



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SERMSANG POWER CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	23

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SERMSANG POWER CORPORATION PUBLIC COMPANY LIMITED

Symbol : SSP

Address : 325/14 Lanluang Rd., Mahanak Square, Dusit

Province : Bangkok

Postcode : 10300

Business : SSP is a holding company which invests in companies that generate and sell electricity from renewable energy and other related business, domestically and internationally.

Registration Number : 0107560000010

Telephone : 0-2628-0991-2

Fax (if applicable) : 0-2628-0993

Website : www.sermsang.com

Email : Info@sermsang.co.th

Total Shares Sold (shares)

Common Stock : 1,248,825,638

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)	3,122,672.62	3,508,061.43	3,263,899.99
Revenue from sales and services (Thousand baht)	3,071,872.00	3,465,529.17	3,146,427.72
Other (Thousand baht)	50,800.62	42,532.26	117,472.27

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sales and services (%)	98.37	98.79	96.40
Other (%)	1.63	1.21	3.60

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,122,672.62	3,508,061.43	3,263,899.99
Domestic (Thousand baht)	1,389,571.31	1,905,440.64	1,777,691.69
International (Thousand baht)	1,733,101.31	1,602,620.79	1,486,208.30

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	44.50	54.32	54.47
International (%)	55.50	45.68	45.53

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	85,871.53	73,654.60	136,304.51
Other income from operations (Thousand baht)	50,800.74	42,532.25	117,472.28
Dividend income (Thousand baht)	18,237.30	0.00	0.00
Other income (Thousand baht)	32,563.44	42,532.25	117,472.28
Other income not from operations (Thousand baht)	35,070.79	31,122.35	18,832.23
Finance income (Thousand baht)	35,070.79	31,122.35	18,832.23

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

	2023	2024	2025
Share of profit (Thousand baht)	127,087.84	22,629.20	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	N/A	N/A	N/A

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)

Strategic Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- 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
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on human rights
- Corruption
- Other

Financial Risk

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

Risk to Securities Holder (2.2.2)

Risk from Thai laws and the Company's Articles of Association, which limit shareholdings by foreign shareholders, for which the above limitation might impact the liquidity and market price of the Company's shares

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risk from investing in foreign renewable energy power projects

Risk Management Measures: Yes

Related Risk Topics

- Foreign Investment Risk

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://sustainability.serngsang.com/th/document/viewer/55/นโยบายการพัฒนาความยั่งยืนองค์กร>
(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://sustainability.serngsang.com/th/document/viewer/18/นโยบายสิ่งแวดล้อมและความหลากหลายทางชีวภาพ>
(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)	N/A	12,036.00	28,130.00
Gasoline (Litres)	N/A	1,697.00	5,574.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
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)	10,581,075.80	11,465,247.80	11,132,939.10

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	316,601.54	318,411.74	327,873.86

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	6,444,110.00	2,989.55	11,039.41
Hazardous waste (Kilograms)	240.00	140,110.30	240,480.00
Total waste generated (Kilograms)	6,444,350.00	143,099.85	251,519.41

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	14.87	4,513.00	4,478.00
Remark :	The Company has recalculated its greenhouse gas (GHG) emissions in accordance with the updated Emission Factors (EF) published by the Thailand Greenhouse Gas Management Organization (Public Organization) on January 1, 2026. To ensure data accuracy and comparability, a comprehensive recalculation of both the base year and current year data has been conducted, aligned with these latest standards for the entire reporting period.		
Scope 2 (Tons of carbon dioxide equivalents)	1,429.46	1,768.04	1,985.00

Remark :	The Company has recalculated its greenhouse gas (GHG) emissions in accordance with the updated Emission Factors (EF) published by the Thailand Greenhouse Gas Management Organization (Public Organization) on January 1, 2026. To ensure data accuracy and comparability, a comprehensive recalculation of both the base year and current year data has been conducted, aligned with these latest standards for the entire reporting period.		
Scope 3 (Tons of carbon dioxide equivalents)	5,114.92	641.05	425.00
Remark :	The Company has recalculated its greenhouse gas (GHG) emissions in accordance with the updated Emission Factors (EF) published by the Thailand Greenhouse Gas Management Organization (Public Organization) on January 1, 2026. To ensure data accuracy and comparability, a comprehensive recalculation of both the base year and current year data has been conducted, aligned with these latest standards for the entire reporting period.		
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	6,559.25	6,922.09	6,888.00

• **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.sermasang.com/wp-content/uploads/2025/04/26.นโยบายด้านสิทธิมนุษยชน.pdf>

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)	34	59	111
Number of female employees (Persons)	34	52	66
Total number of employees (Persons)	68	111	177

