



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ZEN CORPORATION GROUP 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 : ZEN CORPORATION GROUP PUBLIC COMPANY LIMITED

Symbol : ZEN

Address : No.662 Soi Onnuch 17, Suan Luang Sub District, Suan Luang District

Province : Bangkok

Postcode : 10250

Business : A holding company which its core company is Zen Restaurant Holding Company Limited that operates Japanese restaurant business under the brand names, "ZEN" and other related business.

Registration Number : 0107561000439

Telephone : 0-2019-5000

Fax (if applicable) : 0-2030-5322

Website : www.zengroup.co.th

Email : corporatesecretary@zengroup.co.th

Total Shares Sold (shares)

Common Stock : 300,000,000

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)	3,945,375.79	4,092,082.92	3,979,360.87
Food Business (Thousand baht)	3,831,873.67	3,989,402.93	3,876,641.45
Franchise business (Thousand baht)	83,117.77	76,630.96	71,486.91
Other (Thousand baht)	30,384.35	26,049.03	31,232.51

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Food Business (%)	97.12	97.49	97.42
Franchise business (%)	2.11	1.87	1.80
Other (%)	0.77	0.64	0.78

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,945,375.79	4,092,082.92	3,979,360.87
Domestic (Thousand baht)	3,941,181.72	4,088,257.78	3,972,996.76
International (Thousand baht)	4,194.07	3,825.14	6,364.11
Myanmar (Thousand baht)	0.00	40.62	40.62
Cambodia (Thousand baht)	3,225.23	1,593.17	1,593.17
Laos (Thousand baht)	878.62	997.42	997.42
Other countries (Thousand baht)	90.22	1,193.93	3,732.90

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.89	99.91	99.84
International (%)	0.11	0.09	0.16
Myanmar (%)	0.00	1.06	0.64
Cambodia (%)	76.90	41.65	25.03
Laos (%)	20.95	26.08	15.67
Other countries (%)	2.15	31.21	58.66

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	30,384.35	26,049.03	31,232.51
Other income from operations (Thousand baht)	11,988.02	20,372.38	26,170.41
Other income not from operations (Thousand baht)	18,396.33	5,676.65	5,062.10

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	2,743.15	2,749.99	2,680.59

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 Risk

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
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Property lease agreement execution

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

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

Financial Risk

- Insufficient sources of funding

Risk to Securities Holder (2.2.2)

Investment Risk of Securities Holder

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)

Risks from investment in Foreign Securities

Risk Management Measures: No

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://investor.zengroup.co.th/storage/download/cg/2024/20240130-zen-sustainable-development-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://investor.zengroup.co.th/th/corporate-governance/cg-report-and-download>
(if applicable)

Company environmental guideline : Electricity 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)	15,133.59	13,209.63	9,650.55

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	12,427,605.60	17,642,487.53	13,088,237.77

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	391,583.05	542,921.45	376,398.54

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	346,968.75	731,802.69	740,963.00
Hazardous waste (Kilograms)	1,334.90	831.49	2,854.00
Total waste generated (Kilograms)	348,303.65	732,634.18	743,817.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	533.00	759.00	N/A
Scope 2 (Tons of carbon dioxide equivalents)	4,815.00	4,560.00	N/A
Scope 3 (Tons of carbon dioxide equivalents)	7,721.00	9,748.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	13,069.00	15,067.00	0.00

• 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://investor.zengroup.co.th/storage/download/cg/20250402-zen-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)	963	923	797
Number of female employees (Persons)	1,453	1,318	1,196
Total number of employees (Persons)	2,416	2,241	1,993

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	787,000,000.00	600,170,000.00	898,255,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	15.71	15.30	11.09
Employee development and training expenses (baht)	2,443,278.87	1,869,318.00	1,775,600.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	86	0	57
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	76.08	69.61	56.45

• **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://investor.zengroup.co.th/storage/corporate-governance/20240131-zen-cg-policy-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

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	8	80.00
Number of female directors	2	20.00
Number of executive directors	4	40.00
Number of non-executive directors	6	60.00
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. PAITON TAVEEBHOL Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	20 Feb 2019	Risk Management, Sustainability, Leadership, Food & Beverage, Governance/ Compliance

2.	Mr. SAKKANON CHIRATHIVAT Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration and Housing and Urbanism Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	20 Feb 2019	Strategic Management, Risk Management, Corporate Management, Leadership, Food & Beverage
3.	Ms. JOMKWAN CHIRATHIVAT Gender: Female Age: 43 years old Highest level of education: Bachelor's degree Major: Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	20 Feb 2019	Brand Management, Marketing, Sustainability, Food & Beverage, Procurement
4.	Mr. CHITTAPON VIVADDHANAKASEM Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance and Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	20 Feb 2019	Risk Management, Human Resource Management, Marketing, Leadership, Food & Beverage
5.	Mr. STEVEN DAVID HALLIDAY Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	20 Feb 2019	Finance, Strategic Management, Risk Management, Budgeting, Data Analysis

