



# **Annual Registration Statement / Annual Report**

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

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

**TPI POLENE 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 : TPI POLENE PUBLIC COMPANY LIMITED

Symbol : TPIPL

Address : 26/56 Chan Tat Mai Road, Thungmahamek, Sathorn, Bangkok

Province : Bangkok

Postcode : 10120

Business : The Company and its subsidiary are principally engaged in the manufacture and supply of cement and LDPE/EVA plastic resin. The Company also has investmnet in a joint venture in the ammonium nitrate and in related to the steel business of life insurance and etc.

Registration Number : 0107537000564

Telephone : 0-2213-1039-49, 0-2285-5090-9

Fax (if applicable) : 0-2213-1035, 0-2213-1038

Website : <http://www.tpipolene.co.th>

Email : [nitisit@tpipolene.co.th](mailto:nitisit@tpipolene.co.th)

#### Total Shares Sold (shares)

Common Stock : 18,935,235,000

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)	42,807,456.00	35,770,395.00	34,628,287.00
Construction Materials (Thousand baht)	24,092,370.00	20,399,715.00	20,611,625.00
Petrochemical & Chemicals (Thousand baht)	10,542,023.00	7,247,874.00	8,226,314.00
Energy & Utilities (Thousand baht)	8,055,942.00	7,996,233.00	5,682,076.00
Agriculture (Thousand baht)	117,121.00	126,573.00	108,272.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Construction Materials (%)	56.28	57.03	59.52
Petrochemical & Chemicals (%)	24.63	20.26	23.76
Energy & Utilities (%)	18.82	22.35	16.41
Agriculture (%)	0.27	0.35	0.31

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	42,807,456.00	35,770,395.00	34,628,287.00
Domestic (Thousand baht)	31,148,604.00	29,788,361.00	27,414,010.00
International (Thousand baht)	11,658,852.00	5,982,034.00	7,214,277.00
China (Thousand baht)	6,167,132.00	2,538,602.00	3,139,421.00
Bangladesh (Thousand baht)	1,976,315.00	244,366.00	684,417.00

India (Thousand baht)	390,726.00	474,749.00	721,337.00
Australia (Thousand baht)	1,125,613.00	1,214,725.00	871,731.00
Philippines (Thousand baht)	729,560.00	797,409.00	620,643.00
Other countries (Thousand baht)	1,269,506.00	712,183.00	1,176,728.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	72.76	83.28	79.17
International (%)	27.24	16.72	20.83
China (%)	52.90	42.44	43.52
Bangladesh (%)	16.95	4.08	9.49
India (%)	3.35	7.94	10.00
Australia (%)	9.65	20.31	12.08
Philippines (%)	6.26	13.33	8.60
Other countries (%)	10.89	11.91	16.31

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

	2023	2024	2025
Total other income (Thousand baht)	2,155,337.00	2,091,742.00	1,752,260.00
Other income from operations (Thousand baht)	2,155,337.00	2,091,742.00	1,752,260.00
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)	26,975.00	30,351.00	32,429.00

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 : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	66,518.89	50,404.29

# 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)**

### Strategic risks associated with business operations

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Competition risk
- Economic risk
- Pandemic risk
- Climate change and disasters

##### Operational Risk

- Information security and cyber-attack
- Safety, occupational health, and working environment
- Impact on the environment

##### Compliance Risk

- Change in laws and regulations
- Corporate Governance

##### Financial Risk

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

## **Risk to Securities Holder (2.2.2)**

### **Credit Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

- Return from investment of securities holder

# 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://tpipolene.co.th/th/investment/sustainability>  
(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.tpipolene.co.th/th/sustainable/2023-04-26-09-38-27/environmental-policy>  
(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
Diesel (Litres)	12,739,266.89	10,321,436.00	8,297,730.06
Fuel oil (Litres)	3,359,414.89	3,631,278.00	4,033,726.00
Natural gas (Standard cubic feet)	14,376,871.21	6,732,952.61	1,462,029.28
Steam (Metric tonnes)	57,674.70	55,691.28	60,721.80
Coal (Metric tonnes)	1,088,926.07	910,178.84	1,095,561.28

