

Information of the Director Nominees to be Elected as PTTEP Directors

1. Mr. Achporn Charuchinda

Independent Director

Age: 66 years



Education:

- L.L.B., Faculty of Law, Thammasat University, Thailand
- Thai Barrister-at-Law, Institute of Legal Education of the Thai Bar Association

Other Current Positions (as of 13 February 2019):

- Listed Company: None
- Non-Listed Organization (7 Organizations):
 - 2017 – Present Chairman, National Reform Committee in Justice Process, National Reform Committee
 - 2017 – Present Board Member in Legal, Office of the National Economic and Social Development (NESDB)
 - 2017 – Present Member of the Risk Oversight Committee, The Bank of Thailand
 - 2015 – Present Member, Constitution Drafting Committee
 - 2014 – Present Board Member, Office of Insurance Commission
 - 2014 – Present Board Member, Highland Research and Development Institution
 - 2003 – Present Member of the Council of State, The Office of the Council of State
- Other Entities that may have Conflicts of Interest with PTTEP: None

Experiences in the past 5 years:

- 2015 – 2017 Board Member, Office of the National Economic and Social Development (NESDB)
- 2013 – 2017 Board Member, The Bank of Thailand
- Apr – Oct 2016 Director, Thailand Tobacco Monopoly, Ministry of Finance

- 2013 – 2016 Director, Thai Smile Airways Company Limited
- 2013 – 2015 Chairman of the Securities and Exchange Commission Board,
The Securities and Exchange Commission Board
- 2012 – 2015 Member of the Legal Committee, Thai Airways International
Public Company Limited
- 2012 – 2014 Member of the Board of Directors, The Metropolitan
Waterworks Authority

Trainings:

- Law Drafting Certificate, India
- The National Defense Course (Class 46), National Defense College

Prestige Biography: -

Percentage of PTTEP Shareholding (as of 13 February 2019): None

Family Relationship among Executives: None

Forbidden Qualifications:

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years

(Additional information to consider for Independent Director election)

1. Being a director that take part in managing day-to-day operation, or being an employee, or advisor who receive a regular salary or fee	No
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to perform independently	None

Terms of Directorship at PTTEP:

No. 1	1 January 2013 – 27 March 2013	2 months
No. 2	27 March 2013 – 28 March 2016	3 years
No. 3	28 March 2016 – 29 March 2019	3 years

Independent Director: January 2013 – Present (6 years 2 months)

Meeting Attendances (Year 2016 - 2018):

Meeting	2018	2017	2016
1. Board of Directors*	18/18 (100%)	16/16 (100%)	14/16 (87.50%)
2. Shareholder*	1/1 (100%)	1/1 (100%)	-
3. Remuneration Committee**	3/3 (100%)	2/2 (100%)	2/2 (100%)
4. Audit Committee***	15/16 (93.75%)	13/13 (100%)	11/11 (100%)
5. Independent Directors Committee	3/4 (75%)	3/4 (75%)	4/4 (100%)
6. Non-Executive Directors Committee	1/1 (100%)	2/2 (100%)	3/3 (100%)

* Elected as a Director in the General Shareholder Meeting on 28 March 2016

** Appointed as Chairman of the Remuneration Committee on 1 April 2016

*** Appointed as a member of Audit Committee on 1 April 2016 and appointed as Chairman of the Audit Committee on 25 October 2018

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

- **Vision in managing the Company's business:**

I shall support PTTEP to attain its mission, goal and strategy to ensure that the petroleum exploration and production serve the domestic energy demand and could create revenue to offset imported petroleum from abroad. PTTEP are to duly operate its business with transparency and responsibility to society. It is also needed for the Company to ensure that all legal measurements are being used to foster and strengthen the business operations in order to achieve its goals effectively.

- **Vision related to applying good corporate governance principles to the business:**

I will define clear and explicit work description to ensure that all employees can operate business legitimately, adhering to the principle of good corporate governance, laws and related rules. Good corporate governance must be fostered in order to preserve benefit of the Company and the nation.

