



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

CK 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 : CK POWER PUBLIC COMPANY LIMITED

Symbol : CKP

Address : 587 Viriyathavorn Building, 19th Floor, Sutthisan Winitchai
Road, Ratchadaphisek Subdistrict, Dindaeng District

Province : Bangkok

Postcode : 10400

Business : The Company operates its core business as a holding company,
engaging in the production and sales of electricity which has
Nam Ngum 2 Power Company Limited that generates electricity
from hydropower plants as a core company.

Registration Number : 0107556000167

Telephone : 0-2691-9720-34

Fax (if applicable) : 0-2691-9723

Website : www.ckpower.co.th

Email : ir@ckpower.co.th

Total Shares Sold (shares)

Common Stock : 8,129,382,729

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)	11,799,888.30	11,403,951.90	12,843,237.90
Revenue from Hydroelectric Power Plant (Thousand baht)	3,250,296.00	4,073,821.30	4,364,700.10
Revenue from Cogeneration Power Plant (Thousand baht)	6,564,277.00	5,673,003.20	5,276,373.30
Revenue from Solar Power Plant (Thousand baht)	92,526.80	80,144.00	74,088.90
Share of Profit from Investment in Hydroelectric Power Plant (Thousand baht)	856,216.00	619,178.90	2,206,941.40
Share of Profit from Investment in Solar Power Plant (Thousand baht)	2,615.90	-4,079.30	-2,186.00
Project Management Income (Thousand baht)	378,644.40	385,225.80	391,547.40
Other (Thousand baht)	655,312.20	576,658.00	531,772.80

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from Hydroelectric Power Plant (%)	27.55	35.72	33.98
Revenue from Cogeneration Power Plant (%)	55.63	49.75	41.08
Revenue from Solar Power Plant (%)	0.78	0.70	0.58
Share of Profit from Investment in Hydroelectric Power Plant (%)	7.26	5.43	17.18
Share of Profit from Investment in Solar Power Plant (%)	0.02	-0.04	-0.02
Project Management Income (%)	3.21	3.38	3.05
Other (%)	5.55	5.06	4.14

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	11,799,888.30	11,403,951.90	12,843,237.90
Domestic (Thousand baht)	6,801,857.30	5,830,928.70	5,412,119.50
International (Thousand baht)	4,998,031.00	5,573,023.20	7,431,118.40
Laos (Thousand baht)	4,998,031.00	5,573,023.20	7,431,118.40

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	57.64	51.13	42.14
International (%)	42.36	48.87	57.86
Laos (%)	100.00	100.00	100.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	1,033,956.60	961,883.80	923,320.20
Other income from operations (Thousand baht)	378,644.40	385,225.80	391,547.40
Other income not from operations (Thousand baht)	655,312.20	576,658.00	531,772.80

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

	2023	2024	2025
Share of profit (Thousand baht)	858,831.90	615,099.50	2,204,755.40

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	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk of Investment Management and Business Growth

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- New business risk

Risk in respect of Efficiency of Power Plants

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations

Risk from Raw Material Shortage in Electricity Production

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Risk in respect of Safety, Occupational Health, Environment and Society

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Risks from Climate Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Personnel Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risk in respect of Financial Liquidity

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Risk from External Sources of Fund

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Risk from Exchange Rate Fluctuations

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk from Interest Rate Fluctuations

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

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Risk of Digital transformation in respect of energy technology

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Risk of Cyber Security and Personal Data Protection

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

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.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/sustainability-managment-policy-th.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://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/environmental-policy-th.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy 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
Diesel (Litres)	238,893.08	221,421.23	276,283.47
Gasoline (Litres)	39,041.70	44,017.96	47,092.89

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	153,194,401.42	74,699,566.71	173,270,552.46

Remark : In 2024, the reported renewable electricity from hydropower consumed excludes the transmission loss of the Xayaburi power plant.

