



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**Berli Jucker Public Company Limited**

Fiscal Year End 31 December 2025



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : Berli Jucker Public Company Limited

Symbol : BJC

Address : Berli Jucker House 99 Soi Rubia, Sukhumvit 42 Road, Phraknong,  
Klongtoey, Bangkok 10110

Province : Bangkok

Postcode : 10110

Business : 1. Modern Retail Supply Chain  
2. Packaging Supply Chain  
3. Consumer Supply Chain  
4. Healthcare & Technical Supply Chain

Registration Number : 0107536000226

Telephone : 0-2146-5999

Fax (if applicable) : -

Website : [www.bjc.co.th](http://www.bjc.co.th)

Email : [ir@bjc.co.th](mailto:ir@bjc.co.th)

#### Total Shares Sold (shares)

Common Stock : 4,007,796,699

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	167,944,647.00	170,925,321.00	166,623,442.00
Packaging Supply Chain (Thousand baht)	25,006,137.00	25,360,348.00	23,673,801.00
Consumer Supply Chain (Thousand baht)	21,121,052.00	21,391,381.00	22,556,906.00
Healthcare & Technical Supply Chain (Thousand baht)	9,073,148.00	9,273,786.00	8,706,101.00
Modern Retail Supply Chain (Thousand baht)	101,124,248.00	103,557,773.00	101,024,568.00
Other Business group (Thousand baht)	44,789.00	0.00	0.00
Elimination of Intercompany Transaction (Thousand baht)	-1,697,642.00	-1,856,280.00	-1,941,005.00
Other income (Thousand baht)	13,272,915.00	13,198,313.00	12,603,071.00

  

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Packaging Supply Chain (%)	14.89	14.84	14.21
Consumer Supply Chain (%)	12.58	12.52	13.54
Healthcare & Technical Supply Chain (%)	5.40	5.43	5.22
Modern Retail Supply Chain (%)	60.21	60.59	60.63
Other Business group (%)	0.03	0.00	0.00
Elimination of Intercompany Transaction (%)	-1.01	-1.09	-1.16
Other income (%)	7.90	7.72	7.56

**By Geographical Area or Market**

	2023	2024	2025
Total revenue from operations (Thousand baht)	167,944,647.00	170,925,321.00	166,623,442.00
Domestic (Thousand baht)	153,264,619.00	155,129,290.00	151,315,034.00
International (Thousand baht)	14,680,028.00	15,796,031.00	15,308,408.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	91.26	90.76	90.81
International (%)	8.74	9.24	9.19

**Other income as specified in the financial statements**

	2023	2024	2025
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

**Share of profit of joint ventures and associates accounted for using equity method**

	2023	2024	2025
Share of profit (Thousand baht)	-199,517.00	-84,084.00	99,633.00

**Information on Products and Services (1.2.2)****Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
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R&D expenses in the past 3 years	N/A	N/A	N/A
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# Risk Management



# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

### **Risk from Climate Change**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- ESG risk

### **Risk Associated with Business Partnerships and Alliances**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

### **Risk of Human Rights Violation**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Impact on human rights

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=36>  
(if applicable)

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

### Results with Respect to the Environmental Aspect (3.3.2)

#### Energy management

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,228,248,683.75	1,289,211,352.45	1,252,462,765.63

#### Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	9,863,430.00	10,204,990.00	9,449,754.63

Remark : Data for 2025 is currently under verification. The information may be subject to change upon completion of the verification process and will be disclosed on the BJC Sustainability Website.

