



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

B.GRIMM 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 : B.GRIMM POWER PUBLIC COMPANY LIMITED

Symbol : BGRIM

Address : 5 Krungthepkreetha Road, Huamark, Bangkok

Province : Bangkok

Postcode : 10240

Business : A holding company holding shares in other companies of which the core business is generation and sale of electricity and steam and related business in Thailand and other countries.

Registration Number : 0107559000427

Telephone : 0-2710-3400

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

Email : ir@bgrimmpower.com

Total Shares Sold (shares)

Common Stock : 2,606,900,000

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)	57,115,007.86	55,853,023.06	55,387,522.77
Electricity sales EGAT (Thousand baht)	35,993,116.10	36,025,259.16	35,669,980.48
Electricity sales IUs – Thailand (Thousand baht)	14,669,745.97	12,828,306.85	12,199,771.93
Electricity sales IUs – Vietnam (Thousand baht)	1,478,546.90	1,597,168.45	1,530,828.26
Electricity sales PEA / MEA / Rooftop (Thousand baht)	1,136,512.11	1,204,238.48	1,291,309.68
Electricity sales EDL (Thousand baht)	310,737.46	313,629.44	332,091.76
Electricity sales EVN (Thousand baht)	2,165,402.45	2,162,764.15	1,902,104.71
Electricity sales EDC (Thousand baht)	161,377.79	158,891.30	149,152.51
Steam sales (Thousand baht)	1,046,876.76	1,025,310.30	997,573.51
Demineralised water sales (Thousand baht)	1,639.37	40.78	0.00
Electricity Sales to PG&E – United States of America (Thousand baht)	0.00	62,074.32	229,472.41
Electricity Sales to WESM in Republic of the Philippines (Thousand baht)	0.00	0.00	41,258.93
Other (Thousand baht)	151,052.95	475,339.83	1,043,978.59

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Electricity sales EGAT (%)	63.02	64.50	64.40
Electricity sales IUs – Thailand (%)	25.68	22.97	22.03
Electricity sales IUs – Vietnam (%)	2.59	2.86	2.76
Electricity sales PEA / MEA / Rooftop (%)	1.99	2.16	2.33

Electricity sales EDL (%)	0.54	0.56	0.60
Electricity sales EVN (%)	3.79	3.87	3.43
Electricity sales EDC (%)	0.28	0.28	0.27
Steam sales (%)	1.83	1.84	1.80
Demineralised water sales (%)	0.00	0.00	0.00
Electricity Sales to PG&E - United States of America (%)	0.00	0.11	0.41
Electricity Sales to WESM in Republic of the Philippines (%)	0.00	0.00	0.07
Other (%)	0.26	0.85	1.88

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	57,115,007.86	55,853,023.06	55,387,522.77
Domestic (Thousand baht)	52,873,347.02	51,512,172.52	50,443,711.57
International (Thousand baht)	4,241,660.84	4,340,850.54	4,943,811.20
Laos (Thousand baht)	310,737.46	313,791.87	332,636.32
Vietnam (Thousand baht)	3,643,949.35	3,762,456.50	3,455,340.09
Cambodia (Thousand baht)	163,908.86	158,891.30	149,152.51
South Korea (Thousand baht)	120,545.44	38,850.00	565,701.23
Philippines (Thousand baht)	2,519.73	4,786.55	211,508.64
United States of America (Thousand baht)	0.00	62,074.32	229,472.41
	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	92.57	92.23	91.07

International (%)	7.43	7.77	8.93
Laos (%)	7.33	7.23	6.73
Vietnam (%)	85.91	86.68	69.89
Cambodia (%)	3.86	3.66	3.02
South Korea (%)	2.84	0.89	11.44
Philippines (%)	0.06	0.11	4.28
United States of America (%)	0.00	1.43	4.64

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	1,113,517.98	1,170,175.89	1,296,427.84
Other income from operations (Thousand baht)	945,200.86	1,140,561.87	1,092,330.16
Interest income (Thousand baht)	586,205.89	944,412.24	1,007,930.67
Insurance claim, net (Thousand baht)	255,068.61	120,179.13	6,701.93
Gain from disposal assets (Thousand baht)	18,454.61	310.95	10,597.93
Others (Thousand baht)	85,471.75	75,659.55	67,099.63
Other income not from operations (Thousand baht)	168,317.12	29,614.02	204,097.68
Gain on sales of SPP retired power plant (Thousand baht)	168,317.12	29,614.02	0.00
Gain from sales of land (Thousand baht)	0.00	0.00	141,574.70
Others (Thousand baht)	0.00	0.00	62,522.97