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	8,512,741.01	9,322,960.06	42,354,850.42

Remark : In 2025, increased the data coverage of total water withdrawal indicators to include the cooling system of the Xayaburi power plant

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	119,489.97	124,044.54	116,267.01
Hazardous waste (Kilograms)	24,085.32	107,074.30	21,356.56
Total waste generated (Kilograms)	143,575.29	231,118.84	137,623.57

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	719,930.32	719,161.16	701,453.51
Scope 2 (Tons of carbon dioxide equivalents)	1,851.15	1,979.70	1,430.82
Scope 3 (Tons of carbon dioxide equivalents)	119,586.41	181,920.80	183,158.50
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	841,367.88	903,061.66	886,042.83

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : EY Office 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://www.ckpower.co.th/storage/content/corporate-governance/corporate-policy-document-download/corporate-policies/human-rights-policy-th-03.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)	162	166	176
Number of female employees (Persons)	117	120	125
Total number of employees (Persons)	279	286	301

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	336,381,414.99	365,976,027.33	384,034,951.84

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	28.00	25.00	43.00
Employee development and training expenses (baht)	2,395,321.26	1,714,911.64	3,877,436.27

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	0	2
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	6.81	4.90	4.65

• **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.ckpower.co.th/storage/content/corporate-governance/corporate-governance-policy/corporate-governance-policy-2023-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	10	100.00
Number of male directors	10	100.00
Number of female directors	0	0.00
Number of executive directors	1	10.00
Number of non-executive directors	9	90.00
Number of independent directors	4	40.00

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Dr. THANONG BIDAYA Gender: Male Age: 78 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	23 Aug 2012	Sustainability, Governance/ Compliance, Economics, Strategic Management, Energy & Utilities

2.	Mr. PLEW TRIVISVAVET Gender: Male Age: 80 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	3 Jun 2011	Sustainability, Governance/ Compliance, Energy & Utilities, Engineering, Strategic Management
3.	Dr. JON WONGSWAN Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	24 Dec 2018	Sustainability, Governance/ Compliance, Accounting, Economics, Strategic Management
4.	Dr. PATARUT DARDARANANDA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Philosophy Program in Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	21 Feb 2019	Risk Management, Sustainability, Governance/ Compliance, Engineering, Strategic Management
5.	Dr. PAVICH TONGROACH Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Brain Pharmacology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	21 Feb 2022	Energy & Utilities, Sustainability, Strategic Management, Risk Management, Governance/ Compliance

6.	<p>Mr. DAVID VAN DAU</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	1 Mar 2020	Sustainability, Governance/ Compliance, Energy & Utilities, Economics, Strategic Management
7.	<p>Mr. SITTIDEJ TRIVISVAVET</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Bachelor of Business Administration in Construction Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	21 Feb 2022	Energy & Utilities, Sustainability, Strategic Management, Governance/ Compliance, Engineering
8.	<p>Mr. NATTAVUT TRIVISVAVET</p> <p>Gender: Male</p> <p>Age: 45 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>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	20 Feb 2023	Energy & Utilities, Sustainability, Governance/ Compliance, Strategic Management, Engineering
9.	<p>Mr. VORAPOTE UCHOEPAIBOONVONG</p> <p>Gender: Male</p> <p>Age: 64 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: Re-elected as director</p>	1 Mar 2016	Sustainability, Governance/ Compliance, Accounting, Energy & Utilities, Strategic Management

10.	Mr. THANAWAT TRIVISVAVET	Director (Executive)	3 Jun 2011	Sustainability, Governance/ Compliance, Energy & Utilities, Economics, Strategic Management
	Gender: Male			
	Age: 47 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. CHAIWAT UTAIWAN Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 9 Apr 2015 Date directorship ended: 15 May 2025	No replacement director

Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Dr. JON WONGSWAN [1] Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	24 Dec 2018	Sustainability, Governance/ Compliance, Accounting, Economics, Strategic Management
2. Dr. PATARUT DARDARANANDA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Philosophy Program in Public Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	21 Feb 2019	Risk Management, Sustainability, Governance/ Compliance, Engineering, Strategic Management
3. Dr. PAVICH TONGROACH Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Brain Pharmacology Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	21 Feb 2022	Energy & Utilities, Sustainability, Strategic Management, Risk Management, Governance/ Compliance

