



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BANGKOK LIFE ASSURANCE 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 : BANGKOK LIFE ASSURANCE PUBLIC COMPANY LIMITED

Symbol : BLA

Address : 1415 BANGKOK-NONTHABURI RD., WONGSAWANG, BANG SUE

Province : Bangkok

Postcode : 10800

Business : Bangkok Life Assurance Public Company Limited is a life insurance provider and a provider of comprehensive financial planning with a firm belief that life insurance is a way for an individual to mitigate risks from losses of life or organs, from becoming disabled, and from the lack of income in old age. When an individual is faced with the aforementioned risks, he will receive benefits in accordance with the insurance contracts as agreed upon in order that he may be relieved of any strains suffered by himself and families with the Company's paying the benefits to the insureds or the beneficiaries.

Registration Number : 0107550000238

Telephone : 0-2777-8000

Fax (if applicable) : 0-2777-8899

Website : www.bangkoklife.com

Email : csc@bangkoklife.com

Total Shares Sold (shares)

Common Stock : 1,707,566,000

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)	0.00	24,334,845.00	25,874,834.00
Insurance (Thousand baht)	0.00	12,954,752.00	13,234,860.00
Investment (Thousand baht)	0.00	11,219,078.00	12,470,061.00
Other (Thousand baht)	0.00	161,015.00	169,913.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Insurance (%)	0.00	53.24	51.15
Investment (%)	0.00	46.10	48.19
Other (%)	0.00	0.66	0.66

Remark : The Company retrospectively adjusted comparative figures for 2024 from adopting Thai Financial Reporting Standards No. 17 (TFRS 17): Insurance Contracts, and Thai Financial Reporting Standards No. 9 (TFRS 9): Financial Instruments, which became effective on January 1, 2025. Statement of profit and loss shows only 2 years.

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	0.00	24,334,845.00	25,874,834.00
Domestic (Thousand baht)	0.00	23,096,922.00	24,311,915.00
International (Thousand baht)	0.00	1,237,923.00	1,562,919.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	0.00	94.91	93.96

International (%)	0.00	5.09	6.04
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Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	0.00	161,015.00	169,913.00
Other income from operations (Thousand baht)	0.00	161,015.00	169,913.00
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 : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	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)

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Competition risk
- Economic risk
- ESG risk
- Pandemic risk
- Climate change and disasters

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- Corruption
- System disruption risk
- Pandemic risk

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

Risk Management Measures: Yes

Related Risk Topics

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
- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Risk to Securities Holder (2.2.2)

Investment risk of securities holders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risk of investing in foreign securities

Risk Management Measures: Yes

Related Risk Topics

- Foreign Investment Risk

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://www.bangkoklife.com/sustainability/th/Sustainable-Development/Sustainability-Management-Policy/Sustainability-Management-Policy>

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.bangkoklife.com/sustainability/th/Environmental/Environmental-Management-Policy/Environmental-Management-Policy>

Company environmental guideline : Electricity 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
Diesel (Litres)	13,611.44	18,832.94	17,409.86
Gasoline (Litres)	201,938.31	156,626.45	157,250.87

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	2,665,611.53	2,693,855.22	2,550,000.41

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	28,882.00	34,924.00	30,286.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	91,726.70	103,350.30	70,348.95
Total waste generated (Kilograms)	91,726.70	103,350.30	70,348.95

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	461.00	874.00	362.00
Scope 2 (Tons of carbon dioxide equivalents)	1,175.00	1,185.00	1,017.00
Scope 3 (Tons of carbon dioxide equivalents)	803.00	516.00	434.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	2,439.00	2,575.00	1,813.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) Co., Ltd.

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.bangkoklife.com/sustainability/th/Social/Human-Rights-Management/Human-Rights-Policy-and-Management>

Company human right guideline : Employee Rights, 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)	280	289	288
Number of female employees (Persons)	875	867	856
Total number of employees (Persons)	1,155	1,156	1,144

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	796,538,339.00	803,618,005.00	840,385,600.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	48.56	54.23	75.11
Employee development and training expenses (baht)	4,012,182.81	8,771,681.72	7,186,450.28

• Health, safety and work environment

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

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	5.97	7.09	5.77

• **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://bangkoklife.com/th/about/child/44>

