



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SAHA PATHANA INTER-HOLDING 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 : SAHA PATHANA INTER-HOLDING PUBLIC COMPANY LIMITED

Symbol : SPI

Address : 989 Rama 3 Road, Bangpongpan Sub-district, Yannawa District

Province : Bangkok

Postcode : 10120

Business : The Company has 3 core businesses which are 1) Investment in consumer products business, 2) Investment in food and beverage business, and 3) Industrial park development and investment in other businesses

Registration Number : 0107537001340

Telephone : 0-2294-9999

Fax (if applicable) : -

Website : www.spi.co.th

Email : ir@spi.co.th

Total Shares Sold (shares)

Common Stock : 857,894,892

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)	7,385,630.00	6,950,628.00	7,784,698.00
Investment in consumer goods business (Thousand baht)	1,993,867.00	2,346,580.00	2,788,724.00
Investment in food and beverage business (Thousand baht)	1,375,411.00	1,575,913.00	1,292,303.00
Industrial park development and investment in other businesses (Thousand baht)	4,016,352.00	3,028,135.00	3,703,671.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Investment in consumer goods business (%)	27.00	33.76	35.82
Investment in food and beverage business (%)	18.62	22.67	16.60
Industrial park development and investment in other businesses (%)	54.38	43.57	47.58

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	7,385,630.00	6,950,628.00	7,784,698.00
Domestic (Thousand baht)	7,385,630.00	6,950,628.00	7,784,698.00
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

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)	2,870,153,135.00	3,078,579,978.00	2,722,107,513.00

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
R&D expenses in the past 3 years	N/A	N/A	N/A

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)

2.2.1 Strategic Risk 2.2.2 Operational Risk 2.2.3 Financial Risk 2.2.4 Regulation Risk 2.2.5 Corruption Risks 2.2.6 Data Security, Personal Data, Information Systems, and Cybersecurity Risk 2.2.7 Human Rights Risk 2.2.8 Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- Reliance on large customers or few customers
- Economic risk
- New business risk
- Climate change and disasters

Operational Risk

- Information security and cyber-attack
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights

- Corruption

Compliance Risk

- Change in laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

Risk to Securities Holder (2.2.2)

2.2.1 Strategic Risk (1) Strategy Formulation and Business Direction (2) Expansion of Investments in Business Shares and Joint Ventures (3) Expansion of Investments in Industrial Parks and Real Estate Development

Risk Management Measures: Yes

Related Risk Topics

- Other

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.spi.co.th/th/document/viewer/54>
(if applicable) นโยบายการพัฒนาความยั่งยืน

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://sustainability.spi.co.th/th/document/viewer/14>
(if applicable) นโยบายด้านสิ่งแวดล้อม

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

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	N/A	700.00	1,000.00
Diesel (Litres)	121,105.52	158,319.19	156,031.33
Gasoline (Litres)	54,517.75	122,183.41	87,773.14
LPG (Kilograms)	N/A	15,933.00	16,473.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	8,309,096.30	10,576,864.32	11,063,013.67

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	16,564,295.41	16,949,292.26	20,473,466.60

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	341,170.00	951,920.22	1,190,682.00
Hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	341,170.00	951,920.22	1,190,682.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	498.00	708.80	1,572.65
Scope 2 (Tons of carbon dioxide equivalents)	4,032.00	4,960.97	4,981.89
Scope 3 (Tons of carbon dioxide equivalents)	282,741.00	196,786.27	265,953.60
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	287,271.00	202,456.04	272,508.14

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

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.spi.co.th/th/document/viewer/17/นโยบายสิทธิมนุษยชน>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, 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)	68	84	93
Number of female employees (Persons)	100	116	141
Total number of employees (Persons)	168	200	234

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	0.00	338,005,703.18	354,926,762.34

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	26.00	34.20	37.00
Employee development and training expenses (baht)	2,378,738.29	5,105,291.98	6,759,660.00

