



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANPU PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	13
Corporate Governance	
Corporate Governance Policy	18
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	19
Performance Report on Corporate Governance	28

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : BANPU PUBLIC COMPANY LIMITED

Symbol : BANPU

Address : THANAPOOM TOWER BLDG., FLOOR 27, 1550 NEW PETCHABURI ROAD,
MAKKASAN, RATCHATHEWI

Province : Bangkok

Postcode : 10400

Business : four key pillars — each delivering distinct strengths while
collectively reinforcing one another to explore synergistic
value and to drive Sntegrated and sustainable growth : Next-
Gen Mining, U.S. Closed-Loop Gas,Power+ and Future Tech

Registration Number : 0107536000781

Telephone : 0-2694-6600

Fax (if applicable) : 0-2207-0696

Website : <https://www.banpu.com>

Email : investor_relations@banpu.co.th

Total Shares Sold (shares)

Common Stock : 10,018,902,730

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)	176,955,269.00	181,549,286.00	173,422,701.00
Next-Gen Mining (Thousand baht)	115,416,363.00	116,024,996.00	90,969,083.00
US Closed-loop Gas (Thousand baht)	24,602,969.00	25,606,365.00	29,983,736.00
Power+ (Thousand baht)	30,098,220.00	27,488,583.00	29,195,339.00
Future Tech (Thousand baht)	3,231,154.00	2,302,002.00	23,021,039.00
Other (Thousand baht)	3,606,563.00	10,127,340.00	253,504.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Next-Gen Mining (%)	65.22	63.91	52.46
US Closed-loop Gas (%)	13.90	14.10	17.29
Power+ (%)	17.01	15.14	16.83
Future Tech (%)	1.83	1.27	13.27
Other (%)	2.04	5.58	0.15

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	176,955,269.00	181,549,286.00	173,422,701.00
Domestic (Thousand baht)	5,617,239.00	4,919,991.00	2,076,977.00
International (Thousand baht)	171,338,030.00	176,629,295.00	171,345,724.00

Indonesia (Thousand baht)	76,170,445.00	74,604,535.00	58,869,785.00
Australia (Thousand baht)	28,458,556.00	32,710,813.00	23,606,614.00
United States of America (Thousand baht)	46,424,317.00	39,355,156.00	52,441,946.00
China (Thousand baht)	13,545,423.00	11,716,879.00	13,306,395.00
Other countries (Thousand baht)	6,739,289.00	18,241,912.00	23,120,984.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	3.17	2.71	1.20
International (%)	96.83	97.29	98.80
Indonesia (%)	44.46	42.24	34.36
Australia (%)	16.61	18.52	13.78
United States of America (%)	27.10	22.28	30.61
China (%)	7.91	6.63	7.77
Other countries (%)	3.93	10.33	13.49

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	7,477,028.00	8,602,594.00	6,168,007.00
Other income from operations (Thousand baht)	4,468,522.00	4,517,750.00	3,101,049.00
Interest income (Thousand baht)	1,684,868.00	2,011,883.00	1,667,435.00
Management fee and others (Thousand baht)	2,332,721.00	2,152,553.00	1,224,693.00
Dividend income from equity instruments (Thousand baht)	450,933.00	353,314.00	208,921.00
Other income not from operations (Thousand baht)	3,008,506.00	4,084,844.00	3,066,958.00
Gain on disposal of investment in a joint venture (Thousand baht)	0.00	0.00	0.00

Bargain purchase from business combination (Thousand baht)	3,008,506.00	0.00	0.00
Net gains from changes in fair value of financial instruments (Thousand baht)	0.00	4,084,844.00	3,066,958.00

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

	2023	2024	2025
Share of profit (Thousand baht)	9,297,035.00	6,929,595.00	4,165,991.00

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)

Risks in Achieving Strategy Execution and Business Portfolio Transition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- New business risk
- Other

Operational Risk

- Shortage or reliance on skilled workers
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations

Risks in Human Capital Management and Capability Development for Future Growth

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Operational Risk

- Shortage or reliance on skilled workers

Corporate reputation risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Risks related to the Success and Returns of Business Investments

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk
- New business risk
- Other

Compliance Risk

- Change in laws and regulations

Supply Chain risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Other

Risks of Amalgamation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Operational Risk

- Human error in business operations

Compliance Risk

- Other

Financial Risk

- Other

Exchange Rate Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Interest Rate Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Taxation risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Financial Risk