2. Mr. Sethaput Suthiwart-narueput

Independent Director

Age: 54 years



Education:

- Ph.D. Economics, Yale University, U.S.A.
- M.Phil. Economics, Yale University, U.S.A.
- B.A. (Highest Honors) Economics, Swarthmore College, U.S.A.

Other Current Positions (as of 13 February 2019):

- **Listed Company (1 Company):**
 - Oct 2018 – Present Director, Osotspa Public Company Limited
- **Non-Listed Organization (3 Organizations):**
 - 2017 – Present Member of the Board of Directors, The Bank of Thailand Board
 - 2015 – Present Director, Puey Ungphakorn Institute for Economic Research, Bank of Thailand
 - 2014 – Present Member of the Monetary Policy Committee, Bank of Thailand
- **Other Entities that may have Conflicts of Interest with PTTEP: None**

Experiences in the past 5 years:

- 2011 – Jan 2018 Director and Managing Partner, The Advisor Company Limited
- 2012 – 2017 Executive Chairman, Thailand Future Foundation
- 2000 – 2017 Visiting Professor of Economics, Sasin Graduate Institute of Business Administration
- 2000 – 2016 Advisor on Academic Affairs, Sasin Graduate Institute of Business Administration
- 2011 – 2012 Director, TMB Bank Public Company Limited

Trainings:

- Advanced Audit Committee Program (AACP) 18/2015, Thai Institute of Directors Association
- Risk Management Committee Program (RMP) 6/2015, Thai Institute of Directors Association
- Director Accreditation Program (DAP) 94/2012, Thai Institute of Directors Association

Prestige Biography: -

Percentage of PTTEP Shareholding (as of 13 February 2019): None

Family Relationship among Executives: None

Forbidden Qualifications:

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years

(Additional information to consider for Independent Director election)

1. Being a director that take part in managing day-to-day operation, or being an employee, or advisor who receive a regular salary or fee	No
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to perform independently	None

Terms of Directorship at PTTEP:

No. 1	1 September 2014 – 28 March 2016	1 year 6 months
No. 2	28 March 2016 – 29 March 2019	3 years

Independent Director: February 2014 – Present (4 years 6 months)

Meeting Attendances (Year 2016 – 2018):

Meeting	2018	2017	2016
1. Board of Directors*	18/18 (100%)	15/16 (93.75%)	14/16 (87.50%)
2. Shareholder*	1/1 (100%)	1/1 (100%)	1/1 (100%)
3. Risk Management Committee**	15/15 (100%)	13/13 (100%)	14/14 (100%)
4. Audit Committee***	3/3 (100%)	4/5 (80%)	10/11 (90.91%)
5. Nominating Committee****	9/9 (100%)	8/8 (100%)	3/3 (100%)
6. Independent Directors Committee	4/4 (100%)	3/4 (75%)	4/4 (100%)
7. Non-Executive Directors Committee	1/1 (100%)	2/2 (100%)	2/3 (66.67%)

* Elected as a Director in the General Shareholder Meeting on 28 March 2016

** Appointed as Chairman of the Risk Management Committee on 1 April 2016

*** Appointed as a member of the Audit Committee on 1 April 2016 to 27 April 2017 and re-appointed on 25 October 2018

**** Appointed as a member of the Nominating Committee on 29 September 2016

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

- **Vision in managing the Company's business:**

Over the past 3-4 years, PTTEP has done an excellent job of securing an even more solid foundation for its business. It has improved its competitiveness through its cost reduction initiatives ("Save to be Safe"). It has ensured its balance sheet remained strong.

It has restructured its investments and, as part of its "coming home" strategy, refocused itself on Southeast Asia and a few priority regions. By winning both the Bongkot and Erawan concessions, it has helped to secure the future well-being of both the company and the country.

The next 3 years will be different. The priority for the company now is to grow from the foundation that has been laid. This growth will come from its key legacy assets (e.g., delivering on Mozambique and the Gulf of Thailand), from new acquisitions and exploration, and from new businesses that build on PTTEP's core strengths. New skills will need to be cultivated and acquired.