##### • Electricity consumption

	2023	2024	2025
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Total electricity consumption within the organization (Kilowatt-Hours)	1,371,493,430.34	1,256,628,799.09	1,317,636,533.12
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## Water management

### • Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	2,453,710.00	2,371,070.00	2,104,077.30

## Waste management

### • Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	3,029,920.00	873,050.00	736,040.00
Hazardous waste (Kilograms)	3,091,930.00	2,012,100.00	2,093,930.00
<b>Total waste generated (Kilograms)</b>	<b>6,121,850.00</b>	<b>2,885,150.00</b>	<b>2,829,970.00</b>

## Greenhouse gas management

### • Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	7,280,461.01	5,497,656.64	6,504,085.00
Scope 2 (Tons of carbon dioxide equivalents)	1,153,818.52	1,314,464.27	923,675.00
Scope 3 (Tons of carbon dioxide equivalents)	204,125.76	608,061.07	624,624.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>8,638,405.29</b>	<b>7,420,181.98</b>	<b>8,052,384.00</b>

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

Third-party verification : Yes

Name of verifying organization : BSI Group (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://tpipolene.co.th/th/investment/sustainability>

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)	8,609	8,442	8,150
Number of female employees (Persons)	1,428	1,427	1,402
<b>Total number of employees (Persons)</b>	<b>10,037</b>	<b>9,869</b>	<b>9,552</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	0.00	6,123,161,000.00	6,228,239,000.00

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	22.49	26.14	24.79
Employee development and training expenses (baht)	4,157,011.13	3,681,223.34	2,360,372.41

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

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	9	7	7
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	6.51	7.41	6.31

• **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.tpipolene.co.th/th/aboutus/corporate-governance-th>

#### 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	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	4	26.67
Number of non-executive directors	11	73.33
Number of independent directors	6	40.00

#### 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. KHANTACHAI VICHAKKHANA Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	30 Oct 2009	Law, Property Development

2.	Mr. PRACHAI LEOPHAIRATANA Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	22 Dec 1993	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials
3.	Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery, Energy & Utilities
4.	Mr. PRAYAD LIEWPHAIRATANA Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	3 Jan 1995	Packaging, Industrial Materials & Machinery, Engineering, Mining, Construction Materials
5.	Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration

6.	<p>Mr. THAVICH TAYCHANAVALAKUL</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Bachelor'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>	14 Jul 2008	<p>Transportation &amp; Logistics, Corporate Management, Project Management, Energy &amp; Utilities, Insurance</p>
7.	<p>Ms. MALINEE LEOPAIRAT</p> <p>Gender: Female</p> <p>Age: 83 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Acturial Science</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>	29 Apr 2016	<p>Statistics, Insurance, Data Analysis</p>
8.	<p>Mr. PISES IAMSAKULRAT</p> <p>Gender: Male</p> <p>Age: 61 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>	1 Mar 2018	<p>Corporate Management, Data Management, Business Administration, Food &amp; Beverage</p>
9.	<p>Mr. SUPOT SINGHASANEH</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</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>	25 Apr 2018	<p>Audit, Finance, Accounting, Business Administration</p>

10.	<p>Mr. PAKORN LEOPAIRUT</p> <p>Gender: Male</p> <p>Age: 45 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</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	30 May 2019	<p>Energy &amp; Utilities, Fund Management, Petrochemicals &amp; Chemicals, Construction Materials, Business Administration</p>
11.	<p>Ms. TANYARATT IAMSOPANA</p> <p>Gender: Female</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</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>	25 Jun 2020	<p>Insurance, Engineering, Statistics, Business Administration</p>
12.	<p>Mr. PORNPOL SUWANAMAS</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Technology and printing</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>	27 May 2021	<p>Paper &amp; Printing Materials, IT Management, Media &amp; Publishing, Business Administration</p>
13.	<p>Mr. VIRAT CHATDARONG</p> <p>Gender: Male</p> <p>Age: 47 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</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	28 Oct 2021	<p>Construction Materials, Engineering, Industrial Materials &amp; Machinery, Petrochemicals &amp; Chemicals, Business Administration</p>

