



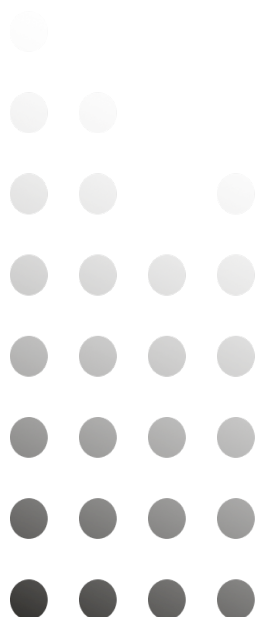
# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**DCON PRODUCTS 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 : DCON PRODUCTS PUBLIC COMPANY LIMITED

Symbol : DCON

Address : ELEPHANT BUILDING, Tower B, FLOOR 8, 3300/57 PAHOLYOTIN ROAD,  
CHATUCHAK,

Province : Bangkok

Postcode : 10900

Business : The Company is a leading expert in manufacturing of a flat pre-stressed concrete plank under international quality management system.

Registration Number : 0107547000303

Telephone : 0-2937-3312

Fax (if applicable) : 0-2937-3328

Website : [www.dconproduct.com](http://www.dconproduct.com)

Email : [ir@dconproduct.com](mailto:ir@dconproduct.com)

#### Total Shares Sold (shares)

Common Stock : 5,386,340,396

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) | 1,433,075.00 | 1,089,684.00 | 905,796.00 |
| Construction Materials (Thousand baht)        | 1,340,238.00 | 958,758.00   | 865,236.00 |
| Other (Thousand baht)                         | 92,837.00    | 130,926.00   | 40,560.00  |

|                                   | 2023   | 2024   | 2025   |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Construction Materials (%)        | 93.52  | 87.98  | 95.52  |
| Other (%)                         | 6.48   | 12.02  | 4.48   |

By Geographical Area or Market

|                                               | 2023         | 2024         | 2025       |
|-----------------------------------------------|--------------|--------------|------------|
| Total revenue from operations (Thousand baht) | 1,433,075.00 | 1,089,684.00 | 905,796.00 |
| Domestic (Thousand baht)                      | 1,433,075.00 | 1,089,684.00 | 905,796.00 |
| 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)                                          | 40,595.61 | 28,232.89 | 38,381.46 |
| Other income from operations (Thousand baht)                                | 39,911.38 | 27,782.65 | 37,511.54 |
| Profits from the sale of investment properties<br>(Thousand baht)           | 18,529.13 | 10,527.57 | 236.00    |
| Income from selling remaining scraps (Thousand<br>baht)                     | 4,809.27  | 3,149.14  | 1,965.34  |
| Income from overpayment (Thousand baht)                                     | 34.45     | 7.38      | 0.90      |
| Miscellaneous income (Thousand baht)                                        | 5,108.09  | 2,746.33  | 2,353.10  |
| Income-transportation (Thousand baht)                                       | 396.12    | 983.37    | 47.04     |
| Other income from selling products or providing<br>services (Thousand baht) | 5,047.81  | 5,375.65  | 4,249.08  |
| Freight Forwarding Income (Thousand baht)                                   | 93.27     | 14.52     | 11.93     |
| Income compensation for damages (Thousand baht)                             | 5,087.93  | 5,375.65  | 3,936.69  |
| Profit from sale of assets/raw materials (Thousand<br>baht)                 | 22.41     | 667.31    | 0.00      |
| Raw material sales revenue (Thousand baht)                                  | 160.88    | 0.00      | 0.00      |
| Income - housing (Thousand baht)                                            | 465.42    | 528.52    | 461.80    |
| Income to compensate for damaged pile drivers<br>(Thousand baht)            | 51.42     | 89.58     | 0.42      |
| Other income not from operations (Thousand baht)                            | 684.23    | 450.24    | 869.92    |
| Profit and loss from investment (Thousand baht)                             | 19.67     | 0.00      | 122.96    |
| Dividend income received (Thousand baht)                                    | 350.00    | 0.00      | 0.00      |
| Interest receivable (Thousand baht)                                         | 85.52     | 238.30    | 319.84    |
| Financial income (Thousand baht)                                            | 334.23    | 211.94    | 31.79     |