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	13	100.00
Number of male directors	8	61.54
Number of female directors	5	38.46
Number of executive directors	2	15.38
Number of non-executive directors	11	84.62
Number of independent directors	5	38.46

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. Dr. Siri Ganjarerndee Gender: Male Age: 77 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	27 Apr 1999	Insurance, Economics, Accounting, Finance, Business Administration

2.	<p>Mrs. Savitri Ramyarupa</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	27 Apr 1999	Insurance, Economics, Accounting, Finance, Business Administration
3.	<p>Mrs. Prapaivan Limsong</p> <p>Gender: Female</p> <p>Age: 58 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 (Non-executive)</p> <p>Director type: Original director</p>	28 Apr 2005	Insurance, Economics, Accounting, Finance, Business Administration
4.	<p>Mr. Sunthorn Arunanondchai</p> <p>Gender: Male</p> <p>Age: 83 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>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Apr 1976	Insurance, Economics, Accounting, Finance, Business Administration
5.	<p>Mr. Chone Sophonpanich</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics and International Relations</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Re-elected as director</p>	15 Dec 2017	Economics, Insurance, Business Administration, IT Management, Risk Management

6.	<p>Ms. Chollada Sophonpanich</p> <p>Gender: Female</p> <p>Age: 45 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 (Executive)</p> <p>Director type: Original director</p>	15 Dec 2017	Economics, Insurance, Accounting, Finance, Business Administration
7.	<p>Mrs. Komkai Thusaranon</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Development Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	26 Apr 2013	Insurance, Economics, Accounting, Finance, Business Administration
8.	<p>Ms. Varawan Vechasut</p> <p>Gender: Female</p> <p>Age: 66 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	10 Jul 2020	Economics, Insurance, Accounting, Finance, Business Administration
9.	<p>Mr. Chai Sophonpanich</p> <p>Gender: Male</p> <p>Age: 82 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	13 Aug 2020	Insurance, Economics, Accounting, Finance, Business Administration

10.	Mr. Vetit Assawamangcla Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Banking, Corporate and Finance Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Apr 2018	Insurance, Accounting, Finance, Business Administration, Law
11.	Mr. Yutaka Tsuboi Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	25 Mar 2023	Insurance, Economics, Business Administration, Law, Risk Management
12.	Mr. HIROSHI FUJIKAKE Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	10 May 2023	Insurance, Economics, Accounting, Finance, Business Administration
13.	Mr. HIROKI YAMAUCHI Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	25 Mar 2025	Insurance, Economics, Accounting, Finance, Business Administration

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

General information	Position	Tenure	Replacement Director
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1.	Mr. Tomohiro Yao	Director	Date position was assumed:	Mr. Hiroki Yamauchi
	Gender: Male	(Non-executive)		Date position was assumed:
	Age: 54 years old		25 Mar 2022	25 Mar 2025
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Business Administration		25 Mar 2025	
	Thai nationality: No			
	Residing in Thailand: No			

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. Sunthorn Arunanondchai [1] 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 audit committee (Non-executive, Independent director) Director type: Original director	18 Dec 2007	Insurance, Economics, Accounting, Finance, Business Administration
2. Mrs. Komkai Thusaranon [1] Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Master of Development Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Apr 2023	Insurance, Economics, Accounting, Finance, Business Administration
3. Mr. Vetit Assawamangcla [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Banking, Corporate and Finance Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	21 Apr 2023	Insurance, Accounting, Finance, Business Administration, Law

[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
Risk Management Committee	Ms. Varawan Vechasut	Chairman
	Mr. Yutaka Tsuboi	Member
	Mr. Chone Sophonpanich	Member
	Ms. Chollada Sophonpanich	Member
	Mrs. Prapaivan Limsong	Member
Nomination and Remuneration Committee	Dr. Siri Ganjarerndee	Chairman
	Mr. Chai Sophonpanich	Member
	Mr. Hiroki Yamauchi	Member
	Mr. Tomohiro Yao	Member
Investment Committee	Dr. Siri Ganjarerndee	Chairman
	Mrs. Savitri Ramyarupa	Member
	Mr. Chone Sophonpanich	Member
	Ms. Chollada Sophonpanich	Member
	Mr. Paisarn Lertkowitz	Member
Corporate Governance and Sustainability Committee	Mrs. Komkai Thusaranon	Chairman
	Mr. Yutaka Tsuboi	Member
	Mr. Vetit Assawamangcla	Member
Performance Assessment and Evaluation Committee	Dr. Siri Ganjarerndee	Chairman
	Mr. Sunthorn Arunanondchai	Member
	Mrs. Komkai Thusaranon	Member
IT Steering Committee	Mrs. Savitri Ramyarupa	Chairman
	Ms. Varawan Vechasut	Member
	Mrs. Prapaivan Limsong	Member
	Mr. Chone Sophonpanich	Member
	Ms. Sirinart Wongjaroensathit	Member
	Mr. Chaiyapol Inthuprapha	Member
Independent Director	Dr. Siri Ganjarerndee	Chairman
	Mr. Sunthorn Arunanondchai	Member
	Mrs. Komkai Thusaranon	Member
	Ms. Varawan Vechasut	Member
	Mr. Vetit Assawamangcla	Member

