



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	14
Corporate Governance	
Corporate Governance Policy	18
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	19
Performance Report on Corporate Governance	31

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : GLOBAL GREEN CHEMICALS PUBLIC COMPANY LIMITED

Symbol : GGC

Address : 555/1 Energy Complex Building A, Vibhavadi-Rangsit Road,
Chatuchak

Province : Bangkok

Postcode : 10900

Business : The Company operates green chemicals business and produces the
products such as methyl ester, fatty alcohols, refined
glycerine and other byproducts.

Registration Number : 0107559000044

Telephone : 0-2558-7300

Fax (if applicable) : 0-2558-7301

Website : www.ggcplc.com

Email : IR@ggcplc.com

Total Shares Sold (shares)

Common Stock : 1,023,666,700

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)	17,719,090.00	19,005,832.00	19,908,931.00
Methyl Ester (Thousand baht)	11,470,828.00	11,425,492.00	10,703,830.00
Fatty Alcohols (Thousand baht)	5,024,047.00	6,284,190.00	7,748,059.00
Refined Glycerine (Thousand baht)	864,055.00	783,619.00	1,088,939.00
Others (Thousand baht)	360,160.00	512,531.00	368,103.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Methyl Ester (%)	64.74	60.12	53.76
Fatty Alcohols (%)	28.35	33.06	38.92
Refined Glycerine (%)	4.88	4.12	5.47
Others (%)	2.03	2.70	1.85

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	17,719,090.00	19,005,832.00	19,908,931.00
Domestic (Thousand baht)	13,538,779.00	14,419,372.00	14,308,482.00
International (Thousand baht)	4,180,311.00	4,586,460.00	5,600,449.00
China (Thousand baht)	2,080,441.00	1,769,765.00	2,049,657.00
India (Thousand baht)	987,210.00	1,201,219.00	1,752,720.00

South Korea (Thousand baht)	157,290.00	221,592.00	197,856.00
Other countries (Thousand baht)	955,370.00	1,393,884.00	1,600,216.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	76.41	75.87	71.87
International (%)	23.59	24.13	28.13
China (%)	49.77	38.59	36.60
India (%)	23.62	26.19	31.30
South Korea (%)	3.76	4.83	3.53
Other countries (%)	22.85	30.39	28.57

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	87,363.00	108,560.00	72,843.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	87,363.00	108,560.00	72,843.00
Interest income and dividend income (Thousand baht)	49,924.00	67,492.00	24,251.00
Other income (Thousand baht)	37,439.00	41,068.00	48,592.00

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

	2023	2024	2025
Share of profit (Thousand baht)	-87,469.00	-567,418.00	-545,138.00

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 : Yes

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	1,462.52	480.28	584.00

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)

Sales and Marketing Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

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

- Delays in the development of future projects
- Climate change and disasters
- Inventory risk

Compliance Risk

- Change in laws and regulations

Financial Risk

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

Supply Chain Management Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Economic risk
- New business risk
- ESG risk
- 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

- Inventory risk

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

Reliability and Safety Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Violations of laws and regulations

- Other

Financial Risk

- Fluctuation in return on assets or investment

Exchange Rate Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk

Financial Risk

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

Subsidiaries Performance Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Economic risk
- Corporate ownership structure risk

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Safety, occupational health, and working environment
- Climate change and disasters
- Inventory risk

Compliance Risk

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

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods
- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

Risks of Cyber Attacks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack
- System disruption risk

Risks of Implementing Projects

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Competition risk
- Economic risk
- ESG risk

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects

- Impact on the environment

Compliance Risk

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

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Liquidity risk

Risks of Decarbonization Execution

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Damage to company image and reputation
- ESG risk
- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Risks of People and Organization

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment
- Impact on human rights
- Corruption

Compliance Risk

- Corporate Governance

Emerging Risk (Biodiversity Loss from Palm Oil Plantation)

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
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Impact on the environment

Compliance Risk

- Change in laws and regulations

Financial Risk

- Income volatility

Emerging Risk (AI Application to Business Development)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack
- Corruption
- System disruption risk

Compliance Risk

- Corporate Governance

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.ggcplc.com/storage/document/policy-and-statement/ggc-policy-th.pdf>
(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.ggcplc.com/storage/document/cg/ggc-qsshe-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)	48,361.00	57,600.00	60,400.00
Fuel oil (Litres)	8,303,610.15	7,748,969.00	2,593,507.00
LPG (Kilograms)	38,832.00	39,663.00	40,080.00
Steam (Metric tonnes)	306,429.66	296,271.23	258,246.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	51,092.24	52,196.06	52,404.42

