



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THE ERAWAN GROUP 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 : THE ERAWAN GROUP PUBLIC COMPANY LIMITED

Symbol : ERW

Address : PLOENCHIT CENTER, FLOOR 6, 2 SUKHUMVIT ROAD, KHLONG TOEI

Province : Bangkok

Postcode : 10110

Business : Invest and develop hotel properties strategically located to match travelers' different demand.

Registration Number : 0107537001943

Telephone : 0-2257-4588

Fax (if applicable) : 0-2257-4577

Website : <http://www.theerawan.com>

Email : companysecretary@theerawan.com

Total Shares Sold (shares)

Common Stock : 4,886,929,429

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)	7,046,290.00	8,053,926.00	7,937,392.00
Revenues from hotel operations (Thousand baht)	6,902,060.00	7,723,657.00	7,770,510.00
Other (Thousand baht)	144,230.00	330,269.00	166,882.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenues from hotel operations (%)	97.95	95.90	97.90
Other (%)	2.05	4.10	2.10

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	7,046,290.00	8,053,926.00	7,937,392.00
Domestic (Thousand baht)	6,535,208.00	7,183,809.00	6,960,548.00
International (Thousand baht)	511,082.00	870,117.00	976,844.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	92.75	89.20	87.69
International (%)	7.25	10.80	12.31

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
Net difference of right-of-use assets and lease liabilities from lease modification (Thousand baht)	0.00	129,351.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	36,477.00	237,545.00	0.00

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	0.00	0.00	0.00

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)

Environmental, Social and Governance 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
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Competition risk
- Economic risk
- ESG risk
- Pandemic risk
- Climate change and disasters
- Other

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- System disruption risk
- Pandemic risk
- Other

Compliance Risk

- Change in laws and regulations
- Corporate Governance
- Other

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Liquidity risk
- 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://www.theerawan.com/storage/document/sustainable-development-policy/sustainable-development-policy-th.pdf>
(if applicable)

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://www.theerawan.com/storage/document/sustainable-development-policy/sustainable-development-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity 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)	0.00	0.00	0.00
Diesel (Litres)	52,267.41	58,170.45	57,169.71
Gasoline (Litres)	10,523.81	15,941.00	18,560.26
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	1,399,404.00	1,441,140.00	1,572,068.48

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	49.94	0.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	76,159,998.32	81,021,456.00	88,152,089.50

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,415,893.96	5,626,810.00	1,572,463.78

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	326,065.40	766,161.10	878,715.50
Hazardous waste (Kilograms)	0.00	5,410.60	5,781.40
Total waste generated (Kilograms)	326,065.40	771,571.70	884,496.90

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	3,835.00	3,958.00	6,241.00
Scope 2 (Tons of carbon dioxide equivalents)	16,706.00	19,001.00	17,358.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	30,474.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	20,541.00	22,959.00	54,073.00
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Remark : The company is in the process of coordinating with an external assessor to issue a certification of greenhouse gas emissions. Further information on this matter will be provided in due course. In 2025, the Company includes scope 3.

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

Third-party verification : Yes

Name of verifying organization : TUV NORD (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://www.theerawan.com/storage/document/society/erw-human-rights-policy-th.pdf>

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)	1,759	1,845	1,864
Number of female employees (Persons)	2,284	2,449	2,527
Total number of employees (Persons)	4,043	4,294	4,391

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,907,434,989.00	2,067,740,775.00	2,098,657,154.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	70.00	78.00	74.00
Employee development and training expenses (baht)	1,370,962.00	1,798,762.00	8,606,106.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	60	74	117
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	18.65	20.12	17.38

• **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.theerawan.com/th/corporate-governance/good-corporate-governance-policy>

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	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	1	8.33
Number of non-executive directors	11	91.67
Number of independent directors	4	33.33

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. Chanin Vongkusolkiet Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	4 Nov 2004	Energy & Utilities, Strategic Management, Tourism & Leisure, Governance/ Compliance, Risk Management

2.	<p>Mrs. Panida Thepkanjana</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	1 Jan 1991	<p>Law, Corporate Management, Tourism & Leisure, Corporate Social Responsibility, Business Administration</p>
3.	<p>Mr. Banyong Pongpanich</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Development Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	4 Nov 2004	<p>Strategic Management, Negotiation, Data Analysis, Finance & Securities, Finance</p>
4.	<p>Mr. Supol Wattanavekin</p> <p>Gender: Male</p> <p>Age: 70 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</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	4 Nov 2004	<p>Law, Banking, Tourism & Leisure, Property Development, Strategic Management</p>
5.	<p>Mr. Ekasith Jotikasthira</p> <p>Gender: Male</p> <p>Age: 55 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Apr 2009	<p>Tourism & Leisure, Marketing, Strategic Management, Risk Management, Internal Control</p>

