



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**INTERLINK TELECOM 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 : INTERLINK TELECOM PUBLIC COMPANY LIMITED

Symbol : ITEL

Address : 48/66 Soi Rung Rueang, Ratchadapisek Road, Samsennok, Huai Kwang

Province : Bangkok

Postcode : 10310

Business : ITEL provides 1. Fiber optic network services 2. Service of design, construction and contracting for fiber optic project and telecommunications project.3. Data center service

Registration Number : 0107558000211

Telephone : 0-2666-2222

Fax (if applicable) : 0-2666-2299

Website : [www.interlinktelecom.co.th](http://www.interlinktelecom.co.th)

Email : [info@interlinktelecom.co.th](mailto:info@interlinktelecom.co.th)

#### Total Shares Sold (shares)

Common Stock : 2,016,929,798

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)	2,759,938.63	2,712,282.37	2,866,765.78
Service income from network rendering (Thousand baht)	1,466,321.60	1,263,329.39	1,277,406.32
Service income from network installation service (Thousand baht)	1,154,486.97	1,005,966.49	1,370,482.49
Service income from data center space service (Thousand baht)	92,767.59	98,467.61	101,967.88
Sales and service income from medical equipment service (Thousand baht)	0.00	110,077.42	73,897.71
Other (Thousand baht)	46,362.47	234,441.46	43,011.38

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Service income from network rendering (%)	53.13	46.58	44.56
Service income from network installation service (%)	41.83	37.09	47.81
Service income from data center space service (%)	3.36	3.63	3.56
Sales and service income from medical equipment service (%)	0.00	4.06	2.58
Other (%)	1.68	8.64	1.50

#### By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	2,759,938.63	2,712,282.37	2,866,765.78
Domestic (Thousand baht)	2,759,938.63	2,712,282.37	2,866,765.78
International (Thousand baht)	0.00	0.00	0.00

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

#### Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	46,362.47	234,441.46	43,011.38
Other income from operations (Thousand baht)	42,978.58	39,995.11	42,890.84
Other income not from operations (Thousand baht)	3,383.89	194,446.35	120.54
Gain on disposal of investment in a joint venture, net (Thousand baht)	0.00	140,086.18	0.00
Gain from a bargain purchase, net (Thousand baht)	0.00	54,360.17	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	-3,713.21	708.90	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	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 technological and consumer behavior changes**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

**Risk from competition in the telecommunications network service business**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates

**Risks from operation of network equipment, operation system and computer system**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Changes in technologies

**Legal risks and government policies related to telecommunications**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Government policy



Compliance Risk

- Change in laws and regulations

**Risks from not be able to install fiber optic cable networks**

**Risk Management Measures:** Yes

**Related Risk Topics**

Compliance Risk

- Laws and regulations is not favorable for doing business

**Risk from inconsistency in revenue from network installation services business**

**Risk Management Measures:** Yes

**Related Risk Topics**

Operational Risk

- Delays in the development of future projects

**Risk of Data security Information systems and cyber threats**

**Risk Management Measures:** Yes

**Related Risk Topics**

Operational Risk

- Information security and cyber-attack

**Risk from personnel readiness preparation to support the transition to the digital age**

**Risk Management Measures:** Yes

**Related Risk Topics**

Strategic Risk

- Changes in technologies

Operational Risk

- Shortage or reliance on skilled workers
- Human error in business operations

### **Climate change risk**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Climate change and disasters
- Impact on the environment

### **Risk from economic and political factors economic and political changes**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Compliance Risk

- Other

Financial Risk

- Other

### **Financial risk arising from provisions for expected credit losses.**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Financial Risk

- Default on payment or exchange of goods

### **Risk from CORONA VIRUS new variant 2019 (Covid-19)**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

# 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.interlinktelecom.co.th/sustainability-business>  
(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://ir.interlinktelecom.co.th/corporate-sustainability>  
(if applicable)

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

#### • Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	207,000.00	217,000.00	231,000.00

### Water management

#### • Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	2,537.00	2,924.00	3,011.00

Waste management

• Waste from operations

	2023	2024	2025
Total waste generated (Kilograms)	0.00	N/A	N/A

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)	3,895.50	3,278.80	2,972.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	3,895.50	3,278.80	2,972.00

• 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://ir.interlinktelecom.co.th/corporate-policy>

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)	587	601	607
Number of female employees (Persons)	188	197	205
<b>Total number of employees (Persons)</b>	<b>775</b>	<b>798</b>	<b>812</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	336,675,405.56	360,418,528.00	368,698,547.00

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	7.00	7.00	7.00

##### • 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 (%)	10.06	7.14	11.33

• **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.interlinktelecom.co.th/assets/pdf/sustainability/Corporate%20Governance%20Policy\\_TH.pdf](https://www.interlinktelecom.co.th/assets/pdf/sustainability/Corporate%20Governance%20Policy_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

## 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	7	63.64
Number of female directors	4	36.36
Number of executive directors	1	9.09
Number of non-executive directors	10	90.91
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. PAKORN MALAKUL NA AYUDHYA Gender: Male Age: 83 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	26 Dec 2014	Economics