The central challenge facing the company in delivering this growth is execution. Ongoing corporate reorganization efforts will need to be intensified to create a more agile, accountable and performance -driven organization and culture. While such changes are difficult enough for any listed company, they will be especially challenging in the context of PTTEP which, as a state enterprise, must be held to a higher standard of governance.

- **Vision related to applying good corporate governance principles to the business:**

Corporate governance is certainly an essential element for listed companies; however, it is even more important for PTTEP as a National Oil Company for three main reasons:

- As the National Oil Company, PTTEP's corporate governance principles and operations must be superior to other listed companies due to the diverse set of stakeholders which include parties from both public and private sectors
- As the National Oil Company that has direct operations with the environment, PTTEP must ensure social trust of being environmentally and socially responsible that shall be beyond required laws and regulations and with special transparency and verifiability.
- PTTEP shall pay special attention to the justification and benefit of minor shareholders due to the existence of connected transactions incurred from having PTT as the company's major shareholder.

3. Major General Nimit Suwannarat

Independent Director

Age: 47 years



Education:

- Master of Arts in International Relations, Chulalongkorn University
- Master of Science in Electrical Engineering (Communications and Signal Processing), University of Minnesota, Minnesota, U.S.A.
- Bachelor of Science in Electrical Engineering, Virginia Military Institute, Virginia, U.S.A.

Other Current Positions (as of 13 February 2019):

- Listed Company: None
- Non-Listed Organization (1 Organization):
 - Oct 2018 – Present Deputy Chief of Office, Office of Military Affairs Coordination to the Ministry of Foreign Affairs, Office of Policy Planning Ministry of Defence, Ministry of Defence
- Other Entities that may have Conflicts of Interest with PTTEP: None

Experiences in the past 5 years:

- Apr – Sep 2018 Staff Officer to the Minister of Defence, Ministry of Defence
- 2017 – Mar 2018 Commanding Officer, 1st Development Regiment, Royal Thai Army
- 2016 – 2017 Senior Operation Officer, Defence Industry and Energy Center, Office of the Permanent Secretary for Defence
- 2015 – 2016 Commanding Officer of the 1st Field Artillery Regiment King's Guard, Royal Thai Army
- 2010 – 2015 Executive Officer of the 1st Field Artillery Regiment, King's Guard, Royal Thai Army

Trainings:

- Director Certification Program (DCP) 216/2016, Thai Institute of Directors Association
- Public Key Infrastructure (Certification Authority, Digital Signature) Course, Ottawa, Canada
- Electronic Commerce Course, Orlando, Florida, U.S.A.
- Computer Emergency Response Team, Carnegie Melon, Pittsburg Pennsylvania, U.S.A.

- National Crisis Management Course, APCSS, Honolulu, Hawaii, U.S.A.
- Command and General Staff College (Class 83), Royal Thai Army
- Joint Staff Course, Joint Staff College
- Intermediate Certificate Course in Political Leadership in the New Era (Class 2), King Prajadhipok's Institute

Prestige Biography: -

Percentage of PTTEP Shareholding (as of 13 February 2019): None

Family Relationship among Executives: None

Forbidden Qualifications:

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years

(Additional information to consider for Independent Director election)

1. Being a director that take part in managing day-to-day operation, or being an employee, or advisor who receive a regular salary or fee	No
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to perform independently	None

Terms of Directorship at PTTEP:

No. 1	1 September 2014 – 28 March 2016	1 year 6 months
No. 2	28 March 2016 – 29 March 2019	3 years

Independent Director: September 2014 – Present (4 years 6 months)

Meeting Attendances (Year 2016 - 2018):

Meeting	2018	2017	2016
1. Board of Directors*	15/18 (83.33%)	12/16 (75%)	15/16 (93.75%)
2. Shareholder*	1/1 (100%)	1/1 (100%)	1/1 (100%)
3. Risk Management Committee**	9/15 (60%)	11/13 (84.62%)	10/14 (71.43%)
4. Nominating Committee**	9/9 (100%)	8/8 (100%)	7/8 (87.50%)
5. Independent Directors Committee	4/4 (100%)	4/4 (100%)	4/4 (100%)
6. Non-Executive Directors Committee	1/1 (100%)	1/2 (50%)	3/3 (100%)