## Waste management

### • Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	74,567,486.00	76,162,130.00	36,914,098.48
Hazardous waste (Kilograms)	1,329,226.00	1,669,070.40	1,052,152.80
<b>Total waste generated (Kilograms)</b>	<b>75,896,712.00</b>	<b>77,831,200.40</b>	<b>37,966,251.28</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	622,571.00	580,320.00	624,582.93
Remark :	Data for 2025 is currently under verification. The information may be subject to change upon completion of the verification process and will be disclosed on the BJC Sustainability Website.		
Scope 2 (Tons of carbon dioxide equivalents)	1,255,893.00	1,200,863.00	1,214,286.38
Remark :	Data for 2025 is currently under verification. The information may be subject to change upon completion of the verification process and will be disclosed on the BJC Sustainability Website.		
Scope 3 (Tons of carbon dioxide equivalents)	7,731,438.00	7,803,959.00	8,102,534.00
Remark :	Data for 2025 is currently under verification. The information may be subject to change upon completion of the verification process and will be disclosed on the BJC Sustainability Website.		
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>9,609,902.00</b>	<b>9,585,142.00</b>	<b>9,941,403.31</b>

### • Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) Co., Ltd.

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=27>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2023	2024	2025
Number of male employees (Persons)	18,217	20,239	20,586
Number of female employees (Persons)	27,156	27,202	29,936
<b>Total number of employees (Persons)</b>	<b>45,373</b>	<b>47,441</b>	<b>50,522</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,104,022,095.35	1,075,807,127.92	1,165,558,751.83

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	117.00	128.00	124.00
Employee development and training expenses (baht)	9,632,137.00	6,471,110.00	7,480,984.00

##### • Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	0	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	16.53	21.76	16.26

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

# Corporate Governance Policy

## Corporate Governance Policy

### Overview of the Corporate Governance Policy and Guideline (6.1)

#### Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.bjc.co.th/uploads/2015/01/BJC-CGPolicy-TH-01.pdf>

#### Policy and Guideline Related to the Board of Directors (6.1.1)

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## Code of Conduct (6.2)

### Establishing a Code of Conduct

#### Establishing a Code of Conduct

Code of Conduct : Yes

##### Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing



**Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information**

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	13	100.00
Number of male directors	10	76.92
Number of female directors	3	23.08
Number of executive directors	3	23.08
Number of non-executive directors	10	76.92
Number of independent directors	6	46.15

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Prof. Emeritus Dr. Pirom Kamolratanakul Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	11 May 2016	Health Care Services, Energy & Utilities, Industrial Materials & Machinery, Food & Beverage, Business Administration

2.	<p>Mr. THAPANA SIRIVADHANABHAKDI</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education:</p> <p>Honorary degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	22 Apr 2025	<p>Economics, Food &amp; Beverage, Finance &amp; Securities, Business Administration, Risk Management</p>
3.	<p>Mr. TEVIN VONGVANICH</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education:</p> <p>Honorary degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	14 Nov 2019	<p>Energy &amp; Utilities, Finance, Risk Management, Engineering, Petrochemicals &amp; Chemicals</p>
4.	<p>Ms. POTJANEE THANAVARANIT</p> <p>Gender: Female</p> <p>Age: 79 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	14 Nov 2017	<p>Finance, Energy &amp; Utilities, Property Development, Risk Management, Internal Control</p>
5.	<p>Mr. Thirasakdi Nathikanchanalab</p> <p>Gender: Male</p> <p>Age: 79 years old</p> <p>Highest level of education:</p> <p>Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	1 Aug 2002	<p>Food &amp; Beverage, Industrial Materials &amp; Machinery, Finance, Risk Management, Economics</p>

6.	Mr. Prasert Maekwatana Gender: Male Age: 79 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	1 Jan 2008	Industrial Materials & Machinery, Food & Beverage, Finance, Marketing, Corporate Management
7.	Police General Krisna Polananta Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	23 Feb 2012	Energy & Utilities, Information & Communication Technology, Internal Control, Public Administration, Business Administration
8.	Mr. RUNGSON SRIWORASAT Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	11 Nov 2015	Risk Management, Internal Control, Business Administration, Accounting, Law
9.	Mr. Kamjorn Tatiyakavee Gender: Male Age: 70 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	15 Feb 2017	Health Care Services, IT Management, Business Administration, Food & Beverage, Personal Products & Pharmaceuticals