14.	Mr. PRATEEP LEOPAIRUT Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals
15.	Mr. TAYUTH SRIYUKSIRI Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	25 Apr 2025	Industrial Materials & Machinery, Construction Materials, Economics, Engineering, Finance

#### Other Information pertaining to committees

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUPOT SINGHASANEH [1] Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	25 Jun 2018	Audit, Finance, Accounting, Business Administration
2. Mr. THAVICH TAYCHANAVALAKUL Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Mar 2018	Transportation & Logistics, Corporate Management, Project Management, Energy & Utilities, Insurance
3. Mr. PISES IAMSAKULRAT Gender: Male Age: 61 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 2018	Corporate Management, Data Management, Business Administration, Food & Beverage



4.	Mr. TAYUTH SRIYUKSIRI	Audit committee	29 May 2025	Industrial Materials & Machinery, Construction Materials, Economics, Engineering, Finance
	Gender: Male	(Non-executive, Independent director)		
	Age: 71 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

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

General information	Position	Tenure	Replacement Director
1. Mr. PORNPOL SUWANAMAS	Audit committee	Date position was assumed:	Mr. TAYUTH SRIYUKSIRI
Gender: Male	(Non-executive, Independent director)	31 Jan 2019	Date position was assumed: 29 May 2025
Age: 46 years old		Date directorship ended:	
Highest level of education: Master's degree		29 May 2025	
Major: Technology and printing			
Thai nationality: Yes			
Residing in Thailand: Yes			

[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. PRACHAI LEOPHAIRATANA	Chairman of the executive committee	1 Jan 2001
Gender: Male		
Age: 81 years old		
Highest level of education: Honorary degree		
Major: Engineering		
Thai nationality: Yes		
Residing in Thailand: Yes		

2.	<p>Mr. PRATEEP LEOPAIRUT</p> <p>Gender: Male</p> <p>Age: 79 years old</p> <p>Highest level of education: Master'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>	<p>28 Apr 2022</p>
3.	<p>Mr. PRAMUAN LEOPHAIRATANA</p> <p>Gender: Male</p> <p>Age: 76 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>Member of the executive committee</p>	<p>1 Jan 2001</p>
4.	<p>Mr. PRAYAD LIEWPHAIRATANA</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master'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>	<p>1 Jan 1987</p>
5.	<p>Mrs. ORAPIN LEOPHAIRATANA</p> <p>Gender: Female</p> <p>Age: 78 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 1998</p>
6.	<p>Mr. PAKORN LEOPAIRUT</p> <p>Gender: Male</p> <p>Age: 45 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>Member of the executive committee</p>	<p>1 Jan 2008</p>

7.	Ms. TANYARATT IAMSOPANA	Member of the	1 Jan 2021
	Gender: Female	executive committee	
	Age: 48 years old		
	Highest level of education: Master's degree		
	Major: Science		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Nomination Committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member

Compensation committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member
Corporate Governance Committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member
Risk Management Committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member

Sustainable Development Committee	Mr. PRACHAI LEOPHAIRATANA	Chairman
	Ms. Chularat Danwattanachai	Member
	Mr. Panya Tangsingtrong	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. Pakorn Leopairut	Member
	Mr. Chanont Kongkachuichay	Member
	Mr. VIRAT CHATDARONG	Member
	Mr. Porakrit Leophairatana	Member
	Ms. Thunthida Sriraksa	Member
	Mr. Malee Posaprichakul	Member
	Ms. Oratai Jiaranai	Member
	Mr. Nitisit Jongpitakrat	Member
	Mr. Nawee Tangmanowiriyakul	Member
	Mr. Hanchai Ekritvarodom	Member
	Ms. Juthamas Surojrat	Member
	Mr. Kerkrit Wongnarat	Member
	Mr. Seksan Silprakong	Member
	Mr. Worawit Lerdbussarakam	Member
	Mr. Nithipong Vikittaset	Member
	Mr. Yuttapong Kongsrisawat	Member