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. PLEW TRIVISVAVET Gender: Male Age: 80 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	23 Aug 2012
2. Mr. THANAWAT TRIVISVAVET Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	23 Aug 2012
3. Mr. VORAPOTE UCHOEPAIBOONVONG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Feb 2022
4. Mr. NATTAVUT TRIVISVAVET Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Feb 2023

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

General information	Position	Tenure	Replacement Director
1. Mr. CHAIWAT UTAIWAN Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 9 Jun 2015 Date directorship ended: 15 May 2025	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance, Risk Management and Sustainable Development Committee	Dr. PAVICH TONGROACH	Chairman
	Mr. THANAWAT TRIVISVAVET	Member
	Dr. PATARUT DARDARANANDA	Member
Nomination and Remuneration Committee	Dr. PATARUT DARDARANANDA	Chairman
	Mr. VORAPOTE UCHOEPAIBOONVONG	Member
	Dr. PAVICH TONGROACH	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance, Risk Management and Sustainable Development 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, Risk Management and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance, Risk Management and Sustainable Development 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. THANAWAT TRIVISVAVET Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Economics	MANAGING DIRECTOR	1 Jul 2015	Sustainability, Governance/ Compliance, Energy & Utilities, Economics, Strategic Management
2. Mrs. Muntana Auekitkarjorn Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Accounting	Senior Deputy Managing Director: Corporate Planning	2 May 2017	Accounting, Finance, Corporate Management, Strategic Management, Risk Management
3. Mr. Wisate Chungwattana Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Engineering	Deputy Managing Director: Engineering	1 Jan 2025	Energy & Utilities, Engineering, Strategic Management, Risk Management, Sustainability
4. Ms. Parichat Othayakul Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director: Managing Director Office	1 Mar 2014	Sustainability, Corporate Management, Governance/ Compliance, Energy & Utilities, Business Administration
5. Ms. Rujira Chuaybamrung Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director: Business Controlling	1 Mar 2014	Accounting, Corporate Management, Risk Management, Governance/ Compliance, Law

6.	Mr. Thitipat Nananukool [1] Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director: Finance & Accounting	5 Jun 2017	Accounting, Finance, Strategic Management, Risk Management, Budgeting
7.	Mr. Jessadin Suwanbubpa Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Management	Assistant Managing Director: Human Resources	1 Mar 2018	Corporate Social Responsibility, Human Resource Management, Sustainability, Corporate Management, Governance/ Compliance
8.	Mr. Rajesh Razdan Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Engineering	Assistant Managing Director: Mechanical and Electrical Engineering	1 Jan 2020	Energy & Utilities, Corporate Management, Engineering, Strategic Management, Risk Management
9.	Ms. Penpeeraya Kwampien Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director: Administration	5 May 2020	Corporate Social Responsibility, Sustainability, Corporate Management, Strategic Management, Risk Management
10.	Ms. Tuangporn Bunyasaranand Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Communication Arts	Assistant Managing Director: Corporate Communication & Sustainability	1 Mar 2021	Media & Publishing, Corporate Social Responsibility, Sustainability, Risk Management, Governance/ Compliance
11.	Ms. Wilaiporn Panumastrakul [2] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Accounting	Senior General Manager of Accounting	1 Jan 2019	Accounting, Sustainability, Strategic Management, Budgeting, Governance/ Compliance

[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)	87,706,202.00	91,810,774.00	88,963,106.00