- Other

Funding and Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Liquidity risk

Risk from Volatility in Coal, Natural Gas, and Electricity Prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Economic risk
- Climate change and disasters
- Other

Production Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations

- Other

Occupational Health and Safety risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Environmental risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

Social and Community Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Other

Compliance Risk

- Legal risk

Climate Change and Natural Disaster Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

- Government policy
- Changes in technologies
- Climate change and disasters

Operational Risk

- Climate change and disasters

Compliance Risk

- Change in laws and regulations

Cyber Threats and Personal Data Protection Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Systems or internal control system
- Information security and cyber-attack
- Impact on human rights
- System disruption risk

Compliance Risk

- Corporate Governance

Compliance risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Risk of Competitive Disadvantage from Advancements in AI

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Other

Operational Risk

- Other

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Risk of Economic Slowdowns Impacting the Achievement of ESG Goals

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk
- ESG risk
- Other

Operational Risk

- Delays in the development of future projects

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.banpu.com/downloads/Sustainability-Policy.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://sustainability.banpu.com/downloads/Environmental-Policy.pdf>
(if applicable)

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)	0.00	0.00	0.00
Diesel (Litres)	445,577,730.26	55,251,267.80	55,153,904.97
Gasoline (Litres)	254,432.24	1,961,376.67	2,873,136.50
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	53,512,595,615.75	54,100,542,308.53	61,689,944,359.74
LPG (Kilograms)	3,750.00	8,477.00	7,971.00

Steam (Metric tonnes)	0.00	18,696.00	17,718.00
Coal (Metric tonnes)	1,017,552.00	969,407.13	907,996.63

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	430,966,687.20	454,655,946.75	410,724,192.60

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	298,144,076.00	319,001,000.00	432,298,768.70

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	3,083,531,037.29	16,622,760.47	2,430,607.17
Hazardous waste (Kilograms)	1,307,378.30	2,034,504.33	607,066.39
Total waste generated (Kilograms)	3,084,838,415.59	18,657,264.80	3,037,673.56

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	9,057,038.57	8,796,573.60	7,686,579.65
Scope 2 (Tons of carbon dioxide equivalents)	261,614.41	253,432.01	251,244.30
Scope 3 (Tons of carbon dioxide equivalents)	48,854,768.73	48,592,606.80	33,267,116.43

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	58,173,421.71	57,642,612.41	41,204,940.38
---	----------------------	----------------------	----------------------

• **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.banpu.com/downloads/Human-Rights-Policy.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)	4,853	5,054	4,239
Number of female employees (Persons)	851	960	862
Total number of employees (Persons)	5,704	6,014	5,101

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	6,740,160,296.90	4,734,733,245.74	5,906,163,651.44

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	44.10	35.73	21.72
Employee development and training expenses (baht)	173,195,365.00	103,069,820.85	65,534,545.85

• Health, safety and work environment

	2023	2024	2025
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	16	15	31
--	----	----	----

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	21.09	4.77	8.33

• **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.banpu.com/wp-content/uploads/2025/01/BANPU-CG-Policy-TH_09012025.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	12	92.31
Number of female directors	1	7.69
Number of executive directors	1	7.69
Number of non-executive directors	12	92.31
Number of independent directors	5	38.46

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 VONGKUSOLKIT 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: Original director	28 Apr 2016	Energy & Utilities, Mining, Finance, Marketing, Engineering

2.	Mr. ONGART AUAPINYAKUL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	1 Jan 1993	Business Administration, Mining, Strategic Management, Engineering, Energy & Utilities
3.	Mr. METEE AUAPINYAKUL Gender: Male Age: 72 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	8 Jan 2001	Business Administration, Energy & Utilities, Engineering
4.	Mr. VERAJET VONGKUSOLKIT Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	1 Jun 2010	Business Administration, Energy & Utilities, Finance, Corporate Management, Governance/ Compliance
5.	Mr. TEERANA BHONGMAKAPAT Gender: Male Age: 69 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	5 Apr 2012	Economics, Finance, Engineering, Business Administration, Strategic Management

