



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CP ALL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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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 : CP ALL PUBLIC COMPANY LIMITED

Symbol : CPALL

Address : 313 C.P. Tower, Floor 24, Silom Road, Bang Rak

Province : Bangkok

Postcode : 10500

Business : The Company operates the convenience store business under the 7-Eleven trademark and franchises to other retailers in the territory of Thailand and has invested in supporting businesses such as manufacturing facility of food & bakery products, bill payment services and so on. In addition, the Company has invested in the operations of membership based Cash & Carry trade centers under the name "Makro".

Registration Number : ๐๐๑.๐107542000011

Telephone : 0-2071-9000

Fax (if applicable) : 0-2071-8617

Website : www.cpall.co.th

Email : utsanee@cpall.co.th

Total Shares Sold (shares)

Common Stock : 8,983,101,348

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2022	2023	2024
Total revenue from operations (Thousand baht)	909,126,000.00	983,801,000.00	1,056,999,000.00
Convenience store (7-Eleven) (Thousand baht)	383,186,000.00	431,532,000.00	476,544,000.00
Other (Thousand baht)	525,940,000.00	552,269,000.00	580,455,000.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Convenience store (7-Eleven) (%)	42.15	43.86	45.08
Other (%)	57.85	56.14	54.92

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	909,126,000.00	983,801,000.00	1,056,999,000.00
Domestic (Thousand baht)	909,126,000.00	983,801,000.00	1,056,999,000.00
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
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

	2022	2023	2024
Total other income (Thousand baht)	23,222,881,871.00	25,092,205,958.00	28,145,194.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	23,222,881,871.00	25,092,205,958.00	28,145,194.00

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)	2022	2023	2024
R&D expenses in the past 3 years	45,650,000.00	45,340,000.00	N/A

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 from 7-Eleven Trademark Termination

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Risk of Error or Failure of Distribution Center and Logistic

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters
- System disruption risk
- Pandemic risk

Risk of Error or Failure of Information Technology System to Support O2O

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- System disruption risk

Cyber Threats

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risk from Laws and Government Policies according to Rapidly Changing International Regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations

The risks associated with the violations of human rights in the Company's value chain

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

Risks from the Company in locations that can affect the biodiversity

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Financial Risks

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Emerging Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Climate change and disasters
- Impact on the environment
- Impact from population structure

Risk to Securities Holder (2.2.2)

Risks from Major Shareholders holding Shares of more than 25% of the total issued shares

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.cpall.co.th/wp-content/uploads/2021/06/Sustainable-Development-Policy-and-Goals-2564-2573-th-08-06-2564.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://www.cpall.co.th/wp-content/uploads/2020/11/Sustainable-Environmental-Policy-2563-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	5,914,795.55	4,980,392.23	6,604,737.70
Gasoline (Litres)	1,992,520.46	2,128,790.21	2,212,905.89
Natural gas (Standard cubic feet)	58,042,044.97	57,830,732.29	59,631,142.09
LPG (Kilograms)	12,177,919.62	13,042,775.40	14,305,474.17

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	3,557,542,802.13	3,743,549,416.99	4,027,697,416.94

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	20,420,068.38	22,680,983.26	24,566,751.98

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	58,606,580.08	57,511,725.95	61,666,590.69
Hazardous waste (Kilograms)	233,798.57	24,617.30	897,806.92
Total waste generated (Kilograms)	58,840,378.65	57,536,343.25	62,564,397.61

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	448,979.21	515,002.05	437,290.58
Scope 2 (Tons of carbon dioxide equivalents)	1,528,592.30	1,548,248.45	1,654,757.17
Scope 3 (Tons of carbon dioxide equivalents)	13,191,694.60	15,186,203.55	17,405,691.07
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	15,169,266.11	17,249,454.05	19,497,738.82

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.cpall.co.th/wp-content/uploads/2020/06/Human-Rights-and-Labor-Practices-Policy-th.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

	2022	2023	2024
Number of male employees (Persons)	59,367	64,189	74,317
Number of female employees (Persons)	108,034	116,919	130,384
Total number of employees (Persons)	167,401	181,108	204,701

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	30,554,000,000.00	34,963,000,000.00	39,750,000,000.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	30.20	34.25	29.45
Employee development and training expenses (baht)	2,878.34	2,202.62	2,386.96

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	2	6	0
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	51.96	37.25	32.64

