



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SNC FORMER 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 : SNC FORMER PUBLIC COMPANY LIMITED

Symbol : SNC

Address : 333/3 Moo 6, Bangpreang District, Amphur Bangbo

Province : Samut Prakarn

Postcode : 10560

Business : The Company and subsidiaries are principally engaged in the production of component parts for air-conditioners for automobile and cooling machines and contract manufacturing and assembly of air-conditioners for household use.

Registration Number : 0107547000371

Telephone : (662)108-0360-61,70-72

Fax (if applicable) : -

Website : <http://www.sncformer.com>

Email : snc@sncformer.com

Total Shares Sold (shares)

Common Stock : 362,220,339

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)	9,332,608.00	8,732,069.00	9,614,490.00
Revenue from Manufacturing & Assembly (OEM) (Thousand baht)	5,351,298.00	4,808,337.00	6,031,573.00
Electrical Parts (PART) (Thousand baht)	3,045,444.00	3,149,193.00	2,733,329.00
Vehicle Parts (AUTO) (Thousand baht)	935,866.00	746,813.00	708,143.00
Industrial estate (Thousand baht)	0.00	0.00	54,157.00
Other Segment Income (OTHER) (Thousand baht)	0.00	27,726.00	87,288.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from Manufacturing & Assembly (OEM) (%)	57.34	55.07	62.73
Electrical Parts (PART) (%)	32.63	36.06	28.43
Vehicle Parts (AUTO) (%)	10.03	8.55	7.37
Industrial estate (%)	0.00	0.00	0.56
Other Segment Income (OTHER) (%)	0.00	0.32	0.91

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	9,332,608.00	8,732,069.00	9,614,490.00
Domestic (Thousand baht)	4,612,395.00	4,381,498.00	3,720,619.00
International (Thousand baht)	4,720,213.00	4,350,571.00	5,893,871.00

United States of America (Thousand baht)	3,527,978.00	3,789,086.00	5,470,677.00
France (Thousand baht)	1,040,503.00	450,873.00	362,265.00
United Arab Emirates (Thousand baht)	60,820.00	33,329.00	25,801.00
Vietnam (Thousand baht)	68,891.00	0.00	0.00
Other countries (Thousand baht)	22,021.00	77,283.00	35,128.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	49.42	50.18	38.70
International (%)	50.58	49.82	61.30
United States of America (%)	74.74	87.09	92.82
France (%)	22.04	10.36	6.15
United Arab Emirates (%)	1.29	0.77	0.44
Vietnam (%)	1.46	0.00	0.00
Other countries (%)	0.47	1.78	0.60

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	39,340.19	57,247.04	69,106.94
Other income from operations (Thousand baht)	39,340.19	57,247.04	69,106.94
Other income not from operations (Thousand baht)	0.00	0.00	661,238.46

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

	2023	2024	2025
Share of profit (Thousand baht)	12,640.09	2,529.23	1,465.07

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	41,136.00	8,564.00	18,554.02

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)

The risk of relying on fewer customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Risks of rapid technological disruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk of labor shortages and labor wage costs

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks of relying on technical skills

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risks of unable to maintain a financial ratio follow to financial institutions contracts

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Other

Risk of foreign exchange rate fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risks of relying on senior management groups

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risks of having a major shareholder hold more than 25% of the company's shares

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk of Insufficient Experience in Industrial Estate Management

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- New business risk

Risk of Delay in the Construction of the Yala Power Plant Project

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk to Securities Holder (2.2.2)

Risk of fluctuations in the Company's common share price

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks from dividend policy

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.sncformer.com/files/cg/document/20260217-snc-cg-th.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.sncformer.com/files/sustaibability/corporate-governance/company-policy/2026/20260217-snc-csr-carboon-foorprint-th.pdf>
(if applicable)

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	105,436.63	119,029.66	118,939.00
Gasoline (Litres)	64,524.54	45,342.08	41,672.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	491,407.00	527,555.00	547,429.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	34,455,321.00	38,127,635.00	36,543,736.00

Water management

• **Water consumption**

	2023	2024	2025
Total water withdrawal (Cubic meters)	109,958.00	174,093.00	214,797.00