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	42,232,162.74	65,940,000.00	125,702,560.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	24.00	25.92	34.70
Employee development and training expenses (baht)	194,622.44	460,000.00	807,499.00

• 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 (%)	11.76	16.22	5.08

• **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://sustainability.sermsang.com/th/document/viewer/54/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B9%80%E0%B8%81%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%A7%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B9%8D%E0%B8%B2%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5>

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, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	10	100.00
Number of male directors	7	70.00
Number of female directors	3	30.00
Number of executive directors	2	20.00
Number of non-executive directors	8	80.00
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. KAMTHON WANGUDOM Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	16 Mar 2017	Corporate Management, Governance/ Compliance, Audit, Law, Engineering

2.	<p>Emeritus Prof. SAMRIENG MEKKRIENGKRAI</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Master's 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: Re-elected as director</p>	28 Oct 2015	<p>Law, Governance/ Compliance, Audit, Risk Management, Strategic Management</p>
3.	<p>Mr. DHANA BUBPHAVANICH</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</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>	28 Oct 2015	<p>Accounting, Finance, Risk Management, Economics, Audit</p>
4.	<p>GENERAL PHAIRAT PHOUBON</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's 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>	6 Oct 2020	<p>Industrial Materials & Machinery, Governance/ Compliance, Risk Management, Audit, Strategic Management</p>
5.	<p>Mr. MONCHAI PONGSTABADEE</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</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>	6 Oct 2020	<p>Marketing, Corporate Management, Governance/ Compliance, Economics, Law</p>

6.	<p>Mr. VARUT TUMMAVARANUKUB</p> <p>Gender: Male</p> <p>Age: 43 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 (Executive)</p> <p>Director type: Re-elected as director</p>	28 Oct 2015	<p>Finance, Governance/ Compliance, Risk Management, Engineering, Strategic Management</p>
7.	<p>Ms. THANTAPORN KRAIPISITKUL</p> <p>Gender: Female</p> <p>Age: 45 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	10 Jun 2015	<p>Accounting, Finance, Economics, Corporate Management, Human Resource Management</p>
8.	<p>Mr. TANAWAT KRAIPISITKUL</p> <p>Gender: Male</p> <p>Age: 41 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	28 Oct 2015	<p>Industrial Materials & Machinery, Corporate Management, Law, Risk Management, Business Administration</p>
9.	<p>Mrs. THANYANEE KRAIPISITKUL</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	28 Oct 2015	<p>Marketing, Finance, Accounting, Human Resource Management, Business Administration</p>

10.	Ms. LANLALIT MAITREEVITHYANONT Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	26 Apr 2024	Finance, Accounting, Business Administration, Marketing, Economics
-----	--	--	-------------	--

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. Emeritus Prof. SAMRIENG MEKKRIENGKRAI Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	28 Oct 2015	Law, Governance/ Compliance, Audit, Risk Management, Strategic Management
2. Mr. DHANA BUBPHAVANICH [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Oct 2015	Accounting, Finance, Risk Management, Economics, Audit
3. Mr. KAMTHON WANGUDOM Gender: Male Age: 79 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) Director type: Original director	1 Mar 2019	Corporate Management, Governance/ Compliance, Audit, Law, Engineering

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. VARUT TUMMAVARANUKUB Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	13 Oct 2015
2. Ms. THANTAPORN KRAIPISITKUL Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Oct 2015
3. Mr. TANAWAT KRAIPISITKUL Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Oct 2015

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Risk Management Committee	Mr. VARUT TUMMAVARANUKUB	Member
	Mr. DHANA BUBPHAVANICH	Member
	GENERAL PHAIRAT PHOUBON	Chairman

The Nomination and Remuneration Committee	Emeritus Prof. SAMRIENG MEKKRIENGKRAI	Chairman
	Mr. DHANA BUBPHAVANICH	Member
	Mr. KAMTHON WANGUDOM	Member
Corporate Governance & Sustainable Development Committee	Mr. MONCHAI PONGSTABADEE	Chairman
	Mr. KAMTHON WANGUDOM	Member
	Mr. VARUT TUMMAVARANUKUB	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance & Sustainable Development Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance & 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. VARUT TUMMAVARANUKUB Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Accounting	Chief of Executive Officer	28 Oct 2015	Finance, Governance/ Compliance, Risk Management, Engineering, Strategic Management
2. Ms. THANTAPORN KRAIPISITKUL Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Finance	Deputy Chief Executive Officer	19 Apr 2017	Accounting, Finance, Economics, Corporate Management, Human Resource Management
3. Mr. Chayut Leehacharoenkul [1] Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Economics	Chief Financial Officer	1 Apr 2022	Accounting, Finance, Economics, Business Administration, Risk Management
4. Mr. Passakorn Panyaratanakorn Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Science	Chief Operating Officer	5 Jul 2022	Engineering, Strategic Management, Risk Management, Corporate Management, Business Administration

