



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

INDARA INSURANCE 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 : INDARA INSURANCE PUBLIC COMPANY LIMITED

Symbol : INSURE

Address : 315 Thai Group Building, 3rd-4th floor, Silom Road, Silom Subdistrict, Bang Rak District, Bangkok, 10500.

Province : Bangkok

Postcode : 10500

Business : The Company operates non-life insurance namely fire insurance, marine insurance, motor vehicle insurance, and miscellaneous insurance.

Registration Number : 0107537000394

Telephone : 0-2631-1314, 0-2636-5656

Website : www.indara.co.th

Email : Insurecare@tgh.co.th

Total Shares Sold (shares)

Common Stock : 12,000,000

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)	0.00	5,008,685.00	5,749,046.00
MOTOR INSURANCE (Thousand baht)	0.00	2,845,967.00	3,669,965.00
NON MOTOR INSURANCE (Thousand baht)	0.00	2,162,718.00	2,079,081.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
MOTOR INSURANCE (%)	0.00	56.82	63.84
NON MOTOR INSURANCE (%)	0.00	43.18	36.16

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	0.00	5,008,685.00	5,749,046.00
Domestic (Thousand baht)	0.00	4,946,452.00	5,676,527.00
International (Thousand baht)	0.00	62,233.00	72,519.00
Myanmar (Thousand baht)	0.00	62,233.00	72,519.00

	2023	2024	2025
Total revenue from operations (%)	0.00	100.00	100.00
Domestic (%)	0.00	98.76	98.74
International (%)	0.00	1.24	1.26
Myanmar (%)	0.00	100.00	100.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	0.00	195,622.00	159,320.00
Other income from operations (Thousand baht)	0.00	92,595.00	159,320.00
investment income (Thousand baht)	0.00	80,317.00	92,071.00
gain (loss) investment (Thousand baht)	0.00	94.00	60,016.00
Other income (Thousand baht)	0.00	12,184.00	7,233.00
Other income not from operations (Thousand baht)	0.00	103,027.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	0.00	0.00	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 : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	230,000.00	27,000.00

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)

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- 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
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions

- Systems or internal control system
- Human error in business operations
- Climate change and disasters
- Impact on the environment
- System disruption risk

Insurance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies
- 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
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations

- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties

Credit Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Reliance on large customers or few customers
- Competition risk
- Economic risk

Operational Risk

- Corruption
- System disruption risk

Financial Risk

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

Market Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Reliance on large customers or few customers

- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Systems or internal control system
- Human error in business operations
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Corporate Governance

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Impact on human rights
- Corruption

Group Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Damage to company image and reputation
- New business risk

Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Environmental, Social and Governance: ESG

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system

- Human error in business operations
- Climate change and disasters
- Impact on the environment
- Corruption

Compliance Risk

- Change in laws and regulations

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.tgh.co.th/uploads/file/files/กรอบและนโยบายการดำเนินงานด้านพัฒนาอย่างยั่งยืน.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://api.indara.co.th/cms-api/website/static/governance/governance_file_0_20_May_2025_1747705473846.pdf
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste 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)	484,928.56	998,626.02	380,786.48
Gasoline (Litres)	816,250.80	738,041.09	287,862.75

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	2,529,000.00	3,958,826.00	3,554,021.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	33,209.00	39,802.00	35,851.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	42,950.00	135,086.00	146,008.00
Hazardous waste (Kilograms)	96.00	141.00	155.00
Total waste generated (Kilograms)	43,046.00	135,227.00	146,163.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	1,471.06	1,921.29	1,855.89
Scope 2 (Tons of carbon dioxide equivalents)	1,472.13	2,304.43	2,068.80
Scope 3 (Tons of carbon dioxide equivalents)	258.87	438.33	466.72
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,202.06	4,664.05	4,391.41