10.	Assoc. Prof. Dr. PIMPANA SRISAWADI Gender: Female Age: 61 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	22 Apr 2021	Finance, Internal Control, Economics, Business Administration, Accounting
11.	Mr. Aswin Techajareonvikul Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	26 Apr 2007	Food & Beverage, Finance, Industrial Materials & Machinery, Engineering, Business Administration
12.	Mrs. Thapanee Techajareonvikul Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	26 Apr 2018	Food & Beverage, Finance, Business Administration, Economics, Home & Office Products
13.	Mr. PRAPAKON THONGTHEPPAIROT Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	13 Aug 2025	Finance, Business Administration, Property Development, Risk Management, Internal Control

#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. CHAROEN SIRIVADHANABHAKDI Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 26 Dec 2001 Date directorship ended: 22 Apr 2025	Mr. THAPANA SIRIVADHANABHAKDI Date position was assumed: 22 Apr 2025
2.	Mr. Sithichai Chaikriangkrai Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 26 Dec 2001 Date directorship ended: 1 Aug 2025	Mr. PRAPAKON THONGTHEPPAIROT Date position was assumed: 13 Aug 2025

#### Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Ms. POTJANEE THANAVARANIT [1] Gender: Female Age: 79 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	27 Mar 2023	Finance, Energy & Utilities, Property Development, Risk Management, Internal Control
2. Police General Krisna Polananta [1] Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	23 Feb 2012	Energy & Utilities, Information & Communication Technology, Internal Control, Public Administration, Business Administration
3. Assoc. Prof. Dr. PIMPANA SRISAWADI [1] Gender: Female Age: 61 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	22 Apr 2021	Finance, Internal Control, Economics, Business Administration, Accounting

[1] A director with the accounting expertise needed to review financial statements

## Executive Committee

### List of executive committee members

General information	Position	Date position was assumed
1. Mr. THAPANA SIRIVADHANABHAKDI Gender: Male Age: 50 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	22 Apr 2025
2. Mr. TEVIN VONGVANICH Gender: Male Age: 67 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Nov 2019
3. Mr. Thirasakdi Nathikanchanalab Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Jan 2008
4. Mr. Prasert Maekwatana Gender: Male Age: 79 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	1 Oct 2011



5.	Mr. Aswin Techajareonvikul Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	27 Mar 2023
6.	Mrs. Thapanee Techajareonvikul Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Nov 2003
7.	Mr. PRAPAKON THONGTHEPPAIROT Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2025

**List of executive committee members who resigned/vacated their position during the year**

General information	Position	Tenure	Replacement Director
1. Mr. Sithichai Chaikriangkrai Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 26 Nov 2001 Date directorship ended: 1 Aug 2025	Mr. PRAPAKON THONGTHEPPAIROT Date position was assumed: 13 Aug 2025

**Other sub-committees**

## Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Associate Prof. Kamjorn Tatiyakaveem	Chairman
	Police General Krisna Polananta	Member
	Associate Prof. Pimpana Srisawadi	Member
	Mr. Aswin Techajareonvikul	Member
	Mrs. Thapanee Techajareonvikul	Member
The Risk Management Committee	Assoc. Prof. Dr. PIMPANA SRISAWADI	Chairman
	Mr. Kamjorn Tatiyakavee	Member
	Police General Krisna Polananta	Member
Investment Committee	Mr. Sithichai Chaikriangkrai	Chairman
	Mr. Aswin Techajareonvikul	Member
	Mrs. Thapanee Techajareonvikul	Member
	Ms. Anchalee Rimviriyasab	Member
	Mrs. Pawenarush Nutsati	Member
Sustainability Development Committee	Prof. Emeritus Dr. Pirom Kamolratanakul	Chairman
	Mr. Kamjorn Tatiyakavee	Member
	Mr. Aswin Techajareonvikul	Member
	Mrs. Thapanee Techajareonvikul	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: Sustainability Development Committee