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

|  | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

|                                 |           |           |           |
|---------------------------------|-----------|-----------|-----------|
| Share of profit (Thousand baht) | 40,595.62 | 28,232.89 | 38,381.46 |
|---------------------------------|-----------|-----------|-----------|

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : Yes

| (Unit : Thousand baht)           | 2023   | 2024   | 2025   |
|----------------------------------|--------|--------|--------|
| R&D expenses in the past 3 years | 241.00 | 259.00 | 162.00 |

# 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 from fluctuations in the price of fuel and main raw materials

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Risk of fluctuations in the domestic economic condition and competition.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice (if applicable) : <https://www.dconproduct.com/wp-content/uploads/2025/12/CG-New.pdf>

Company environmental guideline : Electricity Management, Fuel 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 |
|-----------------------------------|------|------|------|
| Jet fuel (Litres)                 | 0.00 | 0.00 | N/A  |
| Diesel (Litres)                   | 0.00 | 0.00 | N/A  |
| Gasoline (Litres)                 | 0.00 | 0.00 | N/A  |
| Fuel oil (Litres)                 | 0.00 | 0.00 | N/A  |
| Crude oil (Barrels)               | 0.00 | 0.00 | N/A  |
| Natural gas (Standard cubic feet) | 0.00 | 0.00 | N/A  |
| LPG (Kilograms)                   | 0.00 | 0.00 | N/A  |
| Steam (Metric tonnes)             | 0.00 | 0.00 | N/A  |

|                      |      |      |     |
|----------------------|------|------|-----|
| Coal (Metric tonnes) | 0.00 | 0.00 | N/A |
|----------------------|------|------|-----|

• Electricity consumption

|                                                                        | 2023 | 2024 | 2025 |
|------------------------------------------------------------------------|------|------|------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 0.00 | 0.00 | 0.00 |

Water management

• Water consumption

|                                       | 2023 | 2024 | 2025 |
|---------------------------------------|------|------|------|
| Total water withdrawal (Cubic meters) | 0.00 | 0.00 | N/A  |

Waste management

• Waste from operations

|                                   | 2023 | 2024 | 2025 |
|-----------------------------------|------|------|------|
| Total waste generated (Kilograms) | 0.00 | N/A  | N/A  |

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

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)         | 157        | 133        | 127        |
| Number of female employees (Persons)       | 103        | 100        | 103        |
| <b>Total number of employees (Persons)</b> | <b>260</b> | <b>233</b> | <b>230</b> |

##### • Employee remuneration

|                              | 2023           | 2024          | 2025          |
|------------------------------|----------------|---------------|---------------|
| Employee remuneration (baht) | 154,737,648.99 | 90,589,272.00 | 85,134,926.00 |

##### • Employee development and training

|                                                         | 2023      | 2024      | 2025      |
|---------------------------------------------------------|-----------|-----------|-----------|
| Average employee training hours (Hours / Person / Year) | 6.00      | 6.00      | 6.00      |
| Employee development and training expenses (baht)       | 70,123.00 | 25,272.00 | 60,210.00 |

##### • Health, safety and work environment

|                                                                 | 2023 | 2024 | 2025 |
|-----------------------------------------------------------------|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 1    | 10   | 5    |

• **Employee retention**

|                                                      | 2023 | 2024 | 2025 |
|------------------------------------------------------|------|------|------|
| Percentage of employees who voluntarily resigned (%) | 3.08 | 3.00 | 1.74 |