• **Significant labor dispute**

	2022	2023	2024
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 : www.cpall.co.th/wp-content/uploads/2020/03/CG-policy-Thai_23Jul2019.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, 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	16	100.00
Number of male directors	15	93.75
Number of female directors	1	6.25
Number of executive directors	5	31.25
Number of non-executive directors	11	68.75
Number of independent directors	6	37.50

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. SOOPAKIJ CHEARAVANONT Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	15 Aug 2003	Accounting, Marketing, Corporate Management, Economics, Leadership

2.	<p>Mr. KORSAK CHAIRASMISAK</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Re-elected as director</p>	11 Mar 1999	<p>Economics, Marketing, Corporate Management, Leadership, Strategic Management</p>
3.	<p>Mr. SUPHACHAI CHEARAVANONT</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	7 Jun 2019	<p>Marketing, Corporate Management, Risk Management, Information & Communication Technology, Digital Marketing</p>
4.	<p>Mr. TANIN BURANAMANIT</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Executive)</p> <p>Director type: Re-elected as director</p>	28 Apr 2010	<p>Marketing, Corporate Social Responsibility, Sustainability, Corporate Management, Risk Management</p>
5.	<p>Mr. PADOONG TECHASARINTR</p> <p>Gender: Male</p> <p>Age: 84 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting / Commerce</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Accounting, Audit, Risk Management, Corporate Management, Economics</p>

6.	<p>Mr. PRASERT JARUPANICH</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Industrial Engineering and 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>	11 Mar 1999	<p>Marketing, Digital Marketing, Corporate Management</p>
7.	<p>Mr. UMROONG SANPHASITVONG</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Economics, Accounting, Finance, Corporate Management, Risk Management</p>
8.	<p>Mr. PITTAYA JEARAVISITKUL</p> <p>Gender: Male</p> <p>Age: 69 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>(Executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Economics, Marketing, Corporate Management, Risk Management, Accounting</p>
9.	<p>Mr. NARONG CHEARAVANONT</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	11 Mar 1999	<p>Accounting, Finance, Marketing, Digital Marketing, Corporate Management</p>

10.	Mr. PIYAWAT TITASATTAVORAKUL Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	11 Mar 1999	Commerce, Marketing, Corporate Management, Risk Management
11.	Mr. ADIREK SRIPRATAK Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	11 Aug 2005	Marketing, Accounting, Finance, Corporate Management, Strategic Management
12.	Adj.Professor PRASOBSOOK BOONDECH Gender: Male Age: 79 years old Highest level of education: Barrister Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Apr 2016	Law, Corporate Social Responsibility, Corporate Management, Risk Management, Sustainability
13.	Mrs. NAMPUNG WONGSMITH Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Feb 2018	Economics, Accounting, Finance, Risk Management, Audit

14.	Mr. KITTIPONG KITTAYARAK Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	12 Oct 2021	Law, Corporate Social Responsibility, Corporate Management
15.	POL. GEN. DUMRONGSAK KITTIPRAPAS Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	10 Nov 2023	Risk Management, Law, Business Administration, Corporate Management
16.	Mr. SOMBOON NGAMLAK Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Education Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Sep 2024	Economics, Law, Risk Management, Business Administration, Audit

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

General information	Position	Tenure	Replacement Director
1. Mr. PRIDI BOONYOUNG Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 28 Apr 2004 Date directorship ended: 1 Sep 2024	Mr. SOMBOON NGAMLAK Date position was assumed: 1 Sep 2024

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 : 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. PADOONG TECHASARINTR [1] Gender: Male Age: 84 years old Highest level of education: Bachelor's degree Major: Accounting / Commerce Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	22 Feb 2018	Accounting, Audit, Risk Management, Corporate Management, Economics
2. Mrs. NAMPUNG WONGSMITH Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	22 Feb 2018	Economics, Accounting, Finance, Risk Management, Audit
3. Mr. SOMBOON NGAMLAK Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Education Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Sep 2024	Economics, Law, Risk Management, Business Administration, Audit

[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. PRIDI BOONYOUNG Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 14 Mar 2003 Date directorship ended: 1 Sep 2024	No replacement director

[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. KORSAK CHAIRASMISAK Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	7 Aug 2013
2. Mr. PITTAYA JEARAVISITKUL Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	7 Aug 2013

3.	Mr. PIYAWAT TITASATTAVORAKUL Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	7 Aug 2013
4.	Mr. TANIN BURANAMANIT Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	7 Aug 2013
5.	Mr. wisade wisidwinyoo Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Feb 2015
6.	Mr. vichien Chuengviroj Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Aug 2019
7.	Ms. Lawan Tienghongsakul Gender: Female Age: 64 years old Highest level of education: Bachelor's degree Major: Finance Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Aug 2019