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. Thapanee Techajareonvikul Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	CHIEF EXECUTIVE OFFICER AND PRESIDENT	26 Jun 2023	Food & Beverage, Finance, Business Administration, Economics, Home & Office Products
2. Mr. Aswin Techajareonvikul Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	President of Retail Business	1 Nov 2024	Food & Beverage, Finance, Industrial Materials & Machinery, Engineering, Business Administration
3. Mr. Vichien Rungwattanakit Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration	Acting Head of Packaging Business	1 Nov 2025	Food & Beverage, Packaging
4. Mr. Tul Wongsuphasawat Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Industrial Business Administration	Group Chief Brand & Commercial Officer / Acting Chief Marketing Officer	1 Nov 2025	Food & Beverage, Industrial Materials & Machinery, Business Administration
5. Ms. Anchalee Rimviriyasab [1][2] Gender: Female Age: 43 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Financial Officer / Chief Sustainability Officer	1 Jan 2021	Accounting

6.	<p>Mrs. Jiraporn Chaisombat</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p>	<p>Head of Consumer Products Business Group</p>	1 Nov 2025	Economics, Food & Beverage, Home & Office Products
7.	<p>Ms. Teerawan Srisuk</p> <p>Gender: Female</p> <p>Age: 50 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p>	<p>Head of Healthcare Business (MD)</p>	1 Aug 2025	Food & Beverage, Personal Products & Pharmaceuticals
8.	<p>Ms. Narinthorn Chaichanavichit</p> <p>Gender: Female</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p>	<p>Head of Consumer Products Business Group 2</p>	1 Nov 2025	Marketing, Food & Beverage, Home & Office Products
9.	<p>Mr. Ekachai Phoosanabhongs</p> <p>Gender: Male</p> <p>Age: 44 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Transport Engineering</p>	<p>Chief Supply Chain &amp; Logistics Officer</p>	1 May 2025	Transportation & Logistics
10.	<p>Mr. Surachai Hirannitichai</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Telecommunication Engineering</p>	<p>Group Chief Digital Technology</p>	1 Dec 2025	Engineering, Transportation & Logistics, Information & Communication Technology
11.	<p>Mrs. Kamonwan Sivaraksa [2]</p> <p>Gender: Female</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p>	<p>Group Chief Legal and Compliance Officer</p>	1 Aug 2025	Law
12.	<p>Mr. Paiboon Chutimapongrut</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p>	<p>Head of Engineering &amp; Automation Business</p>	1 Nov 2025	Business Administration, Corporate Management

- [1] Highest responsibility in accounting and finance  
 [2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration

	2023	2024	2025
Total executive remuneration (baht)	72,550,000.00	71,400,000.00	78,040,000.00

### Other forms of remuneration

Employee Stock Ownership Plan (ESOP)	: No
Employee Joint Investment Program (EJIP)	: No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons)	: 20,586
Number of female employees (persons)	: 29,936
<b>Total number of employees (persons)</b>	<b>: 50,522</b>

#### Employee Remuneration

Total employee remuneration	: 1,165,558,751.83
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## Provident fund

Total number of employees (persons)	: 50,522
Number of employees contributing to the PVD (persons)	: 16,297
Percentage of employees who are members (%)	: 58.80

# Performance Report on Corporate Governance

## Performance Report on Corporate Governance

### Summary of Director Performance (8.1)

#### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

##### List of new directors appointed in the past year

###### • List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THAPANA SIRIVADHANABHAKDI Gender: Male Age: 50 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 22 Apr 2025	Economics, Food & Beverage, Finance & Securities, Business Administration, Risk Management
2. Mr. PRAPAKON THONGTHEPPAIROT Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 13 Aug 2025	Finance, Business Administration, Property Development, Risk Management, Internal Control

##### Development of directors over the past year

List of directors	Position	Participated in director development program
Prof. Emeritus Dr. Pirom Kamolratanakul	Chairman of the board	Non-participating
Mr. THAPANA SIRIVADHANABHAKDI	Vice Chairman	Participating



