



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

VANACHAI GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : VANACHAI GROUP PUBLIC COMPANY LIMITED

Symbol : VNG

Address : 2/1 WONGSAWANG ROAD, WONGSAWANG, BANGSUE

Province : Bangkok

Postcode : 10800

Business : The Company and its subsidiaries have operated, produced, and distributed panel boards, which being used as a substitute for natural wood and other related products. The main products are MDF Board and Particle Board for both domestic and international markets.

Registration Number : 0107537002621

Telephone : 0-2585-4900-3, 0-2913-2180-9

Fax (if applicable) : 0-2587-9556

Website : www.vanachai.com

Email : vanachai@vanachai.com

Total Shares Sold (shares)

Common Stock : 1,735,237,480

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)	14,148,185.09	13,539,671.44	11,299,805.82
MDF Board (Thousand baht)	9,346,410.90	8,741,307.75	7,650,373.49
Particleboard (Thousand baht)	2,417,210.95	2,491,856.37	1,457,625.15
OSB (Thousand baht)	323,011.01	258,009.44	233,266.06
Laminated Flooring (Thousand baht)	544,664.28	394,161.76	310,172.44
Wood surface (Thousand baht)	1,106,529.24	1,187,941.10	1,266,710.76
Door skin (Thousand baht)	220,814.37	220,614.90	142,433.66
Other (Thousand baht)	189,544.34	245,780.12	239,224.26

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
MDF Board (%)	66.06	64.56	67.70
Particleboard (%)	17.08	18.40	12.90
OSB (%)	2.28	1.91	2.06
Laminated Flooring (%)	3.85	2.91	2.74
Wood surface (%)	7.82	8.77	11.21
Door skin (%)	1.56	1.63	1.26
Other (%)	1.34	1.82	2.12

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	14,148,185.09	13,539,671.44	11,299,805.82
Domestic (Thousand baht)	2,279,678.75	2,234,957.16	1,997,437.66
International (Thousand baht)	11,868,506.34	11,304,714.28	9,302,368.16

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	16.11	16.51	17.68
International (%)	83.89	83.49	82.32

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	34,098.25	292,597.28	44,074.48
Other income from operations (Thousand baht)	0.00	0.00	0.00
Gain (Loss) from exchange rate (Thousand baht)	57,526.43	129,238.95	76,489.73
Other income not from operations (Thousand baht)	34,098.25	292,597.28	44,074.48

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 : No

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

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Current and Emerging Operating Risks of the Company or the Company Group in the Next 3–5 Years

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Remark : (1) Flexibility to Geopolitical Risks

The Company has assessed and considers geopolitical and global economic turmoil as strategic risks of growing importance in the next 3–5 years. The Company has raised the level of direct impact on export, logistics, and distribution businesses, including overall business continuity. These risks may affect continuity of purchase orders, trade terms, trade barriers, international transportation, and logistical costs with significant impact on the Company's income, costs, and competitiveness. Therefore, the Company monitors the above risks closely via the ERM system and uses V-IMRA results to raise this issue towards governance at the organizational level, including making appropriate risk mitigation plans for rapidly changing situations.

(2) Digital Transition and Information Security

Digital transition and information security risks are another emerging risk of heightened significance due to effects on performance efficiency and business continuity with direct effects on performance efficiency, business continuity, and stakeholder confidence. The Company has made significant investments to implement the SAP system as an enterprise resource planning (ERP) system in order to improve integration of work information, standards, and procedures. This makes risks from unprepared systems, technologies, and personnel, including system disruptions, cyber-threats, and information leaks, more likely in the next 3–5 years with potential effects causing disruption to main processes, financial damage, system recovery expenses, and reputational damage. Therefore, the Company integrates this issue with ERM through assessment results from V-IMRA to clearly determine systemic risks, specify risk owners, control measures, and monitoring indicators, including mechanisms for reporting and raising issues to executives and the Board according to the specified criteria.

(3) Emerging Disease Risks

In the Company's assessment, emerging diseases and public health events are emerging risks with potential impact on safety and continuity of manpower, production processes, transportation, and logistics, including readiness of key suppliers and contractors in the value chain. Such events may lead to work limitations, higher management costs, and risk of failure to deliver goods as planned. The Company recognizes the importance of occupational health and safety risk management with coverage of prevention and management of risk from major communicable diseases. The Company recognizes that current public health risks are not limited to emerging diseases but also cover "regularly encountered major communicable diseases", such as HIV/AIDS, tuberculosis, and malaria, which may return to cause significant effects on contemporary work, such as international travel and labor movement, use of contractors and work in value chains with area diversity. Through measures in terms of communicating knowledge, appropriate screening/monitoring, support for access to treatment without discrimination, and arrangements of safe and hygienic work environments, the Company integrates this issue with business continuity management (BCM) and uses V-IMRA as a mechanism for supporting advanced risk assessment in order to have monitoring systems, preparations, suitable and timely responses for changing situations.

