



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PICO (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 31 October 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 : PICO (THAILAND) PUBLIC COMPANY LIMITED

Symbol : PICO

Address : 10 SOI LASALLE 56, BANGNA TAI, BANGNA

Province : Bangkok

Postcode : 10260

Business : Meeting, Incentive, Convention, and Exhibition (MICE)
management and services, event marketing and branding, and
knowledge communication, as well as production and
distribution in form of digital content and media

Registration Number : 0107546000296

Telephone : 0-2748-7007

Fax (if applicable) : 0-2745-8521, 0-2748-7591

Website : www.picothai.com

Email : info.th@pico.com

Total Shares Sold (shares)

Common Stock : 215,294,559

Preferred Stock : 330,000

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,035,526.28	1,307,904.23	1,283,081.65
Exhibition (Thousand baht)	686,137.52	517,711.61	500,942.13
Knowledge Communication (Thousand baht)	36,718.43	67,515.64	47,273.62
Learning Center and Museum (Thousand baht)	57,688.29	141,538.28	55,319.69
Event Marketing (Thousand baht)	254,982.04	581,138.70	679,546.21

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Exhibition (%)	66.26	39.58	39.04
Knowledge Communication (%)	3.55	5.16	3.69
Learning Center and Museum (%)	5.57	10.82	4.31
Event Marketing (%)	24.62	44.43	52.96

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,035,526.28	1,307,904.23	1,283,081.65
Domestic (Thousand baht)	1,035,526.28	1,307,904.23	1,283,081.65
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)	6,419.28	6,858.36	8,217.68
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	6,419.28	6,858.36	8,217.68
Dividend income (Thousand baht)	493.30	690.62	591.96
Other income (Thousand baht)	5,925.98	6,167.74	7,625.72

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

	2023	2024	2025
Share of profit (Thousand baht)	2,488.75	2,078.09	2,031.38

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)

Risk Factors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Competition risk
- Economic risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Climate change and disasters
- System disruption risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Default on payment or exchange of goods
- Income volatility

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://pico-th.listedcompany.com/csr.html>
(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://pico-th.listedcompany.com/csr.html>
(if applicable)

Company environmental guideline : Electricity Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

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://pico-th.listedcompany.com/cg.html>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	N/A	60	N/A
Number of female employees (Persons)	N/A	84	N/A
Total number of employees (Persons)	149	144	149

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	123,400,000.00	131,700,000.00	124,200,000.00

• Health, safety and work environment

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

• Significant labor dispute

	2023	2024	2025
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Significant labor dispute	No	No	No
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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://pico-th.listedcompany.com/cg.html>

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	7	100.00
Number of male directors	6	85.71
Number of female directors	1	14.29
Number of executive directors	4	57.14
Number of non-executive directors	3	42.86
Number of independent directors	3	42.86

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. CHIA SONG HENG Gender: Male Age: 73 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: No Residing in Thailand: No	Chairman of the board (Executive) Director type: Original director	5 Mar 1984	Business Administration, Brand Management, Corporate Management, Strategic Management, Leadership

2.	<p>Mr. AMORNYOT PANICH</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	18 Apr 2025	Law
3.	<p>Ms. YUAN JIUN CHIA</p> <p>Gender: Female</p> <p>Age: 52 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	27 Feb 2015	Business Administration, Economics, Marketing, Finance, Leadership
4.	<p>Mr. MANOON MANUSOOK</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	21 Feb 2025	Accounting, Finance
5.	<p>Mr. Chayaphol Kalapaphongse</p> <p>Gender: Male</p> <p>Age: 56 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>	21 Feb 2025	Business Administration, Project Management, Risk Management

6.	Mr. THANOMPHONG PATHOMSAK Gender: Male Age: 53 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	18 Apr 2025	Business Administration, Finance & Securities, Property Fund & REITs, Accounting, Finance
7.	Mr. CHAIJIT TEHASUWANARAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	18 Apr 2025	Business Administration, Accounting, Finance, Risk Management, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. MANUS MANOONCHAI Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 9 Oct 2017 Date directorship ended: 16 Jan 2025	No replacement director
2. Mr. VIRIYA PHOLPOKE Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 21 Feb 2020 Date directorship ended: 21 Feb 2025	No replacement director

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. AMORNYOT PANICH Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	21 Apr 2025	Law
2. Mr. MANOON MANUSOOK [1] Gender: Male Age: 56 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	7 Mar 2025	Accounting, Finance
3. Mr. THANOMPHONG PATHOMSAK [1] Gender: Male Age: 53 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: Original director	21 Apr 2025	Business Administration, Finance & Securities, Property Fund & REITs, Accounting, Finance

[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. MANUS MANOONCHAI [1] Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 9 Oct 2017 Date directorship ended: 16 Jan 2025	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. Ms. YUAN JIUN CHIA Gender: Female Age: 52 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Member of the executive committee	5 Sep 2017
2. Mr. CHIA SONG HENG Gender: Male Age: 73 years old Highest level of education: Below a bachelor's degree Major: Management Thai nationality: No Residing in Thailand: No	Vice-chairman of the executive committee	4 Dec 2003