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

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.tgh.co.th/assets/page/corporate-governance/doc/2568/15.%20นโยบายด้านสิทธิมนุษยชน.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)	198	194	187
Number of female employees (Persons)	401	388	379
Total number of employees (Persons)	599	582	566

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	360,043,191.00	370,962,016.00	397,009,122.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	14.50	19.00	16.00
Employee development and training expenses (baht)	2,767,416.75	3,550,255.13	3,545,588.36

• Health, safety and work environment

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

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	12.35	12.71	9.54

• **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://api.indara.co.th/cms-api/website/static/governance/governance_file_0_24_Dec_2024_1735008195346.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

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	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	3	33.33
Number of non-executive directors	6	66.67
Number of independent directors	4	44.44

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. Assoc. Prof. TITHIPHAN CHUERBOONCHAI Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	1 May 2023	Law, Insurance, Finance, Accounting, Sustainability

2.	Mr. CHOTIPHAT BIJANANDA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	10 May 2024	Insurance, Law, Accounting, Finance, Risk Management
3.	Mr. WICHAI INTARANUKULKIJ Gender: Male Age: 66 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	1 Aug 2015	Accounting, Insurance, Finance, Risk Management, Audit
4.	Mrs. CHALAKORN TANGCHITNOB Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	24 Aug 2020	Accounting, Finance, Insurance, Risk Management, Sustainability
5.	Assoc. Prof. Dr. SARAYUT NATHAPHAN Gender: Male Age: 54 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	25 Apr 2023	Insurance, Accounting, Finance, Risk Management, Information & Communication Technology

6.	Asst. Prof. Dr. PAREENA SRIVANIT Gender: Female Age: 52 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	25 Apr 2023	Law, Risk Management, Human Resource Management, Corporate Management, Sustainability
7.	Mr. SUCHART UAHWATANASAKUL Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	25 Apr 2024	Accounting, Finance, Risk Management, Sustainability
8.	Mr. BANJONG CHINTANASIRI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	25 Apr 2023	Accounting, Finance, Business Administration
9.	Mr. MONSON MARUKATAT Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	11 May 2024	Insurance, Accounting, Finance, Audit, Risk Management

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Assoc. Prof. Dr. SARAYUT NATHAPHAN [1] Gender: Male Age: 54 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	25 Apr 2023	Insurance, Accounting, Finance, Risk Management, Information & Communication Technology
2. Asst. Prof. Dr. PAREENA SRIVANIT Gender: Female Age: 52 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	25 Apr 2023	Law, Risk Management, Human Resource Management, Corporate Management, Sustainability

3.	Mr. SUCHART UAHWATANASAKUL	Audit committee	10 May 2024	Accounting, Finance, Risk Management, Sustainability
	Gender: Male	(Non-executive,		
	Age: 60 years old	Independent director)		
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Business Administration	director		
	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. CHOTIPHAT BIJANANDA	Chairman of the executive committee	10 May 2024
	Gender: Male		
	Age: 62 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. MONSON MARUKATAT	Member of the executive committee	11 May 2024
	Gender: Male		
	Age: 69 years old		
	Highest level of education: Master's degree		
	Major: Accounting		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Mr. BANJONG CHINTANASIRI	Member of the executive committee	10 May 2024
	Gender: Male		
	Age: 67 years old		
	Highest level of education: Master's degree		
	Major: Accounting		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	Ms. SIRINTHIP CHOTITHAMAPORN	Member of the executive committee	1 Oct 2025
	Gender: Female		
	Age: 57 years old		
	Highest level of education: Bachelor'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
Risk Management and Sustainability Committee	Mr. CHOTIPHAT BIJANANDA	Chairman
	Assoc. Prof. Dr. SARAYUT NATHAPHAN	Member
	Asst. Prof. Dr. PAREENA SRIVANIT	Member
	Mr. WICHAI INTARANUKULKIJ	Member
	Ms. SIRINTHIP CHOTITHAMAPORN	Member
	Ms. PIYATIDA WONGRATANAMONTREE	Member
Nomination and Remuneration Committee	Assoc. Prof. Dr. SARAYUT NATHAPHAN	Chairman
	Asst. Prof. Dr. PAREENA SRIVANIT	Member
	Mr. CHOTIPHAT BIJANANDA	Member
	Mr. BANJONG CHINTANASIRI	Member
Investment Committee	Mr. CHOTIPHAT BIJANANDA	Chairman
	Mr. WICHAI INTARANUKULKIJ	Member
	Mrs. CHALAKORN TANGCHITNOB	Member
	Ms. SIRINTHIP CHOTITHAMAPORN	Member
Product Governance Committee	Ms. SIRINTHIP CHOTITHAMAPORN	Chairman
	Ms. JANTAPORN CHALINRAT	Member
	Ms. PATCHANEE SRISUKWATTANA	Member
	Ms. PIYATIDA WONGRATANAMONTREE	Member
	Ms. BUPPHA PANKAEW	Member
	Mr. CHANIN LERTAMORNSATHIEN	Member
	Mr. NIWAT HANJIRASAWAT	Member
	Mr. TAYWAN PITAKDUMRONGWONG	Member
Information Technology Steering Committee	Ms. SIRINTHIP CHOTITHAMAPORN	Chairman
	Mr. NIWAT HANJIRASAWAT	Member
	Mr. TAYWAN PITAKDUMRONGWONG	Member
	Ms. PIYATIDA WONGRATANAMONTREE	Member