• 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 (%)	N/A	5.00	6.41

• **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.spi.co.th/storage/corporate-governance/cg-policy/cg-policy-no3-th.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	16	100.00
Number of male directors	12	75.00
Number of female directors	4	25.00
Number of executive directors	6	37.50
Number of non-executive directors	10	62.50
Number of independent directors	6	37.50

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. Mr. SOMKID JATUSRIPITAK Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	28 Feb 2023	Economics, Risk Management, Business Administration, Governance/ Compliance, IT Management

2.	Mr. SAMRERNG MANOONPOL Gender: Male Age: 89 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	23 Mar 1972	Property Development, Corporate Management, Strategic Management, Risk Management, Sustainability
3.	Mr. BOONSITHI CHOKWATANA Gender: Male Age: 88 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	20 Mar 1973	IT Management, Strategic Management, Property Development, Economics, Finance
4.	Mr. VICHAI KULSOMPFOB Gender: Male Age: 48 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	23 Apr 2012	Strategic Management, Property Development, Sustainability, Governance/ Compliance, Economics
5.	Mrs. PUNNEE WORAWUTHICHONGSATHIT Gender: Female Age: 73 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	25 Apr 2016	Accounting, Risk Management, Governance/ Compliance, Business Administration, Sustainability

6.	<p>Ms. SIRIKUL DHANASARNILP</p> <p>Gender: Female</p> <p>Age: 78 years old</p> <p>Highest level of education: 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>	16 Jun 2016	Accounting, Corporate Management, Governance/ Compliance, Economics, Finance
7.	<p>Mr. SUJARIT PATCHIMNAN</p> <p>Gender: Male</p> <p>Age: 80 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	15 Dec 2016	Corporate Management, Strategic Management, Risk Management, Business Administration
8.	<p>Mr. NIPON POAPONGSAKORN</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Economics</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>	25 Apr 2017	Economics, Property Development, Risk Management, Sustainability, Governance/ Compliance
9.	<p>Mr. PIPOPE CHOKVATHANA</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management Information system</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	23 Apr 2018	IT Management, Governance/ Compliance, Strategic Management, Sustainability, Risk Management

10.	Mr. PIRIYA KHEMPON Gender: Male Age: 66 years old Highest level of education: Master's degree Major: International Relations Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	19 Dec 2019	Sustainability, Risk Management, Strategic Management, Economics, Governance/ Compliance
11.	Mr. RUANGROJ POONPOL Gender: Male Age: 48 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: Re-elected as director	15 Dec 2022	IT Management, Strategic Management, Business Administration, Corporate Management
12.	Mrs. ATCHAKA SIBUNRUANG Gender: Female Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	18 Jan 2024	Economics, Governance/ Compliance, Strategic Management, Risk Management
13.	Mr. VORAYOS THONGTAN Gender: Male Age: 44 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	22 Apr 2024	Corporate Management, Strategic Management, Economics, IT Management, Sustainability

14.	Mr. PUN PANIANGVAIT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	20 Mar 2025	Governance/ Compliance, Law, Business Administration, Corporate Management
15.	Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age: 49 years old Highest level of education: Master's degree Major: International Trade and Policy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	28 Apr 2025	Risk Management, Economics, Corporate Management, Sustainability, Finance
16.	Mr. PRAVEJ ONGARTSITTIKUL Gender: Male Age: 69 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: Additional and newly-appointed directors	28 Apr 2025	Accounting, Finance, Risk Management, Governance/ Compliance, Sustainability

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

General information	Position	Tenure	Replacement Director
1. Mr. BOONKIET CHOKWATANA Gender: Male Age: 78 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 21 Apr 1986 Date directorship ended: 28 Apr 2025	Mrs. CHAILADA TANTIVEJAKUL Date position was assumed: 28 Apr 2025

