



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THAI STEEL CABLE PUBLIC COMPANY LIMITED

Fiscal Year End 30 September 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 : THAI STEEL CABLE PUBLIC COMPANY LIMITED

Symbol : TSC

Address : 700/737 Moo. 1, Tambol Panthong, Amphur Panthong

Province : Chonburi

Postcode : 20160

Business : The Company is a manufacturer of automobile and motorcycle control cable and window regulator, supplying to leading automobile and motorcycle manufacturers domestically and internationally.

Registration Number : 0107548000145

Telephone : 0-3844-7200-05

Website : www.tscpcl.com

Email : thaisteel@tscpcl.com

Total Shares Sold (shares)

Common Stock : 259,800,000

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)	2,914.00	2,730.00	2,550.00
Automobile control cables (Thousand baht)	2,030.00	1,893.00	1,680.00
Motorcycle control cables (Thousand baht)	410.00	377.00	407.00
Automobile window regulators (Thousand baht)	319.00	231.00	252.00
Other (Thousand baht)	155.00	229.00	211.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Automobile control cables (%)	69.66	69.34	65.88
Motorcycle control cables (%)	14.07	13.81	15.96
Automobile window regulators (%)	10.95	8.46	9.88
Other (%)	5.32	8.39	8.27

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	2,914.00	2,730.00	2,550.00
Domestic (Thousand baht)	2,774.00	2,488.00	2,363.00
International (Thousand baht)	140.00	242.00	187.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	95.20	91.14	92.67
International (%)	4.80	8.86	7.33

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	7.00	47.00	31.00
Other income from operations (Thousand baht)	7.00	47.00	31.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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	1,881.13	1,571.77	2,099.23

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)

Risks from reliance on majority shareholders

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Corporate ownership structure risk

Risks from foreign competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Risks from fluctuation of raw material prices

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Risks from dependence on limitation of supplier

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Risks from reliance on major customers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers

Risks from majority shareholder groups holding shares more than 50% and having management control in the Company, and the interest of majority shareholders may conflict with the interest of the Company and/or other shareholders

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Corporate ownership structure risk

Risks from warranty claims

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system

Risk from cyber security

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- System disruption risk

Risks from foreign exchange rate fluctuation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Risks from change to electric automotive technology

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risks related to Digital Transformation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risks related to Competitive

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Risks from climate change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Risks from epidemics

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Pandemic risk

Risks from geopolitical tensions

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Policies or international agreements related to business operations

Risk Related to the Implementation of Artificial Intelligence (AI Systems)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Human rights in the supply chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Risks related to occupational safety, health, environment and community

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Environmental Compliance

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Corruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Business Ethics

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Risk to Securities Holder (2.2.2)

Market Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Company Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Industrial Risk

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://image.makewebcdn.com/makeweb/0/KFfscnUhS/Document/CG_Handbook_TH_2025.pdf?v=202405291424
(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://image.makewebcdn.com/makeweb/0/KFfscnUhS/Document/CG_Handbook_TH_2025.pdf?v=202405291424
(if applicable)

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	7,497.25	7,729.93	4,289.82
Gasoline (Litres)	28,673.98	25,277.61	12,667.27
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)	36,312.00	42,693.00	21,180.00
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)	7,338,206.26	7,226,513.26	5,439,358.50

Water management

• **Water consumption**

	2023	2024	2025
Total water withdrawal (Cubic meters)	23,151.00	21,730.00	17,452.00

Waste management

• **Waste from operations**

	2023	2024	2025
Non-hazardous waste (Kilograms)	438,682.00	635,743.00	503,505.00
Hazardous waste (Kilograms)	16,960.00	25,612.70	18,826.00
Total waste generated (Kilograms)	455,642.00	661,355.70	522,331.00

Greenhouse gas management

• **Greenhouse gas emissions**

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	387.00	364.00	346.00
Scope 2 (Tons of carbon dioxide equivalents)	2,665.00	2,606.00	1,887.16