Data Governance Steering Committee	Ms. SIRINTHIP CHOTITHAMAPORN	Chairman
	Ms. PIYATIDA WONGRATANAMONTREE	Member
	Mr. NIWAT HANJIRASAWAT	Member
	Mr. Wit Maschamadol	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Sustainability Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Risk Management and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Risk Management and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Ms. SIRINTHIP CHOTITHAMAPORN Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Science	Managing Director	1 Oct 2025	Insurance, Data Analysis, Data Management, IT Management, Digital Marketing
2. Mrs. Panita Tansirisittikul Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Educational Technology	Executive Vice President	21 Jun 2022	Insurance, Marketing, Negotiation
3. Ms. JANTAPORN CHALINRAT Gender: Female Age: 55 years old Highest level of education: Master's degree Major: English	Executive Vice President	21 Jun 2022	Insurance
4. Ms. PATCHANEE SRISUKWATTANA Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Management	Executive Vice President	14 Sep 2023	Insurance, Business Administration, Marketing
5. Mr. TAYWAN PITAKDUMRONGWONG [1] Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Accounting	Executive Vice President	21 Jun 2022	Accounting, Finance, Budgeting, Insurance

6.	Mr. NIWAT HANJIRASAWAT Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Science	Acting Executive Vice President	1 Jan 2026	Insurance, Information & Communication Technology, IT Management, Data Analysis
7.	Ms. CHANYA PHUKPHETPAISAN [2] Gender: Female Age: 53 years old Highest level of education: Bachelor's degree Major: Accounting	Vice President	25 Feb 2022	Finance, Accounting, Insurance

[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)	36,242,200.00	32,550,000.00	30,524,757.00

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) : 187

Number of female employees (persons) : 379

Total number of employees (persons) : 566

Employee Remuneration

Total employee remuneration : 397,009,122.00

Provident fund

Total number of employees (persons) : 566

Number of employees contributing to the PVD (persons) : 507

Percentage of employees who are members (%) : 89.58

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Chanya Phukphetpaisan	chanya.p@tgh.co.th	0991536144

- Company secretary

General information	Email	Telephone
1. Ms. Rotjana Udomthongkon	rotjana.u@tgh.co.th	0651951553

- Head of internal audit

General information	Email	Telephone
1. Mr. Sanchai Matiprasert	Sanchai.M@tgh.co.th	0859980123

• Head of compliance unit

General information	Email	Telephone
1. Ms. Buppha Pankaew	buppha.p@tgh.co.th	026321224 ต่อ 5374

