



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PHATRA LEASING 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 : PHATRA LEASING PUBLIC COMPANY LIMITED

Symbol : PL

Address : MUANGTHAI-PHATRA COMPLEX, FLOOR 29, 252/6 RAJADAPISEK ROAD,
HUAH KHWANG,

Province : Bangkok

Postcode : 10320

Business : The Company operates the business of operating lease. The
business includes other assets lease, such as vehicles,
planes, ships, machines, computers and general appliances.

Registration Number : 010753700211

Telephone : 0-2693-2288

Fax (if applicable) : 0-2693-2298-99

Website : www.pl.co.th

Email : company_secretary@pl.co.th

Total Shares Sold (shares)

Common Stock : 596,509,825

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) | 2,699,392,922.00 | 2,701,727,903.00 | 2,669,780,152.00 |
| Rental income from operating lease contracts (Thousand baht) | 1,737,460,265.00 | 1,734,022,673.00 | 1,733,955,876.00 |
| Income from finance lease contracts (Thousand baht) | 234,421,980.00 | 195,652,111.00 | 158,516,258.00 |
| Revenue form sale of asset under operating lease contracts (Thousand baht) | 638,028,472.00 | 665,227,255.00 | 668,825,365.00 |
| Gain on sale of assets held for lease and property forclosed (Thousand baht) | 0.00 | 0.00 | 0.00 |
| Other (Thousand baht) | 89,482,205.00 | 106,825,864.00 | 108,482,653.00 |

| | 2023 | 2024 | 2025 |
|---|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Rental income from operating lease contracts (%) | 64.36 | 64.18 | 64.95 |
| Income from finance lease contracts (%) | 8.68 | 7.24 | 5.94 |
| Revenue form sale of asset under operating lease contracts (%) | 23.64 | 24.62 | 25.05 |
| Gain on sale of assets held for lease and property forclosed (%) | 0.00 | 0.00 | 0.00 |
| Other (%) | 3.32 | 3.95 | 4.06 |

By Geographical Area or Market

| | 2023 | 2024 | 2025 |
|---|------------------|------------------|------------------|
| Total revenue from operations (Thousand baht) | 2,699,392,922.00 | 2,701,727,903.00 | 2,669,780,152.00 |
| Domestic (Thousand baht) | 2,699,392,922.00 | 2,701,727,903.00 | 2,669,780,152.00 |
| International (Thousand baht) | 0.00 | 0.00 | 0.00 |

| | 2023 | 2024 | 2025 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%) | 100.00 | 100.00 | 100.00 |
| International (%) | 0.00 | 0.00 | 0.00 |

Other income as specified in the financial statements

| | 2023 | 2024 | 2025 |
|--|---------------|----------------|----------------|
| Total other income (Thousand baht) | 89,482,205.00 | 106,825,864.00 | 108,482,653.00 |
| Other income from operations (Thousand baht) | 89,482,205.00 | 106,825,864.00 | 108,482,653.00 |
| Other income not from operations (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)

Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods
- Liquidity risk

Credit Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Economic risk

Interest Rate Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Compliance Risk

- Change in laws and regulations

Financial Risk

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

Market & Competitive Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Residual Value Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Inventory risk

Anti-Corruption Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Human error in business operations
- Corruption

Compliance Risk

- Violations of laws and regulations

- Corporate Governance

Emerging Risk and ESG

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

- Product obsolescence

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://investor.pl.co.th/th/sustainability/home>
(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://investor.pl.co.th/th/sustainability/environmental>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy 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) | N/A | 1,401.41 | 821.59 |
| Gasoline (Litres) | N/A | 2,567.35 | 3,055.81 |

• Electricity consumption

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 235,074.00 | 336,952.00 | 316,858.00 |

Water management

• Water consumption

| | 2023 | 2024 | 2025 |
|---------------------------------------|----------|----------|----------|
| Total water withdrawal (Cubic meters) | 1,414.00 | 1,513.00 | 1,505.00 |

Waste management

• Waste from operations

| | 2023 | 2024 | 2025 |
|-----------------------------------|------|----------|----------|
| Non-hazardous waste (Kilograms) | N/A | 6,392.10 | 7,164.00 |
| Total waste generated (Kilograms) | 0.00 | 6,392.10 | 7,164.00 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Scope 1 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Scope 2 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Scope 3 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | N/A |