#### **Roles of Sub-committees**

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Compensation committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainable 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. PRACHAI LEOPHAIRATANA Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: Engineering	Chief Executive Officer	22 Dec 1993	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials
2. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Engineering	President	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery, Energy & Utilities
3. Mr. Prasert Ittimakin Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Finance	Senior Vice President - Finance Division	1 Jul 1998	Finance & Securities, Accounting, Finance, Business Administration
4. Mrs. ORAPIN LEOPHAIRATANA [1] Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Political Science	Senior Executive Vice President	25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration
5. Mr. Somkeart Srisuwan Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President	17 Apr 2012	Information & Communication Technology, IT Management, Accounting

6.	Mr. PRATEEP LEOPAIRUT Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Engineering	President	20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals
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[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) : 8,150

Number of female employees (persons) : 1,402

**Total number of employees (persons) : 9,552**

#### Employee Remuneration

Total employee remuneration : 6,228,239,000.00

#### Provident fund

Total number of employees (persons) : 9,552

Number of employees contributing to the PVD (persons) : 1,505

Percentage of employees who are members (%) : 15.76

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Narumol Chattawan	Narumol.ch@tpipolene.co.th	02-213-1039

- Company secretary

General information	Email	Telephone
1. Mr. Nitisit Jongphitakratana	nitisit@tpipolene.co.th	02-213-1039

- Head of internal audit

General information	Email	Telephone
1. Mr. Somchai Kritpipit	somchai_jiw@hotmail.com	02-213-1039

- Head of compliance unit

General information	Email	Telephone
1. Mr. Gan Suppanirun	gan.su@tpipolene.co.th	
2. Ms. Kusuma Chantarothon	kusuma@tpipolene.co.th	
3. Mr. Naradol Tanjarupan	naradol_t@tpipolene.co.th	
4. Mr. nitisit Chongpitakrat	nitisit@tpipolene.co.th	
5. Mr. Somkiet Thiratakulpisal	somkiet.te@tpipolenepower.co.th	
6. Mr. Supasin Pongdiloktham	supasin.ph@tpipolene.co.th	



• Head of investor relations

General information	Email	Telephone
1. Ms. Maria Brenda Sanchez Lapiz	maria.la@tpipolenepower.co.th	02-213-1039 Ext. 12164
2. Mr. Siam Wiriyosuttikul	siam@tpipolene.co.th	02-213-1039

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	<p>1. Mrs. THANYALUX KEADKAEW Email: thanyalux@kpmg.co.th Telephone: -</p> <p>2. Mr EKKASIT CHUTHAMSATID Email: info@kpmg.co.th Telephone: -</p> <p>3. Mrs. DUSSANEE YIMSUWAN Email: dussanee@kpmg.co.th Telephone: -</p>	11,900,000.00	<p>Details: audit the report on the utilization of corporate income tax exemption privileges under the investment promotion certificate for the year 2025 as well.</p> <p>Total service fee (baht): 360,000.00</p>

# 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. ORAPIN LEOPHAIRATANA Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 25 Feb 2005	Finance, Corporate Social Responsibility, Accounting, Finance & Securities, Business Administration
2. Mr. SUPOT SINGHASANEH Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 25 Apr 2018	Audit, Finance, Accounting, Business Administration
3. Ms. TANYARATT IAMSOPANA Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 25 Jun 2020	Insurance, Engineering, Statistics, Business Administration

4.	Mr. PRATEEP LEOPAIRUT Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 20 Apr 2022	Construction Materials, Engineering, Agribusiness, Mining, Petrochemicals & Chemicals
5.	Mr. TAYUTH SRIYUKSIRI Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 25 Apr 2025	Industrial Materials & Machinery, Construction Materials, Economics, Engineering, Finance

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KHANTACHAI VICHAKKHANA	Chairman of the board	Non-participating
Mr. PRACHAI LEOPHAIRATANA	Director	Non-participating
Mr. PRAMUAN LEOPHAIRATANA	Director	Non-participating
Mr. PRAYAD LIEWPHAIRATANA	Director	Non-participating
Mrs. ORAPIN LEOPHAIRATANA	Director	Non-participating
Mr. THAVICH TAYCHANAVAKUL	Director	Non-participating
Ms. MALINEE LEOPAIRAT	Director	Non-participating
Mr. PISES IAMSAKULRAT	Director	Non-participating
Mr. SUPOT SINGHASANEH	Director	Non-participating
Mr. PAKORN LEOPAIRUT	Director	Participating
Ms. TANYARATT IAMSOPANA	Director	Non-participating
Mr. PORNPOL SUWANAMAS	Director	Non-participating

