



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PRIME ROAD POWER 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 : PRIME ROAD POWER PUBLIC COMPANY LIMITED

Symbol : PRIME

Address : No. 1, TP&T Tower, 22nd Floor, Soi Vibhavadi Rangsit 19,
Vibhavadi Rangsit Road, Chatuchak Sub-District, Chatuchak
District

Province : Bangkok

Postcode : 10900

Business : Prime Road Power Public Company Limited engages in business by holding shares of other companies (Holding Company) which operate in the electricity production and distribution from renewable energy domestically and internationally, having Prime Road Solar Company Limited (PRS) as the core company. The group of companies under the shareholding of PRA conducts business by holding shares in companies that produce and distribute electricity from renewable energy.

Registration Number : 0107546000415

Telephone : 0-2105-8686

Fax (if applicable) : 0-2257-7006

Website : www.primeroadpower.com

Email : ir@primeroadgroup.com

Total Shares Sold (shares)

Common Stock : 4,254,485,515

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)	1,610,506.00	1,203,286.00	724,080.00
Renewable Energy Business (Thousand baht)	727,849.00	791,315.00	535,250.00
EPC Contractor Business (Thousand baht)	580,159.00	277,761.00	182,979.00
Trading Business (Thousand baht)	302,498.00	134,210.00	5,851.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Renewable Energy Business (%)	45.19	65.76	73.92
EPC Contractor Business (%)	36.02	23.08	25.27
Trading Business (%)	18.78	11.15	0.81

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,610,506.00	1,203,286.00	724,080.00
Domestic (Thousand baht)	1,241,420.00	787,910.00	553,726.00
International (Thousand baht)	369,086.00	415,376.00	170,354.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	77.08	65.48	76.47
International (%)	22.92	34.52	23.53

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	45,960.00	37,206.00	62,402.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	45,960.00	37,206.00	62,402.00

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)	2023	2024	2025
R&D expenses in the past 3 years	100.00	100.00	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)

Business Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Change in laws and regulations

- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk to Securities Holder (2.2.2)

Risk from loan agreement conditions that limit dividend payment

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks of securities holders' investments

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks from investment in new projects abroad

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 (if applicable) : <https://primeroadpower.com/wp-content/uploads/2022/02/%E0%B8%89%E0%B8%9A%E0%B8%B1%E0%B8%9A%E0%B8%97%E0%B8%B5%E0%B9%88-2-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%AA.pdf>

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://primeroadpower.com/wp-content/uploads/2024/04/%E0%B8%9B%E0%B8%A3%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A8%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%A9%E0%B8%B1%E0%B8%97%E0%B8%89%E0%B8%9A%E0%B8%B1%E0%B8%9A%E0%B8%97%E0%B8%B5%E0%B9%88-17_2567-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1.pdf

Company environmental guideline : Electricity 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

- Electricity consumption

	2023	2024	2025
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Total electricity consumption within the organization (Kilowatt-Hours)	246,106.00	394,066.00	411,932.00
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Remark : Total electricity consumption data for the company headquarters located in Bangkok

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	3,886.00	3,182.00	3,384.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	29,762.00	16,960.00	7,200.00
Hazardous waste (Kilograms)	22,806.83	20,370.00	15,820.00
Total waste generated (Kilograms)	52,568.83	37,330.00	23,020.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	82.00	69.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	286.00	376.00	N/A
Scope 3 (Tons of carbon dioxide equivalents)	93.00	75.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	461.00	520.00	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://primeroadpower.com/wp-content/uploads/2022/02/%E0%B8%89%E0%B8%9A%E0%B8%B1%E0%B8%9A%E0%B8%97%E0%B8%B5%E0%B9%88-1-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%97%E0%B8%B2%E0%B8%87%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%95%E0%B9%88%E0%B8%AD.pdf>

Company human right guideline : Employee Rights, Child Labor, 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)	56	57	65
Number of female employees (Persons)	65	52	52
Total number of employees (Persons)	121	109	117

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	62,012,993.00	93,706,370.00	45,727,197.77

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	88.11	20.93	8.08

Employee development and training expenses (baht)	292,732.00	1,239,284.00	81,521.00
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• Health, safety and work environment

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

• Employee retention

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	33.06	44.04	9.40

• 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://primeroadpower.com/wp-content/uploads/2021/12/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3-1.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	6	100.00
Number of male directors	5	83.33
Number of female directors	1	16.67
Number of executive directors	2	33.33
Number of non-executive directors	4	66.67
Number of independent directors	4	66.67

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. SOMPRASONG PANJALAK Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	2 Aug 2019	Law, Leadership, Energy & Utilities, Corporate Management, Information & Communication Technology

2.	Mr. SURACHET CHAIPATAMANONT Gender: Male Age: 57 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	2 Aug 2019	Accounting, Finance, Energy & Utilities, Business Administration, Finance & Securities
3.	ACM SURASAK MEEMANEE Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 Jul 2019	Audit, Engineering, Energy & Utilities, Corporate Management, Risk Management
4.	Mrs. WIPAPORN CHAIRATANA Gender: Female Age: 63 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	2 Aug 2019	Audit, Accounting, Risk Management, Banking, Internal Control
5.	Mr. APICHART PUMSOOK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Automotive Design Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	2 Aug 2019	Design, Automotive, Engineering, Industrial Materials & Machinery, Electronic Components