• 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://investor.pl.co.th/th/sustainability/social>

Company human right guideline : Employee Rights, 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) | 79 | 81 | 80 |
| Number of female employees (Persons) | 76 | 74 | 72 |
| Total number of employees (Persons) | 155 | 155 | 152 |

• Employee remuneration

| | 2023 | 2024 | 2025 |
|------------------------------|--------|--------|--------|
| Employee remuneration (baht) | 118.25 | 118.96 | 108.26 |

• Employee development and training

| | 2023 | 2024 | 2025 |
|---|-----------|-----------|------------|
| Average employee training hours (Hours / Person / Year) | 8.00 | 9.00 | 9.00 |
| Employee development and training expenses (baht) | 98,920.00 | 65,000.00 | 284,553.45 |

• 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 (%) | 12.26 | 9.03 | 12.50 |

• **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://investor.pl.co.th/storage/document/policy/good-corporate-governance-policy-th.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 | 14 | 100.00 |
| Number of male directors | 10 | 71.43 |
| Number of female directors | 4 | 28.57 |
| Number of executive directors | 1 | 7.14 |
| Number of non-executive directors | 13 | 92.86 |
| Number of independent directors | 7 | 50.00 |

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. PHOTIPONG LAMSAM Gender: Male Age: 91 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive) Director type: Original director | 1 Jun 2008 | Leadership, Insurance, Business Administration, Finance & Securities, Corporate Social Responsibility |

| | | | | |
|----|--|--|-------------|---|
| 2. | <p>Mr. POOMCHAI LAMSAM</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Vice Chairman</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p> | 28 Sep 1987 | Insurance |
| 3. | <p>Mr. SARA LAMSAM</p> <p>Gender: Male</p> <p>Age: 55 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: Original director</p> | 29 Jan 2004 | Sustainability, Banking, Governance/ Compliance, Insurance, Leadership |
| 4. | <p>Mrs. NUALPHAN LAMSAM</p> <p>Gender: Female</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's 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> | 25 Feb 2010 | Sustainability, Insurance, Negotiation, Business Administration, Governance/ Compliance |
| 5. | <p>Mr. SUTEE MOKKHAVESA</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p> | 29 Apr 2016 | Risk Management, Corporate Management, Finance, Data Analysis, Insurance |

| | | | | |
|----|--|--|-------------|---|
| 6. | Mr. PIPOP KUNASOL Gender: Male Age: 60 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 | 25 Jan 2007 | Finance, Finance & Securities, Leadership, Corporate Social Responsibility, Accounting |
| 7. | Mrs. Duangporn Wasanasompong Gender: Female Age: 57 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 | 25 Jan 2024 | Insurance, Finance & Securities, Risk Management, Law |
| 8. | Mr. ANUPON LIKITPURKPAISAN 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 | 27 Nov 2008 | Data Management, Risk Management, Corporate Management, Finance, Negotiation |
| 9. | 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 | Director (Non-executive, Independent director) Director type: Re-elected as director | 1 Oct 2016 | Risk Management, Audit, Insurance, Governance/ Compliance, Accounting |

| | | | | |
|-----|--|--|-------------|--|
| 10. | Mr. POONPIPAT AUNGURIGUL Gender: Male Age: 78 years old Highest level of education: Below a bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | 30 Jul 1999 | Internal Control, Risk Management, Corporate Management, Finance, Accounting |
| 11. | Ms. Jirayong Anuman-rajadhon Gender: Female Age: 57 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: Newly appointed director to replace ex-director | 1 Feb 2026 | Audit, Finance, Governance/ Compliance, Leadership, Insurance |
| 12. | Dr. Suthiphon Thaveechaiyagarn Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director | 1 Feb 2026 | Law, Energy & Utilities, Corporate Social Responsibility, Leadership, Governance/ Compliance |
| 13. | Mrs. CHANTRA PURNARIKSHA Gender: Female Age: 79 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: Original director | 25 Nov 2011 | Change Management, Human Resource Management, Corporate Management, Audit, Finance |

| | | | | |
|-----|-----------------------------|--|-------------|---|
| 14. | Mr. ARPATSORN BUNNAG | Director | 11 Mar 1993 | Audit, Risk Management, Corporate Management, Finance, Accounting |
| | Gender: Male | (Non-executive, Independent director) | | |
| | Age: 73 years old | | | |
| | Highest level of education: | | | |
| | Bachelor's degree | Director type: Original | | |
| | Major: Science | director | | |
| | Thai nationality: Yes | | | |
| | Residing in Thailand: Yes | | | |