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	543,076.02	572,522.00	582,562.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	6,835,420.00	8,487,740.00	7,466,510.00
Hazardous waste (Kilograms)	490,540.00	833,120.00	696,230.00
Total waste generated (Kilograms)	7,325,960.00	9,320,860.00	8,162,740.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	28,569.00	25,545.00	22,875.00
Scope 2 (Tons of carbon dioxide equivalents)	67,780.00	67,995.00	56,022.00
Scope 3 (Tons of carbon dioxide equivalents)	576,261.00	531,205.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	672,610.00	624,745.00	78,897.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Management System Certification Institute (Thailand) : MASCI

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.ggcplc.com/th/sustainability/social/human-rights>

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)	183	185	185
Number of female employees (Persons)	96	99	96
Total number of employees (Persons)	279	284	281

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	32,001,171.75	30,563,132.78	30,547,560.48

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	34.35	22.03	47.91
Employee development and training expenses (baht)	3,960,000.00	4,865,263.00	3,733,125.00

• 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 (%)	7.17	4.93	4.98

• **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.ggcplc.com/th/corporate-governance/good-corporate-governance-guidance>

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	9	81.82
Number of female directors	2	18.18
Number of executive directors	1	9.09
Number of non-executive directors	10	90.91
Number of independent directors	7	63.64

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. NARONGSAK JIVAKANUN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	15 May 2024	Engineering, Petrochemicals & Chemicals, Corporate Management, Marketing, Governance/ Compliance

2.	<p>Mr. KUMCHAI JONGJAKAPUN</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</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>	17 Oct 2018	<p>Law, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Finance</p>
3.	<p>Mrs. KANNIKA NGAMSOPEE</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</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>	26 Feb 2016	<p>Risk Management, Finance, Internal Control, Accounting, Audit</p>
4.	<p>POL. GEN. SUCHART THEERASAWAT</p> <p>Gender: Male</p> <p>Age: 64 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Sociology in Criminology and Justice</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>	23 Dec 2020	<p>Law, Human Resource Management, Corporate Management, Corporate Social Responsibility, Governance/ Compliance</p>
5.	<p>Mr. JARUN WIWATJESADAWUT</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</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>	2 Apr 2021	<p>Strategic Management, Risk Management, Human Resource Management, IT Management, Agribusiness</p>

6.	<p>Lt. Gen. TITAWAT SATIANTIP</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Defense Studies</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>	11 Sep 2019	<p>Corporate Management, Corporate Social Responsibility, Governance/ Compliance, Engineering, IT Management</p>
7.	<p>Mr. KAJOHN SRICHAVANOTAI</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	3 Apr 2023	<p>Strategic Management, Human Resource Management, Corporate Management, Law, Governance/ Compliance</p>
8.	<p>Mrs. Sirin Daengchaiwat</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	12 Nov 2025	<p>Economics, Accounting, Internal Control, Audit, Law</p>
9.	<p>Mr. Saroj Putthammawong</p> <p>Gender: Male</p> <p>Age: 57 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: Newly appointed director to replace ex-director</p>	17 Jan 2024	<p>Petrochemicals & Chemicals, Engineering, Corporate Management, Risk Management, Marketing</p>

10.	Mr. THANAKORN MANOONPOL Gender: Male Age: 36 years old Highest level of education: Bachelor's degree Major: Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	15 Jun 2022	Economics, Finance, Corporate Management, Strategic Management, Risk Management
11.	Mr. KRIDSADA PRASERTSUKO Gender: Male Age: 60 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	1 Jan 2023	Petrochemicals & Chemicals, Corporate Management, Human Resource Management, Risk Management, Strategic Management

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

General information	Position	Tenure	Replacement Director
1. Mrs. SOMMAI SIRIUDOMSET Gender: Female 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)	Date position was assumed: 22 Nov 2023 Date directorship ended: 14 Oct 2025	Mrs. Sirin Daengchaiwat Date position was assumed: 12 Nov 2025