• Head of investor relations

General information	Email	Telephone
1. Mr. Anon Chonmaitree	anon.c@tgh.co.th	0898946514

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	1. Mr JEDSADA LEELAWATANASUK Email: jedsada@kpmg.co.th Telephone: -	4,000,000.00	-

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. Assoc. Prof. TITHIPHAN CHUERBOONCHAI Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 1 May 2023	Law, Insurance, Finance, Accounting, Sustainability
2. Mrs. CHALAKORN TANGCHITNOB Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 24 Aug 2020	Accounting, Finance, Insurance, Risk Management, Sustainability
3. Mr. BANJONG CHINTANASIRI Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 25 Apr 2023	Accounting, Finance, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Assoc. Prof. TITHIPHAN CHUERBOONCHAI	Chairman of the board	Participating
Mr. CHOTIPHAT BIJANANDA	Vice Chairman	Non-participating
Mr. WICHAI INTARANUKULKIJ	Director	Non-participating
Mrs. CHALAKORN TANGCHITNOB	Director	Non-participating
Assoc. Prof. Dr. SARAYUT NATHAPHAN	Director	Non-participating
Asst. Prof. Dr. PAREENA SRIVANIT	Director	Participating
Mr. SUCHART UAHWATANASAKUL	Director	Non-participating
Mr. BANJONG CHINTANASIRI	Director	Non-participating
Mr. MONSON MARUKATAT	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) : 10

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Assoc. Prof. TITHIPHAN CHUERBOONCHAI (Chairman of the board)	-	10/10	Participating	Did not hold the meeting
2.	Mr. CHOTIPHAT BIJANANDA (Vice Chairman)	-	10/10	Participating	Did not hold the meeting
3.	Mr. WICHAI INTARANUKULKIJ (Director)	-	10/10	Participating	Did not hold the meeting
4.	Mrs. CHALAKORN TANGCHITNOB (Director)	-	9/10	Participating	Did not hold the meeting
5.	Assoc. Prof. Dr. SARAYUT NATHAPHAN (Director)	-	10/10	Participating	Did not hold the meeting
6.	Asst. Prof. Dr. PAREENA SRIVANIT (Director)	-	9/10	Participating	Did not hold the meeting
7.	Mr. SUCHART UAHWATANASAKUL (Director)	-	10/10	Participating	Did not hold the meeting
8.	Mr. BANJONG CHINTANASIRI (Director)	-	10/10	Participating	Did not hold the meeting
9.	Mr. MONSON MARUKATAT (Director)	-	9/10	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.	Assoc. Prof. TITHIPHAN CHUERBOONCHAI (Chairman of the board)	-	100,000.00	600,000.00	No
2.	Mr. CHOTIPHAT BIJANANDA (Vice Chairman)	-	0.00	0.00	No
3.	Mr. WICHAI INTARANUKULKIJ (Director)	-	50,000.00	300,000.00	No
4.	Mrs. CHALAKORN TANGCHITNOB (Director)	-	0.00	0.00	No
5.	Assoc. Prof. Dr. SARAYUT NATHAPHAN (Director)	-	50,000.00	300,000.00	No
6.	Asst. Prof. Dr. PAREENA SRIVANIT (Director)	-	45,000.00	300,000.00	No
7.	Mr. SUCHART UAHWATANASAKUL (Director)	-	50,000.00	300,000.00	No
8.	Mr. BANJONG CHINTANASIRI (Director)	-	0.00	0.00	No

9.	Mr. MONSON MARUKATAT (Director)	-	5,000.00	100,000.00	No
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Report on the Audit Committee's Performance for the Past Year (8.2)

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Assoc. Prof. Dr. SARAYUT NATHAPHAN (Chairman of the audit committee)	-	6/6
2.	Asst. Prof. Dr. PAREENA SRIVANIT (Audit committee)	-	6/6
3.	Mr. SUCHART UAHWATANASAKUL (Audit committee)	-	6/6