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 | : 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. Mr. SUEBTRAKUL SOONTHORNTHUM [1] Gender: Male Age: 83 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director | 18 Oct 2016 | Risk Management, Audit, Insurance, Governance/ Compliance, Accounting |
| 2. Mr. POONPIPAT AUNGURIGUL Gender: Male Age: 78 years old Highest level of education: Below a bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Re-elected as director | 29 Nov 1999 | Internal Control, Risk Management, Corporate Management, Finance, Accounting |
| 3. Mr. ARPATSORN BUNNAG Gender: Male Age: 73 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 29 Nov 1999 | Audit, Risk Management, Corporate Management, Finance, Accounting |

| | | | | |
|----|---|---|------------|---|
| 4. | Ms. Jirayong Anuman-rajadhon [1] Gender: Female Age: 57 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 | 1 Feb 2026 | Audit, Finance, Governance/ Compliance, Leadership, Insurance |
|----|---|---|------------|---|

[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 Remuneration and Selection Committee | Mr. POOMCHAI LAMSAM Mrs. CHANTRA PURNARIKSHA Mr. ARPATSORN BUNNAG Mrs. Duangporn Wasanasompong Dr. Suthiphon Thaveechaiyagarn | Chairman Member Member Member Member |
| The Risk Management Committee | Mr. ANUPON LIKITPURKPAISAN Mr. SARA LAMSAM Mr. PIPOP KUNASOL Mr. SUTEE MOKKHAVESA Mrs. Duangporn Wasanasompong | Chairman Member Member Member Member |
| The Executive Committee | Mr. SARA LAMSAM Mr. PIPOP KUNASOL Mr. SUTEE MOKKHAVESA Mr. Naruepol Watanakun Mr. Suphol Pinthong | Chairman Member Member Member Member |
| The Investment Committee | Mr. PIPOP KUNASOL Mr. SUTEE MOKKHAVESA Mrs. Duangporn Wasanasompong | Chairman Member Member |
| The Lending Committee | Mr. PIPOP KUNASOL Mr. SUTEE MOKKHAVESA Mrs. Duangporn Wasanasompong Mr. Naruepol Watanakun Mr. Suphol Pinthong | Chairman Member Member Member Member |

Roles of Sub-committees

| | |
|---|--|
| Sub-committees responsible for risk management | : The Risk Management Committee |
| Sub-committees responsible for nomination | : The Remuneration and Selection Committee |
| Sub-committees responsible for remuneration | : The Remuneration and Selection Committee |
| Sub-committees responsible for corporate governance | : The Executive Committee |
| Sub-committees responsible for corporate sustainability development | : The Executive 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. PIPOP KUNASOL [1] Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration | Managing Director | 20 Jan 2007 | Finance, Finance & Securities, Leadership, Corporate Social Responsibility, Accounting |
| 2. Mr. Thanan Suebsiri Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration | Deputy Managing Director | 1 Jan 2023 | Business Administration, Automotive, Industrial Materials & Machinery, Corporate Management, Strategic Management |
| 3. Mr. Soottichai Sombatsiri Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration | Deputy Managing Director | 1 Jan 2023 | Business Administration, Economics, Automotive, Negotiation, Leadership |
| 4. Mr. Naruepol Watanakun Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration | Deputy Managing Director | 1 Jan 2023 | Business Administration, Automotive, Marketing, Corporate Management, Strategic Management |
| 5. Ms. Potjana Kieepubon Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration | Assistant Managing Director | 1 Feb 2025 | Sustainability, Human Resource Management, Negotiation, Leadership, Governance/ Compliance |

| | | | | |
|----|--|-----------------------------|------------|--|
| 6. | Mr. Poj Lamakanond Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Management | Assistant Managing Director | 1 Feb 2025 | IT Management, Automotive, Information & Communication Technology, Negotiation, Leadership |
| 7. | Mr. Suphol Pinthong [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Economics | Assistant Managing Director | 1 Jan 2026 | Economics, Finance & Securities, Automotive, Industrial Materials & Machinery, Finance |
| 8. | Mrs. Karaked Junvanitrattana [2] Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration | Assistant Managing Director | 1 Feb 2021 | Finance & Securities, Accounting, Finance, Business Administration, Budgeting |

