



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

IRPC 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 : IRPC PUBLIC COMPANY LIMITED

Symbol : IRPC

Address : 299 moo 5, Sukhumvit Rd., Choeng Noen Sub-district, Mueang Rayong District

Province : Rayong

Postcode : 21000

Business : The Group's core businesses are 1) Refinery business; its refinery is situated in Rayong province and its petroleum products from the refinery consisted of various kinds of refined oil, diesel, gasoline, lube base oil, fuel oil etc. 2) Petrochemical business, which its products include polymers and other petrochemical products sold to manufacturers as raw materials to plastic converters. 3) Power and Utilities business, which provides basic public utility services along with public utility systems 4) Port and tankfarm business, which provides facilities and international standard dock services for domestic and international cargoes. 5) Asset management business, includes sale, lease, and granting usage rights for land, buildings, structures, and related assets to support business and commercial activities aligned with the Company's strategic direction.

Registration Number : 0107537002567

Telephone : 0-2765-7000

Fax (if applicable) : 0-2765-7001

Website : <https://www.irpc.co.th>

Email : ir@irpc.co.th

Total Shares Sold (shares)

Common Stock : 20,434,419,246

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)	299,075,000.00	281,711,000.00	232,671,000.00
Petroleum Business (Thousand baht)	241,455,000.00	220,569,000.00	181,494,000.00
Petrochemical Business (Thousand baht)	53,376,000.00	56,944,000.00	47,002,000.00
Power Plant and Utility Business (Thousand baht)	4,244,000.00	4,198,000.00	4,175,000.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Petroleum Business (%)	80.73	78.30	78.00
Petrochemical Business (%)	17.85	20.21	20.20
Power Plant and Utility Business (%)	1.42	1.49	1.79

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	299,075,000.00	281,711,000.00	232,671,000.00
Domestic (Thousand baht)	196,809,000.00	207,944,000.00	177,918,000.00
International (Thousand baht)	102,266,000.00	73,767,000.00	54,753,000.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	65.81	73.81	76.47
International (%)	34.19	26.19	23.53

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	852,961.92	817,956.54	694,744.77
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	852,961.92	817,956.54	694,744.77

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

	2023	2024	2025
Share of profit (Thousand baht)	254,000.00	982,000.00	-37,000.00

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	325,000.00	310,000.00	304,000.00

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)

Risk Management

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
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Economic risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Delays in the development of future projects

- Business operations that have no commercial results
- Safety, occupational health, and working environment
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk
- Income volatility

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://irpc.co.th/wp-content/uploads/2025/09/IRPC-Sustainability-Management-Policy-EN-2021.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://irpc.co.th/wp-content/uploads/2025/10/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%B8%E0%B8%93%E0%B8%A0%E0%B8%B2%E0%B8%9E-%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A1%E0%B8%B1%E0%B9%88%E0%B8%99%E0%B8%84%E0%B8%87-%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%9B%E0%B8%A5%E0%B8%AD%E0%B8%94%E0%B8%A0%E0%B8%B1%E0%B8%A2-%E0%B8%AD%E0%B8%B2%E0%B8%8A%E0%B8%B5%E0%B8%A7%E0%B8%AD%E0%B8%99%E0%B8%B2%E0%B8%A1%E0%B8%B1%E0%B8%A2-%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7>
(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

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	1,488,077,000.00	931,973,509.00	1,032,257,260.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	34,314,150.00	40,361,450.00	41,181,760.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	20,231,000.00	31,411,000.00	31,243,040.00
Hazardous waste (Kilograms)	12,039,000.00	7,227,640.00	9,039,370.00
Total waste generated (Kilograms)	32,270,000.00	38,638,640.00	40,282,410.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	3,160,000.00	3,075,382.82	3,200,000.00
Scope 2 (Tons of carbon dioxide equivalents)	440,000.00	650,000.00	510,000.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	13,340,000.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,600,000.00	3,725,382.82	17,050,000.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : SGS (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://irpc.co.th/wp-content/uploads/2025/10/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AA%E0%B8%B4%E0%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99.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)	3,745	3,556	3,463
Number of female employees (Persons)	633	601	588
Total number of employees (Persons)	4,378	4,157	4,051