• **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

#### 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         | 8                 | 100.00         |
| Number of male directors          | 6                 | 75.00          |
| Number of female directors        | 2                 | 25.00          |
| Number of executive directors     | 4                 | 50.00          |
| Number of non-executive directors | 4                 | 50.00          |
| Number of independent directors   | 4                 | 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. Mrs. Pismai Boonyakiat<br>Gender: Female<br>Age: 80 years old<br>Highest level of education:<br>Master's degree<br>Major: Accounting<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Chairman of the board<br>(Non-executive,<br>Independent director)<br><br>Director type: Original<br>director | 31 Mar 2005               | Accounting, Finance, Audit,<br>Internal Control, Law |

|    |                                                                                                                                                                                                                                    |                                                                                                                |             |                                                                                                               |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------|
| 2. | <p>Mr. SURACHAI TANSITPONG</p> <p>Gender: Male</p> <p>Age: 77 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>Vice Chairman</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 15 May 2023 | <p>Business Administration, Transportation &amp; Logistics, Leadership, Corporate Management, Engineering</p> |
| 3. | <p>Mr. NIRUT INTARATHACHANG</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Bachelor'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>                                     | 15 May 2007 | <p>Accounting, Finance, Risk Management, Budgeting, Governance/ Compliance</p>                                |
| 4. | <p>General PISARN WATTANAWONGKEEREE</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Military</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>           | 15 May 2019 | <p>Negotiation, Leadership, Audit, Internal Control, Governance/ Compliance</p>                               |
| 5. | <p>Mr. WANCHAI TANTIKUL</p> <p>Gender: Male</p> <p>Age: 76 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>                      | <p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>           | 9 Mar 2004  | <p>Law, Accounting, Audit, Internal Control, Property Development</p>                                         |

|    |                                                                                                                                                                                         |                                                                      |             |                                                                                                                 |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------|
| 6. | Mr. KAWIN WORAKANCHANA<br>Gender: Male<br>Age: 46 years old<br>Highest level of education: Doctoral degree<br>Major: Engineering<br>Thai nationality: Yes<br>Residing in Thailand: Yes  | Director<br>(Executive)<br><br>Director type: Original director      | 1 Jul 2018  | Construction Materials,<br>Construction Services,<br>Engineering                                                |
| 7. | Mr. SUPPAKIJ PARAMAPOOTI<br>Gender: Male<br>Age: 55 years old<br>Highest level of education: Master's degree<br>Major: Management<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Director<br>(Executive)<br><br>Director type: Re-elected as director | 25 Apr 2023 | Construction Materials,<br>Engineering, Property<br>Development, Project<br>Management, Corporate<br>Management |
| 8. | Ms. RATTHA KERDSIRI<br>Gender: Female<br>Age: 38 years old<br>Highest level of education: Bachelor's degree<br>Major: Arts<br>Thai nationality: Yes<br>Residing in Thailand: Yes        | Director<br>(Executive)<br><br>Director type: Re-elected as director | 25 Apr 2023 | Information & Communication<br>Technology, Governance/<br>Compliance                                            |

## Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : 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. Mrs. Pismai Boonyakiat [1]<br>Gender: Female<br>Age: 80 years old<br>Highest level of education: Master's degree<br>Major: Accounting<br>Thai nationality: Yes<br>Residing in Thailand: Yes     | Chairman of the audit committee<br>(Non-executive, Independent director)<br><br>Director type: Original director | 24 Feb 2005               | Accounting, Finance, Audit, Internal Control, Law                        |
| 2. Mr. WANCHAI TANTIKUL [1]<br>Gender: Male<br>Age: 76 years old<br>Highest level of education: Bachelor's degree<br>Major: Law<br>Thai nationality: Yes<br>Residing in Thailand: Yes              | Audit committee<br>(Non-executive, Independent director)<br><br>Director type: Original director                 | 9 Mar 2004                | Law, Accounting, Audit, Internal Control, Property Development           |
| 3. General PISARN WATTANAWONGKEEREE<br>Gender: Male<br>Age: 76 years old<br>Highest level of education: Bachelor's degree<br>Major: Military<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Audit committee<br>(Non-executive, Independent director)<br><br>Director type: Original director                 | 15 May 2019               | Negotiation, Leadership, Audit, Internal Control, Governance/ Compliance |