2.	Mr. PIPAT PANIANGVAIT	Director	Date position was	Mr. PUN PANIANGVAIT
	Gender: Male	(Non-executive)	assumed:	Date position was assumed:
	Age: 86 years old		27 Jun 2003	20 Mar 2025
	Highest level of education:		Date directorship	
	Honorary degree		ended:	
	Major: Science		19 Mar 2025	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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 : Yes

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. Mr. NIPON POAPONGSAKORN Gender: Male Age: 77 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	18 Jan 2024	Economics, Property Development, Risk Management, Sustainability, Governance/ Compliance
2. Mrs. PUNNEE WORAWUTHICHONGSATHIT [1] Gender: Female Age: 73 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	25 Apr 2016	Accounting, Risk Management, Governance/ Compliance, Business Administration, Sustainability
3. Mrs. ATCHAKA SIBUNRUANG Gender: Female Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	18 Jan 2024	Economics, Governance/ Compliance, Strategic Management, Risk Management

[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. VICHAI KULSOMPFOB Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	14 May 2013
2. Mr. SAMRERNG MANOONPOL Gender: Male Age: 89 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	9 May 1994
3. Mr. BOONSITHI CHOKWATANA Gender: Male Age: 88 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 May 1994
4. Ms. SIRIKUL DHANASARNILP Gender: Female Age: 78 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 May 2016

5.	<p>Mr. PIPOPE CHOKVATHANA</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management Information system</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	15 May 2019
6.	<p>Mr. SONTAYA TABKHAN</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 May 2022
7.	<p>Ms. KESARA SUMKANJANARUK</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 May 2022
8.	<p>Mr. VORAYOS THONGTAN</p> <p>Gender: Male</p> <p>Age: 44 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 May 2022
9.	<p>Ms. SUTHIDA JONGJENKIT</p> <p>Gender: Female</p> <p>Age: 40 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master's Degree of Science in Finance,</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	18 Jan 2024

10.	Mr. JAKKRIT SANTIRATTANAKUL Gender: Male Age: 39 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Jun 2025
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. MANU LEELANUWATANA Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 11 May 2016 Date directorship ended: 30 Sep 2025	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. BOONSITHI CHOKWATANA Mr. VICHAI KULSOMPFOB Ms. SIRIKUL DHANASARNSILP	Chairman Member Member
Corporate Governance and Risk Committee's	Mrs. ATCHAKA SIBUNRUANG Ms. SIRIKUL DHANASARNSILP Mr. PIPOPE CHOKVATHANA Mr. SONTAYA TABKHAN Mr. SUPRADIT SA-ID	Chairman Member Member Member Member
Sustainability Committee	Mr. VICHAI KULSOMPFOB Mr. SONTAYA TABKHAN Ms. KESARA SUMKANJANARUK Mr. VORAYOS THONGTAN Ms. SUTHIDA JONGJENKIT	Chairman Member Member Member Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Risk Committee's
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Risk Committee's
Sub-committees responsible for corporate sustainability development	: Sustainability 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. Mr. VICHAI KULSOMPFOB Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer	12 Mar 2018	Strategic Management, Property Development, Sustainability, Governance/ Compliance, Economics
2. Mr. SONTAYA TABKHAN Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering	President	1 Aug 2018	Engineering, Energy & Utilities, Corporate Social Responsibility, Human Resource Management, Governance/ Compliance
3. Mr. VORAYOS THONGTAN Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	President	1 Aug 2018	Corporate Management, Strategic Management, Economics, IT Management, Sustainability
4. Ms. SUTHIDA JONGJENKIT Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Master's Degree of Science in Finance,	President	1 Aug 2018	Finance, Data Management, Data Analysis, Corporate Management, Leadership
5. Mr. TINAKORN BUNNAG Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Achitecture	Senior Vice President	1 Aug 2018	Property Development, Architecture, Design, Construction Services, Construction Materials