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

	2023	2024	2025
Share of profit (Thousand baht)	93,158.27	40,286.29	387,646.54

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	145,038.47	89,587.44	73,641.02

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)

Safety, Occupational Health, Environment and Society

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Corporate Governance

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Compliance Risk

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

Climatic Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- 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

Operational Risk

- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment

Compliance Risk

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

Financial Risk

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

Data Security Protection

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Cyber Security

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Geopolitical and Border Conflicts

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Operational Risk

- Delays in the development of future projects

Financial Risk

- Fluctuation in return on assets or investment

Risk to Securities Holder (2.2.2)

Securities Holders' Investments Risks

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Majority Shareholders Holding More Than 50.0 Percent of Shares

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Net Interest-Bearing Debt to Equity Ratio

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.bgrimmpower.com/th/sustainability/sustainability-overview/sustainability-strategy-and-governance>
(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.bgrimmpower.com/storage/content/sustainability/society/occupational-health-and-safety/bgrim-occupational-health-safety-and-environment-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
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	226,677.00	285,024.00	246,150.00
Gasoline (Litres)	65,524.00	95,314.00	422,456.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	96,061,729,653.00	103,551,269,299.00	104,141,179,616.00

LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	20,290,000.00	10,076,000.00	8,419,000.00

Remark : 1.Excluding electricity consumption from external sources.
2.Energy consumption data has been retrospectively updated since 2021.

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	598,681,278.00	603,456,289.00	871,093,576.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	2,134,660.00	2,363,136.00	1,731,307.00
Hazardous waste (Kilograms)	672,910.00	511,987.00	329,982.00
Total waste generated (Kilograms)	2,807,570.00	2,875,123.00	2,061,289.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	5,161,805.81	5,565,281.00	5,535,910.63

Scope 2 (Tons of carbon dioxide equivalents)	6,143.31	5,034.00	6,797.74
Scope 3 (Tons of carbon dioxide equivalents)	1,258,412.82	1,381,703.00	1,598,078.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	6,426,361.94	6,952,018.00	7,140,786.37

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

Third-party verification : Yes

Name of verifying organization : SGS (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.bgrimmpower.com/storage/content/sustainability/society/human-rights/20230425-bgrim-human-rights-policy-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
Number of male employees (Persons)	847	896	891
Number of female employees (Persons)	374	405	406
Total number of employees (Persons)	1,221	1,301	1,297

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,752,261,829.00	2,022,390,000.00	2,208,853,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	38.00	34.00	45.00
Employee development and training expenses (baht)	14,500,000.00	9,562,595.00	9,879,621.00

• 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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Remark : In 2025, the Lost Time Injury Frequency Rate (LTIFR) for employees and contractors was 0.67 times per million working hours

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	5.00	6.15	4.70

• **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://bgrim.listedcompany.com/misc/one-report/20250322-bgrim-one-report-2025-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
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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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
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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	6	60.00
Number of female directors	4	40.00
Number of executive directors	0	0.00
Number of non-executive directors	10	100.00
Number of independent directors	5	50.00

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. Mr. ANUSORN SANGNIMNUAN Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	19 Jul 2017	Energy & Utilities, Risk Management, Leadership, Strategic Management, Engineering

2.	<p>Mr. HARALD LINK</p> <p>Gender: Male</p> <p>Age: 70 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Social Work</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Non-executive)</p> <p>Director type: Re-elected as director</p>	19 Jul 2017	<p>Energy & Utilities, Leadership, Risk Management, Corporate Social Responsibility, Strategic Management</p>
3.	<p>Mrs. ANCHALEE CHAVANICH</p> <p>Gender: Female</p> <p>Age: 75 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, Independent director)</p> <p>Director type: Re-elected as director</p>	19 Jul 2017	<p>Energy & Utilities, Engineering, Leadership, Risk Management, Sustainability</p>
4.	<p>Ms. CAROLINE LINK</p> <p>Gender: Female</p> <p>Age: 43 years old</p> <p>Highest level of education: Bachelor'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>	19 Jul 2017	<p>Energy & Utilities, Leadership, Corporate Management, Sustainability, Marketing</p>
5.	<p>Mrs. SUNE SORNCHAITANASUK</p> <p>Gender: Female</p> <p>Age: 63 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Communication Management</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>	26 Apr 2018	<p>Energy & Utilities, Accounting, Finance, Leadership, Human Resource Management</p>

