

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BURIRAM SUGAR PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

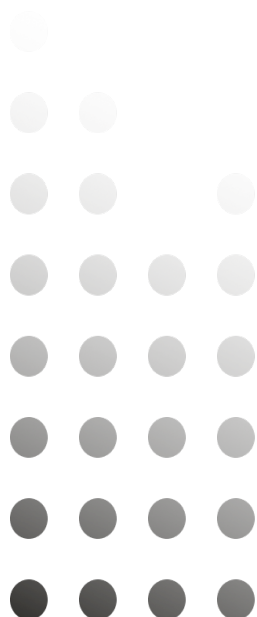


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : BURIRAM SUGAR PUBLIC COMPANY LIMITED

Symbol : BRR

Address : 237 Moo.2 Hinlekhai Sub-District, Kumueang District

Province : Buriram

Postcode : 31190

Business : BRR is a holding company that invests in subsidiaries hold 99.99% of total shares, which has already operated 6 companies. The business relating to sugar producing and downstream businesses, which are 1) production and distribution of sugar business is operated by Buriram Sugar Factory Co., Ltd. (BSF) 2) production and distribution of electricity is operated by Buriram Energy Co., Ltd. (BEC), Buriram Power Co., Ltd. (BPC) and Buriram Power Plus Co., Ltd. (BPP) 3) production and distribution of fertilizer is operated by Key Brand Fertilizer Co., Ltd. (KBF) 4) production and distribution of packaging by using bagasse and other pulps by Sugarcane Ecoware Co., Ltd. (SEW) and also 5) logistics management and services business by BRR Logistics Management Co., Ltd. (BRLM)

Registration Number : 0107556000523

Telephone : 0-4465-9020-3

Fax (if applicable) : 0-4465-9020-3 ต่อ 103,131,152

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

Email : IR@brr.co.th

Total Shares Sold (shares)

Common Stock : 812,100,366

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)	6,297,800.92	7,821,710.00	6,165,195.60
Production and distribution of sugar and molasses segment (Thousand baht)	4,682,542.80	6,082,660.00	4,715,865.81
Distribution of agricultural products segment (Thousand baht)	613,996.65	611,520.00	562,455.90
Production and distribution of electricity and stream segment (Thousand baht)	478,500.48	495,590.00	479,108.97
Other (Thousand baht)	522,760.99	631,940.00	407,764.92

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Production and distribution of sugar and molasses segment (%)	74.35	77.77	76.49
Distribution of agricultural products segment (%)	9.75	7.82	9.12
Production and distribution of electricity and stream segment (%)	7.60	6.34	7.77
Other (%)	8.30	8.08	6.61

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	6,297,800.92	7,821,710.00	6,165,195.60
Domestic (Thousand baht)	2,573,937.10	3,807,127.00	2,567,609.70
International (Thousand baht)	3,723,863.82	4,014,583.00	3,597,585.90

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

Domestic (%)	40.87	48.67	41.65
International (%)	59.13	51.33	58.35

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	228,308.64	278,294.75	223,581.92
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	228,308.64	278,294.75	223,581.92

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

	2023	2024	2025
Share of profit (Thousand baht)	3,352.61	27,820.24	28,174.93

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	682.84	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)

Climate Variability

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters

Environmental Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk
- Climate change and disasters

Operational Risk

- Impact on the environment

Human right violation in supply chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Impact on human rights

Occupational health and safety risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

Corruption Risks

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Risk from emerging severe pandemic in humans

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Pandemic risk

Operational Risk

- Safety, occupational health, and working environment

- Pandemic risk

Risks from disputes with local communities

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment
- Impact on human rights

Compliance Risk

- Change in laws and regulations
- Legal risk

The Risk from the Influences of Major Shareholders on Policy Formulation and Administration

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Corporate ownership structure risk

Operational Risk

- Reliance on employees in key positions

The Risks associated to our Holding Company status

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- New business risk

Compliance Risk

- Corporate Governance

Financial Risk

- Fluctuation in return on assets or investment

Technology Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack
- System disruption risk