6.	<p>Mr. PRAWIT KIJPAISALRATTANA</p> <p>Gender: Male</p> <p>Age: 72 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>	20 Feb 2019	<p>Audit, Internal Control, Governance/ Compliance, Accounting, Leadership</p>
7.	<p>Mr. WILERT PURIWAT</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: International Business</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>	20 Feb 2019	<p>Human Resource Management, Brand Management, Marketing, Corporate Social Responsibility, Leadership</p>
8.	<p>Mr. BOONYONG TANSAKUL</p> <p>Gender: Male</p> <p>Age: 60 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)</p> <p>Director type: Original director</p>	20 Feb 2019	<p>Strategic Management, Risk Management, Corporate Management, Food & Beverage, Leadership</p>
9.	<p>Mrs. JOTIKA SAVANANANDA</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Psychology , 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>	20 Feb 2019	<p>Strategic Management, Fund Management, Governance/ Compliance, Data Analysis, Internal Control</p>

10.	Mr. CHAVALIT CHINDAVANIG	Director	29 Apr 2019	Risk Management, Data
	Gender: Male	(Non-executive,		Analysis, Finance,
	Age: 62 years old	Independent director)		Governance/ Compliance,
	Highest level of education:			Budgeting
	Master's degree	Director type: Re-elected		
	Major: Business Administration	as director		
	and Faculty of Engineering			
	Mechanical Engineering			
	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. Mr. SIRUWAT CHATCHAWAN	Director	Date position was	No replacement director
Gender: Male	(Executive)	assumed:	
Age: 47 years old		24 Aug 2020	
Highest level of education:		Date directorship	
Bachelor's degree		ended:	
Major: Communication Design		24 Apr 2025	
Thai nationality: Yes			
Residing in Thailand: Yes			

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 : 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. Mr. PRAWIT KIJPAISALRATTANA [1] Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	20 Feb 2019	Audit, Internal Control, Governance/ Compliance, Accounting, Leadership
2. Mrs. JOTIKA SAVANANANDA Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Psychology , Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	20 Feb 2019	Strategic Management, Fund Management, Governance/ Compliance, Data Analysis, Internal Control
3. Mr. CHAVALIT CHINDAVANIG Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration and Faculty of Engineering Mechanical Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	29 Apr 2019	Risk Management, Data Analysis, Finance, Governance/ Compliance, Budgeting

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

Remark : Audit and Governance Committee

Executive Committee

List of executive committee members

General information		Position	Date position was assumed
1.	Mrs. Yupaphan Ekasittikul Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Feb 2019
2.	Ms. JOMKWAN CHIRATHIVAT Gender: Female Age: 43 years old Highest level of education: Bachelor's degree Major: Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	20 Feb 2019
3.	Mr. CHITTAPON VIVADDHANAKASEM Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance and Marketing Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Mar 2020
4.	Mr. SIRUWAT CHATCHAWAN Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Communication Design Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Apr 2020

5.	Mr. SAKKANON CHIRATHIVAT Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration and Housing and Urbanism Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jul 2024
6.	Mr. STEVEN DAVID HALLIDAY Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	19 Dec 2025

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. CHAVALIT CHINDAVANIG	Chairman
	Mr. SAKKANON CHIRATHIVAT	Member
	Mr. BOONYONG TANSAKUL	Member
	Mr. CHITTAPON VIVADDHANAKASEM	Member
	Mr. STEVEN HALLIDAY	Member
Nomination and Remuneration Committee	Mr. PRAWIT KIJPAISALRATTANA	Chairman
	Mr. SAKKANON CHIRATHIVAT	Member
	Mr. WILERT PURIWAT	Member
	Mrs. JOTIKA SAVANANANDA	Member
Marketing and Sustainable Development Committee	Mr. WILERT PURIWAT	Chairman
	Ms. JOMKWAN CHIRATHIVAT	Member
	Mr. SIRUWAT CHATCHAWAN	Member
Audit and Governance Committee	Mr. PRAWIT KIJPAISALRATTANA	Chairman
	Mrs. JOTIKA SAVANANANDA	Member
	Mr. CHAVALIT CHINDAVANIG	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	: Audit and Governance Committee
Sub-committees responsible for corporate sustainability development	: Marketing 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. SAKKANON CHIRATHIVAT Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration and Housing and Urbanism	Chief Executive Officer (CEO)	1 Jul 2024	Strategic Management, Risk Management, Corporate Management, Leadership, Food & Beverage
2. Mrs. Yupaphan Ekasittikul [1][2] Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Jun 2018	Strategic Management, Budgeting, Finance, Accounting, Food & Beverage
3. Mr. CHITTAPON VIVADDHANAKASEM Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Finance and Marketing	Chief People Officer	1 Apr 2020	Risk Management, Human Resource Management, Marketing, Leadership, Food & Beverage
4. Ms. JOMKWAN CHIRATHIVAT Gender: Female Age: 43 years old Highest level of education: Bachelor's degree Major: Mass Communication	Chief Restaurant Officer	1 Jan 2024	Brand Management, Marketing, Sustainability, Food & Beverage, Procurement
5. Mr. SIRUWAT CHATCHAWAN Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Communication Design	CHIEF MARKETING OFFICER	1 Nov 2024	Brand Management, Marketing, Corporate Social Responsibility, Food & Beverage, Design