6.	Ms. KESARA SUMKANJANARUK Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Accounting	Senior Vice President	1 Aug 2018	Accounting, Finance, Human Resource Management, Procurement, Corporate Management
7.	Mr. PHONGTHEP ROHITASUN [1][2] Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Accounting	Chief Financial Officer	18 Jan 2024	Banking, Accounting, Finance, Data Analysis, Statistics

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

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) : 93

Number of female employees (persons) : 141

Total number of employees (persons) : 234

Employee Remuneration

Total employee remuneration : 354,926,762.34

Provident fund

Total number of employees (persons)	: 234
Number of employees contributing to the PVD (persons)	: 196
Percentage of employees who are members (%)	: 83.76

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 continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PUNNEE WORAWUTHICHONGSATHIT Gender: Female Age: 73 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 25 Apr 2016	Accounting, Risk Management, Governance/ Compliance, Business Administration, Sustainability
2. Mr. PIRIYA KHEMPON Gender: Male Age: 66 years old Highest level of education: Master's degree Major: International Relations Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 19 Dec 2019	Sustainability, Risk Management, Strategic Management, Economics, Governance/ Compliance
3. Mr. RUANGROJ POONPOL Gender: Male Age: 48 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: Re-elected as director	Date position was assumed: 15 Dec 2022	IT Management, Strategic Management, Business Administration, Corporate Management

4.	Mrs. ATCHAKA SIBUNRUANG Gender: Female Age: 70 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 18 Jan 2024	Economics, Governance/ Compliance, Strategic Management, Risk Management
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• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PUN PANIANGVAIT Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 20 Mar 2025	Governance/ Compliance, Law, Business Administration, Corporate Management
2. Mrs. CHAILADA TANTIVEJAKUL Gender: Female Age: 49 years old Highest level of education: Master's degree Major: International Trade and Policy Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 28 Apr 2025	Risk Management, Economics, Corporate Management, Sustainability, Finance

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRAVEJ ONGARTSITTIKUL Gender: Male Age: 69 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: Additional and newly-appointed directors	Date position was assumed: 28 Apr 2025	Accounting, Finance, Risk Management, Governance/ Compliance, Sustainability

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SOMKID JATUSRIPITAK	Chairman of the board	Non-participating
Mr. SAMRERNG MANOONPOL	Vice Chairman	Non-participating
Mr. BOONSITHI CHOKWATANA	Vice Chairman	Non-participating
Mr. VICHAI KULSOMPHOB	Director	Participating
Mrs. PUNNEE WORAWUTHICHONGSATHIT	Director	Participating
Ms. SIRIKUL DHANASARNSILP	Director	Participating
Mr. SUJARIT PATCHIMNAN	Director	Participating
Mr. NIPON POAPONGSAKORN	Director	Participating
Mr. PIPOPE CHOKVATHANA	Director	Non-participating
Mr. PIRIYA KHEMPON	Director	Non-participating
Mr. RUANGROJ POONPOL	Director	Non-participating
Mrs. ATCHAKA SIBUNRUANG	Director	Participating
Mr. VORAYOS THONGTAN	Director	Non-participating
Mr. PUN PANIANGVAIT	Director	Non-participating
Mrs. CHAILADA TANTIVEJAKUL	Director	Participating
Mr. PRAVEJ ONGARTSITTIKUL	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) : 11