Waste management

• **Waste from operations**

	2023	2024	2025
Non-hazardous waste (Kilograms)	3,626,650.07	3,327,651.90	3,946,661.68
Hazardous waste (Kilograms)	15,330.00	10,840.00	98,046.38
Total waste generated (Kilograms)	3,641,980.07	3,338,491.90	4,044,708.06

Greenhouse gas management

• **Greenhouse gas emissions**

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	0.00	181.00	0.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	3,020.00	0.00
Scope 3 (Tons of carbon dioxide equivalents)	0.00	12,463.00	0.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	15,664.00	0.00
Remark : For the year 2025, greenhouse gas emission data is currently being collected and verified as part of the reporting renewal process. The Company will disclose the information once the process is completed.			

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : No

Remark : For the year 2025, greenhouse gas emission data is currently being collected and verified as part of the reporting renewal process. The Company will disclose the information once the process is completed.

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.sncformer.com/files/sustaibability/corporate-governance/company-policy/2025/20250523-snc-human-rights-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

	2023	2024	2025
Number of male employees (Persons)	1,153	1,355	986
Number of female employees (Persons)	903	1,292	818
Total number of employees (Persons)	2,056	2,647	1,804

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	806,964,139.00	759,491,804.00	859,010,870.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	303.00	435.00	196.00
Employee development and training expenses (baht)	667,774.00	72,247.00	274,052.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	33	28	36
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	17.70	6.04	15.52

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.sncformer.com/files/cg/document/20260217-snc-cg-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, 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	12	100.00
Number of male directors	9	75.00
Number of female directors	3	25.00
Number of executive directors	4	33.33
Number of non-executive directors	8	66.67
Number of independent directors	7	58.33

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. SATIT CHANJAVANAKUL Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	30 Apr 2009	Strategic Management, Law, Corporate Management, Transportation & Logistics, Engineering

2.	Mr. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	12 Jan 2005	Steel, Transportation & Logistics, Information & Communication Technology, Corporate Management, Strategic Management
3.	Mr. CHAISAK ANGKASUWAN Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	2 May 2014	Corporate Management, Strategic Management, Audit, Internal Control, Governance/ Compliance
4.	Mrs. CHANISA CHUTIPAT Gender: Female Age: 64 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	25 Dec 2014	Audit, Internal Control, Corporate Management, Accounting, Finance
5.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	25 Dec 2014	Health Care Services, Law, Corporate Management, Strategic Management

6.	Mr. SIROTE SWASDIPANICH Gender: Male Age: 77 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	17 Feb 2020	Law, Finance, Corporate Management, Internal Control, Audit
7.	Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	13 May 2020	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management
8.	Ms. SINEENART THAISANGUANVORAKUL Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	26 Jan 2021	Governance/ Compliance, Sustainability, Finance, Strategic Management, Property Development
9.	Mr. SCHITT LAOWATTANA Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	14 Jun 2021	Corporate Management, IT Management, Strategic Management, Transportation & Logistics, Engineering

10.	Mr. RATTAPOOM NUNTAPATAWEE Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Private and Public Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	4 Nov 2022	Risk Management, Corporate Management, IT Management, Accounting, Finance
11.	Mr. LEC SICORAVIT Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Dec 2023	Strategic Management, Corporate Management, IT Management, Finance, Law
12.	Ms. Netchanok Thaisanguanvorakul Gender: Female Age: 35 years old Highest level of education: Master's degree Major: Master of Science in Entrepreneurship and Innovation, Queen Mary University of London, UK Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	28 Apr 2025	Business Administration, Property Development, Procurement, Strategic Management, Steel

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

General information	Position	Tenure	Replacement Director
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1.	Mr. WISAN WUTHISAKSILP	Director	Date position was	No replacement director
	Gender: Male	(Non-executive,	assumed:	
	Age: 75 years old	Independent director)	27 Jul 2012	
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Political Science		22 Apr 2025	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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 : 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. SIROTE SWASDIPANICH [1] Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	20 Dec 2021	Law, Finance, Corporate Management, Internal Control, Audit
2. Mr. CHAISAK ANGKASUWAN [1] Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	2 May 2014	Corporate Management, Strategic Management, Audit, Internal Control, Governance/ Compliance
3. Mrs. CHANISA CHUTIPAT [1] Gender: Female Age: 64 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	25 Dec 2014	Audit, Internal Control, Corporate Management, Accounting, Finance