[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) | 33,516,735.00 | 24,010,747.00 | 21,810,000.00 |

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) | : 80 |
| Number of female employees (persons) | : 72 |
| Total number of employees (persons) | : 152 |

Employee Remuneration

| | |
|-----------------------------|----------|
| Total employee remuneration | : 108.26 |
|-----------------------------|----------|

Provident fund

| | |
|---|----------|
| Total number of employees (persons) | : 152 |
| Number of employees contributing to the PVD (persons) | : 152 |
| Percentage of employees who are members (%) | : 100.00 |

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

| General information | Email | Telephone |
|---------------------------------|------------------|---------------------|
| 1. Mrs. Karaked Junvanitrattana | karaked@pl.co.th | 02-290-7575 Ext.203 |

- Company secretary

| General information | Email | Telephone |
|---------------------|-------|-----------|
|---------------------|-------|-----------|

| | | | |
|----|-----------------------|----------------------------|---------------------|
| 1. | Ms. Potjana Kleepubon | company_secretary@pl.co.th | 02-290-7575 Ext.113 |
|----|-----------------------|----------------------------|---------------------|

• Head of internal audit

| General information | Email | Telephone |
|--------------------------|----------------|---------------------|
| 1. Mr. Ukrit Chotitaksin | ukrit@pl.co.th | 02-290-7575 Ext.205 |

• Head of compliance unit

| General information | Email | Telephone |
|--------------------------|--------------------|---------------------|
| 1. Ms. Potjana Kleepubon | potjana@pl.co.th | 02-290-7575 Ext.113 |
| 2. Mr. Panuwat Phonklad | panuwat_p@pl.co.th | 02-290-7575 Ext.126 |

• Head of investor relations

| General information | Email | Telephone |
|--------------------------|-------------|------------|
| 1. Ms. Potjana Kleepubon | ir@pl.co.th | 02-2907599 |

Company's auditor

| Company | Names and general information of auditors | Audit fee (baht) | Other non-audit fees (baht) |
|---------|---|------------------|-----------------------------|
| 1. | KPMG PHOOMCHAI AUDIT COMPANY LIMITED | 2,370,000.00 | - |

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. Mr. POOMCHAI LAMSAM Gender: Male Age: 76 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes | Vice Chairman (Non-executive) Director type: Re-elected as director | Date position was assumed: 28 Sep 1987 | Insurance |
| 2. Mr. SUTEE MOKKHAVESA Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) Director type: Re-elected as director | Date position was assumed: 29 Apr 2016 | Risk Management, Corporate Management, Finance, Data Analysis, Insurance |
| 3. 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 | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 1 Oct 2016 | Risk Management, Audit, Insurance, Governance/ Compliance, Accounting |

| | | | | |
|----|---|---|---|--|
| 4. | Mr. POONPIPAT AUNGURIGUL Gender: Male Age: 78 years old Highest level of education: Below a bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 30 Jul 1999 | Internal Control, Risk Management, Corporate Management, Finance, Accounting |
|----|---|---|---|--|

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

| General information | Position | Date position was assumed | Experience and expertise |
|---|--|--|--|
| 1. Ms. Jirayong Anuman-rajadhon Gender: Female Age: 57 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: Newly appointed director to replace ex-director | Date position was assumed: 1 Feb 2026 | Audit, Finance, Governance/ Compliance, Leadership, Insurance |
| 2. Dr. Suthiphon Thaveechaiyagarn Gender: Male Age: 65 years old Highest level of education: Doctoral 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: 1 Feb 2026 | Law, Energy & Utilities, Corporate Social Responsibility, Leadership, Governance/ Compliance |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|----------------------|-----------------------|--|
| Mr. PHOTIPONG LAMSAM | Chairman of the board | Non-participating |
| Mr. POOMCHAI LAMSAM | Vice Chairman | Non-participating |
| Mr. SARA LAMSAM | Director | Non-participating |
| Mrs. NUALPHAN LAMSAM | Director | Non-participating |
| Mr. SUTEE MOKKHAVESA | Director | Non-participating |