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	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Mr. KUMCHAI JONGJAKAPUN</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	1 Jan 2018	Law, Corporate Social Responsibility, Internal Control, Governance/ Compliance, Finance
2.	<p>Mrs. KANNIKA NGAMSOPEE [1]</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Feb 2016	Risk Management, Finance, Internal Control, Accounting, Audit
3.	<p>Mr. JARUN WIWATJESADAWUT</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Oct 2025	Strategic Management, Risk Management, Human Resource Management, IT Management, Agribusiness

4.	Mrs. Sirin Daengchaiwat [1] Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	12 Nov 2025	Economics, Accounting, Internal Control, Audit, Law
----	--	---	-------------	--

[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. SOMMAI SIRIUDOMSET [1] Gender: Female Age: 63 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)	Date position was assumed: 22 Nov 2025 Date directorship ended: 14 Oct 2025	Mr. JARUN WIWATJESADAWUT Date position was assumed: 27 Oct 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 Remuneration Committee	Mr. JARUN WIWATJESADAWUT	Chairman
	Lt. Gen. TITAWAT SATIANTIP	Member
	Mr. Saroj Putthammawong	Member
Risk Management Committee	Mrs. KANNIKA NGAMSOPEE	Chairman
	Mr. JARUN WIWATJESADAWUT	Member
	Mr. Saroj Putthammawong	Member
	Mr. THANAKORN MANOONPOL	Member
	Mr. KRIDSADA PRASERTSUKO	Member

Corporate Governance and Sustainable Development Committee	POL. GEN. SUCHART THEERASAWAT	Chairman
	Lt. Gen. TITAWAT SATIANTIP	Member
	Mr. KAJOHN SRICHAVANOTAI	Member
	Mrs. Sirin Daengchaiwat	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KRIDSADA PRASERTSUKO Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	1 Jan 2023	Petrochemicals & Chemicals, Corporate Management, Human Resource Management, Risk Management, Strategic Management
2. Mr. Piya Suri Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Engineering	Deputy Managing Director, Commercial Excellence	1 Oct 2022	Engineering, Petrochemicals & Chemicals, Corporate Management, Marketing, Strategic Management
3. Mr. Teerasak Na Chiangmai Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director, Operational Excellence	1 Jan 2024	Corporate Management, Risk Management, Petrochemicals & Chemicals, Engineering, Transportation & Logistics
4. Mrs. Kunakorn Witthayapaisarn Gender: Female Age: 59 years old Highest level of education: Bachelor's degree Major: Accounting	Vice President, Internal Audit	1 Jan 2018	Accounting, Audit, Internal Control
5. Mrs. Boodsada Seema Gender: Female Age: 57 years old Highest level of education: Master's degree Major: Language and Communication	Vice President, Corporate Affairs and Corporate Secretary	1 Oct 2021	Governance/ Compliance

6.	Mr. Jakrit Rangsimanop Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering	Vice President, Reporting to Managing Director	1 Jun 2020	Strategic Management, Risk Management, Engineering
7.	Mr. Jiruss Rianchaiwanich Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Business Administration	Vice President, Human Resource and Corporate Support	1 Jan 2023	Business Administration, Information & Communication Technology, Human Resource Management, Corporate Management, IT Management
8.	Mr. Sutthisarn Khongaphirak Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Law	Vice President, Corporate Legal	1 Jan 2023	Law
9.	Mr. Thodsaphorn Phienchob Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Economics	Vice President, Engineering and Maintenance	1 Jan 2020	Economics, Engineering, Petrochemicals & Chemicals
10.	Ms. Chompunuch Liamprawat Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Vice President, Process Technology	31 Jan 2020	Business Administration, Engineering, Petrochemicals & Chemicals
11.	Mr. Phromphron Isarankura Na Ayutthaya Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Political Science	Vice President, Operations	16 Aug 2022	Engineering, Human Resource Management, Petrochemicals & Chemicals
12.	Mr. Ekaphong Govitgoongrai Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Vice President, Reporting to Managing Director	1 Dec 2019	Business Administration, Engineering, Petrochemicals & Chemicals