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	42,153,422.00	36,441,739.00	40,792,387.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 111

Number of female employees (persons) : 66

Total number of employees (persons) : 177

Employee Remuneration

Total employee remuneration : 125,702,560.00

Provident fund

Total number of employees (persons) : 177

Number of employees contributing to the PVD (persons) : 101

Percentage of employees who are members (%) : 57.06

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Phonkamon Hongwilai	accounting@sermsang.co.th	

- Company secretary

General information	Email	Telephone
1. Ms. Sarmornmart Chaiphatikarn	info@sermsang.co.th	

- Head of internal audit

General information	Email	Telephone
1. Mr. Chatchai Kasemsrithanawat	chatchai.kasemsrithanawat@th.ey.com	

- Head of compliance unit

General information	Email	Telephone
1. Ms. Supitcha Chalotorn	info@sermsang.co.th	

- Head of investor relations

General information	Email	Telephone
1. Ms. Thitirat Puttiwongsasoonorn	IR@sermsang.co.th	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
---------	---	------------------	--------------------------------

1.	EY OFFICE LIMITED	2,500,000.00	Details: Consultant fee about foreign investment and new investment projects amount 5,386,715 baht Total service fee (baht): 5,386,715.00
----	-------------------	--------------	---

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. Emeritus Prof. SAMRIENG MEKKRIENGKRAI Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 28 Oct 2015	Law, Governance/ Compliance, Audit, Risk Management, Strategic Management
2. Mr. VARUT TUMMAVARANUKUB Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 28 Oct 2015	Finance, Governance/ Compliance, Risk Management, Engineering, Strategic Management
3. Mr. TANAWAT KRAIPISITKUL Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 28 Oct 2015	Industrial Materials & Machinery, Corporate Management, Law, Risk Management, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KAMTHON WANGUDOM	Chairman of the board	Participating
Emeritus Prof. SAMRIENG MEKKRIENGKRAI	Director	Participating
Mr. DHANA BUBPHAVANICH	Director	Participating
GENERAL PHAIRAT PHOUBON	Director	Participating
Mr. MONCHAI PONGSTABADEE	Director	Participating
Mr. VARUT TUMMAVARANUKUB	Director	Participating
Ms. THANTAPORN KRAIPISITKUL	Director	Participating
Mr. TANAWAT KRAIPISITKUL	Director	Participating
Mrs. THANYANEE KRAIPISITKUL	Director	Participating
Ms. LANLALIT MAITREEVITHYANONT	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors 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) : 8

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. KAMTHON WANGUDOM (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Emeritus Prof. SAMRIENG MEKKRIENGKRAI (Director)	-	8/8	Participating	Did not hold the meeting
3.	Mr. DHANA BUBPHAVANICH (Director)	-	8/8	Participating	Did not hold the meeting
4.	GENERAL PHAIRAT PHOUBON (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. MONCHAI PONGSTABADEE (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. VARUT TUMMAVARANUKUB (Director)	-	8/8	Participating	Did not hold the meeting
7.	Ms. THANTAPORN KRAIPISITKUL (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mr. TANAWAT KRAIPISITKUL (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mrs. THANYANEE KRAIPISITKUL (Director)	-	8/8	Participating	Did not hold the meeting
10.	Ms. LANLALIT MAITREEVITHYANONT (Director)	-	7/8	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. KAMTHON WANGUDOM (Chairman of the board)	-	192,000.00	360,000.00	No
2.	Emeritus Prof. SAMRIENG MEKKRIENGKRAI (Director)	-	160,000.00	240,000.00	No
3.	Mr. DHANA BUBPHAVANICH (Director)	-	160,000.00	240,000.00	No
4.	GENERAL PHAIRAT PHOUBON (Director)	-	160,000.00	240,000.00	No

5.	Mr. MONCHAI PONGSTABADEE (Director)	-	160,000.00	240,000.00	No
6.	Mr. VARUT TUMMAVARANUKUB (Director)	-	0.00	0.00	No
7.	Ms. THANTAPORN KRAIPISITKUL (Director)	-	0.00	0.00	No
8.	Mr. TANAWAT KRAIPISITKUL (Director)	-	160,000.00	240,000.00	No
9.	Mrs. THANYANEE KRAIPISITKUL (Director)	-	160,000.00	240,000.00	No
10.	Ms. LANLALIT MAITREEVITHYANONT (Director)	-	140,000.00	240,000.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Emeritus Prof. SAMRIENG MEKKRIENGKRAI (Chairman of the audit committee)	-	4/4
2.	Mr. DHANA BUBPHAVANICH (Audit committee)	-	4/4
3.	Mr. KAMTHON WANGUDOM (Audit committee)	-	4/4