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) : 176

Number of female employees (persons) : 125

Total number of employees (persons) : 301

Employee Remuneration

Total employee remuneration : 384,034,951.84

Provident fund

Total number of employees (persons) : 301

Number of employees contributing to the PVD (persons) : 215

Percentage of employees who are members (%) : 71.43

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. PLEW TRIVISVAVET Gender: Male Age: 80 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 3 Jun 2011	Sustainability, Governance/ Compliance, Energy & Utilities, Engineering, Strategic Management
2. Dr. PATARUT DARDARANANDA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Philosophy Program in Public 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 2019	Risk Management, Sustainability, Governance/ Compliance, Engineering, Strategic Management
3. Mr. VORAPOTE UCHOEPAIBOONVONG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Mar 2016	Sustainability, Governance/ Compliance, Accounting, Energy & Utilities, Strategic Management

4.	Mr. THANAWAT TRIVISVAVET	Director	Date position was	Sustainability, Governance/
	Gender: Male	(Executive)	assumed:	Compliance, Energy &
	Age: 47 years old		3 Jun 2011	Utilities, Economics,
	Highest level of education:	Director type: Re-elected		Strategic Management
	Master's degree	as director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Dr. THANONG BIDAYA	Chairman of the board	Participating
Mr. PLEW TRIVISVAVET	Director	Participating
Dr. JON WONGSWAN	Director	Participating
Dr. PATARUT DARDARANANDA	Director	Participating
Dr. PAVICH TONGROACH	Director	Participating
Mr. DAVID VAN DAU	Director	Participating
Mr. SITTIDEJ TRIVISVAVET	Director	Participating
Mr. NATTAVUT TRIVISVAVET	Director	Participating
Mr. VORAPOTE UCHOEPAIBOONVONG	Director	Participating
Mr. THANAWAT TRIVISVAVET	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) : 8

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Dr. THANONG BIDAYA (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mr. PLEW TRIVISVAVET (Director)	-	7/8	Participating	Did not hold the meeting
3. Dr. JON WONGSWAN (Director)	-	7/8	Participating	Did not hold the meeting
4. Dr. PATARUT DARDARANANDA (Director)	-	8/8	Participating	Did not hold the meeting
5. Dr. PAVICH TONGROACH (Director)	-	8/8	Participating	Did not hold the meeting
6. Mr. DAVID VAN DAU (Director)	-	8/8	Participating	Did not hold the meeting
7. Mr. SITTIDEJ TRIVISVAVET (Director)	-	8/8	Participating	Did not hold the meeting
8. Mr. NATTAVUT TRIVISVAVET (Director)	-	8/8	Participating	Did not hold the meeting
9. Mr. VORAPOTE UCHOEPAIBOONVONG (Director)	-	8/8	Participating	Did not hold the meeting
10. Mr. THANAWAT TRIVISVAVET (Director)	-	7/8	Participating	Did not hold the meeting
11. Mr. CHAIWAT UTAIWAN (Director)	15 May 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
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1.	Dr. THANONG BIDAYA (Chairman of the board)	-	N/A	1,600,000.00	No
2.	Mr. PLEW TRIVISVAVET (Director)	-	N/A	900,000.00	No
3.	Dr. JON WONGSWAN (Director)	-	N/A	700,000.00	No
4.	Dr. PATARUT DARDARANANDA (Director)	-	N/A	700,000.00	No
5.	Dr. PAVICH TONGROACH (Director)	-	N/A	700,000.00	No
6.	Mr. DAVID VAN DAU (Director)	-	N/A	700,000.00	No
7.	Mr. SITTIDEJ TRIVISVAVET (Director)	-	N/A	700,000.00	No
8.	Mr. NATTAVUT TRIVISVAVET (Director)	-	N/A	700,000.00	No
9.	Mr. VORAPOTE UCHOEPAIBOONVONG (Director)	-	N/A	700,000.00	No
10.	Mr. THANAWAT TRIVISVAVET (Director)	-	N/A	700,000.00	No
11.	Mr. CHAIWAT UTAIWAN (Director)	15 May 2025	N/A	511,263.00	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.	Dr. JON WONGSWAN (Chairman of the audit committee)	-	4/4
2.	Dr. PATARUT DARDARANANDA (Audit committee)	-	4/4
3.	Dr. PAVICH TONGROACH (Audit committee)	-	4/4