6.	Mr. Gavin Vongkusolkrit Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	1 Dec 2011	Strategic Management, Tourism & Leisure, Governance/ Compliance, Property Development, Marketing
7.	Dr. Kulpatra Sirodom Gender: Female Age: 69 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 2017	Risk Management, Accounting, Corporate Management, Internal Control, Governance/ Compliance
8.	Mrs. Arada Vongkusolkrit Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	26 Apr 2017	Engineering, Strategic Management, Risk Management, Tourism & Leisure, Business Administration
9.	Mr. Youssef EL KHOMRI Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Hospitality Management Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	26 Apr 2023	Strategic Management, Corporate Management, Risk Management, Tourism & Leisure, Negotiation

10.	Dr. Pipat Luengnaruemitchai Gender: Male Age: 47 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Apr 2024	Strategic Management, Data Analysis, Statistics, Economics, Accounting
11.	Mr. Supatchara Wattanavekin Gender: Male Age: 36 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	24 Apr 2024	Strategic Management, Corporate Management, Data Analysis, Business Administration, Economics
12.	Mrs. Amporn Kanjanakumnerd Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	23 Apr 2025	Strategic Management, Corporate Management, Human Resource Management, Negotiation, Marketing

Other Information pertaining to committees

The Chairman is an independent director : No

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. Dr. Kulpatra Sirodom [1] Gender: Female Age: 69 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	28 Apr 2018	Risk Management, Accounting, Corporate Management, Internal Control, Governance/ Compliance
2. Mr. Ekasith Jotikasthira [1] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Mar 2017	Tourism & Leisure, Marketing, Strategic Management, Risk Management, Internal Control
3. Dr. Pipat Luengnaruemitchai [1] Gender: Male Age: 47 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: Original director	24 Apr 2024	Strategic Management, Data Analysis, Statistics, Economics, 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. Gavin Vongkusolkrit Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	20 Apr 2023
2. Mrs. Arada Vongkusolkrit Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Jun 2023
3. Mr. Supatchara Wattanavekin Gender: Male Age: 36 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Apr 2023
4. Ms. Piriya Thepkanjana Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	27 Jun 2023

5.	Mr. Youssef EL KHOMRI Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Hospitality Management Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	20 Apr 2023
6.	Ms. Apinya Ngamapichon Gender: Female Age: 38 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 Apr 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Management Development and Compensation Committee	Mr. Supol Wattanavekin	Chairman
	Mr. Ekasith Jotikasthira	Member
	Mrs. Arada Vongkusolkit	Member
	Mrs. Amporn Kanjanakumnerd	Member
Nominating and Corporate Governance Committee	Mrs. Panida Thepkanjana	Chairman
	Mr. Banyong Pongpanich	Member
	Mr. Gavin Vongkusolkit	Member
Sustainability Development Committee	Mr. Youssef EL KHOMRI	Chairman
	Mr. Navarat Tamsuwan	Member
	Ms. Kanokwan Thongsiwarugs	Member
	Ms. Sangjun Oranrittinun	Member
	Mr. Sebastien Salmon	Member
	Ms. Ploi Aranyakanond	Member
	Mr. Powpan Werakul	Member
	Dr. Arisna Rochanapruk	Member

Risk Management Committee	Mr. Youssef EL KHOMRI	Chairman
	Ms. Kanokwan Thongsiwarugs	Member
	Ms. Apinya Ngamapichon	Member
	Mr. Sebastien Salmon	Member
	Ms. Ploi Aranyakanond	Member
	Dr. Arisna Rochanapruk	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nominating and Corporate Governance Committee
Sub-committees responsible for remuneration	: Nominating and Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nominating and Corporate Governance Committee
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. Mr. Youssef EL KHOMRI Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Hospitality Management	PRESIDENT	1 Jan 2023	Strategic Management, Corporate Management, Risk Management, Tourism & Leisure, Negotiation
2. Ms. Apinya Ngamapichon [1] Gender: Female Age: 38 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President and CFO	1 Apr 2024	Finance, Budgeting, Data Analysis, Leadership, Business Administration
3. Mr. Navarat Tamsuwan Gender: Male Age: 60 years old Highest level of education: Below a bachelor's degree Major: Electricity	Executive Vice President, Project Development, Property Renovation and Operating Maintenance and Cost Center Division	1 Jul 2018	Project Management, Construction Services, Leadership, Engineering
4. Ms. Kanokwan Thongsiwarugs Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Company Secretary and Assistant Executive Vice President of Internal Audit Division and Senior Vice President of Company Secretary & Corporate Governance Division	1 Jan 2025	Internal Control, Governance/ Compliance, Accounting, Leadership, Business Administration
5. Ms. Sangjun Oranrittinun Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Management	Assistant Executive Vice President of Corporate Human Resources Division	1 Jan 2025	Human Resource Management, Change Management

6.	Mr. Powpan Werakul Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration	Vice President of Business Development Division	1 Jan 2025	Data Management, Business Administration, Data Analysis
7.	Mr. Renan Vigoureux [2] Gender: Male Age: 41 years old Highest level of education: Bachelor's degree Major: Tourism, spacialising in Hotel and Tourism Management	Senior Vice President of Hotel Business Strategy Division	1 Apr 2024	Statistics, Data Analysis, Tourism & Leisure
8.	Ms. Jetya Kitiyodom [2] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Accounting	Assistant Executive Vice President of Accounting Department	30 Nov 2021	Accounting, Leadership, Audit, Budgeting