Date of AGM meeting : 28 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SOMKID JATUSRIPITAK (Chairman of the board)	-	10/11	Participating	Did not hold the meeting
2.	Mr. SAMRERNG MANOONPOL (Vice Chairman)	-	11/11	Participating	Did not hold the meeting
3.	Mr. BOONSITHI CHOKWATANA (Vice Chairman)	-	11/11	Participating	Did not hold the meeting
4.	Mr. VICHAI KULSOMPHOB (Director)	-	11/11	Participating	Did not hold the meeting
5.	Mrs. PUNNEE WORAWUTHICHONGSATHIT (Director)	-	11/11	Participating	Did not hold the meeting
6.	Ms. SIRIKUL DHANASARNILP (Director)	-	11/11	Participating	Did not hold the meeting
7.	Mr. SUJARIT PATCHIMNAN (Director)	-	11/11	Participating	Did not hold the meeting
8.	Mr. NIPON POAPONGSAKORN (Director)	-	11/11	Participating	Did not hold the meeting
9.	Mr. PIPOPE CHOKVATHANA (Director)	-	11/11	Participating	Did not hold the meeting
10.	Mr. PIRIYA KHEMPON (Director)	-	10/11	Participating	Did not hold the meeting
11.	Mr. RUANGROJ POONPOL (Director)	-	7/11	Participating	Did not hold the meeting
12.	Mrs. ATCHAKA SIBUNRUANG (Director)	-	11/11	Participating	Did not hold the meeting
13.	Mr. VORAYOS THONGTAN (Director)	-	11/11	Non-participating	Did not hold the meeting
14.	Mr. PUN PANIANGVAIT (Director)	-	8/8	Participating	Did not hold the meeting

15.	Mrs. CHAILADA TANTIVEJAKUL (Director)	-	6/8	Participating	Did not hold the meeting
16.	Mr. PRAVEJ ONGARTSITTIKUL (Director)	-	7/8	Participating	Did not hold the meeting
17.	Mr. BOONKIET CHOKWATANA (Director)	28 Apr 2025	2/3	Non-participating	Did not hold the meeting
18.	Mr. PIPAT PANIANGVAIT (Director)	19 Mar 2025	2/2	Non-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.	Mr. SOMKID JATUSRIPITAK (Chairman of the board)	-	120,000.00	4,920,000.00	No
2.	Mr. SAMRERNG MANOONPOL (Vice Chairman)	-	110,000.00	1,150,000.00	No
3.	Mr. BOONSITHI CHOKWATANA (Vice Chairman)	-	110,000.00	2,850,000.00	No
4.	Mr. VICHAI KULSOMPFOB (Director)	-	110,000.00	1,650,000.00	No
5.	Mrs. PUNNEE WORAWUTHICHONGSATHIT (Director)	-	110,000.00	720,000.00	No
6.	Ms. SIRIKUL DHANASARNILP (Director)	-	110,000.00	970,000.00	No
7.	Mr. SUJARIT PATCHIMNAN (Director)	-	110,000.00	670,000.00	No
8.	Mr. NIPON POAPONGSAKORN (Director)	-	110,000.00	720,000.00	No
9.	Mr. PIPOPE CHOKVATHANA (Director)	-	110,000.00	970,000.00	No
10.	Mr. PIRIYA KHEMPON (Director)	-	100,000.00	670,000.00	No
11.	Mr. RUANGROJ POONPOL (Director)	-	0.00	0.00	No
12.	Mrs. ATCHAKA SIBUNRUANG (Director)	-	110,000.00	720,000.00	No
13.	Mr. VORAYOS THONGTAN (Director)	-	110,000.00	970,000.00	No
14.	Mr. PUN PANIANGVAIT (Director)	-	80,000.00	558,333.00	No
15.	Mrs. CHAILADA TANTIVEJAKUL (Director)	-	70,000.00	502,500.00	No

16.	Mr. PRAVEJ ONGARTSITTIKUL (Director)	-	70,000.00	502,500.00	No
17.	Mr. BOONKIET CHOKWATANA (Director)	28 Apr 2025	20,000.00	223,333.00	No
18.	Mr. PIPAT PANIANGVAIT (Director)	19 Mar 2025	20,000.00	167,500.00	No

Remark : Mr. Ruangroj Poonpol doesn't wish to receive compensation for holding the position of company director.

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) : 10

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. NIPON POAPONGSAKORN (Chairman of the audit committee)	-	10/10
2.	Mrs. PUNNEE WORAWUTHICHONGSATHIT (Audit committee)	-	10/10
3.	Mrs. ATCHAKA SIBUNRUANG (Audit committee)	-	9/10