Remark : Mr. Paisarn Lertkowitz , Member of Investment Committee (Expert outsourcing), as per the Announcement of the Insurance Commission Regarding Investment in Other Businesses by Life Insurance Companies, B.E. 2568 (2025).

Mr.Tomohiro Yao resigned and Mr.Hiroki Yamauchi was appointed as a replacement director on March 25, 2025.

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	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability 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. Ms. Jaruwan Limkhunthammo [1] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President, Accounting and Finance Division	1 Mar 2012	Audit, Accounting, Finance, Insurance, Economics
2. Mrs. Oranuch Samranrit Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Business Administration	Executive Vice President, Life Operation Division	1 Jan 2014	Corporate Management, Insurance, Strategic Management, Risk Management, Data Analysis
3. Ms. Sirinart Wongjaroensathit Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Actuarial Science	Executive Vice President, Information Technology Division	1 Jan 2019	Insurance, Data Management, IT Management, Data Analysis, Information & Communication Technology
4. Ms. Chollada Sophonpanich Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President Investment Division	26 Feb 2020	Economics, Insurance, Accounting, Finance, Business Administration
5. Mrs. Laddawan Sitthiworranant Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Management	Executive Vice President, Bancassurance and Partnership Distribution Division	9 Mar 2020	Strategic Management, Marketing, Banking, Insurance, Economics

6.	Mr. Chone Sophonpanich Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Economics and International Relations	President and Chief Executive Officer	6 Aug 2021	Economics, Insurance, Business Administration, IT Management, Risk Management
7.	Mr. Chaiyapol Inthuprapha Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President, Corporate Strategy and Planning Division	1 Apr 2025	Insurance, Economics, Strategic Management, Project Management, Budgeting
8.	Mr. Jakkrapong Sangkeaw Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Science in Insurance	Executive Vice President, Agency Division	1 Apr 2025	Data Analysis, Statistics, Corporate Management, Economics, Insurance
9.	Ms. Onranat Nachapong Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Commerce in Marketing	Executive Vice President, Marketing Strategy and Customer Management Division	1 Apr 2025	Insurance, Strategic Management, Data Management, Marketing, Digital Marketing
10.	Mr. Phakin Tiyaengthong Gender: Male Age: 34 years old Highest level of education: Bachelor's degree Major: Actuarial Science	Senior Vice President, Actuarial Division	1 Sep 2024	Accounting, Finance, Insurance, Data Analysis, Statistics

[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)	73,271,664.00	73,014,758.00	80,859,364.00

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) : 288

Number of female employees (persons) : 856

Total number of employees (persons) : 1,144

Employee Remuneration

Total employee remuneration : 840,385,600.00

Provident fund

Total number of employees (persons) : 1,144

Number of employees contributing to the PVD (persons) : 1,068

Percentage of employees who are members (%) : 93.36

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. Dr. Siri Ganjarerndee Gender: Male Age: 77 years old Highest level of education: Doctoral degree Major: Economics 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: 27 Apr 1999	Insurance, Economics, Accounting, Finance, Business Administration
2. Mr. Chone Sophonpanich Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Economics and International Relations Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 15 Dec 2017	Economics, Insurance, Business Administration, IT Management, Risk Management
3. Mrs. Komkai Thusaranon Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Master of Development Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 26 Apr 2013	Insurance, Economics, Accounting, Finance, Business Administration