13.	<p>Mrs. Tanyarut Boontheekul</p> <p>Gender: Female</p> <p>Age: 45 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Engineering</p>	<p>Vice President, Marketing and Business Development</p>	16 Aug 2023	Engineering, Petrochemicals & Chemicals
14.	<p>Mr. Kawin Kaewkong</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Vice President, Sales-Specialty Product</p>	1 Jan 2023	Business Administration, Engineering, Marketing, Petrochemicals & Chemicals
15.	<p>Mr. Chanasiri Vanit</p> <p>Gender: Male</p> <p>Age: 55 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p>	<p>Vice President, Reporting to the Deputy Managing Director, Operational Excellence</p>	1 Jan 2021	Economics, Engineering, Petrochemicals & Chemicals
16.	<p>Mr. Suchet Deemungmee</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p>	<p>Vice President, Reporting to Managing Director</p>	1 Apr 2019	Business Administration, Marketing, Human Resource Management
17.	<p>Mr. Suwit Chongkasemwong</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p>	<p>Vice President, Sales-Bio-base Product</p>	1 Mar 2023	Engineering, Marketing, Food & Beverage, Petrochemicals & Chemicals
18.	<p>Ms. Pakawan Kamonchaivanich</p> <p>Gender: Female</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p>	<p>Vice President, Corporate Strategy and Sustainability</p>	1 May 2024	Business Administration, Engineering, Petrochemicals & Chemicals, Strategic Management, Risk Management
19.	<p>Mr. Anupong Phitukpong</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p>	<p>Vice President, Reporting to Managing Director</p>	1 Feb 2025	Economics, Engineering

20.	Ms. Pornsook Limsathit [1] Gender: Female Age: 50 years old Highest level of education: Bachelor's degree Major: Accounting	Vice President, Corporate Finance and Accounting	16 May 2025	Accounting
21.	Mr. Temwit Jatiyanuwat [1] Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Vice President, Corporate Finance and Accounting	1 Jan 2026	Engineering, Public Administration, Accounting
22.	Mr. Yanidhi Jindarom Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Chemical Technology	Acting Vice President, Innovation and Emerging Product Development	1 Jan 2026	Petrochemicals & Chemicals, Engineering

[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)	89,120,131.77	97,654,800.90	99,268,609.22

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)	: 185
Number of female employees (persons)	: 96
Total number of employees (persons)	: 281

Employee Remuneration

Total employee remuneration	: 30,547,560.48
-----------------------------	-----------------

Provident fund

Total number of employees (persons)	: 281
Number of employees contributing to the PVD (persons)	: 251
Percentage of employees who are members (%)	: 89.32

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. POL. GEN. SUCHART THEERASAWAT Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Sociology in Criminology and Justice Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 23 Dec 2020	Law, Human Resource Management, Corporate Management, Corporate Social Responsibility, Governance/ Compliance
2. Mr. JARUN WIWATJESADAWUT Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 2 Apr 2021	Strategic Management, Risk Management, Human Resource Management, IT Management, Agribusiness
3. Lt. Gen. TITAWAT SATIANTIP Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Defense Studies Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 11 Sep 2019	Corporate Management, Corporate Social Responsibility, Governance/ Compliance, Engineering, IT Management

4.	Mr. THANAKORN MANOONPOL Gender: Male Age: 36 years old Highest level of education: Bachelor's degree Major: Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Jun 2022	Economics, Finance, Corporate Management, Strategic Management, Risk Management
----	--	--	---	---

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NARONGSAK JIVAKANUN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 May 2024	Engineering, Petrochemicals & Chemicals, Corporate Management, Marketing, Governance/ Compliance
2. Mrs. Sirin Daengchaiwat Gender: Female Age: 66 years old Highest level of education: Doctoral degree Major: Political Science 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 Nov 2025	Economics, Accounting, Internal Control, Audit, Law
3. Mr. Saroj Putthammawong Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 17 Jan 2024	Petrochemicals & Chemicals, Engineering, Corporate Management, Risk Management, Marketing

Development of directors over the past year

List of directors	Position	Participated in director development program
-------------------	----------	--

Mr. NARONGSAK JIVAKANUN	Chairman of the board	Participating
Mr. KUMCHAI JONGJAKAPUN	Director	Participating
Mrs. KANNIKA NGAMSOPEE	Director	Participating
POL. GEN. SUCHART THEERASAWAT	Director	Participating
Mr. JARUN WIWATJESADAWUT	Director	Participating
Lt. Gen. TITAWAT SATIANTIP	Director	Participating
Mr. KAJOHAN SRICHAVANOTAI	Director	Participating
Mrs. Sirin Daengchaiwat	Director	Non-participating
Mr. Saroj Putthammawong	Director	Participating
Mr. THANAKORN MANOONPOL	Director	Participating
Mr. KRIDSADA PRASERTSUKO	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance	: Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Cross-assessment (Assessment of another director)
--	--