Risk to Securities Holder (2.2.2)

risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Remark : (1) Market and Business Flexibility Risks amidst Geopolitical and Global Contexts with Effects on Income and Performance

The Company is highly dependent on international markets, making the Company sensitive to global economic turmoil, geopolitical uncertainties, trade barriers, and changes in international customer behaviors/demand. Events that delay purchase orders or procurement base relocations may affect the Company's income, profit, cash flow, and share value in the stock exchange with potential impact on investor returns.

(2) Risks from Exchange Rates, Financial Costs, and Liquidity

Currency and interest rate fluctuations may affect income from exports, import costs, financial costs, and working capital management ability. Liquidity tensions from economic conditions or unanticipated events may limit the Company's ability to make investments and pay returns with potential impact on share valuations.

(3) Risks from Disruptions of Operations, Responsible Supply Chains, and Responsibility to Suppliers

Damage or disruption to production processes, transportation, raw material procurement, and significant public utility systems (such as energy, water, and transportation) may increase costs, delay deliveries, or cause income loss while also causing potential impact on reputation and customer confidence, all of which reflect profitability and investor returns. The Company manages these risks through ERM and business continuity measures consistent with significant risk assessments.

(4) Digital Transition and Information Security Risks

Increased dependence on digital systems and the ERP system creates risks from system disruptions, cyber-attacks, information leaks, or information access control errors. This may lead to business disruptions, financial damage, expenses from corrections, and reputational damage with potential effects on share prices and investor returns.

(5) Risks from Regulatory Changes and Capital Market Transparency Expectations

Information disclosure, sustainability, and governance requirements are increasingly stricter. Without sufficient compliance or if information disclosure is incomplete, risks in terms of governance, penalties or disputes, reputational damage, and impact on investor confidence may be created. The Company uses V-IMRA as a mechanism linking significant issues to ERM to support systemic readiness and continuous oversight.

(6) Risks from Mitigation and Adaptation to Climate Change in Terms of Conditions, Resources, and the Environment (Physical and Transitory)

Extreme weather events, resource risks (such as raw materials, water, energy), and stricter environmental requirements may impact costs, production continuity, additional investments to adapt to/mitigate impacts, and competitiveness. Late risk management may affect performance and business value with significant effects on investor returns.

(7) Uncertainty of Shareholder Returns

Dividend payouts or other returns are dependent on performance, financial status, investment plans, liquidity, legal requirements, and shareholder meeting resolutions. Therefore, investors may not receive dividends or the dividends paid out may be lower than expenses at certain times. Performance fluctuations and market factors may cause asset prices to be lower, which may cause investors to lose all or part of investments.

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	1,474,663.00	1,438,345.00	1,721,612.00
Gasoline (Litres)	3,841.00	2,813.00	2,919.00
LPG (Kilograms)	N/A	569,609.02	569,036.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	131,724,975.06	109,514,155.78	107,822,193.99

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	153,438.00	165,259.00	154,304.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	0.00	93,125.00	5,160.00
Hazardous waste (Kilograms)	26,490.00	79,245.00	49,970.00
Total waste generated (Kilograms)	26,490.00	172,370.00	55,130.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	6,261.00	6,146.00	18,487.00
Scope 2 (Tons of carbon dioxide equivalents)	100,667.00	90,184.00	142,189.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	341.05
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	106,928.00	96,330.00	161,017.05

• 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

Company human right guideline : Employee Rights

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	1,175	1,187	1,116
Number of female employees (Persons)	563	565	531
Total number of employees (Persons)	1,738	1,752	1,647

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	557,057,540.59	588,890,171.45	593,318,569.57

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	13.39	10.23	9.10
Employee development and training expenses (baht)	63,451,202.00	59,428,047.00	N/A

• Health, safety and work environment

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

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	0.00	0.00	0.00

• **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

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, 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	13	86.67
Number of female directors	2	13.33
Number of executive directors	9	60.00
Number of non-executive directors	6	40.00
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. SOMPOP SAHAWAT Gender: Male Age: 73 years old Highest level of education: Below a bachelor's degree Major: mechanical Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	1 Nov 1994	Industrial Materials & Machinery, Corporate Social Responsibility, Corporate Management, Engineering, Construction Materials