2.	Mr. SOMBAT ANUNTARUMPORN Gender: Male Age: 66 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive)  Director type: Original director	3 Jan 2007	Business Administration
3.	Dr. NUTTANAI ANUNTARUMPORN Gender: Male Age: 38 years old Highest level of education: Doctoral degree Major: Major in Innovation and Industrial Management Thai nationality: Yes Residing in Thailand: No	Director (Executive)  Director type: Re-elected as director	16 Oct 2012	Business Administration, Economics
4.	Mrs. KESARA MANCHUSREE Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	26 Jul 2018	Finance
5.	Ms. VARISA ANUNTARUMPORN Gender: Female Age: 34 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	17 Jan 2019	Business Administration

6.	<p>GEN. PONPIPAAT BENYASRI</p> <p>Gender: Male</p> <p>Age: 65 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>	13 Jul 2023	Business Administration
7.	<p>DR. Chalida Anuntarumporn</p> <p>Gender: Female</p> <p>Age: 62 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</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	3 Jan 2007	Business Administration, Law
8.	<p>Mr. Teng Bingquan</p> <p>Gender: Male</p> <p>Age: 43 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	12 Dec 2025	Economics
9.	<p>Mr. Tien Chye Soh</p> <p>Gender: Male</p> <p>Age: 43 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	12 Dec 2025	Accounting

10.	Mr. Alexander Ery Wibowo Gender: Male Age: 46 years old Highest level of education: Doctoral degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	12 Dec 2025	Economics, Law
11.	Ms. Porntheera Pawijit Gender: Female Age: 35 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	12 Dec 2025	Business Administration

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

General information	Position	Tenure	Replacement Director
1. Mr. Amnuay Preemonwong Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 24 Feb 2024 Date directorship ended: 8 Dec 2025	Ms. Porntheera Pawijit Date position was assumed: 12 Dec 2025
2. Mr. SUWICHAN NILANAN Gender: Male Age: 66 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: 26 Dec 2014 Date directorship ended: 8 Dec 2025	Mr. Teng Bingquan Date position was assumed: 12 Dec 2025

3.	Mr. SUWAT PUNNACHAIYA Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 26 Dec 2014 Date directorship ended: 12 Dec 2025	Mr. Tien Chye Soh Date position was assumed: 12 Dec 2025
4.	Ms. LILLADA ANUNTARUMPORN Gender: Female Age: 40 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 26 Dec 2014 Date directorship ended: 8 Dec 2025	Mr. Alexander Ery Wibowo Date position was assumed: 12 Dec 2025

#### 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.	Mrs. KESARA MANCHUSREE [1] Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	18 Jul 2018	Finance
2.	GEN. PONPIPAAT BENYASRI Gender: Male Age: 65 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: Original director	13 Jul 2023	Business Administration
3.	Ms. Pornteera Pawijit [1] Gender: Female Age: 35 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	12 Dec 2025	Business Administration

[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. Amnuay Preemonwong [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 24 Feb 2024 Date directorship ended: 8 Dec 2025	Ms. Porntheera Pawijit Date position was assumed: 12 Dec 2025

[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	Dr. NUTTANAI ANUNTARUMPORN	Member
	GEN. PONPIPAAT BENYASRI	Member
	Ms. Porntheera Pawijit	Member
	Mr. Teng Bingquan	Member
	Mr. Tien Chye Soh	Member
Corporate Governance, Nomination and Remuneration Committee	Ms. VARISA ANUNTARUMPORN	Chairman
	GEN. PONPIPAAT BENYASRI	Member
	Mr. Teng Bingquan	Member
	Mr. Tien Chye Soh	Member
	Mr. Alexander Ery Wibowo	Member
Corporate Governance Committee	Dr. CHALIDA ANUNTARUMPORN	Member
	GEN. PONPIPAAT BENYASRI	Member
	Ms. Porntheera Pawijit	Chairman
	Mr. Alexander Ery Wibowo	Member

#### Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination	: Corporate Governance, Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Corporate Governance, 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. Dr. NUTTANAI ANUNTARUMPORN Gender: Male Age: 38 years old Highest level of education: Doctoral degree Major: Major in Innovation and Industrial Management	CEO	16 Oct 2012	Business Administration, Economics
2. Dr. BUNDIT RUNGCHAROENPORN Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Educational Communications and Technology	MD	8 Jun 2020	Business Administration

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 607

Number of female employees (persons) : 205

**Total number of employees (persons) : 812**

#### Employee Remuneration

Total employee remuneration : 368,698,547.00

#### Provident fund

Total number of employees (persons) : 812

Number of employees contributing to the PVD (persons) : 694

Percentage of employees who are members (%) : 85.47

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

##### • Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Sumit Jaroenpornpiti	j.sumit@interlinktelecom.co.th	026662222 #8012

##### • Company secretary

General information	Email	Telephone
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1.	Mr. Sumit Jaroenpornpiti	j.sumit@interlinktelecom.co.th	026662222 #8012
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• Head of internal audit

General information	Email	Telephone
1. Acting Sub Lt. Watcharin Wonghan	w.watcharin@interlinktelecom.co.th	02-666-2222