Risk Factors from Raw Material Sourcing

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Loss or damage from non-compliance of partners or counterparties
- Climate change and disasters
- Impact on the environment

Risk from Fluctuation in Global Sugar Market Prices

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
- Economic risk

Risk from Non-Performing Loans on Sugarcane Advance Payment Loans

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Financial Risk

- Default on payment or exchange of goods

Foreign Exchange Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- Economic risk

Financial Risk

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

Risk from Governmental Control

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Risk from the Cost of Raw Materials

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Operational Risk

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

The Risk from Consumption Behaviors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Risk from Inconsistency of Revenue

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Income volatility

Risk from Competition

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Risk from Finding Suppliers

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors

The Risk from High Debt to Equity Ratio (D/E Ratio)

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment
- Other

Risk to Securities Holder (2.2.2)

Risks from uncertainty of expected returns that investors anticipate

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.buriramsugar.com/th/sustainability/csr-report>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.buriramsugar.com/storage/sustainability/environmental-policy/brr-environmental-policy-th.pdf>
(if applicable)

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)	1,846,333.00	5,220,940.00	5,931,023.00
Gasoline (Litres)	5,218.00	15,755.00	22,252.00
Steam (Metric tonnes)	467,490.00	421,398.00	1,007,439.21

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	51,601,580.55	34,206,166.93	52,089,511.26

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	34,164.00	19,057.00	13,262.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	95,734,660.00	111,301,641.00	111,867,463.00
Hazardous waste (Kilograms)	14,030.00	18,230.00	56,407.00
Total waste generated (Kilograms)	95,748,690.00	111,319,871.00	111,923,870.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	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://www.buriramsugar.com/storage/cg/cg-report-and-download/policy/20180522-brr-cg-enc06-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Total number of employees (Persons)	1,814	1,845	1,762

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	347,990,000.00	485,970,000.00	435,610,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	19.21	27.47	17.11

• Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	12	11	14

• Significant labor dispute

	2023	2024	2025
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Significant labor dispute	No	No	No
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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.buriramsugar.com/th/corporate-governance/report>

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	11	100.00
Number of male directors	8	72.73
Number of female directors	3	27.27
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
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. Assoc. Prof. Dr. Schitt Laowattana Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	25 Apr 2018	IT Management, Governance/ Compliance, Audit, Internal Control, Sustainability

2.	Air Chief Marshal Saritpong Wattanavrangkul Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Air Force Cadet Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	4 Oct 2024	Agribusiness, Economics, Finance & Securities, Finance, Sustainability
3.	Mr. Surachai Kositsareewong Gender: Male 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	27 Apr 2023	Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance
4.	Mr. Kitipat Chollavuth Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	27 Apr 2023	Business Administration, Economics, Finance, Leadership
5.	Mr. Anant Tangtongwechakit Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	13 Sep 1988	Agribusiness, Corporate Management, Strategic Management, Business Administration, Leadership

6.	Mrs. Wanphen Punyaniran Gender: Female Age: 59 years old Highest level of education: Below a bachelor's degree Major: Secondary School Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	7 Jul 2011	Agribusiness, Corporate Management, Business Administration, Leadership
7.	Ms. Chittima Tangtrongwechakit Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	12 May 1995	Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration
8.	Mrs. Jirawan Pongpichitkul Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	11 Nov 2010	Agribusiness, Corporate Management, Risk Management, Business Administration, Leadership
9.	Mr. Sarit Tangtrongweachakij Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	25 Jun 2004	Agribusiness, Corporate Management, Risk Management, Business Administration

10.	Mr. Adisak Tangtrongweachakit Gender: Male Age: 52 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	25 Jun 2004	Corporate Management, Risk Management, Business Administration, Sustainability, Governance/ Compliance
11.	Mr. Tarate Poshyananda Gender: Male Age: 60 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: Newly appointed director to replace ex-director	26 Dec 2025	Marketing, Economics, Agribusiness, Finance, Sustainability