Mr. TEVIN VONGVANICH	Vice Chairman	Non-participating
Ms. POTJANEE THANAVARANIT	Director	Non-participating
Mr. Thirasakdi Nathikanchanalab	Director	Non-participating
Mr. Prasert Maekwatana	Director	Non-participating
Police General Krisna Polananta	Director	Non-participating
Mr. RUNGSON SRIWORASAT	Director	Non-participating
Mr. Kamjorn Tatiyakavee	Director	Non-participating
Assoc. Prof. Dr. PIMPANA SRISAWADI	Director	Non-participating
Mr. Aswin Techajareonvikul	Director	Non-participating
Mrs. Thapanee Techajareonvikul	Director	Non-participating
Mr. PRAPAKON THONGTHEPPAIROT	Director	Participating

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Prof. Emeritus Dr. Pirom Kamolratanakul (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2.	Mr. THAPANA SIRIVADHANABHAKDI (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
3.	Mr. TEVIN VONGVANICH (Vice Chairman)	-	6/6	Participating	Did not hold the meeting

4.	Ms. POTJANEE THANAVARANIT (Director)	-	6/6	Participating	Did not hold the meeting
5.	Mr. Thirasakdi Nathikanchanalab (Director)	-	6/6	Participating	Did not hold the meeting
6.	Mr. Prasert Maekwatana (Director)	-	6/6	Participating	Did not hold the meeting
7.	Police General Krisna Polananta (Director)	-	6/6	Participating	Did not hold the meeting
8.	Mr. RUNGSON SRIWORASAT (Director)	-	4/6	Participating	Did not hold the meeting
9.	Mr. Kamjorn Tatiyakavee (Director)	-	6/6	Participating	Did not hold the meeting
10.	Assoc. Prof. Dr. PIMPANA SRISAWADI (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. Aswin Techajareonvikul (Director)	-	6/6	Participating	Did not hold the meeting
12.	Mrs. Thapanee Techajareonvikul (Director)	-	6/6	Participating	Did not hold the meeting
13.	Mr. PRAPAKON THONGTHEPPAIROT (Director)	-	3/3	Non-participating	Did not hold the meeting
14.	Mr. CHAROEN SIRIVADHANABHAKDI (Chairman of the board)	22 Apr 2025	0/0	Non-participating	Did not hold the meeting
15.	Mr. Sithichai Chaikriangkrai (Director)	1 Aug 2025	3/3	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Prof. Emeritus Dr. Pirom Kamolratanakul (Chairman of the board)	-	1,522,500.00	1,517,200.00	No
2.	Mr. THAPANA SIRIVADHANABHAKDI (Vice Chairman)	-	0.00	0.00	No
3.	Mr. TEVIN VONGVANICH (Vice Chairman)	-	900,000.00	635,700.00	No

4.	Ms. POTJANEE THANAVARANIT (Director)	-	900,000.00	418,300.00	No
5.	Mr. Thirasakdi Nathikanchanalab (Director)	-	0.00	0.00	No
6.	Mr. Prasert Maekwatana (Director)	-	900,000.00	0.00	No
7.	Police General Krisna Polananta (Director)	-	900,000.00	418,300.00	No
8.	Mr. RUNGSON SRIWORASAT (Director)	-	900,000.00	418,300.00	No
9.	Mr. Kamjorn Tatiyakavee (Director)	-	900,000.00	418,300.00	No
10.	Assoc. Prof. Dr. PIMPANA SRISAWADI (Director)	-	900,000.00	418,300.00	No
11.	Mr. Aswin Techajareonvikul (Director)	-	0.00	0.00	No
12.	Mrs. Thapanee Techajareonvikul (Director)	-	0.00	0.00	No
13.	Mr. PRAPAKON THONGTHEPPAIROT (Director)	-	0.00	0.00	No
14.	Mr. CHAROEN SIRIVADHANABHAKDI (Chairman of the board)	22 Apr 2025	0.00	0.00	No
15.	Mr. Sithichai Chaikriangkrai (Director)	1 Aug 2025	525,000.00	0.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Ms. POTJANEE THANAVARANIT (Chairman of the audit committee)	-	6/6
2.	Police General Krisna Polananta (Audit committee)	-	6/6
3.	Assoc. Prof. Dr. PIMPANA SRISAWADI (Audit committee)	-	6/6