6.	<p>Mr. FELIX DANAI LINK</p> <p>Gender: Male</p> <p>Age: 42 years old</p> <p>Highest level of education: Below a bachelor's degree</p> <p>Major: Commercial and Residential Real Estate Management</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>	22 Apr 2021	<p>Property Development, Energy & Utilities, Sustainability, Governance/ Compliance, Business Administration</p>
7.	<p>Mrs. APRIL SRIVIKORN</p> <p>Gender: Female</p> <p>Age: 44 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: Original director</p>	9 Aug 2024	<p>Sustainability, IT Management, Strategic Management, Energy & Utilities, Finance</p>
8.	<p>Mr. THAWEESAK KOANANTAKOOL</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	12 Dec 2024	<p>Sustainability, Engineering, IT Management, Leadership, Corporate Social Responsibility</p>
9.	<p>Mr. KALIN SARASIN</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</p> <p>(Non-executive)</p> <p>Director type: Additional and newly-appointed directors</p>	29 Apr 2025	<p>Engineering, Leadership, Risk Management, Energy & Utilities, Corporate Management</p>

10.	Mr. ANURAT TIYAPHORN	Director	29 Apr 2025	Law, Strategic Management, Sustainability, Energy & Utilities, Risk Management
	Gender: Male	(Non-executive)		
	Age: 73 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Law			
	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. Khunying SUCHADA KIRANANDANA Gender: Female Age: 79 years old Highest level of education: Doctoral degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 11 Nov 2020 Date directorship ended: 29 Apr 2025	Mr. ANURAT TIYAPHORN Date position was assumed: 29 Apr 2025
2. Mr. PAKORN THAVISIN Gender: Male Age: 86 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 22 Apr 2021 Date directorship ended: 16 Sep 2025	No replacement director

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: 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. SUNEI SORNCHAITANASUK [1] Gender: Female Age: 63 years old Highest level of education: Doctoral degree Major: Communication Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	29 Apr 2025	Energy & Utilities, Accounting, Finance, Leadership, Human Resource Management
2. Mr. ANUSORN SANGNIMNUAN Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	19 Jul 2016	Energy & Utilities, Risk Management, Leadership, Strategic Management, Engineering
3. Mrs. APRIL SRIVIKORN Gender: Female Age: 44 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	29 Apr 2025	Sustainability, IT Management, Strategic Management, Energy & Utilities, Finance

4.	Mrs. ANCHALEE CHAVANICH Gender: Female Age: 75 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	19 Jul 2017	Energy & Utilities, Engineering, Leadership, Risk Management, Sustainability
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[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. Mrs. ANCHALEE CHAVANICH [1] Gender: Female Age: 75 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 9 Nov 2018 Date directorship ended: 28 Apr 2025	Mrs. SUNE SORNCHAITANASUK Date position was assumed: 29 Apr 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
Nomination and Compensation Committee	Ms. CAROLINE LINK	Member
	Mrs. SUNE SORNCHAITANASUK	Member
	Mr. KALIN SARASIN	Chairman
	Khunying SUCHADA KIRANANDANA	Chairman
Corporate Governance and Sustainability Committee	Mrs. ANCHALEE CHAVANICH	Chairman
	Mr. ANURAT TIYAPHORN	Member
	Ms. CAROLINE LINK	Member
	Mr. ANUSORN SANGNIMNUAN	Chairman
	Mrs. APRIL SRIVIKORN	Member

Enterprise Risk Management Committee	Mr. ANUSORN SANGNIMNUAN	Chairman
	Mr. HARALD LINK	Member
	Mrs. ANCHALEE CHAVANICH	Member
	Mr. KALIN SARASIN	Member
Digital Transformation Committee	Mr. THAWEESEK KOANANTAKOOL	Chairman
	Mr. HARALD LINK	Member
	Mrs. APRIL SRIVIKORN	Member

- Remark :
- Dr. Anusorn Sangnimnuan has been appointed as Lead Independent director and Chairman of Enterprise Risk Management Committee with effect from April 29, 2025, and served as Chairman of Corporate Governance and Sustainability Committee until April 28, 2025.
 - Mrs. Anchalee Chavanich has been appointed as Chairperson of Corporate Governance and Sustainability Committee and Member of Enterprise Risk Management Committee with effect from April 29, 2025, and served as Chairperson of Audit Committee until April 28, 2025.
 - Dr. Sunee Sornchaitanasuk has been appointed as Chairperson of Audit Committee with effect from April 29, 2025.
 - Dr. Thaweesak Koanantakool has been appointed as Chairman of Digital Transformation Committee with effect from April 29, 2025.
 - Mr. Kalin Sarasin has been appointed as director and Chairman of Nomination and Compensation Committee with effect from April 29, 2025.
 - Mrs. April Srivikorn has been appointed as Member of Audit Committee and Member of Digital Transformation Committee with effect from April 29, 2025, and served as Member of Corporate Governance and Sustainability Committee until April 28, 2025.
 - Mr. Anurat Tiyaphorn has been appointed as director and Member of Corporate Governance and Sustainability Committee with effect from April 29, 2025.
 - Ms. Caroline Monique Marie Christine Link has been appointed as Member of Corporate Governance and Sustainability Committee with effect from April 29, 2025.
 - Mr. Pakorn Thavisin served as Chairman of the Board and director until September 16, 2025.
 - Dr. Khunying Suchada Kiranandana has chosen not to extend the term due to retirement and served as Lead Independent Director and Chairperson of Nomination and Compensation Committee until April 29, 2025.