Scope 3 (Tons of carbon dioxide equivalents)	120.12	97.15	67.88
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,172.12	3,067.15	2,301.04

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

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : https://image.makewebeasy.net/makeweb/0/KFfscnUhS/Document/TSC_%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AA%E0%B8%B4%E0%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99.pdf?v=202305101549

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)	566	510	484
Number of female employees (Persons)	575	528	473
Total number of employees (Persons)	1,141	1,038	957

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	442,172,374.00	459,604,682.00	396,746,917.53

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	6.90	5.25	5.17
Employee development and training expenses (baht)	1,204,050.00	1,237,597.00	466,819.68

• 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 (%)	12.36	33.24	38.56

• 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://image.makewebcdn.com/makeweb/0/KFfscnUhS/Document/CG_Handbook_TH_2025.pdf?v=202405291424

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

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	11	100.00
Number of male directors	10	90.91
Number of female directors	1	9.09
Number of executive directors	3	27.27
Number of non-executive directors	8	72.73
Number of independent directors	4	36.36

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. SUNSURN JURANGKOOL Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	12 Jun 1978	Automotive

2.	Mr. THAVEECHAT JURANGKOOL Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	6 Feb 2004	Automotive, Finance
3.	Mr. Sarit Patanatmarueng Gender: Male Age: 50 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	6 Feb 2004	Automotive, Business Administration
4.	Mr. Apinan Na Ranong Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Feb 2005	Automotive
5.	Mr. Prinya Waiwatana Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Feb 2005	Accounting, Finance

6.	<p>Mr. Veerawat Korphaibool</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	27 Jan 2016	Automotive, Business Administration
7.	<p>Mr. Santi Patanatmarueng</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	12 Feb 2018	Automotive
8.	<p>Mr. NUTTAPOL JURANGKOOL</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	1 Jan 2021	Automotive, Business Administration
9.	<p>Mr. TARO TERAURA</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	9 Feb 2022	Automotive

10.	Mr. KAZUNORI SUDO Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: Yes	Director (Executive) Director type: Original director	8 Feb 2023	Automotive
11.	Ms. VEENA LERTNIMITR Gender: Female Age: 58 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: Additional and newly-appointed directors	24 Jan 2025	Finance

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

General information	Position	Tenure	Replacement Director
1. Mr. Chatchai Earsakul Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 17 May 2010 Date directorship ended: 3 Feb 2025	No replacement director

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Prinya Waiwatana Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	9 May 2016	Accounting, Finance
2. Mr. Apinan Na Ranong Gender: Male Age: 75 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Feb 2005	Automotive
3. Mr. Veerawat Korphaibool Gender: Male Age: 57 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: Re-elected as director	10 Feb 2016	Automotive, Business Administration

4.	Ms. VEENA LERTNIMITR	Audit committee	4 Feb 2025	Finance
	Gender: Female	(Non-executive,		
	Age: 58 years old	Independent director)		
	Highest level of education:			
	Master's degree	Director type: Additional		
	Major: Business Administration	and newly-appointed		
	Thai nationality: Yes	directors		
	Residing in Thailand: Yes			

[1] A director with the accounting expertise needed to review financial statements

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

General information	Position	Tenure	Replacement Director
1. Mr. Chatchai Earsakul	Audit committee	Date position was	No replacement director
Gender: Male	(Non-executive,	assumed:	
Age: 70 years old	Independent director)	17 May 2010	
Highest level of education:		Date directorship	
Master's degree		ended:	
Major: Economics		3 Feb 2025	
Thai nationality: Yes			
Residing in Thailand: Yes			

[1] A director with the accounting expertise needed to review financial statements