6.	<p>Mr. BUNTOENG VONGKUSOLKIT</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Biotechnology</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	3 Apr 2014	<p>Business Administration, Agribusiness, Energy & Utilities, Corporate Management, Strategic Management</p>
7.	<p>Mr. ANON SIRISAENG TAKSIN</p> <p>Gender: Male</p> <p>Age: 73 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	19 Apr 2016	<p>Business Administration, Energy & Utilities, Strategic Management, Engineering, Governance/ Compliance</p>
8.	<p>Mr. TEERAPAT SANGUANKOTCHAKORN</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</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>	3 Apr 2019	<p>Engineering, Information & Communication Technology, Business Administration</p>
9.	<p>Mr. PICHAJ DUSDEEKULCHAI</p> <p>Gender: Male</p> <p>Age: 64 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	25 Apr 2019	<p>Business Administration, Finance, Strategic Management, Audit, Sustainability</p>

10.	Mr. PIRIYA KHEMPON Gender: Male Age: 66 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	8 Apr 2020	Energy & Utilities, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Risk Management
11.	Mr. SARAYUTH SAENGCHAN Gender: Male Age: 63 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Apr 2022	Business Administration, Economics, Finance, Strategic Management, Governance/ Compliance
12.	Mrs. WATANAN PETERSIK Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: A.B. degree Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	3 Apr 2023	Finance, Business Administration, Economics, Strategic Management, Audit
13.	Mr. SINON VONGKUSOLKIT Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	1 Apr 2024	Finance, Economics, Strategic Management, Business Administration, Energy & Utilities

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 : Yes

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. TEERANA BHONGMAKAPAT [1] Gender: Male Age: 69 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	30 Apr 2014	Economics, Finance, Engineering, Business Administration, Strategic Management
2. Mr. PICHAJ DUSDEEKULCHAI Gender: Male Age: 64 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	25 Apr 2019	Business Administration, Finance, Strategic Management, Audit, Sustainability

3.	Mrs. WATANAN PETERSIK [1] Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: A.B. degree Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 May 2023	Finance, Business Administration, Economics, Strategic Management, Audit
----	--	--	------------	--

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

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Compensation Committee	Mr. BUNTOENG VONGKUSOLKIT Mr. TEERANA BHONGMAKAPAT Mr. TEERAPAT SANGUANKOTCHAKORN	Chairman Member Member
Corporate Governance and Nomination Committee	Mr. ANON SIRISAENGTAKSIN Mr. PIRIYA KHEMPON Mr. VERAJET VONGKUSOLKIT Mr. SARAYUTH SAENGCHAN	Chairman Member Member Member
Environment, Social and Governance Committee	Mr. PIRIYA KHEMPON Mr. PICHAI DUSDEEKULCHAI Mr. TEERAPAT SANGUANKOTCHAKORN	Chairman Member Member

Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Corporate Governance and Nomination Committee
Sub-committees responsible for remuneration	: Compensation Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Nomination Committee
Sub-committees responsible for corporate sustainability development	: Environment, Social and Governance 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. Ms. Arisara Sakulkarawek [1][2] Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Mar 2019	Accounting, Finance, Corporate Management, Strategic Management
2. Mr. Smittipon Srethapramote Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Head of Renewable and Energy Technology Business	1 Jan 2024	Business Administration, Strategic Management, Energy & Utilities, Fund Management
3. Mr. Jirameth Achcha Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Economics	Head of Corporate Services	1 Jan 2021	Business Administration, Economics, Sustainability, Strategic Management, Corporate Management
4. Mr. Wittapon Jawjit Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering	Head of Human Resources	1 Jul 2021	Human Resource Management, Engineering, Corporate Management
5. Mr. Jamon Jamuang Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Engineering	Head of Mining Business	1 Jan 2024	Energy & Utilities, Mining, Project Management

6.	Mr. SINON VONGKUSOLKIT Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Finance	Chief Executive Officer	2 Apr 2024	Finance, Economics, Strategic Management, Business Administration, Energy & Utilities
7.	Mr. Kirana Limpaphayom Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Sociology	Chief Operating Officer	2 Apr 2024	Business Administration, Energy & Utilities, Mining, Economics, Corporate Management
8.	Mr. Issara Niropas Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Management	Head of Power Business	2 Apr 2024	Business Administration, Energy & Utilities, Corporate Management, Leadership, Project Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 4,239