Roles of Sub-committees

Sub-committees responsible for risk management	: Enterprise Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Compensation Committee
Sub-committees responsible for remuneration	: Nomination and Compensation 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. Mr. Peradach Patanachan Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Law	President - Renewable Energy Business	17 Sep 2025	Energy & Utilities, Law, Negotiation, Project Management, Engineering
2. Mr. Nopadej Karnasuta Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Economics	President - Thailand, Malaysia and Energy & Industrial Solutions Business	17 Sep 2025	Energy & Utilities, Finance, Sustainability, Project Management, Strategic Management
3. Ms. Siritwong Borvornboonrutai [1] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Finance	President - Finance and Accounting	17 Sep 2025	Energy & Utilities, Accounting, Finance, Risk Management, Budgeting
4. Mr. Don Tayatan Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Executive Vice President - Engineering, Technology, Project Development & Construction	23 Apr 2021	Energy & Utilities, Engineering, Risk Management, Project Management, Negotiation
5. Mr. Saroche Arunpairojkul Gender: Male Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President - Industrial Customer Relations and Operation Management	1 Jan 2023	Energy & Utilities, Engineering, Project Management, Risk Management, Negotiation

6.	Mr. Chankij Leevorawat [2] Gender: Male Age: 46 years old Highest level of education: Bachelor's degree Major: Accounting	First Senior Vice President, Head of Accounting Hub	1 Dec 2024	Energy & Utilities, Accounting, Finance, Data Analysis, Governance/ Compliance
7.	Mr. Surasak Towanich Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President - Operations and Transmission Management	17 Sep 2025	Energy & Utilities, Negotiation, Project Management, Engineering, Corporate Management
8.	Mr. Paitool Paisalsukwittaya Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Vice President - Project Development and Construction	17 Sep 2025	Energy & Utilities, Corporate Management, Engineering, Negotiation, Project Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

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) : 891

Number of female employees (persons) : 406

Total number of employees (persons) : 1,297

Employee Remuneration

Total employee remuneration : 2,208,853,000.00

Provident fund

Total number of employees (persons) : 1,297

Number of employees contributing to the PVD (persons) : 1,070

Percentage of employees who are members (%) : 82.50

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. Chankij Leevorawat	chankij.l@bgrimpower.com	

- Company secretary

General information	Email	Telephone
1. Ms. Chortip Thamvaranon	choatip.t@bgrimpower.com	-

- Head of internal audit

General information	Email	Telephone
1. Mr. Thanakrit Likitwong	thanakrit.l@bgrimpower.com	

- Head of investor relations

General information	Email	Telephone
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1.	Ms. Nattchanon Chawinsittangkul	nattchanon.c@bgrimpower.com	-
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Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Mr BOONLERT KAMOLCHANOKKUL Email: boonlert. kamolchanokkul@pwc.com Telephone: -	15,102,000.00	Details: B.Grimm Power and subsidiaries paid non-audit fees related to services include verification of compliance with the terms of the BOI investment promotion certificate, advisory services on transfer pricing documentation, and advisory services on sustainability related financial reporting standards. There were no amounts payable for previously agreed services that were not completed in the prior year. Total service fee (baht): 5,050,384.00

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. Mr. HARALD LINK Gender: Male Age: 70 years old Highest level of education: Honorary degree Major: Social Work Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 19 Jul 2017	Energy & Utilities, Leadership, Risk Management, Corporate Social Responsibility, Strategic Management
2. Mrs. ANCHALEE CHAVANICH Gender: Female Age: 75 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 19 Jul 2017	Energy & Utilities, Engineering, Leadership, Risk Management, Sustainability