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. Prinya Waiwatana	Member
	Mr. Apinan Na Ranong	Chairman
	Mr. Veerawat Korphaibool	Member
	Mr. Santi Patanatmarueng	Member
Nomination and Remuneration Committee	Mr. Prinya Waiwatana	Member
	Mr. Veerawat Korphaibool	Chairman
	Mr. Santi Patanatmarueng	Member
	Ms. VEENA LERTNIMITR	Member
	Mr. Chatchai Earsakul	Member
	Mr. Apinan Na Ranong	Member

Risk Management Committee	Mr. Sarit Patanatmarueng	Chairman
	Ms. Sirina Patanatmarueng	Member
	Ms. Patra Chaiyosburana	Member
	Mr. Kazunori Sudo	Member
	Mrs. Kasita Pitaksongkram	Member
	Mr. Suthon Prempre	Member
	Mr. Kittipong Samsarai	Member
	Mr. Rittichai Tiamthaisonk	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: Corporate Governance Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THAVEECHAT JURANGKOOL Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance	CHIEF EXECUTIVE OFFICE	2 Apr 2005	Automotive, Finance
2. Mr. Sarit Patanatmarueng Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	2 Apr 2005	Automotive, Business Administration
3. Ms. Sirina Patanatmarueng [1] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Arts	Senior General Manager Business Administration Division	11 May 2016	Accounting, Finance
4. Ms. Patra Chaiyosburana Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Marketing	Senior General Manager Business Operation Division	28 Jan 2019	Marketing
5. Mr. Kazunori Sudo Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering	Senior General Manager Research and Development Division	8 Feb 2023	Automotive

6.	Ms. Chanakan Luangprasert [2] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Accounting and Financing department	24 Sep 2024	Accounting
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[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)	75,016,731.00	82,300,840.00	88,966,595.89

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) : 484

Number of female employees (persons) : 473

Total number of employees (persons) : 957

Employee Remuneration

Total employee remuneration : 396,746,917.53

Provident fund

Total number of employees (persons) : 957

Number of employees contributing to the PVD (persons) : 447

Percentage of employees who are members (%) : 46.71

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Chanakan Luangprasert	chanakan.l@tscpcl.com	0619491595

• Company secretary

General information	Email	Telephone
1. Ms. Kanokdao Apichartrotjanakul	kanokdao.a@tscpcl.com	0944515556

• Head of internal audit

General information	Email	Telephone
1. Ms. Kanokdao Apichartrotjanakul	kanokdao.a@tscpcl.com	0944515556

• Head of compliance unit

General information	Email	Telephone
1. Ms. Kanokdao Apichartrotjanakul	kanokdao.a@tscpcl.com	0944515556

• Head of investor relations

General information	Email	Telephone
1. Ms. Kanokdao Apichartrotjanakul	kanokdao.a@tscpcl.com	0944515556

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	<p>1. Mr. PONGTHAVEE RATANAKOSES Email: pongthavee. ratanakoses@pwc.com Telephone: -</p> <p>2. Mrs. RODJANART BANYATANANUSARD Email: rodjanart. banyatananusard@pwc.com Telephone: -</p> <p>3. Mr. BOONRUENG LERDWISWIT Email: boonrueng. lerdwiseswit@pwc.com Telephone: -</p>	1,492,000.00	<p>Details: BOI audit fee Total service fee (baht): 270,000.00</p>

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. THAVEECHAT JURANGKOOL Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 6 Feb 2004	Automotive, Finance
2. Mr. Apinan Na Ranong Gender: Male Age: 75 years old Highest level of education: Bachelor'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 Feb 2005	Automotive
3. Mr. Veerawat Korphaibool Gender: Male Age: 57 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: 27 Jan 2016	Automotive, Business Administration