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	6,839,625,700.00	7,226,270,404.00	5,519,053,260.38

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	31.25	28.00	28.92
Employee development and training expenses (baht)	31,000,000.00	17,560,000.00	11,964,897.54

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	1	2	3

• Employee retention

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	0.57	6.01	1.38

• Significant labor dispute

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.irpc.co.th/pagecorporate/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%81%e0%b8%b3%e0%b8%81%e0%b8%b1%e0%b8%9a%e0%b8%94%e0%b8%b9%e0%b9%81%e0%b8%a5%e0%b8%81%e0%b8%b4%e0%b8%88%e0%b8%81/>

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	11	73.33
Number of female directors	4	26.67
Number of executive directors	1	6.67
Number of non-executive directors	14	93.33
Number of independent directors	8	53.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAIYAPORN PUPRASERT Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Environmental Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	31 Mar 2021	Corporate Social Responsibility, Governance/ Compliance, Energy & Utilities, Engineering, Sustainability

2.	<p>GEN. AITTIPOLO SUWANNARAT</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Political Science</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>	5 Apr 2022	<p>Leadership, Governance/ Compliance, Energy & Utilities, Public Administration</p>
3.	<p>Mr. YORDCHATR TASARIKA</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</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>	5 Apr 2022	<p>Law, Leadership, Governance/ Compliance, Energy & Utilities, Internal Control</p>
4.	<p>Dr. KORN PONGJITDHAM</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Medicine</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>	5 Apr 2023	<p>Energy & Utilities, Health Care Services, Internal Control, Governance/ Compliance, Risk Management</p>
5.	<p>Mr. KOMOL BUAKET</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: -</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>	5 Apr 2024	<p>Business Administration, Energy & Utilities, Governance/ Compliance, Human Resource Management, Engineering</p>

6.	<p>Mr. KHANAPOJ JOEMRITH</p> <p>Gender: Male</p> <p>Age: 40 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</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>	5 Apr 2024	<p>Energy & Utilities, Law, Corporate Management, Governance/ Compliance, Public Administration</p>
7.	<p>Mr. BURANIN RATTANASOMBAT</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Management</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>	23 Aug 2024	<p>Business Administration, Energy & Utilities, Strategic Management, Governance/ Compliance, Risk Management</p>
8.	<p>Mr. TERDKIAT PROMMOOL</p> <p>Gender: Male</p> <p>Age: 60 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>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	1 Oct 2024	<p>Energy & Utilities, Engineering, Leadership, Risk Management, Governance/ Compliance</p>
9.	<p>Mr. PHIRUN SAIYASITPANICH</p> <p>Gender: Male</p> <p>Age: 49 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, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	26 Feb 2025	<p>Energy & Utilities, Engineering, Leadership, Strategic Management, Governance/ Compliance</p>

10.	<p>Mrs. ROSAYA TEINWAN</p> <p>Gender: Female</p> <p>Age: 56 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	2 Apr 2025	<p>Energy & Utilities, Engineering, Governance/ Compliance, Business Administration, Leadership</p>
11.	<p>Mr. RATTIKOOL PIYAVONGWANICH</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 Oct 2025	<p>Energy & Utilities, Governance/ Compliance, Business Administration, Leadership, Engineering</p>
12.	<p>Mr. CHINTAPUN DANSUBUTRA</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	26 Nov 2025	<p>Energy & Utilities, Law, Leadership, Risk Management, Governance/ Compliance</p>
13.	<p>Ms. PIYAWAN LAMKITCHA</p> <p>Gender: Female</p> <p>Age: 60 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: Newly appointed director to replace ex-director</p>	26 Nov 2025	<p>Energy & Utilities, Leadership, Governance/ Compliance, Public Administration</p>

14.	Ms. Phannalin Mahawongtikul Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	26 Nov 2025	Energy & Utilities, Accounting, Governance/ Compliance, Business Administration, Leadership
15.	Ms. VENA LIMSAWASDI Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	26 Nov 2025	Accounting, Law, Leadership, Audit, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. BUNDHIT EUA-ARPORN Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 6 Apr 2024 Date directorship ended: 1 Jul 2025	Mr. CHINTAPUN DANSUBUTRA Date position was assumed: 26 Nov 2025
2. Mr. CHANSAK CHUENCHOM Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 1 Oct 2021 Date directorship ended: 29 Apr 2025	Mr. RATHAKORN KAMPANATHSANYAKORN Date position was assumed: 22 May 2025