• Head of investor relations

General information	Email	Telephone
1. Mr. Nuttanai Anuntarumporn	a.nuttanai@interlinktelecom.co.th	02-666-2222

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1.	PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1,999,000.00	-

# 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. NUTTANAI ANUNTARUMPORN Gender: Male Age: 38 years old Highest level of education: Doctoral degree Major: Major in Innovation and Industrial Management Thai nationality: Yes Residing in Thailand: No	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 16 Oct 2012	Business Administration, Economics
2. Mrs. KESARA MANCHUSREE Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 26 Jul 2018	Finance
3. GEN. PONPIPAAT BENYASRI Gender: Male Age: 65 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: 13 Jul 2023	Business Administration

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Teng Bingquan Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Dec 2025	Economics
2. Mr. Tien Chye Soh Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Dec 2025	Accounting
3. Mr. Alexander Ery Wibowo Gender: Male Age: 46 years old Highest level of education: Doctoral degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 12 Dec 2025	Economics, Law
4. Ms. Pornteera Pawijit Gender: Female Age: 35 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: 12 Dec 2025	Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
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Mr. PAKORN MALAKUL NA AYUDHYA	Chairman of the board	Non-participating
Mr. SOMBAT ANUNTARUMPORN	Vice Chairman	Non-participating
Dr. NUTTANAI ANUNTARUMPORN	Director	Non-participating
Mrs. KESARA MANCHUSREE	Director	Non-participating
Ms. VARISA ANUNTARUMPORN	Director	Participating
GEN. PONPIPAAT BENYASRI	Director	Non-participating
DR. Chalida Anuntarumporn	Director	Participating
Mr. Teng Bingquan	Director	Non-participating
Mr. Tien Chye Soh	Director	Non-participating
Mr. Alexander Ery Wibowo	Director	Non-participating
Ms. Porntheera Pawijit	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) : 8

Date of AGM meeting : 24 Apr 2025

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PAKORN MALAKUL NA AYUDHYA (Chairman of the board)	-	8/8	Non-participating	Participating
2.	Mr. SOMBAT ANUNTARUMPORN (Vice Chairman)	-	8/8	Participating	Participating
3.	Dr. NUTTANAI ANUNTARUMPORN (Director)	-	8/8	Participating	Participating
4.	Mrs. KESARA MANCHUSREE (Director)	-	8/8	Participating	Participating
5.	Ms. VARISA ANUNTARUMPORN (Director)	-	8/8	Participating	Participating



6.	GEN. PONPIPAAT BENYASRI (Director)	-	8/8	Participating	Participating
7.	DR. Chalida Anuntarumporn (Director)	-	8/8	Participating	Participating
8.	Mr. Teng Bingquan (Director)	-	0/0	Non-participating	Non-participating
9.	Mr. Tien Chye Soh (Director)	-	0/0	Non-participating	Non-participating
10.	Mr. Alexander Ery Wibowo (Director)	-	0/0	Non-participating	Non-participating
11.	Ms. Porntheera Pawijit (Director)	-	0/0	Non-participating	Non-participating
12.	Mr. Amnuay Preemonwong (Director)	8 Dec 2025	7/7	Participating	Participating
13.	Mr. SUWICHAN NILANAN (Director)	8 Dec 2025	7/7	Participating	Participating
14.	Mr. SUWAT PUNNACHAIYA (Director)	12 Dec 2025	8/8	Participating	Participating
15.	Ms. LILLADA ANUNTARUMPORN (Director)	8 Dec 2025	7/7	Participating	Participating

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. PAKORN MALAKUL NA AYUDHYA (Chairman of the board)	-	80,000.00	126,500.00	No
2.	Mr. SOMBAT ANUNTARUMPORN (Vice Chairman)	-	56,000.00	107,200.00	No
3.	Dr. NUTTANAI ANUNTARUMPORN (Director)	-	56,000.00	107,200.00	No
4.	Mrs. KESARA MANCHUSREE (Director)	-	80,000.00	130,500.00	No
5.	Ms. VARISA ANUNTARUMPORN (Director)	-	56,000.00	107,200.00	No
6.	GEN. PONPIPAAT BENYASRI (Director)	-	56,000.00	107,200.00	No
7.	DR. Chalida Anuntarumporn (Director)	-	56,000.00	115,200.00	No
8.	Mr. Teng Bingquan (Director)	-	0.00	N/A	No
9.	Mr. Tien Chye Soh (Director)	-	0.00	N/A	No
10.	Mr. Alexander Ery Wibowo (Director)	-	0.00	N/A	No
11.	Ms. Porntheera Pawijit (Director)	-	0.00	N/A	No

12.	Mr. Amnuay Preemonwong (Director)	8 Dec 2025	49,000.00	107,200.00	No
13.	Mr. SUWICHAN NILANAN (Director)	8 Dec 2025	49,000.00	107,200.00	No
14.	Mr. SUWAT PUNNACHAIYA (Director)	12 Dec 2025	56,000.00	107,200.00	No
15.	Ms. LILLADA ANUNTARUMPORN (Director)	8 Dec 2025	49,000.00	107,200.00	No