* Elected as a Director in the General Shareholder Meeting on 28 March 2016

** Appointed as a member of the Risk Management Committee and Nominating Committee on 1 April 2016

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

- **Vision in managing the Company's business:**

I shall take part in stimulating pride, acceptance, and ownership of PTTEP among the Thai citizens. Moreover, apart from only petroleum exploration and production, I shall support the concept of alternative energy as part of the company's core business by which is foreseen as crucial from the continuous decline in petroleum resources.

- **Vision related to applying good corporate governance principles to the business:**

My directorship shall be incorporated with corporate governance and ethics for the best benefits of PTTEP and its stakeholders. In bringing the organization towards a sustainable growth, PTTEP shall be concerned of the environment and society, professionalism, transparency, justification, honesty, and practicing appropriate treatments for subordinates and colleagues. These essentials could be delivered through adhering to the corporate's articles of association, corporate laws and regulations, and most importantly the principle of sufficiency economy.

4. Mr. Wirat Uanarumit

Director

Age: 56 years



Education:

- Master of Business Administration (Financial Management),
Pennsylvania State University, U.S.A.
- Bachelor of Engineering (Electrical Engineering), Chulalongkorn University

Other Current Positions (as of 13 February 2019):

- **Listed Company (1 Company):**
 - 2016 - Present Chief Operation Officer, Upstream Petroleum and Gas Business Group,
PTT Public Company Limited
- **Non-Listed Organization (8 Organizations):**
 - Nov 2018 – Present Chairman of the Board, PTT LNG Company Limited
 - 2016 – Present Director, Sakari Resources Limited
 - 2016 – Present Advisor to the President of the Association of Capital Market
Academy (ACMA)
 - 2016 – Present Advisory Committee, Trade, Investment Promotion & Business
Council, The Federation of Thai Industries
 - 2015 – Present Chairman, Thailand – Malaysia Business Council,
The Federation of Thai Industries
 - 2015 – Present Director, Chulalongkorn University Alumni Association (CUAA)
(2015-2017)
 - 2015 – Present Director under Thai-Chinese Railway Finance and Investment
Sub-Committee, Thai-Chinese Railway Development Committee
 - 2013 – Present Director & Audit Committee, Thailand Management Association (TMA)

- **Other Entities that may have Conflicts of Interest with PTTEP (2 Entities):**

- Nov 2018 – Present Chairman of the Board, PTT LNG Company Limited which is the service provider in LNG Terminal value chain. The company is a subsidiary of PTT Plc. who is the major shareholder of PTTEP
- 2016 – Present Chief Operation Officer, Upstream Petroleum and Gas Business Group, PTT Plc. which is an oil & gas company. PTT is the customer and also the major shareholder of PTTEP

Experiences in the past 5 years:

- Jun – Oct 2017 Chairman PTT Global LNG Company Limited
- 2016 – 2017 Chairman, PTT Energy Resources Company Limited
- 2014 – 2017 Director, Kamnoetvidya Science Academy School (KVIS) & Vidyasirimedhi Institute of Science and Technology (VISTEC)
- Jan – Sep 2016 Director, Thai Oil Public Company Limited
- 2015 – 2016 Director, The Joint Standing Committee on Commerce, Industry and Banking
- 2015 – 2016 Advisory Committee, Promoting and Supporting Office of Industries, The Federation of Thai Industries
- 2014 – 2016 Chief Financial Officer, PTT Public Company Limited
- 2014 – 2015 Director, Bangchak Petroleum Public Company Limited
- 2014 – 2015 Director, PTT International Trading Private Limited
- 2012 – 2015 Director, Star Petroleum Refining Public Company Limited (SPRC)

Trainings:

- Energy Literacy for a Sustainable Future (Class 13), Thailand Energy Academy
- The Rules of Laws for Democracy (Class 6), College of the Constitutional Court
- Ethical Leadership Program (ELP) 7/2017, Thai Institute of Directors Association
- Advanced Certificate Course in Public Economics Management for Executive (Class 20), The College of Politics and Governance, King Pradhipok's Institute (KPI)
- Anti-Corruption: Leadership Role of the Board, Thai Institute of Directors Association

- Thailand CG Forum: Governance as a Driving Force for Business Sustainability, The Stock Exchange of Thailand
- Executive Management with Business Development and Investment (Class 2), Institute of Business and Industrial Development (IBID)
- Director Certification Program Update (DCPU) 5/2015, Thai Institute of Directors Association
- Advanced Management Program, INSEAD Business School, France
- Advanced Management Program 184, Harvard Business School, U.S.A.
- Capital Market Academy Leadership Program (Class 4), Capital Market Academy
- The Program for Senior Executives on Justice Administration (Class 16), Office of the Judiciary
- Advanced Security Management Program (Class 2), The National Defence College Association of Thailand
- Director Certification Program (DCP) 8/2001, Thai Institute of Directors Association
- Audit Committee Program (ACP) 38/2012, Thai Institute of Directors Association
- TLCA Executive Development Program (Class 1), Association of Listed Companies, Stock Exchange of Thailand
- The Joint State – Private Sector Course (Class 2013), National Defence College

Prestige Biography : None

Percentage of PTTEP Shareholding (as of 13 February 2019): None

Family Relationship among Executives: None

Forbidden Qualifications:

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years

1. Being a director that take part in managing day-to-day operation, or being an employee, or advisor who receive a regular salary or fee	Yes*
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to perform independently	None

**Being the Chief Operation Officer, Upstream Petroleum and Gas Business Group of PTT which is the parent company of PTTEP and being the Chairman of the Board of PTTLNG Co., Ltd. which is the subsidiary of PTT.*

Terms of Directorship at PTTEP:

No. 1	23 February 2015 – 28 March 2016	1 year 1 months
No. 2	28 March 2016 – 28 March 2019	3 years

Meeting Attendances (Year 2016 - 2018):

Meeting	2018	2017	2016
1. Board of Directors*	17/18 (94.44%)	15/16 (93.75%)	15/16 (93.75%)
2. Shareholder*	1/1 (100%)	1/1 (100%)	1/1 (100%)
3. Risk Management Committee**	13/15 (86.67%)	11/13 (84.62%)	12/14 (85.71%)
4. Non-Executive Directors Committee	1/1 (100%)	2/2 (100%)	3/3 (100%)

* Elected as a Director in the General Shareholder Meeting on 28 March 2016

** Appointed as a member of the Risk Management Committee on 1 April 2016

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

- **Vision in managing the Company's business:**

Under my directorship, I shall take part in specifying PTTEP's strategies as well as pushing forward the company as world-class organization and as the pride of Thailand. In achieving so, I shall drive efficiency development, innovation, capability of human resource in exploration and production, and increase of reserve from international and local investments to ensure energy security both for the nation and for PTTEP's sustainable growth. Moreover, the support for corporate transformation is also essential in order to seek for the "New S-Curve" to cope with business disruption under the current environment. The upcoming investment projects must also conform with the company's strategic direction and good corporate governance, financially well-managed, as well as being socially responsible.

- **Vision related to applying good corporate governance principles to the business:**

Good corporate governance is crucial for PTTEP as it reveals and ensure all stakeholders of the Company's an efficient, transparent, and auditable management system which helps bring about long-term growth and sustainable value creation for the shareholders.