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. ANURAT TIYAPHORN	Director	Date position was assumed:	Law, Strategic Management, Sustainability, Energy & Utilities, Risk Management
	Gender: Male	(Non-executive)	29 Apr 2025	
	Age: 73 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KALIN SARASIN	Director	Date position was assumed:	Engineering, Leadership, Risk Management, Energy & Utilities, Corporate Management
Gender: Male	(Non-executive)	29 Apr 2025	
Age: 64 years old			
Highest level of education: Master's degree	Director type: Additional and newly-appointed directors		
Major: Business Administration			
Thai nationality: Yes			
Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. ANUSORN SANGNIMNUAN	Director	Participating
Mr. HARALD LINK	Chairman of the board	Participating
Mrs. ANCHALEE CHAVANICH	Director	Participating
Ms. CAROLINE LINK	Director	Participating
Mrs. SUNEESORNCHAITANASUK	Director	Participating
Mr. FELIX DANAI LINK	Director	Participating
Mrs. APRIL SRIVIKORN	Director	Participating
Mr. THAWEESEK KOANANTAKOOL	Director	Participating
Mr. KALIN SARASIN	Director	Participating

Mr. ANURAT TIYAPHORN	Director	Participating
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Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 16

Date of AGM meeting : 29 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. ANUSORN SANGNIMNUAN (Director)	-	16/16	Participating	Did not hold the meeting
2.	Mr. HARALD LINK (Chairman of the board)	-	16/16	Participating	Did not hold the meeting
3.	Mrs. ANCHALEE CHAVANICH (Director)	-	16/16	Participating	Did not hold the meeting
4.	Ms. CAROLINE LINK (Director)	-	13/16	Participating	Did not hold the meeting
5.	Mrs. SUNEE SORNCHAITANASUK (Director)	-	16/16	Participating	Did not hold the meeting
6.	Mr. FELIX DANAI LINK (Director)	-	15/16	Participating	Did not hold the meeting
7.	Mrs. APRIL SRIVIKORN (Director)	-	12/16	Participating	Did not hold the meeting
8.	Mr. THAWEESEK KOANANTAKOOL (Director)	-	16/16	Participating	Did not hold the meeting
9.	Mr. KALIN SARASIN (Director)	-	10/11	Non-participating	Did not hold the meeting

10.	Mr. ANURAT TIYAPHORN (Director)	-	11/11	Non-participating	Did not hold the meeting
11.	Khunying SUCHADA KIRANANDANA (Director)	29 Apr 2025	4/5	Participating	Did not hold the meeting
12.	Mr. PAKORN THAVISIN (Chairman of the board)	16 Sep 2025	10/12	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. ANUSORN SANGNIMNUAN (Director)	-	472,000.00	2,164,228.44	Yes
2.	Mr. HARALD LINK (Chairman of the board)	-	122,000.00	451,533.00	Yes
3.	Mrs. ANCHALEE CHAVANICH (Director)	-	472,000.00	2,164,228.44	Yes
4.	Ms. CAROLINE LINK (Director)	-	0.00	0.00	No
5.	Mrs. SUNEE SORNCHAITANASUK (Director)	-	472,000.00	2,164,228.44	Yes
6.	Mr. FELIX DANAI LINK (Director)	-	0.00	0.00	No
7.	Mrs. APRIL SRIVIKORN (Director)	-	354,000.00	1,716,857.88	Yes
8.	Mr. THAWEESAK KOANANTAKOOL (Director)	-	472,000.00	1,462,670.05	Yes
9.	Mr. KALIN SARASIN (Director)	-	295,000.00	955,900.00	Yes
10.	Mr. ANURAT TIYAPHORN (Director)	-	324,500.00	955,900.00	Yes
11.	Khunying SUCHADA KIRANANDANA (Director)	29 Apr 2025	147,500.00	1,212,278.44	No
12.	Mr. PAKORN THAVISIN (Chairman of the board)	16 Sep 2025	305,000.00	1,853,695.44	Yes

Remark : All forms of directors' remuneration must be approved by the Annual General Meeting of Shareholders.

Directors' remuneration is allocated on a pro rata basis according to the period of service. Directors who also hold executive positions are not entitled to receive any form of directors' remuneration.

Dr. Anusorn Sangnimnuan serves as Chairman of the Board (Non-Executive Director) of B.Grimm LNG Co., Ltd., a wholly owned subsidiary of B.Grimm Power Public Company Limited, without receiving any fixed remuneration.

Ms. Caroline Monique Marie Christine Link and Mr. Felix Danai Link have expressed their intention to waive all forms of directors' remuneration.

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) : 12

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. SUNE SORNCHAITANASUK (Chairman of the audit committee)	-	12/12
2.	Mr. ANUSORN SANGNIMNUAN (Audit committee)	-	12/12
3.	Mrs. APRIL SRIVIKORN (Audit committee)	-	8/8
4.	Mrs. ANCHALEE CHAVANICH (Chairman of the audit committee)	-	4/4