[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. NIRUT INTARATHACHANG<br>Gender: Male<br>Age: 65 years old<br>Highest level of education: Bachelor's degree<br>Major: Accounting<br>Thai nationality: Yes<br>Residing in Thailand: Yes               | Chairman of the executive committee | 15 May 2007               |
| 2. Mr. SUPPAKIJ PARAMAPOOTI<br>Gender: Male<br>Age: 55 years old<br>Highest level of education: Master's degree<br>Major: Management<br>Thai nationality: Yes<br>Residing in Thailand: Yes                 | Member of the executive committee   | 22 Apr 2022               |
| 3. Mrs. Pentipa Yimpayak<br>Gender: Female<br>Age: 71 years old<br>Highest level of education: Below a bachelor's degree<br>Major: Management<br>Thai nationality: Yes<br>Residing in Thailand: Yes        | Member of the executive committee   | 21 Jun 2004               |
| 4. Ms. Pradittha Worachart<br>Gender: Female<br>Age: 61 years old<br>Highest level of education: Bachelor's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Member of the executive committee   | 21 Jun 2004               |

|    |                                                                                                                                                                                                                                        |                                          |             |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------|
| 5. | <p>Mrs. Siriporn Leetavekulsomboon</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Education</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>       | <p>Member of the executive committee</p> | 21 Jun 2004 |
| 6. | <p>Mr. Samak Saritchasombut</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>      | <p>Member of the executive committee</p> | 21 Jun 2004 |
| 7. | <p>Ms. Noppamas Alipaliyakul</p> <p>Gender: Female</p> <p>Age: 53 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>            | <p>Member of the executive committee</p> | 21 Jun 2004 |
| 8. | <p>Ms. Chulaporn Rangkarat</p> <p>Gender: Female</p> <p>Age: 69 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> | 21 Jun 2004 |

**List of executive committee members who resigned/vacated their position during the year**

| General information | Position | Tenure | Replacement Director |
|---------------------|----------|--------|----------------------|
|---------------------|----------|--------|----------------------|

|    |                                                  |                                   |                                          |                         |
|----|--------------------------------------------------|-----------------------------------|------------------------------------------|-------------------------|
| 1. | Mr. Ekamorn Anutinmanee                          | Member of the executive committee | Date position was assumed:<br>1 Jul 2024 | No replacement director |
|    | Gender: Male                                     |                                   |                                          |                         |
|    | Age: 46 years old                                |                                   |                                          |                         |
|    | Highest level of education:<br>Bachelor's degree |                                   | Date directorship ended:<br>30 Jun 2025  |                         |
|    | Major: Engineering                               |                                   |                                          |                         |
|    | Thai nationality: Yes                            |                                   |                                          |                         |
|    | Residing in Thailand: Yes                        |                                   |                                          |                         |

## Other sub-committees

### Sub-committees information

| Name of sub-committees                            | List of directors                | Position |
|---------------------------------------------------|----------------------------------|----------|
| Risk Management Committee                         | Mr. NIRUT INTARATHACHANG         | Chairman |
|                                                   | Mrs. Siriporn Leetavekulsomboon  | Member   |
|                                                   | Ms. Pradittha Worachart          | Member   |
|                                                   | Mr. Samak Saritchasombut         | Member   |
|                                                   | Ms. Noppamas Alipaliyakul        | Member   |
|                                                   | Mr. Konlawat Weerayutbancha      | Member   |
|                                                   | Ms. Rungnipa Thanudprem          | Member   |
|                                                   | Mr. KAWIN WORAKANCHANA           | Member   |
|                                                   | Mr. SUPPAKIJ PARAMAPOOTI         | Member   |
| Nomination and Remuneration Committee             | Mr. WANCHAI TANTIKUL             | Chairman |
|                                                   | General PISARN WATTANAWONGKEEREE | Member   |
|                                                   | Mr. SURACHAI TANSITPONG          | Member   |
| Corporate Governance and Sustainability Committee | Mr. SURACHAI TANSITPONG          | Chairman |
|                                                   | Mr. NIRUT INTARATHACHANG         | Member   |
|                                                   | Ms. RATTHA KERDSIRI              | Member   |

### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management 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 : 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. NIRUT INTARATHACHANG [1][2]<br>Gender: Male<br>Age: 65 years old<br>Highest level of education: Bachelor's degree<br>Major: Accounting  | Managing Director             | 16 Feb 2023               | Accounting, Finance, Risk Management, Budgeting, Governance/ Compliance                             |
| 2. Mr. SUPPAKIJ PARAMAPOOTI<br>Gender: Male<br>Age: 55 years old<br>Highest level of education: Master's degree<br>Major: Management           | Vice President of Engineering | 1 Apr 2022                | Construction Materials, Engineering, Property Development, Project Management, Corporate Management |
| 3. Mrs. Pentipa Yimpayak<br>Gender: Female<br>Age: 71 years old<br>Highest level of education: Below a bachelor's degree<br>Major: Management  | Advisor                       | 2 Jan 2017                | Construction Materials, Human Resource Management, Data Management, Statistics, Internal Control    |
| 4. Mrs. Siriporn Leetavekulsomboon<br>Gender: Female<br>Age: 60 years old<br>Highest level of education: Bachelor's degree<br>Major: Education | Sales Manager                 | 2 Jan 2017                | Construction Materials, Data Management, Negotiation, Digital Marketing, 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) | 10,214,155.00 | 9,959,555.00 | 10,308,982.00 |

## 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) : 127

Number of female employees (persons) : 103

**Total number of employees (persons)** : 230

#### Employee Remuneration

Total employee remuneration : 85,134,926.00

#### Provident fund

Total number of employees (persons) : 230

Number of employees contributing to the PVD (persons) : 211

Percentage of employees who are members (%) : 91.74

# 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. SURACHAI TANSITPONG<br>Gender: Male<br>Age: 77 years old<br>Highest level of education: Master's degree<br>Major: Business Administration<br>Thai nationality: Yes<br>Residing in Thailand: Yes | Vice Chairman<br>(Non-executive, Independent director)<br><br>Director type: Re-elected as director | Date position was assumed:<br>15 May 2023 | Business Administration, Transportation & Logistics, Leadership, Corporate Management, Engineering  |
| 2. Mr. SUPPAKIJ PARAMAPOOTI<br>Gender: Male<br>Age: 55 years old<br>Highest level of education: Master's degree<br>Major: Management<br>Thai nationality: Yes<br>Residing in Thailand: Yes             | Director<br>(Executive)<br><br>Director type: Re-elected as director                                | Date position was assumed:<br>25 Apr 2023 | Construction Materials, Engineering, Property Development, Project Management, Corporate Management |
| 3. Ms. RATTHA KERDSIRI<br>Gender: Female<br>Age: 38 years old<br>Highest level of education: Bachelor's degree<br>Major: Arts<br>Thai nationality: Yes<br>Residing in Thailand: Yes                    | Director<br>(Executive)<br><br>Director type: Re-elected as director                                | Date position was assumed:<br>25 Apr 2023 | Information & Communication Technology, Governance/ Compliance                                      |