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times)	: 17
Date of AGM meeting	: 31 Mar 2025
EGM meeting	: No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. NARONGSAK JIVAKANUN (Chairman of the board)	-	17/17	Participating	Did not hold the meeting

2.	Mr. KUMCHAI JONGJAKAPUN (Director)	-	17/17	Participating	Did not hold the meeting
3.	Mrs. KANNIKA NGAMSOPEE (Director)	-	17/17	Participating	Did not hold the meeting
4.	POL. GEN. SUCHART THEERASAWAT (Director)	-	15/17	Participating	Did not hold the meeting
5.	Mr. JARUN WIWATJESADAWUT (Director)	-	16/17	Participating	Did not hold the meeting
6.	Lt. Gen. TITAWAT SATIANTIP (Director)	-	17/17	Participating	Did not hold the meeting
7.	Mr. KAJOHNSRICHAVANOTAI (Director)	-	15/17	Participating	Did not hold the meeting
8.	Mrs. Sirin Daengchaiwat (Director)	-	1/1	Non-participating	Did not hold the meeting
9.	Mr. Saroj Putthammawong (Director)	-	17/17	Participating	Did not hold the meeting
10.	Mr. THANAKORN MANOONPOL (Director)	-	17/17	Participating	Did not hold the meeting
11.	Mr. KRIDSADA PRASERTSUKO (Director)	-	17/17	Participating	Did not hold the meeting
12.	Mrs. SOMMAI SIRIUDOMSET (Director)	14 Oct 2025	14/14	Participating	Did not hold the meeting

Remark : (1) In 2025, the Board of Directors held a total of 17 meetings, comprising 14 scheduled meetings and 3 special meetings convened upon request to consider significant matters of the Company. Of these, 15 meetings were held on-site in the meeting room, and 2 meetings were conducted online.

(2) Mr. Jarun Wiwatjesadawut has served as a member of the Audit Committee with effect from November 12, 2025 and has attended Audit Committee meetings since Meeting No. 7/2025 on October 28, 2025 onwards.

(3) Mrs. Sirin Daengchaiwat was appointed as a Director in place of Mrs. Sommai Siriudomset, who resigned, with effect from November 12, 2025. She has attended meetings of the Board of Directors since Meeting No. 17/2025 on December 17, 2025 onwards. In addition, she has served as a member of the Audit Committee and the Corporate Governance and Sustainable Development Committee with effect from November 12, 2025.

(4) Mrs. Sommai Siriudomset resigned from her positions as Director, Audit Committee member, and Corporate Governance and Sustainable Development Committee member with effect from October 14, 2025.

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
-------------------	------------------	-----------------------------	--	------------------------

1.	Mr. NARONGSAK JIVAKANUN (Chairman of the board)	-	N/A	450,000.00	No
2.	Mr. KUMCHAI JONGJAKAPUN (Director)	-	N/A	360,000.00	No
3.	Mrs. KANNIKA NGAMSOPEE (Director)	-	N/A	360,000.00	No
4.	POL. GEN. SUCHART THEERASAWAT (Director)	-	N/A	360,000.00	No
5.	Mr. JARUN WIWATJESADAWUT (Director)	-	N/A	360,000.00	No
6.	Lt. Gen. TITAWAT SATIANTIP (Director)	-	N/A	360,000.00	No
7.	Mr. KAJOHAN SRICHAVANOTAI (Director)	-	N/A	360,000.00	No
8.	Mrs. Sirin Daengchaiwat (Director)	-	N/A	49,000.00	No
9.	Mr. Saroj Putthammawong (Director)	-	N/A	360,000.00	No
10.	Mr. THANAKORN MANOONPOL (Director)	-	N/A	360,000.00	No
11.	Mr. KRIDSADA PRASERTSUKO (Director)	-	N/A	360,000.00	No
12.	Mrs. SOMMAI SIRIUDOMSET (Director)	14 Oct 2025	N/A	282,580.65	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 9

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. KUMCHAI JONGJAKAPUN (Chairman of the audit committee)	-	9/9
2.	Mrs. KANNIKA NGAMSOPEE (Audit committee)	-	9/9
3.	Mr. JARUN WIWATJESADAWUT (Audit committee)	-	3/3
4.	Mrs. Sirin Daengchaiwat (Audit committee)	-	0/1

5. Mrs. SOMMAI SIRIUDOMSET
(Audit committee)

14 Oct 2025

6/6