2.	Mr. SUEBTRAKUL SOONTHORNTHUM Gender: Male Age: 83 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive, Independent director) Director type: Original director	1 Nov 1994	Finance, Corporate Management, Marketing, Banking, Governance/ Compliance
3.	Ms. YUPAPORN BOONGATE Gender: Female Age: 71 years old Highest level of education: Below a bachelor's degree Major: High school Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	4 Jan 1995	Home & Office Products, Corporate Social Responsibility, Corporate Management
4.	Mr. WANTHANA JAROENNAWARAT Gender: Male Age: 65 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Nov 1994	Construction Materials, Industrial Materials & Machinery, Energy & Utilities, Marketing, Finance
5.	Mr. SUTHEP CHAIPATTANAVANICH Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	1 Nov 1994	Construction Materials, Industrial Materials & Machinery, Petrochemicals & Chemicals, Steel, Transportation & Logistics

6.	<p>Mr. PATTASAHAWAT</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Diploma, Mount Ida College</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	25 Apr 2001	Construction Materials, Automotive, Industrial Materials & Machinery, Corporate Social Responsibility, Negotiation
7.	<p>Ms. PHATTRASAHAWAT</p> <p>Gender: Female</p> <p>Age: 51 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 (Executive)</p> <p>Director type: Re-elected as director</p>	24 Apr 2002	Construction Materials, Marketing, Industrial Materials & Machinery, Media & Publishing, Corporate Social Responsibility
8.	<p>Mr. SOMPRASONGSAHAVAT</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: MPA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	13 May 2003	Construction Materials, Finance, Economics, Industrial Materials & Machinery, Corporate Social Responsibility
9.	<p>Police General SOONTORN SAIKWAN</p> <p>Gender: Male</p> <p>Age: 81 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 (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	19 Apr 2005	Law, Human Resource Management, Leadership, Internal Control, Governance/ Compliance

10.	Mr. KRAITHIP KRAIRIKSH Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	12 Dec 2008	Economics, Audit, Banking, Finance, Governance/ Compliance
11.	Mr. SURAPONG DUMRISILP Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	6 Mar 2015	Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Data Analysis
12.	Mr. SITTIWAT SAHAWAT Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	14 May 2019	Construction Materials, Economics, Industrial Materials & Machinery, Human Resource Management, Data Management
13.	Police General VISANU PRASATTONGOSOTH Gender: Male Age: 63 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	7 Nov 2023	Law, Governance/ Compliance

14.	Mr. PRAPHAN ANAMAN Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	7 Nov 2023	Law, Governance/ Compliance
15.	M.L. DISPANADDA DISKUL Gender: Male Age: 51 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	8 Aug 2024	Corporate Social Responsibility, Economics, Finance, Sustainability, Corporate Management

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: Yes
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: 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. KRAITHIP KRAIRIKSH [1] Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	7 Nov 2023	Economics, Audit, Banking, Finance, Governance/ Compliance
2.	Police General VISANU PRASATTONGSOTH Gender: Male Age: 63 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: Newly appointed director to replace ex-director	7 Nov 2023	Law, Governance/ Compliance
3.	Police General SOONTORN SAIKWAN Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	7 Nov 2023	Law, Human Resource Management, Leadership, Internal Control, Governance/ Compliance

4.	Mr. PRAPHAN ANAMAN	Audit committee	7 Nov 2023	Law, Governance/ Compliance
	Gender: Male	(Non-executive,		
	Age: 74 years old	Independent director)		
	Highest level of education:			
	Bachelor's degree	Director type: Newly		
	Major: Law	appointed director to		
	Thai nationality: Yes	replace ex-director		
	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. WANTHANA JAROENNAWARAT	Chairman of the executive committee	1 Nov 1994
	Gender: Male		
	Age: 65 years old		
	Highest level of education: Honorary degree		
	Major: Engineering		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
2.	Mr. SOMPOP SAHAWAT	Member of the executive committee	1 Nov 1994
	Gender: Male		
	Age: 73 years old		
	Highest level of education: Below a bachelor's degree		
	Major: mechanical		
	Thai nationality: Yes		
	Residing in Thailand: Yes		
3.	Ms. YUPAPORN BOONGATE	Member of the executive committee	1 Nov 1994
	Gender: Female		
	Age: 71 years old		
	Highest level of education: Below a bachelor's degree		
	Major: High school		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