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

General information	Position	Tenure	Replacement Director
1. Mr. Sirichau Sombatsiri Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)	Date position was assumed: 10 Jan 2013 Date directorship ended: 5 Aug 2025	Assoc. Prof. Dr. Schitt Laowattana Date position was assumed: 28 Jan 2026

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. Mr. Surachai Kositsareewong [1] Gender: Male 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	11 May 2023	Accounting, Finance, Sustainability, Internal Control, Governance/ Compliance
2. Air Chief Marshal Saritpong Wattanavrangkul Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Air Force Cadet Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	4 Oct 2024	Agribusiness, Economics, Finance & Securities, Finance, Sustainability
3. Mr. Tarate Poshyananda [1] Gender: Male Age: 60 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: Newly appointed director to replace ex-director	28 Jan 2026	Marketing, Economics, Agribusiness, Finance, Sustainability

[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. Assoc. Prof. Dr. Schitt Laowattana [1] Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 25 Apr 2026 Date directorship ended: 28 Jan 2026	Mr. Surachai Kositsareewong Date position was assumed: 28 Jan 2026

[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. Anant Tangtongwechakit Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	13 Sep 1988
2. Mrs. Jirawan Pongpichitkul Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Nov 2010

3.	Ms. Chittima Tangtrongwechakit Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 May 1995
4.	Mr. Sarit Tangtrongweachakij Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Jun 2004
5.	Mr. Adisak Tangtrongweachakit Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Jun 2004

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainability Committee	Mr. Surachai Kositsareewong	Chairman
	Mr. Adisak Tangtrongweachakit	Member
	Mr. Tarate Poshyananda	Member
Nomination and Remuneration Committee	Mr. Surachai Kositsareewong	Chairman
	Mr. Adisak Tangtrongweachakit	Member
	Mr. Tarate Poshyananda	Member

Risk Management Committee	Mr. Anant Tangtongwechakit	Member
	Mrs. Jirawan Pongpichitkul	Member
	Ms. Chittima Tangtrongwechakit	Member
	Mr. Sarit Tangtrongweachakij	Member
	Mr. Adisak Tangtrongweachakit	Chairman

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 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. Mr. Anant Tangtongwechakit Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Political Science	Chief Executive Officer (CEO) and Managing Director	13 Sep 1988	Agribusiness, Corporate Management, Strategic Management, Business Administration, Leadership
2. Mr. Adisak Tangtrongweachakit Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Senior Deputy Chief Executive Officer, Senior Deputy Managing Director and Deputy Chief Executive Officer of Sugar Production, Energy Business, and Raw Material Procurement	25 Jun 2004	Corporate Management, Risk Management, Business Administration, Sustainability, Governance/ Compliance
3. Ms. Chittima Tangtrongwechakit [1] Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Business Administration	Deputy Chief Executive Officer of Domestic and Foreign Sugar Sales, Procurement, Community Relations, and Corporate Communications	12 Apr 1995	Agribusiness, Corporate Management, Risk Management, Procurement, Business Administration
4. Mr. Sarit Tangtrongweachakij Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Political Science	Deputy Chief Executive Officer of Domestic and Foreign Investments, Fertilizer Business, Logistics, and Bagasse-Based Packaging Management	25 Jun 2004	Agribusiness, Corporate Management, Risk Management, Business Administration

[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)	60,296,812.00	77,587,678.00	53,691,140.00

Employees (7.5)

Information about company employees

Employees

Total number of employees (persons) : 1,762

Employee Remuneration

Total employee remuneration : 435,610,000.00

Provident fund

Total number of employees (persons) : 1,762

Number of employees contributing to the PVD (persons) : 430

Percentage of employees who are members (%) : 24.40

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Assoc. Prof. Dr. Schitt Laowattana Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Apr 2018	IT Management, Governance/ Compliance, Audit, Internal Control, Sustainability
2. Mr. Tarate Poshyananda Gender: Male Age: 60 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: Newly appointed director to replace ex-director	Date position was assumed: 26 Dec 2025	Marketing, Economics, Agribusiness, Finance, Sustainability