3.	Mr. PORNCCHAI THIRAVEJA Gender: Male Age: 57 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 5 Apr 2023 Date directorship ended: 7 Nov 2025	Ms. PIYAWAN LAMKITCHA Date position was assumed: 26 Nov 2025
4.	Mr. SOMCHAI RUNGSRITHANANON Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 5 Apr 2023 Date directorship ended: 10 Nov 2025	Ms. VENA LIMSAWASDI Date position was assumed: 26 Nov 2025
5.	Mr. PONGPUN AMORNVIVAT Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 23 Aug 2024 Date directorship ended: 17 Jan 2025	Mrs. ROSAYA TEINWAN Date position was assumed: 2 Apr 2025
6.	Police Lieutenant General SOPNARUSH SINGHAJARU Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 23 Aug 2024 Date directorship ended: 10 Nov 2025	Ms. Phannalin Mahawongtikul Date position was assumed: 26 Nov 2025
7.	Mr. RATHAKORN KAMPANATHSANYAKORN Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 22 May 2025 Date directorship ended: 1 Oct 2025	Mr. RATTIKOOL PIYAVONGWANICH Date position was assumed: 1 Oct 2025

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. YORDCHATR TASARIKA [1] Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	18 Apr 2023	Law, Leadership, Governance/ Compliance, Energy & Utilities, Internal Control
2. Dr. KORN PONGJITDHAM [1] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	26 Nov 2025	Energy & Utilities, Health Care Services, Internal Control, Governance/ Compliance, Risk Management
3. Ms. VENA LIMSAWASDI [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	26 Nov 2025	Accounting, Law, Leadership, Audit, Governance/ Compliance

[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. SOMCHAI RUNGSRITHANANON [1] Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 18 Apr 2023 Date directorship ended: 10 Nov 2025	Ms. VENA LIMSAWASDI Date position was assumed: 26 Nov 2025
2. Police Lieutenant General SOPNARUSH SINGHAJARU Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 23 Aug 2024 Date directorship ended: 10 Nov 2025	No replacement director

[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
The Nomination and Remuneration Committee	GEN. AITTIPOLO SUWANNARAT	Chairman
	Mr. KHANAPOJ JOEMRITH	Member
	Mrs. ROSAYA TEINWAN	Member
The Risk Management Committee	Mr. BURANIN RATTANASOMBAT	Chairman
	Mr. TERDKIAT PROMMOOL	Member
	Mr. CHINTAPUN DANSUBUTRA	Member
	Ms. Phannalin Mahawongtikul	Member

The Corporate Governance and Sustainability Committee	Mr. KOMOL BUAKET	Member
	Mr. PHIRUN SAIYASITPANICH	Chairman
	Mr. RATTIKOOL PIYAVONGWANICH	Member
	Ms. PIYAWAN LAMKITCHA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: The Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: The Corporate Governance 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. Mr. TERDKIAT PROMMOOL Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Engineering	President and Chief Executive Officer	1 Oct 2024	Energy & Utilities, Engineering, Leadership, Risk Management, Governance/ Compliance
2. Ms. Wanida Utaisomnapa Gender: Female Age: 59 years old Highest level of education: Master's degree Major: (Finance and Marketing	Senior Executive Vice President, Corporate Commercial & Marketing	1 Jan 2019	Marketing, Finance, Business Administration, Energy & Utilities, Governance/ Compliance
3. Mr. Pranarch Kosayanont Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science	Senior Executive Vice President, Corporate Strategy Planning and Business Development	1 Jul 2023	Strategic Management, Energy & Utilities, Risk Management, Corporate Social Responsibility, Sustainability
4. Mr. Lersak Thongruang Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Management	Senior Executive Vice President, Operation	1 Jul 2024	Governance/ Compliance, Energy & Utilities, Corporate Management, Engineering, Leadership
5. Mr. Apichit Wongpanit Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Science	Senior Executive Vice President, Corporate Organization Effectiveness and Digital	1 Jul 2025	Energy & Utilities, Human Resource Management, Leadership, Governance/ Compliance