4.	<p>Mr. SUTHEP CHAIPATTANAVANICH</p> <p>Gender: Male</p> <p>Age: 62 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>Member of the executive committee</p>	<p>1 Nov 1994</p>
5.	<p>Mr. PATTASAHAWAT</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Diploma, Mount Ida College</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Mar 2003</p>
6.	<p>Ms. PHATTRA SAHAWAT</p> <p>Gender: Female</p> <p>Age: 51 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>Member of the executive committee</p>	<p>25 Apr 2005</p>
7.	<p>Mr. SOMPRASONG SAHAWAT</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: MPA</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>25 Apr 2005</p>
8.	<p>Mr. SITTIWAT SAHAWAT</p> <p>Gender: Male</p> <p>Age: 45 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>Member of the executive committee</p>	<p>18 Apr 2016</p>

9.	Mr. SURAPONG DUMRISILP	Member of the executive committee	1 Nov 1994
	Gender: Male		
	Age: 68 years old		
	Highest level of education: Bachelor's degree		
	Major: Accounting		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management and Governance Committee	Mr. PRAPHAN ANAMAN	Chairman
	Mr. SUTHEP CHAIPATTANAVANICH	Member
	Mr. SOMPRASONG SAHAVAT	Member
Nomination and Remuneration Committee	Mr. SUEBTRAKUL SOONTHORNTHUM	Chairman
	Mr. PATTA SAHAWAT	Member
	Mr. SITTIWAT SAHAWAT	Member
Sustainability Committee	Ms. PHATTRA SAHAWAT	Chairman
	M.L. DISPANADDA DISKUL	Member
	Mr. SOMPRASONG SAHAVAT	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Governance 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 Governance Committee
Sub-committees responsible for corporate sustainability development	: 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. WANTHANA JAROENNAWARAT Gender: Male Age: 65 years old Highest level of education: Honorary degree Major: Engineering	CHAIRMAN OF THE EXECUTIVE BOARD	1 Jan 2010	Construction Materials, Industrial Materials & Machinery, Energy & Utilities, Marketing, Finance
2. Mr. PATTSA SAHAWAT Gender: Male Age: 53 years old Highest level of education: Below a bachelor's degree Major: Diploma, Mount Ida College	Executive Director	1 Feb 2010	Construction Materials, Automotive, Industrial Materials & Machinery, Corporate Social Responsibility, Negotiation
3. Mr. SURAPONG DUMRISILP Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Accounting	Member of the executive committee	1 Nov 1994	Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Data Analysis
4. Mr. Phumsakdi Chullavullibha Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Business Administration	Assistant Managing Director	1 Feb 2010	Industrial Materials & Machinery, Construction Materials
5. Ms. PHATTRA SAHAWAT Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	1 Feb 2010	Construction Materials, Marketing, Industrial Materials & Machinery, Media & Publishing, Corporate Social Responsibility

6.	Mr. SOMPRASONG SAHAVAT [1] Gender: Male Age: 49 years old Highest level of education: Master's degree Major: MPA	Deputy Managing Director	1 Feb 2010	Construction Materials, Finance, Economics, Industrial Materials & Machinery, Corporate Social Responsibility
7.	Mr. SITTIWAT SAHAWAT Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director	1 Mar 2015	Construction Materials, Economics, Industrial Materials & Machinery, Human Resource Management, Data Management
8.	Mrs. Prapaporn Sringam Gender: Female Age: 60 years old Highest level of education: Bachelor's degree Major: Finance	Administrative Manager	1 Oct 2021	Industrial Materials & Machinery, Construction Materials, Procurement, Negotiation, Corporate Management

[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)	28,030,010.00	36,543,257.00	33,595,735.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 1,116
Number of female employees (persons)	: 531
Total number of employees (persons)	: 1,647

Employee Remuneration

Total employee remuneration	: 593,318,569.57
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Provident fund

Total number of employees (persons)	: 1,647
Number of employees contributing to the PVD (persons)	: 0
Percentage of employees who are members (%)	: 0.00

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. Mr. SOMPOP SAHAWAT Gender: Male Age: 73 years old Highest level of education: Below a bachelor's degree Major: mechanical Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 1 Nov 1994	Industrial Materials & Machinery, Corporate Social Responsibility, Corporate Management, Engineering, Construction Materials
2. Ms. YUPAPORN BOONGATE Gender: Female Age: 71 years old Highest level of education: Below a bachelor's degree Major: High school Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 4 Jan 1995	Home & Office Products, Corporate Social Responsibility, Corporate Management
3. Ms. PHATTRA SAHAWAT Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 24 Apr 2002	Construction Materials, Marketing, Industrial Materials & Machinery, Media & Publishing, Corporate Social Responsibility