[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.	<p>Mr. SOMCHAI THAISANGUANVORAKUL</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Chairman of the executive committee	19 Apr 2004
2.	<p>Mr. SOMCHAI NGAMKITCHAROENLAP</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Vice-chairman of the executive committee	16 Feb 2024
3.	<p>Ms. SINEENART THAISANGUANVORAKUL</p> <p>Gender: Female</p> <p>Age: 37 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>	Member of the executive committee	16 Feb 2024
4.	<p>Mr. RATTAPOOM NUNTAPATAWEE</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Private and Public Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	16 Feb 2024

5.	Mr. Surachai Chainarong	Member of the executive committee	16 Feb 2024
	Gender: Male		
	Age: 52 years old		
	Highest level of education: Master's degree		
	Major: Engineering		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Remuneration and Nomination Committee	Mr. CHAISAK ANGKASUWAN	Chairman
	Pol.Lt.Gen. NOPSAK POOVATANASEDJ	Member
	Mr. SOMCHAI NGAMKITCHAROENLAP	Member
Environmental, Social and Governance Committee	Ms. SINEENART THAISANGUANVORAKUL	Chairman
	Mr. SOMCHAI NGAMKITCHAROENLAP	Member
	Mr. Surachai Chainarong	Member
Risk Management Committee	Mr. SOMCHAI THAISANGUANVORAKUL	Chairman
	Mr. SCHITT LAOWATTANA	Member
	Mr. SOMCHAI NGAMKITCHAROENLAP	Member
	Mr. RATTAPOOM NUNTAPATAWEE	Member
	Mr. Surachai Chainarong	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Remuneration and Nomination Committee
Sub-committees responsible for remuneration	: Remuneration and Nomination Committee
Sub-committees responsible for corporate governance	: Environmental, Social and Governance Committee
Sub-committees responsible for corporate sustainability development	: Environmental, Social and 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. SOMCHAI THAISANGUANVORAKUL Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Business Administration	Chairman of the Executive Committee	19 Apr 2024	Steel, Transportation & Logistics, Information & Communication Technology, Corporate Management, Strategic Management
2. Ms. Achara Nivongsa [2] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Managing Director of Accounting and Finance	1 Feb 2024	Finance & Securities, Accounting, Finance, Audit, Budgeting
3. Ms. SINEENART THAISANGUANVORAKUL Gender: Female Age: 37 years old Highest level of education: Master's degree Major: Business Administration	Assistant Chairman of the Executive Committee	1 Feb 2018	Governance/ Compliance, Sustainability, Finance, Strategic Management, Property Development
4. Mr. SOMCHAI NGAMKITCHAROENLAP Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering	Vice Chairman of the Executive Committee	1 Jan 2021	Governance/ Compliance, Risk Management, Strategic Management, Engineering, Corporate Management
5. Mr. RATTAPOOM NUNTAPATAWEE [1] Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Private and Public Management	Chief Financial Officer	1 Feb 2024	Risk Management, Corporate Management, IT Management, Accounting, Finance

6.	Mr. Surachai Chainarong	Executive Director	16 Feb 2024	Risk Management, Strategic Management, Engineering, Corporate Management, IT Management
	Gender: Male			
	Age: 52 years old			
	Highest level of education: Master's degree			
	Major: Engineering			

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	28,690,503.00	26,343,640.00	28,557,781.00

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) : 986

Number of female employees (persons) : 818

Total number of employees (persons) : 1,804

Employee Remuneration

Total employee remuneration : 859,010,870.00

Provident fund

Total number of employees (persons)	: 1,804
Number of employees contributing to the PVD (persons)	: 368
Percentage of employees who are members (%)	: 20.40

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. SATIT CHANJAVANAKUL Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 30 Apr 2009	Strategic Management, Law, Corporate Management, Transportation & Logistics, Engineering
2. Mr. CHAISAK ANGKASUWAN Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 May 2014	Corporate Management, Strategic Management, Audit, Internal Control, Governance/ Compliance
3. Mr. LEC SICORAVIT Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 21 Dec 2023	Strategic Management, Corporate Management, IT Management, Finance, Law