6.	Ms. Torsang Chaipravat [1][2] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Acting Senior Executive Vice President, Corporate Accounting & Finance	1 Oct 2025	Energy & Utilities, Finance, Accounting, Governance/ Compliance, Business Administration
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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) : 3,463

Number of female employees (persons) : 588

Total number of employees (persons) : 4,051

Employee Remuneration

Total employee remuneration : 5,519,053,260.38

Provident fund

Total number of employees (persons) : 4,051

Number of employees contributing to the PVD (persons) : 3,214

Percentage of employees who are members (%) : 79.34

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PHIRUN SAIYASITPANICH Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Feb 2025	Energy & Utilities, Engineering, Leadership, Strategic Management, Governance/ Compliance
2. Mrs. ROSAYA TEINWAN Gender: Female Age: 56 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 2 Apr 2025	Energy & Utilities, Engineering, Governance/ Compliance, Business Administration, Leadership
3. Mr. RATTIKOOL PIYAVONGWANICH Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Oct 2025	Energy & Utilities, Governance/ Compliance, Business Administration, Leadership, Engineering

4.	Mr. CHINTAPUN DANSUBUTRA Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Nov 2025	Energy & Utilities, Law, Leadership, Risk Management, Governance/ Compliance
5.	Ms. PIYAWAN LAMKITCHA Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Nov 2025	Energy & Utilities, Leadership, Governance/ Compliance, Public Administration
6.	Ms. Phannalin Mahawongtikul Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Nov 2025	Energy & Utilities, Accounting, Governance/ Compliance, Business Administration, Leadership
7.	Ms. VENA LIMSAWASDI Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Nov 2025	Accounting, Law, Leadership, Audit, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHAIYAPORN PUPRASERT	Chairman of the board	Participating
GEN. AITTIPOL SUWANNARAT	Director	Participating
Mr. YORDCHATR TASARIKA	Director	Participating

Dr. KORN PONGJITDHAM	Director	Participating
Mr. KOMOL BUAKET	Director	Participating
Mr. KHANAPOJ JOEMRITH	Director	Participating
Mr. BURANIN RATTANASOMBAT	Director	Participating
Mr. TERDKIAT PROMMOOL	Director	Participating
Mr. PHIRUN SAIYASITPANICH	Director	Participating
Mrs. ROSAYA TEINWAN	Director	Participating
Mr. RATTIKOOL PIYAVONGWANICH	Director	Participating
Mr. CHINTAPUN DANSUBUTRA	Director	Participating
Ms. PIYAWAN LAMKITCHA	Director	Participating
Ms. Phannalin Mahawongtikul	Director	Participating
Ms. VENA LIMSAWASDI	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 16

Date of AGM meeting : 2 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. CHAIYAPORN PUPRASERT (Chairman of the board)	-	16/16	Participating	Did not hold the meeting
2.	GEN. AITTIPOL SUWANNARAT (Director)	-	16/16	Participating	Did not hold the meeting
3.	Mr. YORDCHATR TASARIKA (Director)	-	16/16	Participating	Did not hold the meeting

4.	Dr. KORN PONGJITDHAM (Director)	-	16/16	Participating	Did not hold the meeting
5.	Mr. KOMOL BUAKET (Director)	-	16/16	Participating	Did not hold the meeting
6.	Mr. KHANAPOJ JOEMRITH (Director)	-	16/16	Participating	Did not hold the meeting
7.	Mr. BURANIN RATTANASOMBAT (Director)	-	16/16	Participating	Did not hold the meeting
8.	Mr. TERDKIAT PROMMOOL (Director)	-	16/16	Participating	Did not hold the meeting
9.	Mr. PHIRUN SAIYASITPANICH (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mrs. ROSAYA TEINWAN (Director)	-	11/11	Non-participating	Did not hold the meeting
11.	Mr. RATTIKOOL PIYAVONGWANICH (Director)	-	3/3	Non-participating	Did not hold the meeting
12.	Mr. CHINTAPUN DANSUBUTRA (Director)	-	1/1	Non-participating	Did not hold the meeting
13.	Ms. PIYAWAN LAMKITCHA (Director)	-	1/1	Non-participating	Did not hold the meeting
14.	Ms. Phannalin Mahawongtikul (Director)	-	1/1	Non-participating	Did not hold the meeting
15.	Ms. VENA LIMSAWASDI (Director)	-	1/1	Non-participating	Did not hold the meeting
16.	Mr. BUNDHIT EUA-ARPORN (Chairman of the board)	1 Jul 2025	9/9	Participating	Did not hold the meeting
17.	Mr. CHANSAK CHUENCHOM (Director)	29 Apr 2025	7/7	Participating	Did not hold the meeting
18.	Mr. PORNCHEI THIRAVEJA (Director)	7 Nov 2025	8/9	Participating	Did not hold the meeting
19.	Mr. SOMCHAI RUNGSRITHANANON (Director)	10 Nov 2025	8/8	Participating	Did not hold the meeting