8.	Mr. Taweesak Kaewrathtanapattama Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Accounting/Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Nov 2017
9.	Mr. YUTHASAK POOMSURAKUL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2022
10.	Mr. UMROONG SANPHASITVONG Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	7 Aug 2013

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Sustainability and Corporate Governance Committee	Adj.Professor PRASOBSOOK BOONDECH	Chairman
	POL. GEN. DUMRONGSAK KITTIPRAPAS	Member
	Mr. PADOONG TECHASARINTR	Member
	Mr. UMROONG SANPHASITVONG	Member
Remuneration and Nomination Committee	POL. GEN. DUMRONGSAK KITTIPRAPAS	Chairman
	Mr. PADOONG TECHASARINTR	Member
	Mr. SUPHACHAI CHEARAVANONT	Member

Risk Committee	Mr. KORSACK CHAIRASMISAK	Chairman
	Mr. PITTAYA JEARAVISITKUL	Vice chairman
	Mr. PIYAWAT TITASATTAVORAKUL	Vice chairman
	Mr. TANIN BURANAMANIT	Vice chairman
	Mr. UMROONG SANPHASITVONG	Member
	Mr. YUTHASAK POOMSURAKUL	Member
	Mr. wisade wisidwinyoo	Member
	Mr. Taweesak Kaewrathtanapattama	Member
	Mr. vichien Chuengviroj	Member
	Ms. Lawan Tienghongsakul	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Remuneration and Nomination Committee
Sub-committees responsible for remuneration	: Remuneration and Nomination Committee
Sub-committees responsible for corporate governance	: Sustainability and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainability and Corporate Governance 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. KORSAK CHAIRASMISAK Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Economics	CHAIRMAN OF EXECUTIVE COMMITTEE	7 Aug 2013	Economics, Marketing, Corporate Management, Leadership, Strategic Management
2. Mr. YUTHASAK POOMSURAKUL Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Marketing	CHIEF EXECUTIVE OFFICER	9 Jul 2022	Economics, Marketing, Business Administration

[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) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 74,317

Number of female employees (persons) : 130,384

Total number of employees (persons) : 204,701

Employee Remuneration

Total employee remuneration : 39,750,000,000.00

Provident fund

Total number of employees (persons) : 204,701

Number of employees contributing to the PVD (persons) : 78,725

Percentage of employees who are members (%) : 38.46

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. SOOPAKIJ CHEARAVANONT Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Aug 2003	Accounting, Marketing, Corporate Management, Economics, Leadership
2. Mr. KORSAK CHAIRASMISAK Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 11 Mar 1999	Economics, Marketing, Corporate Management, Leadership, Strategic Management
3. Mr. SUPHACHAI CHEARAVANONT Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 7 Jun 2019	Marketing, Corporate Management, Risk Management, Information & Communication Technology, Digital Marketing

4.	Mr. TANIN BURANAMANIT Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 28 Apr 2010	Marketing, Corporate Social Responsibility, Sustainability, Corporate Management, Risk Management
5.	Mr. ADIREK SRIPRATAK Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 11 Aug 2005	Marketing, Accounting, Finance, Corporate Management, Strategic Management
6.	Mr. KITTIPONG KITTAYARAK Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 Oct 2021	Law, Corporate Social Responsibility, Corporate Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOMBOON NGAMLAK Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Education 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 Sep 2024	Economics, Law, Risk Management, Business Administration, Audit

Development of directors over the past year

List of directors	Position	Participated in director development program
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Mr. SOOPAKIJ CHEARAVANONT	Chairman of the board	Non-participating
Mr. KORSACK CHAIRASMISAK	Vice Chairman	Non-participating
Mr. SUPHACHAI CHEARAVANONT	Vice Chairman	Participating
Mr. TANIN BURANAMANIT	Vice Chairman	Participating
Mr. PADOONG TECHASARINTR	Director	Non-participating
Mr. PRASERT JARUPANICH	Director	Participating
Mr. UMROONG SANPHASITVONG	Director	Participating
Mr. PITTAYA JEARAVISITKUL	Director	Participating
Mr. NARONG CHEARAVANONT	Director	Participating
Mr. PIYAWAT TITASATTAVORAKUL	Director	Participating
Mr. ADIREK SRIPRATAK	Director	Participating
Adj.Professor PRASOBSOOK BOONDECH	Director	Participating
Mrs. NAMPUNG WONGSMITH	Director	Non-participating
Mr. KITTIPONG KITTAYARAK	Director	Non-participating
POL. GEN. DUMRONGSAK KITTIPRAPAS	Director	Participating
Mr. SOMBOON NGAMLAK	Director	Participating
Mr. PRIDI BOONYOUNG	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) : 8