Mr. VIRAT CHATDARONG	Director	Participating
Mr. PRATEEP LEOPAIRUT	Director	Non-participating
Mr. TAYUTH SRIYUKSIRI	Director	Non-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 : 25 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. KHANTACHAI VICHAKKHANA (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mr. PRACHAI LEOPHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
3.	Mr. PRAMUAN LEOPHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mr. PRAYAD LIEWPHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mrs. ORAPIN LEOPHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. THAVICH TAYCHANAVAKUL (Director)	-	12/12	Participating	Did not hold the meeting

7.	Ms. MALINEE LEOPAIRAT (Director)	-	1/12	Participating	Did not hold the meeting
8.	Mr. PISES IAMSAKULRAT (Director)	-	11/12	Participating	Did not hold the meeting
9.	Mr. SUPOT SINGHASANEH (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mr. PAKORN LEOPAIRUT (Director)	-	10/12	Participating	Did not hold the meeting
11.	Ms. TANYARATT IAMSOPANA (Director)	-	10/12	Participating	Did not hold the meeting
12.	Mr. PORNPOL SUWANAMAS (Director)	-	8/12	Participating	Did not hold the meeting
13.	Mr. VIRAT CHATDARONG (Director)	-	11/12	Participating	Did not hold the meeting
14.	Mr. PRATEEP LEOPAIRUT (Director)	-	12/12	Participating	Did not hold the meeting
15.	Mr. TAYUTH SRIYUKSIRI (Director)	-	12/12	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. KHANTACHAI VICHAKKHANA (Chairman of the board)	-	2,233,308.00	178,951.00	No
2.	Mr. PRACHAI LEOPHAIRATANA (Director)	-	2,233,308.00	178,951.00	Yes
3.	Mr. PRAMUAN LEOPHAIRATANA (Director)	-	2,233,308.00	178,951.00	Yes
4.	Mr. PRAYAD LIEWPHAIRATANA (Director)	-	2,233,308.00	178,951.00	Yes
5.	Mrs. ORAPIN LEOPHAIRATANA (Director)	-	2,233,308.00	178,951.00	Yes
6.	Mr. THAVICH TAYCHANAVAKUL (Director)	-	2,233,308.00	178,951.00	No
7.	Ms. MALINEE LEOPAIRAT (Director)	-	2,233,308.00	178,951.00	No
8.	Mr. PISES IAMSAKULRAT (Director)	-	2,233,308.00	178,951.00	No

9.	Mr. SUPOT SINGHASANEH (Director)	-	2,233,308.00	178,951.00	No
10.	Mr. PAKORN LEOPAIRUT (Director)	-	2,233,308.00	178,951.00	No
11.	Ms. TANYARATT IAMSOPANA (Director)	-	2,233,308.00	178,951.00	No
12.	Mr. PORNPOL SUWANAMAS (Director)	-	2,233,308.00	178,951.00	No
13.	Mr. VIRAT CHATDARONG (Director)	-	2,233,308.00	178,951.00	No
14.	Mr. PRATEEP LEOPAIRUT (Director)	-	2,233,308.00	178,951.00	Yes
15.	Mr. TAYUTH SRIYUKSIRI (Director)	-	2,233,308.00	178,951.00	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) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. SUPOT SINGHASANEH (Chairman of the audit committee)	-	5/5
2.	Mr. THAVICH TAYCHANAVAKUL (Audit committee)	-	5/5
3.	Mr. PISES IAMSAKULRAT (Audit committee)	-	3/5
4.	Mr. TAYUTH SRIYUKSIRI (Audit committee)	-	2/5
5.	Mr. PORNPOL SUWANAMAS (Audit committee)	29 May 2025	1/5