4.	Police General SOONTORN SAIKWAN Gender: Male Age: 81 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 19 Apr 2005	Law, Human Resource Management, Leadership, Internal Control, Governance/ Compliance
5.	Mr. KRAITHIP KRAIRIKSH Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 Dec 2008	Economics, Audit, Banking, Finance, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SOMPOP SAHAWAT	Chairman of the board	Non-participating
Mr. SUEBTRAKUL SOONTHORNTHUM	Vice Chairman	Non-participating
Ms. YUPAPORN BOONGATE	Vice Chairman	Non-participating
Mr. WANTHANA JAROENNAWARAT	Director	Non-participating
Mr. SUTHEP CHAIPATTANAVANICH	Director	Non-participating
Mr. PATTI SAHAWAT	Director	Non-participating
Ms. PHATTRA SAHAWAT	Director	Non-participating
Mr. SOMPRASONG SAHAVAT	Director	Non-participating
Police General SOONTORN SAIKWAN	Director	Non-participating
Mr. KRAITHIP KRAIRIKSH	Director	Non-participating
Mr. SURAPONG DUMRISILP	Director	Non-participating
Mr. SITTIWAT SAHAWAT	Director	Non-participating

Police General VISANU PRASATTONGOSOTH	Director	Non-participating
Mr. PRAPHAN ANAMAN	Director	Non-participating
M.L. DISPANADDA DISKUL	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SOMPOP SAHAWAT (Chairman of the board)	-	5/6	Participating	Did not hold the meeting
2. Mr. SUEBTRAKUL SOONTHORNTHUM (Vice Chairman)	-	5/6	Participating	Did not hold the meeting
3. Ms. YUPAPORN BOONGATE (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
4. Mr. WANTHANA JAROENNAWARAT (Director)	-	6/6	Participating	Did not hold the meeting
5. Mr. SUTHEP CHAIPATTANAVANICH (Director)	-	6/6	Participating	Did not hold the meeting
6. Mr. PATTSA SAHAWAT (Director)	-	6/6	Participating	Did not hold the meeting
7. Ms. PHATTRA SAHAWAT (Director)	-	6/6	Participating	Did not hold the meeting
8. Mr. SOMPRASONG SAHAVAT (Director)	-	6/6	Participating	Did not hold the meeting
9. Police General SOONTORN SAIKWAN (Director)	-	6/6	Participating	Did not hold the meeting

10.	Mr. KRAITHIP KRAIRIKSH (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. SURAPONG DUMRISILP (Director)	-	6/6	Participating	Did not hold the meeting
12.	Mr. SITTIWAT SAHAWAT (Director)	-	6/6	Participating	Did not hold the meeting
13.	Police General VISANU PRASATTONGOSOTH (Director)	-	6/6	Non-participating	Did not hold the meeting
14.	Mr. PRAPHAN ANAMAN (Director)	-	6/6	Participating	Did not hold the meeting
15.	M.L. DISPANADDA DISKUL (Director)	-	6/6	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. SOMPOP SAHAWAT (Chairman of the board)	-	N/A	N/A	No
2.	Mr. SUEBTRAKUL SOONTHORNTHUM (Vice Chairman)	-	N/A	840,000.00	No
3.	Ms. YUPAPORN BOONGATE (Vice Chairman)	-	0.00	0.00	No
4.	Mr. WANTHANA JAROENNAWARAT (Director)	-	N/A	N/A	No
5.	Mr. SUTHEP CHAIPATTANAVANICH (Director)	-	N/A	N/A	No
6.	Mr. PATTSA SAHAWAT (Director)	-	N/A	N/A	No
7.	Ms. PHATTRA SAHAWAT (Director)	-	N/A	N/A	No
8.	Mr. SOMPRASONG SAHAVAT (Director)	-	N/A	N/A	No
9.	Police General SOONTORN SAIKWAN (Director)	-	N/A	600,000.00	No
10.	Mr. KRAITHIP KRAIRIKSH (Director)	-	N/A	720,000.00	No
11.	Mr. SURAPONG DUMRISILP (Director)	-	N/A	N/A	No
12.	Mr. SITTIWAT SAHAWAT (Director)	-	N/A	N/A	No

13.	Police General VISANU PRASATTONGOSOTH (Director)	-	N/A	600,000.00	No
14.	Mr. PRAPHAN ANAMAN (Director)	-	N/A	720,000.00	No
15.	M.L. DISPANADDA DISKUL (Director)	-	N/A	600,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. KRAITHIP KRAIRIKSH (Chairman of the audit committee)	-	4/4
2.	Police General VISANU PRASATTONGOSOTH (Audit committee)	-	4/4
3.	Police General SOONTORN SAIKWAN (Audit committee)	-	4/4
4.	Mr. PRAPHAN ANAMAN (Audit committee)	-	4/4