| | | |
|--------------------------------|----------|-------------------|
| Mr. PIPOP KUNASOL | Director | Non-participating |
| Mrs. Duangporn Wasanasompong | Director | Non-participating |
| Mr. ANUPON LIKITPURKPAISAN | Director | Non-participating |
| Mr. SUEBTRAKUL SOONTHORNTHUM | Director | Non-participating |
| Mr. POONPIPAT AUNGURIGUL | Director | Non-participating |
| Ms. Jirayong Anuman-rajadhon | Director | Non-participating |
| Dr. Suthiphon Thaveechaiyagarn | Director | Non-participating |
| Mrs. CHANTRA PURNARIKSHA | Director | Non-participating |
| Mr. ARPATSORN BUNNAG | Director | Non-participating |

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 9

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. PHOTIPONG LAMSAM (Chairman of the board) | - | 9/9 | Participating | Did not hold the meeting |
| 2. | Mr. POOMCHAI LAMSAM (Vice Chairman) | - | 8/9 | Participating | Did not hold the meeting |
| 3. | Mr. SARA LAMSAM (Director) | - | 9/9 | Participating | Did not hold the meeting |

| | | | | | |
|-----|--|---|-----|-------------------|--------------------------|
| 4. | Mrs. NUALPHAN LAMSAM (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 5. | Mr. SUTEE MOKKHAVESA (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 6. | Mr. PIPOP KUNASOL (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 7. | Mrs. Duangporn Wasanasompong (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 8. | Mr. ANUPON LIKITPURKPAISAN (Director) | - | 8/9 | Participating | Did not hold the meeting |
| 9. | Mr. SUEBTRAKUL SOONTHORNTHUM (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 10. | Mr. POONPIPAT AUNGURIGUL (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 11. | Ms. Jirayong Anuman-rajadhon (Director) | - | 0/0 | Non-participating | Did not hold the meeting |
| 12. | Dr. Suthiphon Thaveechaiyagarn (Director) | - | 0/0 | Non-participating | Did not hold the meeting |
| 13. | Mrs. CHANTRA PURNARIKSHA (Director) | - | 9/9 | Participating | Did not hold the meeting |
| 14. | Mr. ARPATSORN BUNNAG (Director) | - | 9/9 | 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. PHOTIPONG LAMSAM (Chairman of the board) | - | 0.00 | 480,000.00 | No |
| 2. | Mr. POOMCHAI LAMSAM (Vice Chairman) | - | 0.00 | 360,000.00 | No |
| 3. | Mr. SARA LAMSAM (Director) | - | 0.00 | 240,000.00 | No |
| 4. | Mrs. NUALPHAN LAMSAM (Director) | - | 0.00 | 240,000.00 | No |
| 5. | Mr. SUTEE MOKKHAVESA (Director) | - | 0.00 | 240,000.00 | No |

| | | | | | |
|-----|--|---|------|------------|----|
| 6. | Mr. PIPOP KUNASOL (Director) | - | 0.00 | 240,000.00 | No |
| 7. | Mrs. Duangporn Wasanasompong (Director) | - | 0.00 | 240,000.00 | No |
| 8. | Mr. ANUPON LIKITPURKPAISAN (Director) | - | 0.00 | 240,000.00 | No |
| 9. | Mr. SUEBTRAKUL SOONTHORNTHUM (Director) | - | 0.00 | 240,000.00 | No |
| 10. | Mr. POONPIPAT AUNGURIGUL (Director) | - | 0.00 | 240,000.00 | No |
| 11. | Ms. Jirayong Anuman-rajadhon (Director) | - | 0.00 | 0.00 | No |
| 12. | Dr. Suthiphon Thaveechaiyagarn (Director) | - | 0.00 | 0.00 | No |
| 13. | Mrs. CHANTRA PURNARIKSHA (Director) | - | 0.00 | 240,000.00 | No |
| 14. | Mr. ARPATSORN BUNNAG (Director) | - | 0.00 | 240,000.00 | 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. SUEBTRAKUL SOONTHORNTHUM (Chairman of the audit committee) | - | 4/4 |
| 2. | Mr. POONPIPAT AUNGURIGUL (Audit committee) | - | 4/4 |
| 3. | Mr. ARPATSORN BUNNAG (Audit committee) | - | 4/4 |
| 4. | Ms. Jirayong Anuman-rajadhon (Audit committee) | - | 0/0 |