Number of female employees (persons) : 862

Total number of employees (persons) : 5,101

Employee Remuneration

Total employee remuneration : 5,906,163,651.44

Provident fund

Total number of employees (persons) : 5,101

Number of employees contributing to the PVD (persons) : 690

Percentage of employees who are members (%) : 13.53

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. ONGART AUAPINYAKUL Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Jan 1993	Business Administration, Mining, Strategic Management, Engineering, Energy & Utilities
2. Mr. VERAJET VONGKUSOLKIT Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Jun 2010	Business Administration, Energy & Utilities, Finance, Corporate Management, Governance/ Compliance
3. Mr. BUNTOENG VONGKUSOLKIT Gender: Male Age: 69 years old Highest level of education: Honorary degree Major: Biotechnology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 3 Apr 2014	Business Administration, Agribusiness, Energy & Utilities, Corporate Management, Strategic Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SINON VONGKUSOLKIT Gender: Male Age: 35 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Apr 2024	Finance, Economics, Strategic Management, Business Administration, Energy & Utilities

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHANIN VONGKUSOLKIT	Chairman of the board	Participating
Mr. ONGART AUAPINYAKUL	Director	Participating
Mr. METEE AUAPINYAKUL	Director	Participating
Mr. VERAJET VONGKUSOLKIT	Director	Participating
Mr. TEERANA BHONGMAKAPAT	Director	Participating
Mr. BUNTOENG VONGKUSOLKIT	Director	Participating
Mr. ANON SIRISAENG TAKSIN	Director	Participating
Mr. TEERAPAT SANGUANKOTCHAKORN	Director	Participating
Mr. PICHAI DUSDEEKULCHAI	Director	Participating
Mr. PIRIYA KHEMPON	Director	Participating
Mr. SARAYUTH SAENGCHAN	Director	Participating
Mrs. WATANAN PETERSIK	Director	Participating
Mr. SINON VONGKUSOLKIT	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) : 12

Date of AGM meeting : 4 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. CHANIN VONGKUSOLKIT (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mr. ONGART AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
3.	Mr. METEE AUAPINYAKUL (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mr. VERAJET VONGKUSOLKIT (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. TEERANA BHONGMAKAPAT (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. BUNTOENG VONGKUSOLKIT (Director)	-	9/12	Participating	Did not hold the meeting
7.	Mr. ANON SIRISAENGTAKSIN (Director)	-	12/12	Participating	Did not hold the meeting
8.	Mr. TEERAPAT SANGUANKOTCHAKORN (Director)	-	12/12	Participating	Did not hold the meeting
9.	Mr. PICHAJ DUSDEEKULCHAI (Director)	-	12/12	Participating	Did not hold the meeting

10.	Mr. PIRIYA KHEMPON (Director)	-	11/12	Participating	Did not hold the meeting
11.	Mr. SARAYUTH SAENGCHAN (Director)	-	12/12	Participating	Did not hold the meeting
12.	Mrs. WATANAN PETERSIK (Director)	-	12/12	Participating	Did not hold the meeting
13.	Mr. SINON VONGKUSOLKIT (Director)	-	11/12	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)	-	542,100.00	4,016,531.00	No
2.	Mr. ONGART AUAPINYAKUL (Director)	-	417,000.00	3,089,639.00	No
3.	Mr. METEE AUAPINYAKUL (Director)	-	417,000.00	3,089,639.00	No
4.	Mr. VERAJET VONGKUSOLKIT (Director)	-	417,000.00	3,089,639.00	No
5.	Mr. TEERANA BHONGMAKAPAT (Director)	-	417,000.00	3,089,639.00	No
6.	Mr. BUNTOENG VONGKUSOLKIT (Director)	-	312,750.00	3,089,639.00	No
7.	Mr. ANON SIRISAENG TAKSIN (Director)	-	417,000.00	3,089,639.00	No
8.	Mr. TEERAPAT SANGUANKOTCHAKORN (Director)	-	417,000.00	3,089,639.00	No
9.	Mr. PICHAJ DUSDEEKULCHAI (Director)	-	417,000.00	3,089,639.00	No
10.	Mr. PIRIYA KHEMPON (Director)	-	382,250.00	3,089,639.00	No
11.	Mr. SARAYUTH SAENGCHAN (Director)	-	417,000.00	3,089,639.00	No
12.	Mrs. WATANAN PETERSIK (Director)	-	417,000.00	3,089,639.00	No
13.	Mr. SINON VONGKUSOLKIT (Director)	-	0.00	2,525,729.00	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) : 9

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. TEERANA BHONGMAKAPAT (Chairman of the audit committee)	-	9/9
2.	Mr. PICHAJ DUSDEEKULCHAI (Audit committee)	-	9/9
3.	Mrs. WATANAN PETERSIK (Audit committee)	-	8/9