20.	Mr. PONGPUN AMORNVIVAT (Director)	17 Jan 2025	1/1	Non-participating	Did not hold the meeting
21.	Police Lieutenant General SOPNARUSH SINGHAJARU (Director)	10 Nov 2025	9/9	Participating	Did not hold the meeting
22.	Mr. RATHAKORN KAMPANATHSANYAKORN (Director)	1 Oct 2025	3/5	Non-participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. CHAIYAPORN PUPRASERT (Chairman of the board)	-	1,712,903.00	0.00	No
2.	GEN. AITTIPOL SUWANNARAT (Director)	-	1,260,000.00	0.00	No
3.	Mr. YORDCHATR TASARIKA (Director)	-	1,260,000.00	0.00	No
4.	Dr. KORN PONGJITDHAM (Director)	-	1,260,000.00	0.00	No
5.	Mr. KOMOL BUAKET (Director)	-	1,260,000.00	0.00	No
6.	Mr. KHANAPOJ JOEMRITH (Director)	-	1,260,000.00	0.00	No
7.	Mr. BURANIN RATTANASOMBAT (Director)	-	1,260,000.00	0.00	No
8.	Mr. TERDKIAT PROMMOOL (Director)	-	1,260,000.00	0.00	No
9.	Mr. PHIRUN SAIYASITPANICH (Director)	-	994,821.00	0.00	No
10.	Mrs. ROSAYA TEINWAN (Director)	-	1,260,000.00	0.00	No
11.	Mr. RATTIKOOL PIYAVONGWANICH (Director)	-	270,000.00	0.00	No
12.	Mr. CHINTAPUN DANSUBUTRA (Director)	-	97,500.00	0.00	No
13.	Ms. PIYAWAN LAMKITCHA (Director)	-	97,500.00	0.00	No
14.	Ms. Phannalin Mahawongtikul (Director)	-	97,500.00	0.00	No
15.	Ms. VENA LIMSAWASDI (Director)	-	97,500.00	0.00	No
16.	Mr. BUNDHIT EUA-ARPORN (Chairman of the board)	1 Jul 2025	900,000.00	0.00	No
17.	Mr. CHANSAK CHUENCHOM (Director)	29 Apr 2025	732,000.00	0.00	No

18.	Mr. PORNCCHAI THIRAVEJA (Director)	7 Nov 2025	1,509,000.00	0.00	No
19.	Mr. SOMCHAI RUNGSRITHANANON (Director)	10 Nov 2025	1,093,500.00	0.00	No
20.	Mr. PONGPUN AMORNVIVAT (Director)	17 Jan 2025	113,226.00	0.00	No
21.	Police Lieutenant General SOPNARUSH SINGHAJARU (Director)	10 Nov 2025	1,093,500.00	0.00	No
22.	Mr. RATHAKORN KAMPANATHSANYAKORN (Director)	1 Oct 2025	419,516.00	0.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 13

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. YORDCHATR TASARIKA (Chairman of the audit committee)	-	13/13
2.	Dr. KORN PONGJITDHAM (Audit committee)	-	1/1
3.	Ms. VENA LIMSAWASDI (Audit committee)	-	1/1
4.	Mr. SOMCHAI RUNGSRITHANANON (Audit committee)	10 Nov 2025	12/12
5.	Police Lieutenant General SOPNARUSH SINGHAJARU (Audit committee)	10 Nov 2025	12/12