Development of directors over the past year

List of directors	Position	Participated in director development program
Assoc. Prof. Dr. Schitt Laowattana	Chairman of the board	Non-participating
Air Chief Marshal Saritpong Wattanavrangkul	Director	Non-participating
Mr. Surachai Kositsareewong	Director	Non-participating

Mr. Kitipat Chollavuth	Director	Non-participating
Mr. Anant Tangtongwechakit	Director	Non-participating
Mrs. Wanphen Punyaniran	Director	Non-participating
Ms. Chittima Tangtrongwechakit	Director	Non-participating
Mrs. Jirawan Pongpichitkul	Director	Non-participating
Mr. Sarit Tangtrongweachakij	Director	Participating
Mr. Adisak Tangtrongweachakit	Director	Non-participating
Mr. Tarate Poshyananda	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) : 10

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Assoc. Prof. Dr. Schitt Laowattana (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Air Chief Marshal Saritpong Wattanavrangkul (Director)	-	8/8	Non-participating	Did not hold the meeting
3.	Mr. Surachai Kositsareewong (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mr. Kitipat Chollavuth (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. Anant Tangtongwechakit (Director)	-	8/8	Participating	Did not hold the meeting

6.	Mrs. Wanphen Punyaniran (Director)	-	7/8	Participating	Did not hold the meeting
7.	Ms. Chittima Tangtrongwechakit (Director)	-	6/8	Participating	Did not hold the meeting
8.	Mrs. Jirawan Pongpichitkul (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mr. Sarit Tangtrongweachakij (Director)	-	8/8	Participating	Did not hold the meeting
10.	Mr. Adisak Tangtrongweachakit (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. Tarate Poshyananda (Director)	-	0/0	Non-participating	Did not hold the meeting
12.	Mr. Sirichau Sombatsiri (Chairman of the board)	5 Aug 2025	8/8	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.	Assoc. Prof. Dr. Schitt Laowattana (Chairman of the board)	-	160,000.00	150,000.00	Yes
2.	Air Chief Marshal Saritpong Wattanavrangkul (Director)	-	160,000.00	150,000.00	Yes
3.	Mr. Surachai Kositsareewong (Director)	-	160,000.00	150,000.00	Yes
4.	Mr. Kitipat Chollavuth (Director)	-	160,000.00	150,000.00	Yes
5.	Mr. Anant Tangtongwechakit (Director)	-	160,000.00	150,000.00	Yes
6.	Mrs. Wanphen Punyaniran (Director)	-	155,000.00	150,000.00	Yes
7.	Ms. Chittima Tangtrongwechakit (Director)	-	150,000.00	150,000.00	Yes
8.	Mrs. Jirawan Pongpichitkul (Director)	-	160,000.00	150,000.00	Yes
9.	Mr. Sarit Tangtrongweachakij (Director)	-	160,000.00	150,000.00	Yes
10.	Mr. Adisak Tangtrongweachakit (Director)	-	160,000.00	150,000.00	Yes
11.	Mr. Tarate Poshyananda (Director)	-	0.00	0.00	Yes

12. Mr. Sirichau Sombatsiri (Chairman of the board)	5 Aug 2025	127,500.00	233,333.00	Yes
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Remark : Assoc. Prof. Dr. Schitt Laowattan was appointed as Chairman of the Board of Directors on 28 January 2026. The remuneration shown in the table represents the remuneration received in the capacity as a director of the Company for the year 2025.

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. Surachai Kositsareewong (Chairman of the audit committee)	-	4/4
2.	Air Chief Marshal Saritpong Wattanavrangkul (Audit committee)	-	4/4
3.	Mr. Tarate Poshyananda (Audit committee)	-	0/0
4.	Assoc. Prof. Dr. Schitt Laowattana (Chairman of the audit committee)	28 Jan 2026	4/4