## Development of directors over the past year

| List of directors                | Position              | Participated in director development program |
|----------------------------------|-----------------------|----------------------------------------------|
| Mrs. Pismai Boonyakiat           | Chairman of the board | Non-participating                            |
| Mr. SURACHAI TANSITPONG          | Vice Chairman         | Non-participating                            |
| Mr. NIRUT INTARATHACHANG         | Director              | Non-participating                            |
| General PISARN WATTANAWONGKEEREE | Director              | Non-participating                            |
| Mr. WANCHAI TANTIKUL             | Director              | Non-participating                            |
| Mr. KAWIN WORAKANCHANA           | Director              | Non-participating                            |
| Mr. SUPPAKIJ PARAMAPOOTI         | Director              | Non-participating                            |
| Ms. RATTHA KERDSIRI              | 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) : 4

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

| List of directors                                    | Termination date | Number of Board Meeting | AGM meetings  | EGM meetings             |
|------------------------------------------------------|------------------|-------------------------|---------------|--------------------------|
| 1. Mrs. Pismai Boonyakiat<br>(Chairman of the board) | -                | 4/4                     | Participating | Did not hold the meeting |
| 2. Mr. SURACHAI TANSITPONG<br>(Vice Chairman)        | -                | 4/4                     | Participating | Did not hold the meeting |
| 3. Mr. NIRUT INTARATHACHANG<br>(Director)            | -                | 4/4                     | Participating | Did not hold the meeting |

|    |                                                |   |     |               |                          |
|----|------------------------------------------------|---|-----|---------------|--------------------------|
| 4. | General PISARN WATTANAWONGKEEREE<br>(Director) | - | 4/4 | Participating | Did not hold the meeting |
| 5. | Mr. WANCHAI TANTIKUL<br>(Director)             | - | 4/4 | Participating | Did not hold the meeting |
| 6. | Mr. KAWIN WORAKANCHANA<br>(Director)           | - | 4/4 | Participating | Did not hold the meeting |
| 7. | Mr. SUPPAKIJ PARAMAPOOTI<br>(Director)         | - | 4/4 | Participating | Did not hold the meeting |
| 8. | Ms. RATTHA KERDSIRI<br>(Director)              | - | 4/4 | Participating | Did not hold the meeting |

#### Remuneration for company directors

|    | List of directors                                 | Termination date | Meeting allowance<br>(baht) | Other monetary<br>remuneration<br>(baht) | Other non-<br>monetary |
|----|---------------------------------------------------|------------------|-----------------------------|------------------------------------------|------------------------|
| 1. | Mrs. Pismai Boonyakiat<br>(Chairman of the board) | -                | 100,000.00                  | 0.00                                     | No                     |
| 2. | Mr. SURACHAI TANSITPONG<br>(Vice Chairman)        | -                | 60,000.00                   | 0.00                                     | No                     |
| 3. | Mr. NIRUT INTARATHACHANG<br>(Director)            | -                | 40,000.00                   | 0.00                                     | No                     |
| 4. | General PISARN WATTANAWONGKEEREE<br>(Director)    | -                | 60,000.00                   | 0.00                                     | No                     |
| 5. | Mr. WANCHAI TANTIKUL<br>(Director)                | -                | 60,000.00                   | 0.00                                     | No                     |
| 6. | Mr. KAWIN WORAKANCHANA<br>(Director)              | -                | 40,000.00                   | 0.00                                     | No                     |
| 7. | Mr. SUPPAKIJ PARAMAPOOTI<br>(Director)            | -                | 40,000.00                   | 0.00                                     | No                     |
| 8. | Ms. RATTHA KERDSIRI<br>(Director)                 | -                | 40,000.00                   | 0.00                                     | No                     |

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

| List of directors |                                                             | Termination date | Number of the audit committee meeting |
|-------------------|-------------------------------------------------------------|------------------|---------------------------------------|
| 1.                | Mrs. Pismai Boonyakiat<br>(Chairman of the audit committee) | -                | 4/4                                   |
| 2.                | Mr. WANCHAI TANTIKUL<br>(Audit committee)                   | -                | 4/4                                   |
| 3.                | General PISARN WATTANAWONGKEEREE<br>(Audit committee)       | -                | 4/4                                   |