level.

Contact of Question

If you have any doubts or questions concerning this report in terms of preparation and content please contact Khun Siriporn Bunkoi, Assistant Vice President Corporate Communication Department.

Eastern Water Resources Development and Management Plc.

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3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report	19, 59
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reason for such re-statements	n/r

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3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	19
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3.12	Table identifying the location of the Standard Disclosures in the report	61
	ASSURANCE	
3.13	Policy and current practice with regard to seeking external assurance for the report. If not including in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)	19
4	Governance, Commitments, and Engagement	
	GOVERNANCE	
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	6, 7-8
4.2	Indicate whether the Chair of the highest governance body is also and executive officer (and if so, their function within the organization's management and the reasons for this arrangement)	7
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	8
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	16-17
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)	14
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	14
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	7-8
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the statues of their implementation	4, 12-13
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	12-13

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4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	14
	COMMITMENTS TO EXTERNAL INITIATIVES	
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	10-11
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses	13
4.13	Memberships in associations (such as industry associations) and/or national/ international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	n/a
	STAKEHOLDER INITIATIVES	
4.14	List of stakeholder groups engaged by the organization	15-16
4.15	Basis for identification and selection of stakeholders with whom to engage	15
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	15-18
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	15-16
5	Management Approach and Performance Indicators	
EC	Economic Performance Indicators	
DMA EC	Management Approach EC	
	ASPECT: ECONOMIC PERFORMANCE	
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensations, donations, and other community investments, retained earnings and payments to capital providers and governments	49
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	n/a
EC3	Coverage of the organization's defined benefit plan obligations	39, 53
EC4	Significant financial assistance received from government	n/a
	ASPECT: MARKET PRESENCE	
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	39

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EC6	Policy, and practices, and proportion of spending on locally-based suppliers at significant locations of operation	33, 52
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	53
	ASPECT: INDIRECT ECONOMIC IMPACTS	
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	41-47
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	41-42
EN	Environmental Performance Indicators	
DMA EN	Management Approach EN	
	ASPECT: MATERIALS	
EN1	Materials used by weight or volume	49-51
EN2	Percentage of materials used that are recycled input materials	n/a
	ASPECT: ENERGY	
EN3	Direct energy consumption by primary energy source	57
EN4	Indirect energy consumption by primary source	n/a
EN5	Energy saved due to conservation and efficiency improvements	23, 36
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	36
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	n/a
	ASPECT: WATER	
EN8	Total water withdrawal by source	49-52
EN9	Water sources significantly affected by withdrawal of water	52
EN10	Percentage and total volume of water recycled and reused	n/a
	ASPECT: BIODIVERSITY	
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	n/a
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	n/a
EN13	Habitats protected or restored	n/a
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	44
EN15	Number of IUCN Red list species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	n/a

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	ASPECT: EMISSIONS, EFFLUENTS, AND WASTE	
EN16	Total direct and indirect greenhouse gas emissions by weight	n/a
EN17	Other relevant indirect greenhouse gas emissions by weight	n/a
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	n/a
EN19	Emissions of ozone-depleting substances by weight	n/a
EN20	NOx, SOx, and other significant air emissions by type and weight	n/a
EN21	Total water discharge by quality and destination	n/a
EN22	Total weight of waste by type and disposal method	n/a
EN23	Total number and volume of significant spills	n/a
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	n/a
EN25	Identify, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff	n/a
	ASPECT: PRODUCT AND SERVICES	
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	44
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	n/a
	ASPECT: COMPLIANCE	
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations	n/a
	ASPECT: TRANSPORT	
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	n/a
	ASPECT: OVERALL	
EN30	Total environmental protection expenditures and investments by types	58
LA	Labor Practices	
DMA LA	Management Approach LA	12-13
	ASPECT: EMPLOYMENT	
LA1	Total workforce by employment type, employment contract, and region	53
LA2	Total number and rate of employee turnover by age group, gender, and region	n/a

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LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	39
	ASPECT: LABOR/MANAGEMENT RELATIONS	
LA4	Percentage of employees covered by collective bargaining agreements	n/r
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements	n/r
	ASPECT: OCCUPATIONAL HEALTH & SAFETY	
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	39
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	56
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	57
LA9	Health and safety topics covered in formal agreements with trade unions	n/r
	ASPECT: TRAINING AND EDUCATION	
LA10	Average hours of training per year per employee by employee category	54
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	41, 55
LA12	Percentage of employees receiving regular performance and career development reviews	39
	ASPECT: DIVERSITY & EQUAL OPPORTUNITY	
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	7-8, 53
LA14	Ratio of basic salary of men to women by employee category	n/a
HR	Human Rights	
DMA HR	Management Approach HR	
	ASPECT: INVESTMENT AND PROCUREMENT PRACTICES	
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	n/a
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken	n/a

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HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	14, 54
	ASPECT: NON-DISCRIMINATION	
HR4	Total number of incidents of discrimination and actions taken	n/r
	ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING	
HR5	Operations identified in which the right to exercises freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	12-13
	ASPECT: CHILD LABOR	
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	12-13
	ASPECT: FORCED & COMPULSORY LABOR	
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor	12-13
	ASPECT: SECURITY PRACTICES	
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	n/r
	ASPECT: INDIGENOUS RIGHTS	
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	n/r
SO	Society	
DMA	Management Approach SO	41-42
	ASPECT: COMMUNITY	
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	41-42
SO2	Percentage and total number of business units analyzed for risk related to corruption	n/a
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	n/a
SO4	Actions taken in response to incidents of corruption	36
	ASPECT: PUBLIC POLICY	
SO5	Public policy positions and participation in public policy development and lobbying	43-47
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	n/a

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	ASPECT: ANTI-COMPETITIVE BEHAVIOR	
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes	n/a
	ASPECT: COMPLIANCE	
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	n/a
PR	Product	
DMA PR	Management Approach PR	
	ASPECT: CUSTOMER HEALTH & SAFETY	
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	n/a
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	n/a
	ASPECT: PRODUCT AND SERVICE LABELING	
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information	n/a
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	n/a
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	26-27, 59
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	14, 36
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	n/a
	ASPECT: CUSTOMER PRIVACY	
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	n/a
	ASPECT: COMPLIANCE	
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	n/a



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