6.	Mr. A SACHDEV	Director	15 Dec 2022	Economics, Banking, Property
	Gender: Male	(Non-executive,		Development, Finance,
	Age: 44 years old	Independent director)		Corporate Management
	Highest level of education:			
	Master's degree	Director type: Re-elected		
	Major: Management	as director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : Yes

The Chairman and the manager are members of the same family : Yes

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.	Mrs. WIPAPORN CHAIRATANA [1] Gender: Female Age: 63 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	2 Aug 2019	Audit, Accounting, Risk Management, Banking, Internal Control
2.	ACM SURASAK MEEMANEE Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	2 Aug 2019	Audit, Engineering, Energy & Utilities, Corporate Management, Risk Management
3.	Mr. APICHART PUMSOOK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Automotive Design Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	23 Apr 2024	Design, Automotive, Engineering, Industrial Materials & Machinery, Electronic Components

[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. SOMPRASONG PANJALAK Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	13 Aug 2019
2. Mr. SURACHET CHAIPATAMANONT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2019
3. Mr. Kanadej Thamanoonragsa Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 May 2025

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

General information	Position	Tenure	Replacement Director
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1.	Mr. Polakrit Shinawatra	Member of the executive committee	Date position was assumed:	No replacement director
	Gender: Male		11 Aug 2022	
	Age: 43 years old		Date directorship ended:	
	Highest level of education:		1 Sep 2025	
	Master's degree			
	Major: Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
the Nomination and Remuneration Committee	ACM SURASAK MEEMANEE	Chairman
	Mrs. WIPAPORN CHAIRATANA	Member
	Mr. APICHART PUMSOOK	Member

Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : the Nomination and Remuneration Committee

Sub-committees responsible for remuneration : the Nomination and 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. SOMPRASONG PANJALAK [2] Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Political Science	Chief Executive Officer	30 Jul 2019	Law, Leadership, Energy & Utilities, Corporate Management, Information & Communication Technology
2. Mr. SURACHET CHAIPATAMANONT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Engineering	Chief Financial Officer	2 Aug 2019	Accounting, Finance, Energy & Utilities, Business Administration, Finance & Securities
3. Mr. Piyasak Chotipruk Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Law	Executive Vice President of Corporate Affairs	7 Sep 2023	Law, Human Resource Management, Corporate Management, Governance/ Compliance, Corporate Social Responsibility
4. Mr. Kanadej Thamanoonragsa Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Finance	Executive Committee	15 May 2025	Finance

[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)	17,500,000.00	14,500,000.00	12,800,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 65

Number of female employees (persons) : 52

Total number of employees (persons) : 117

Employee Remuneration

Total employee remuneration : 45,727,197.77

Provident fund

Total number of employees (persons) : 117

Number of employees contributing to the PVD (persons) : 86

Percentage of employees who are members (%) : 73.50

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. SOMPRASONG PANJALAK Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 2 Aug 2019	Law, Leadership, Energy & Utilities, Corporate Management, Information & Communication Technology
2. Mr. APICHART PUMSOOK Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Automotive Design Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 Aug 2019	Design, Automotive, Engineering, Industrial Materials & Machinery, Electronic Components
3. Mr. A SACHDEV Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 15 Dec 2022	Economics, Banking, Property Development, Finance, Corporate Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SOMPRASONG PANJALAK	Chairman of the board	Participating
Mr. SURACHET CHAIPATAMANONT	Vice Chairman	Participating
ACM SURASAK MEEMANEE	Director	Participating
Mrs. WIPAPORN CHAIRATANA	Director	Participating
Mr. APICHART PUMSOOK	Director	Participating
Mr. A SACHDEV	Director	Non-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) : 12

Date of AGM meeting : 29 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SOMPRASONG PANJALAK (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2. Mr. SURACHET CHAIPATAMANONT (Vice Chairman)	-	12/12	Participating	Did not hold the meeting

3.	ACM SURASAK MEEMANEE (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mrs. WIPAPORN CHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. APICHART PUMSOOK (Director)	-	12/12	Participating	Did not hold the meeting
6.	Mr. A SACHDEV (Director)	-	12/12	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. SOMPRASONG PANJALAK (Chairman of the board)	-	480,000.00	N/A	No
2.	Mr. SURACHET CHAIPATAMANONT (Vice Chairman)	-	390,000.00	0.00	No
3.	ACM SURASAK MEEMANEE (Director)	-	330,000.00	N/A	No
4.	Mrs. WIPAPORN CHAIRATANA (Director)	-	330,000.00	0.00	No
5.	Mr. APICHART PUMSOOK (Director)	-	330,000.00	N/A	No
6.	Mr. A SACHDEV (Director)	-	330,000.00	N/A	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) : 8

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. WIPAPORN CHAIRATANA (Chairman of the audit committee)	-	8/8
2.	ACM SURASAK MEEMANEE (Audit committee)	-	8/8
3.	Mr. APICHART PUMSOOK (Audit committee)	-	8/8