[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)	45,090,917.12	56,819,464.36	77,934,956.00

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)	: 1,864
Number of female employees (persons)	: 2,527
Total number of employees (persons)	: 4,391

Employee Remuneration

Total employee remuneration	: 2,098,657,154.00
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Provident fund

Total number of employees (persons)	: 4,391
Number of employees contributing to the PVD (persons)	: 2,239
Percentage of employees who are members (%)	: 50.99

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. Mr. Chanin Vongkusolkiet Gender: Male Age: 73 years old Highest level of education: Honorary degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 4 Nov 2004	Energy & Utilities, Strategic Management, Tourism & Leisure, Governance/ Compliance, Risk Management
2. Mrs. Panida Thepkanjana Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Master of Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Jan 1991	Law, Corporate Management, Tourism & Leisure, Corporate Social Responsibility, Business Administration
3. Mr. Banyong Pongpanich Gender: Male Age: 71 years old Highest level of education: Honorary degree Major: Development Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 4 Nov 2004	Strategic Management, Negotiation, Data Analysis, Finance & Securities, Finance

4.	Mr. Gavin Vongkusolkrit	Director (Non-executive)	Date position was assumed: 1 Dec 2011	Strategic Management, Tourism & Leisure, Governance/ Compliance, Property Development, Marketing
	Gender: Male			
	Age: 43 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. Amporn Kanjanakumnerd	Director (Non-executive)	Date position was assumed: 23 Apr 2025	Strategic Management, Corporate Management, Human Resource Management, Negotiation, Marketing
Gender: Female			
Age: 61 years old			
Highest level of education:	Director type: Newly appointed director to replace ex-director		
Master's degree			
Major: Management			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. Chanin Vongkusolkrit	Chairman of the board	Participating
Mrs. Panida Thepkanjana	Director	Participating
Mr. Banyong Pongpanich	Director	Participating
Mr. Supol Wattanavekin	Director	Participating
Mr. Ekasith Jotikasthira	Director	Participating
Mr. Gavin Vongkusolkrit	Director	Participating
Dr. Kulpatra Sirodom	Director	Participating
Mrs. Arada Vongkusolkrit	Director	Participating
Mr. Youssef EL KHOMRI	Director	Participating

Dr. Pipat Luengnaruemitchai	Director	Participating
Mr. Supatchara Wattanavekin	Director	Participating
Mrs. Amporn Kanjanakumnerd	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. Chanin Vongkusolkrit (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mrs. Panida Thepkanjana (Director)	-	8/8	Participating	Did not hold the meeting
3. Mr. Banyong Pongpanich (Director)	-	6/8	Participating	Did not hold the meeting
4. Mr. Supol Wattanavekin (Director)	-	8/8	Participating	Did not hold the meeting
5. Mr. Ekasith Jotikasthira (Director)	-	8/8	Participating	Did not hold the meeting
6. Mr. Gavin Vongkusolkrit (Director)	-	8/8	Participating	Did not hold the meeting

7.	Dr. Kulpatra Sirodom (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mrs. Arada Vongkusolkit (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mr. Youssef EL KHOMRI (Director)	-	8/8	Participating	Did not hold the meeting
10.	Dr. Pipat Luengnaruemitchai (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. Supatchara Wattanavekin (Director)	-	8/8	Participating	Did not hold the meeting
12.	Mrs. Amporn Kanjanakumnerd (Director)	-	6/6	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. Chanin Vongkusolkit (Chairman of the board)	-	972,000.00	0.00	No
2.	Mrs. Panida Thepkanjana (Director)	-	648,000.00	0.00	No
3.	Mr. Banyong Pongpanich (Director)	-	648,000.00	0.00	No
4.	Mr. Supol Wattanavekin (Director)	-	648,000.00	0.00	No
5.	Mr. Ekasith Jotikasthira (Director)	-	648,000.00	0.00	No
6.	Mr. Gavin Vongkusolkit (Director)	-	648,000.00	0.00	No
7.	Dr. Kulpatra Sirodom (Director)	-	648,000.00	0.00	No
8.	Mrs. Arada Vongkusolkit (Director)	-	648,000.00	0.00	No
9.	Mr. Youssef EL KHOMRI (Director)	-	0.00	0.00	No
10.	Dr. Pipat Luengnaruemitchai (Director)	-	648,000.00	0.00	No
11.	Mr. Supatchara Wattanavekin (Director)	-	648,000.00	0.00	No
12.	Mrs. Amporn Kanjanakumnerd (Director)	-	432,000.00	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) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Dr. Kulpatra Sirodom (Chairman of the audit committee)	-	4/4
2.	Mr. Ekasith Jotikasthira (Audit committee)	-	4/4
3.	Dr. Pipat Luengnaruemitchai (Audit committee)	-	4/4