5. Ms. Penchun Jarikasem

Director

Age: 64 years



Education:

- Master of Science (Business Administration) Thammasat University
- Bachelor of Arts, Faculty of Arts, Chulalongkorn University

Other Current Positions (as of 13 February 2019):

- **Listed Company (1 Company):**
 - Oct 2018 – Present Independent Director and Chairman of the Audit Committee, Osotspa Public Company Limited
- **Non-Listed Organization (3 Organizations):**
 - 2018 - Present Director and Chairman of the Sub-committee for Finance and Accounting, State Railway of Thailand
 - 2018 – Present Independent Director and Chairman of the Audit Committee, Ritta Holdings Company Limited
 - 2017 – Present Advisory Committee for Fund Raising and Listed Company Oversight, The Securities and Exchange Commission (SEC)
- **Other Entities that may have Conflicts of Interest with PTTEP: None**

Experiences in the past 5 years:

- 2016 – 2018 Sub-committee for Finance and Budgeting Improvement, Office of The Public Sector Development Commission (OPDC)
- 2011 – 2015 Executive Vice President, Finance and Accounting Group, PTT Exploration and Production Public Company Limited
- 2006 – 2011 Executive Vice President, Corporate Finance, PTT Public Company Limited

Trainings:

- Board Matters and Trends (BMT) 6/2018, Thai Institute of Directors (IOD)
- Risk Management Program for Corporate Leaders Class (RCL) 13/2018, Thai Institute of Directors (IOD)
- Ethical Leadership Program (ELP) 11/2018, Thai Institute of Directors (IOD)
- The Executive Program in Energy Literacy for a Sustainable Future TEA (Class 6), Thailand Energy Academy (TEA)
- Role of Chairman Program (RCP) 36/2015, Thai Institute of Directors (IOD)
- Bhumipalung Phandin for Top Executives (Class 3), Chulalongkorn University
- Advanced Audit Committee Programs (AACP) 7/2012, Thai Institute of Directors (IOD)
- Senior Executive Program no.77 (SEP 77), London Business School (LBS)
- Director Certification Program (DCP) 113/2009, Thai Institute of Directors (IOD)
- Director Accreditation Program (DAP 75/2008), Thai Institute of Directors (IOD)
- Capital Market Academy Leadership (CMA 4), Capital Market Academy (CMA)

Prestige Biography: -

Percentage of PTTEP Shareholding (as of 13 February 2019): 10,000 Shares (0.00025%)

Family Relationship among Executives: None

Forbidden Qualifications:

1. Never dishonestly committed an offence against property.
2. Never entered into any transaction which may cause conflict of interest against PTTEP during the year.

Having the following interests in the Company, parent company, subsidiaries, affiliates or any legal entities that have conflicts, at present or in the past 2 years

1. Being a director that take part in managing day-to-day operation, or being an employee, or advisor who receive a regular salary or fee	Yes*
2. Being a professional service provider (i.e. auditor, lawyer)	No
3. Having the significant business relations that may affect the ability to perform independently	None

**Jan 2016 – Jan 2018 was an Advisor, PTTEP*

Terms of Directorship at PTTEP:

No. 1	1 February 2018 – 29 March 2019	1 year 1 month
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Meeting Attendances (Year 2016 – 2018):

Meeting	2018	2017	2016
1. Board of Directors*	16/16 (100%)	-	-
2. Shareholder*	1/1 (100%)	-	-
3. Risk Management Committee**	12/13 (92.31%)	-	-
4. Non-Executive Directors Committee	1/1 (100%)	-	-

* Elected as a Director on 1 Feb 2018

** Appointed as a member of Risk Management Committee on 1 Feb 2018

Visions for managing the company's business and vision related to applying corporate governance principles to the business as a director:

- **Vision in managing the Company's business:**

Under the volatility and low oil prices environment, will direct PTTEP to be a sustainable leading Asian exploration and production company with competitive cost, agility, and readiness for change, supported by appropriate digital technology across the organization, as well as promote the company to expand its business to cover the gas value chain such as power and other related businesses where PTTEP has competitive advantages especially in CLMV countries.

- **Vision related to applying good corporate governance principles to the business:**

- Set up a clear organization's structure and working procedures with check and balance to ensure management efficiency and business ethics, taking into account value creation for the company, shareholders and all stakeholders.
- Promote corporate culture to build "talented and good people" who work professionally, honestly and transparently and comply with rules and regulations.