3.	Mr. CHAIJIT TEHASUWANARAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	6 Jun 2008
4.	Mr. Chayaphol Kalapaphongse Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	10 Sep 2020
5.	Ms. Kulsiri Denrungruang Gender: Female Age: 37 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	7 Mar 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination Committee	Mr. CHIA SONG HENG	Chairman
	Mr. AMORNYOT PANICH	Member
	Mr. THANOMPHONG PATHOMSAK	Member
	Mr. MANOON MANUSOOK	Member
Remuneration Committee	Mr. CHIA SONG HENG	Chairman
	Mr. AMORNYOT PANICH	Member
	Mr. THANOMPHONG PATHOMSAK	Member
	Mr. MANOON MANUSOOK	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

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. CHAIJIT TEHASUWANARAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Finance	Chief Executive Officer	10 Jun 2024	Business Administration, Accounting, Finance, Risk Management, Governance/ Compliance
2. Ms. Kulsiri Denrungruang [1] Gender: Female Age: 37 years old Highest level of education: Bachelor's degree Major: Accounting	Financial Controller	15 Aug 2024	Business Administration, Accounting, Finance
3. Mr. Chayaphol Kalapaphongse Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer	1 Nov 2024	Business Administration, Project Management, Risk Management
4. Mrs. Nipahrat Saksritow Gender: Female Age: 54 years old Highest level of education: Bachelor's degree Major: Business Administration	Senior Account Director	1 May 2025	Professional Services, Business Administration
5. Mr. Damrongphan Karpkeaw Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Management in Marketing	Senior Account Director	1 May 2025	Professional Services, Marketing

[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)	14,800,000.00	17,700,000.00	14,800,000.00

Employees (7.5)

Information about company employees

Employees

Total number of employees (persons) : 149

Employee Remuneration

Total employee remuneration : 124,200,000.00

Provident fund

Total number of employees (persons) : 149

Number of employees contributing to the PVD (persons) : 149

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
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1.	Ms. Phannee Thatreetongt	phannee.t@pico.com
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• **Company secretary**

General information	Email	Telephone
1.	Ms. Kulsiri Denrungruang	kulsiri.d@pico.com

• **Head of internal audit**

General information	Email	Telephone
1.	Mr. Tanadit Charoengan	internalaudit.th@pico.com

• **Head of compliance unit**

General information	Email	Telephone
1.	Ms. Kulsiri Denrungruang	kulsiri.d@pico.com

• **Head of investor relations**

General information	Email	Telephone
1.	Ms. Kulsiri Denrungruang	kulsiri.d@pico.com

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1.	D I A INTERNATIONAL AUDITING COMPANY LIMITED	1,860,000.00	-

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)

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHIA SONG HENG	Chairman of the board	Non-participating
Mr. AMORNYOT PANICH	Vice Chairman	Participating
Ms. YUAN JIUN CHIA	Director	Non-participating
Mr. MANOON MANUSOOK	Director	Participating
Mr. Chayaphol Kalapaphongse	Director	Participating
Mr. THANOMPHONG PATHOMSAK	Director	Participating
Mr. CHAIJIT TEHASUWANARAT	Director	Participating
Mr. MANUS MANOONCHAI	Director	N/A
Mr. VIRIYA PHOLPOKE	Director	N/A

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 11

Date of AGM meeting : 21 Feb 2025

EGM meeting : Yes

List of directors		Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. CHIA SONG HENG (Chairman of the board)	-	10/11	Participating	Participating
2.	Mr. AMORNYOT PANICH (Vice Chairman)	-	9/9	Participating	Non-participating
3.	Ms. YUAN JIUN CHIA (Director)	-	10/11	Non-participating	Non-participating
4.	Mr. MANOON MANUSOOK (Director)	-	7/7	Non-participating	Participating
5.	Mr. Chayaphol Kalapaphongse (Director)	-	7/7	Non-participating	Participating
6.	Mr. THANOMPHONG PATHOMSAK (Director)	-	9/9	Participating	Non-participating
7.	Mr. CHAIJIT TEHASUWANARAT (Director)	-	9/9	Participating	Participating
8.	Mr. MANUS MANOONCHAI (Director)	16 Jan 2025	2/2	Non-participating	Non-participating
9.	Mr. VIRIYA PHOLPOKE (Director)	21 Feb 2025	4/4	Non-participating	Non-participating

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. CHIA SONG HENG (Chairman of the board)	-	200,000.00	120,000.00	No
2.	Mr. AMORNYOT PANICH (Vice Chairman)	-	175,000.00	910,000.00	No
3.	Ms. YUAN JIUN CHIA (Director)	-	150,000.00	120,000.00	N/A
4.	Mr. MANOON MANUSOOK (Director)	-	105,000.00	630,000.00	N/A
5.	Mr. Chayaphol Kalapaphongse (Director)	-	105,000.00	80,000.00	N/A
6.	Mr. THANOMPHONG PATHOMSAK (Director)	-	135,000.00	810,000.00	N/A
7.	Mr. CHAIJIT TEHASUWANARAT (Director)	-	135,000.00	110,000.00	N/A
8.	Mr. MANUS MANOONCHAI (Director)	16 Jan 2025	30,000.00	30,000.00	N/A
9.	Mr. VIRIYA PHOLPOKE (Director)	21 Feb 2025	60,000.00	40,000.00	N/A

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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. AMORNYOT PANICH (Chairman of the audit committee)	-	5/5
2.	Mr. MANOON MANUSOOK (Audit committee)	-	3/3
3.	Mr. THANOMPHONG PATHOMSAK (Audit committee)	-	5/5
4.	Mr. MANUS MANOONCHAI (Audit committee)	16 Jan 2025	1/1