4.	Mr. Chai Sophonpanich Gender: Male Age: 82 years old Highest level of education: Bachelor's degree Major: Bachelor of Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 13 Aug 2020	Insurance, Economics, Accounting, Finance, Business Administration
5.	Mr. HIROSHI FUJIKAKE Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 10 May 2023	Insurance, Economics, Accounting, Finance, Business Administration

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. HIROKI YAMAUCHI Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Mar 2025	Insurance, Economics, Accounting, Finance, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Dr. Siri Ganjarerndee	Chairman of the board	Participating
Mrs. Savitri Ramyarupa	Director	Participating
Mrs. Prapaivan Limsong	Director	Participating
Mr. Sunthorn Arunanondchai	Director	Participating
Mr. Chone Sophonpanich	Director	Participating

Ms. Chollada Sophonpanich	Director	Participating
Mrs. Komkai Thusaranon	Director	Participating
Ms. Varawan Vechasut	Director	Participating
Mr. Chai Sophonpanich	Director	Participating
Mr. Vetit Assawamangcla	Director	Participating
Mr. Yutaka Tsuboi	Director	Participating
Mr. HIROSHI FUJIKAKE	Director	Participating
Mr. HIROKI YAMAUCHI	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) : 9

Date of AGM meeting : 9 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Dr. Siri Ganjarerndee (Chairman of the board)	-	9/9	Participating	Did not hold the meeting
2.	Mrs. Savitri Ramyarupa (Director)	-	9/9	Participating	Did not hold the meeting
3.	Mrs. Prapaivan Limsong (Director)	-	9/9	Participating	Did not hold the meeting

4.	Mr. Sunthorn Arunanondchai (Director)	-	9/9	Participating	Did not hold the meeting
5.	Mr. Chone Sophonpanich (Director)	-	9/9	Participating	Did not hold the meeting
6.	Ms. Chollada Sophonpanich (Director)	-	9/9	Non-participating	Did not hold the meeting
7.	Mrs. Komkai Thusaranon (Director)	-	9/9	Participating	Did not hold the meeting
8.	Ms. Varawan Vechasut (Director)	-	9/9	Participating	Did not hold the meeting
9.	Mr. Chai Sophonpanich (Director)	-	7/9	Participating	Did not hold the meeting
10.	Mr. Vetit Assawamangcla (Director)	-	9/9	Participating	Did not hold the meeting
11.	Mr. Yutaka Tsuboi (Director)	-	9/9	Participating	Did not hold the meeting
12.	Mr. HIROSHI FUJIKAKE (Director)	-	9/9	Participating	Did not hold the meeting
13.	Mr. HIROKI YAMAUCHI (Director)	-	7/7	Participating	Did not hold the meeting
14.	Mr. Tomohiro Yao (Director)	25 Mar 2025	2/2	Non-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.	Dr. Siri Ganjarerndee (Chairman of the board)	-	720,000.00	1,066,440.00	Yes
2.	Mrs. Savitri Ramyarupa (Director)	-	360,000.00	676,780.00	Yes
3.	Mrs. Prapaivan Limsong (Director)	-	360,000.00	492,203.00	Yes
4.	Mr. Sunthorn Arunanondchai (Director)	-	360,000.00	902,373.00	Yes
5.	Mr. Chone Sophonpanich (Director)	-	0.00	0.00	Yes

6.	Ms. Chollada Sophonpanich (Director)	-	0.00	0.00	Yes
7.	Mrs. Komkai Thusaranon (Director)	-	360,000.00	820,339.00	Yes
8.	Ms. Varawan Vechasut (Director)	-	360,000.00	574,237.00	Yes
9.	Mr. Chai Sophonpanich (Director)	-	360,000.00	205,085.00	Yes
10.	Mr. Vetit Assawamangcla (Director)	-	360,000.00	656,271.00	Yes
11.	Mr. Yutaka Tsuboi (Director)	-	0.00	0.00	Yes
12.	Mr. HIROSHI FUJIKAKE (Director)	-	360,000.00	328,136.00	Yes
13.	Mr. HIROKI YAMAUCHI (Director)	-	280,000.00	0.00	Yes
14.	Mr. Tomohiro Yao (Director)	25 Mar 2025	80,000.00	328,136.00	Yes

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) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. Sunthorn Arunanondchai (Chairman of the audit committee)	-	6/6
2.	Mrs. Komkai Thusaranon (Audit committee)	-	6/6
3.	Mr. Vetit Assawamangcla (Audit committee)	-	6/6