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

General information	Position	Date position was assumed	Experience and expertise
1. Ms. Netchanok Thaisanguanvorakul Gender: Female Age: 35 years old Highest level of education: Master's degree Major: Master of Science in Entrepreneurship and Innovation, Queen Mary University of London, UK Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 28 Apr 2025	Business Administration, Property Development, Procurement, Strategic Management, Steel

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SATIT CHANJAVANAKUL	Chairman of the board	Non-participating
Mr. SOMCHAI THAISANGUANVORAKUL	Director	Non-participating
Mr. CHAISAK ANGKASUWAN	Director	Non-participating
Mrs. CHANISA CHUTIPAT	Director	Non-participating
Pol.Lt.Gen. NOPSAK POOVATANASEDJ	Director	Non-participating
Mr. SIROTE SWASDIPANICH	Director	Non-participating
Mr. SOMCHAI NGAMKITCHAROENLAP	Vice Chairman	Non-participating
Ms. SINEENART THAISANGUANVORAKUL	Director	Participating
Mr. SCHITT LAOWATTANA	Director	Non-participating
Mr. RATTAPOOM NUNTAPATAWEE	Director	Participating
Mr. LEC SICORAVIT	Director	Non-participating
Ms. Netchanok Thaisanguanvorakul	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 28 Mar 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SATIT CHANJAVANAKUL (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2.	Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	6/6	Participating	Did not hold the meeting
3.	Mr. CHAISAK ANGKASUWAN (Director)	-	6/6	Participating	Did not hold the meeting
4.	Mrs. CHANISA CHUTIPAT (Director)	-	5/6	Participating	Did not hold the meeting
5.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ (Director)	-	6/6	Participating	Did not hold the meeting
6.	Mr. SIROTE SWASDIPANICH (Director)	-	6/6	Participating	Did not hold the meeting
7.	Mr. SOMCHAI NGAMKITCHAROENLAP (Vice Chairman)	-	6/6	Participating	Did not hold the meeting
8.	Ms. SINEENART THAISANGUANVORAKUL (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. SCHITT LAOWATTANA (Director)	-	6/6	Participating	Did not hold the meeting

10.	Mr. RATTAPOOM NUNTAPATAWEE (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. LEC SICORAVIT (Director)	-	5/6	Participating	Did not hold the meeting
12.	Ms. Netchanok Thaisanguanvorakul (Director)	-	3/3	Non-participating	Did not hold the meeting
13.	Mr. WISAN WUTHISAKSILP (Director)	22 Apr 2025	3/3	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. SATIT CHANJAVANAKUL (Chairman of the board)	-	240,000.00	372,000.00	No
2.	Mr. SOMCHAI THAISANGUANVORAKUL (Director)	-	0.00	0.00	No
3.	Mr. CHAISAK ANGKASUWAN (Director)	-	180,000.00	0.00	No
4.	Mrs. CHANISA CHUTIPAT (Director)	-	150,000.00	0.00	No
5.	Pol.Lt.Gen. NOPSAK POOVATANASEDJ (Director)	-	180,000.00	0.00	No
6.	Mr. SIROTE SWASDIPANICH (Director)	-	180,000.00	0.00	No
7.	Mr. SOMCHAI NGAMKITCHAROENLAP (Vice Chairman)	-	0.00	0.00	No
8.	Ms. SINEENART THAISANGUANVORAKUL (Director)	-	0.00	0.00	No
9.	Mr. SCHITT LAOWATTANA (Director)	-	180,000.00	N/A	No
10.	Mr. RATTAPOOM NUNTAPATAWEE (Director)	-	0.00	0.00	No
11.	Mr. LEC SICORAVIT (Director)	-	150,000.00	0.00	No
12.	Ms. Netchanok Thaisanguanvorakul (Director)	-	0.00	0.00	No
13.	Mr. WISAN WUTHISAKSILP (Director)	22 Apr 2025	90,000.00	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.	Mr. SIROTE SWASDIPANICH (Chairman of the audit committee)	-	4/4
2.	Mr. CHAISAK ANGKASUWAN (Audit committee)	-	4/4
3.	Mrs. CHANISA CHUTIPAT (Audit committee)	-	4/4