Date of AGM meeting : 26 Apr 2024

EGM meeting : No

List of directors		Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SOOPAKIJ CHEARAVANONT (Chairman of the board)	-	7/8	Non-participating	Did not hold the meeting
2.	Mr. KORSAK CHAIRASMISAK (Vice Chairman)	-	7/8	Participating	Did not hold the meeting
3.	Mr. SUPHACHAI CHEARAVANONT (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
4.	Mr. TANIN BURANAMANIT (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
5.	Mr. PADOONG TECHASARINTR (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. PRASERT JARUPANICH (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. UMROONG SANPHASITVONG (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mr. PITTAYA JEARAVISITKUL (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mr. NARONG CHEARAVANONT (Director)	-	8/8	Participating	Did not hold the meeting
10.	Mr. PIYAWAT TITASATTAVORAKUL (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. ADIREK SRIPRATAK (Director)	-	8/8	Participating	Did not hold the meeting
12.	Adj.Professor PRASOBSOOK BOONDECH (Director)	-	8/8	Participating	Did not hold the meeting
13.	Mrs. NAMPUNG WONGSMITH (Director)	-	8/8	Participating	Did not hold the meeting
14.	Mr. KITTIPONG KITTAYARAK (Director)	-	8/8	Participating	Did not hold the meeting
15.	POL. GEN. DUMRONGSAK KITTIPRAPAS (Director)	-	8/8	Participating	Did not hold the meeting

16.	Mr. SOMBOON NGAMLAK (Director)	-	1/1	Non-participating	Did not hold the meeting
17.	Mr. PRIDI BOONYOUNG (Director)	1 Sep 2024	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. SOOPAKIJ CHEARAVANONT (Chairman of the board)	-	0.00	5,298,000.00	Yes
2.	Mr. KORSAK CHAIRASMISAK (Vice Chairman)	-	0.00	4,415,000.00	Yes
3.	Mr. SUPHACHAI CHEARAVANONT (Vice Chairman)	-	0.00	4,415,000.00	Yes
4.	Mr. TANIN BURANAMANIT (Vice Chairman)	-	0.00	4,415,000.00	Yes
5.	Mr. PADOONG TECHASARINTR (Director)	-	0.00	5,298,000.00	Yes
6.	Mr. PRASERT JARUPANICH (Director)	-	0.00	2,649,000.00	Yes
7.	Mr. UMROONG SANPHASITVONG (Director)	-	0.00	2,649,000.00	Yes
8.	Mr. PITTAYA JEARAVISITKUL (Director)	-	0.00	2,649,000.00	Yes
9.	Mr. NARONG CHEARAVANONT (Director)	-	0.00	2,649,000.00	Yes
10.	Mr. PIYAWAT TITASATTAVORAKUL (Director)	-	0.00	2,649,000.00	Yes
11.	Mr. ADIREK SRIPRATAK (Director)	-	0.00	2,649,000.00	Yes
12.	Adj.Professor PRASOBSOOK BOONDECH (Director)	-	0.00	5,298,000.00	Yes
13.	Mrs. NAMPUNG WONGSMITH (Director)	-	0.00	4,415,000.00	Yes
14.	Mr. KITTIPONG KITTAYARAK (Director)	-	0.00	3,532,000.00	Yes
15.	POL. GEN. DUMRONGSAK KITTIPRAPAS (Director)	-	0.00	1,987,000.00	Yes
16.	Mr. SOMBOON NGAMLAK (Director)	-	0.00	200,000.00	Yes
17.	Mr. PRIDI BOONYOUNG (Director)	1 Sep 2024	0.00	4,215,000.00	Yes

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) : 14

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PADOONG TECHASARINTR (Chairman of the audit committee)	-	14/14
2.	Mrs. NAMPUNG WONGSMITH (Audit committee)	-	14/14
3.	Mr. SOMBOON NGAMLAK (Audit committee)	-	5/5
4.	Mr. PRIDI BOONYOUNG (Audit committee)	1 Sep 2024	9/9