4.	Mr. NUTTAPOL JURANGKOOL	Director (Non-executive)	Date position was assumed: 1 Jan 2021	Automotive, Business Administration
	Gender: Male			
	Age: 49 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
1. Ms. VEENA LERTNIMITR	Director	Date position was assumed:	Finance
Gender: Female	(Non-executive,		
Age: 58 years old	Independent director)	24 Jan 2025	
Highest level of education:			
Master's degree	Director type: Additional		
Major: Business Administration	and newly-appointed		
Thai nationality: Yes	directors		
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUNSURN JURANGKOOL	Chairman of the board	Non-participating
Mr. THAVEECHAT JURANGKOOL	Director	Non-participating
Mr. Sarit Patanatmarueng	Director	Non-participating
Mr. Apinan Na Ranong	Director	Non-participating
Mr. Prinya Waiwatana	Director	Non-participating
Mr. Veerawat Korphaibool	Director	Non-participating
Mr. Santi Patanatmarueng	Director	Non-participating
Mr. NUTTAPOL JURANGKOOL	Director	Non-participating
Mr. TARO TERAURA	Director	Non-participating

Mr. KAZUNORI SUDO	Director	Non-participating
Ms. VEENA LERTNIMITR	Director	Participating
Mr. Chatchai Earsakul	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 : 24 Jan 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SUNSURN JURANGKOOL (Chairman of the board)	-	4/4	Participating	Did not hold the meeting
2. Mr. THAVEECHAT JURANGKOOL (Director)	-	4/4	Participating	Did not hold the meeting
3. Mr. Sarit Patanatmarueng (Director)	-	4/4	Participating	Did not hold the meeting
4. Mr. Apinan Na Ranong (Director)	-	4/4	Participating	Did not hold the meeting
5. Mr. Prinya Waiwatana (Director)	-	4/4	Participating	Did not hold the meeting
6. Mr. Veerawat Korphaibool (Director)	-	4/4	Participating	Did not hold the meeting
7. Mr. Santi Patanatmarueng (Director)	-	4/4	Participating	Did not hold the meeting
8. Mr. NUTTAPOL JURANGKOOL (Director)	-	4/4	Participating	Did not hold the meeting
9. Mr. TARO TERAURA (Director)	-	0/4	Non-participating	Did not hold the meeting

10.	Mr. KAZUNORI SUDO (Director)	-	4/4	Participating	Did not hold the meeting
11.	Ms. VEENA LERTNIMITR (Director)	-	3/3	Non-participating	Did not hold the meeting
12.	Mr. Chatchai Earsakul (Director)	3 Feb 2025	1/1	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. SUNSURN JURANGKOOL (Chairman of the board)	-	140,000.00	425,127.27	No
2.	Mr. THAVEECHAT JURANGKOOL (Director)	-	100,000.00	425,127.27	No
3.	Mr. Sarit Patanatmarueng (Director)	-	100,000.00	425,127.27	No
4.	Mr. Apinan Na Ranong (Director)	-	100,000.00	425,127.27	No
5.	Mr. Prinya Waiwatana (Director)	-	100,000.00	425,127.27	No
6.	Mr. Veerawat Korphaibool (Director)	-	100,000.00	425,127.27	No
7.	Mr. Santi Patanatmarueng (Director)	-	100,000.00	425,127.27	No
8.	Mr. NUTTAPOL JURANGKOOL (Director)	-	100,000.00	425,127.27	No
9.	Mr. TARO TERAURA (Director)	-	0.00	425,127.27	No
10.	Mr. KAZUNORI SUDO (Director)	-	100,000.00	425,127.27	No
11.	Ms. VEENA LERTNIMITR (Director)	-	75,000.00	0.00	No
12.	Mr. Chatchai Earsakul (Director)	3 Feb 2025	25,000.00	1,271,109.09	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. Prinya Waiwatana (Chairman of the audit committee)	-	4/4
2.	Mr. Apinan Na Ranong (Audit committee)	-	4/4
3.	Mr. Veerawat Korphaibool (Audit committee)	-	4/4
4.	Ms. VEENA LERTNIMITR (Audit committee)	-	2/2
5.	Mr. Chatchai Earsakul (Audit committee)	3 Feb 2025	1/1