[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)	37,701,130.00	28,659,080.00	24,959,040.00

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 797

Number of female employees (persons) : 1,196

Total number of employees (persons) : 1,993

Employee Remuneration

Total employee remuneration : 898,255,000.00

Provident fund

Total number of employees (persons) : 1,993

Number of employees contributing to the PVD (persons) : 666

Percentage of employees who are members (%) : 33.42

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. Kanlaya Chuaychoo	kanlaya.c@zengroup.co.th	02-019-5000

• Company secretary

General information	Email	Telephone
1. Ms. Oraya Uesakul	oraya.U@zengroup.co.th	0-2019-5000

• Head of internal audit

General information	Email	Telephone
1. Ms. Suphaya Trongsittivito	suphaya.t@zengroup.co.th	0-2019-5000

• Head of compliance unit

General information	Email	Telephone
1. Mr. Songwut Boakhem	Songwut.b@zengroup.co.th	0-2019-5000

• Head of investor relations

General information	Email	Telephone
1. Ms. Naruemon Kittichotirat	ir@zengroup.co.th	0-2019-5000

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1. DELOITTE TOUCHE TOHMATSU JAIYOS AUDIT COMPANY LIMITED	1. Mrs. WIMOLPORN BOONYUSTHIAN	5,110,000.00	-
	Email: wboonyusthian@deloitte.com		
	Telephone: 02-034-0146		
	2. Mr CHOOPONG SURACHUTIKARN		
	Email: csurachutikarn@deloitte.com		
	Telephone: 02-034-0114		
	3. Mrs. PORAKOCH JONGKOLSIRI		
	Email: pjongkolsiri@deloitte.com		
	Telephone: 02-034-0176		
	4. Mrs. SUWADEE WANGRANGSIMAKUL		
	Email: swangrangsimakul@deloitte.com		
	Telephone: 02-034-0000 ext. 10768		

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. PAITON TAVEEBHOL Gender: Male Age: 75 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 20 Feb 2019	Risk Management, Sustainability, Leadership, Food & Beverage, Governance/ Compliance
2. Ms. JOMKWAN CHIRATHIVAT Gender: Female Age: 43 years old Highest level of education: Bachelor's degree Major: Mass Communication Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 20 Feb 2019	Brand Management, Marketing, Sustainability, Food & Beverage, Procurement
3. Mr. CHAVALIT CHINDAVANIG Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration and Faculty of Engineering Mechanical Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 29 Apr 2019	Risk Management, Data Analysis, Finance, Governance/ Compliance, Budgeting

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PAITON TAVEEBHOL	Chairman of the board	Participating
Mr. SAKKANON CHIRATHIVAT	Vice Chairman	Participating
Ms. JOMKWAN CHIRATHIVAT	Director	Participating
Mr. CHITTAPON VIVADDHANAKASEM	Director	Participating
Mr. STEVEN DAVID HALLIDAY	Director	Participating
Mr. PRAWIT KIJPAISALRATTANA	Director	Participating
Mr. WILERT PURIWAT	Director	Participating
Mr. BOONYONG TANSAKUL	Director	Participating
Mrs. JOTIKA SAVANANANDA	Director	Participating
Mr. CHAVALIT CHINDAVANIG	Director	Participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PAITON TAVEEBHOL (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. SAKKANON CHIRATHIVAT (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
3.	Ms. JOMKWAN CHIRATHIVAT (Director)	-	6/8	Participating	Did not hold the meeting
4.	Mr. CHITTAPON VIVADDHANAKASEM (Director)	-	7/8	Participating	Did not hold the meeting
5.	Mr. STEVEN DAVID HALLIDAY (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. PRAWIT KIJPAISALRATTANA (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. WILERT PURIWAT (Director)	-	8/8	Participating	Did not hold the meeting
8.	Mr. BOONYONG TANSAKUL (Director)	-	8/8	Participating	Did not hold the meeting
9.	Mrs. JOTIKA SAVANANANDA (Director)	-	8/8	Participating	Did not hold the meeting
10.	Mr. CHAVALIT CHINDAVANIG (Director)	-	8/8	Participating	Did not hold the meeting
11.	Mr. SIRUWAT CHATCHAWAN (Director)	24 Apr 2025	2/8	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. PAITON TAVEEBHOL (Chairman of the board)	-	320,000.00	300,000.00	No
2.	Mr. SAKKANON CHIRATHIVAT (Vice Chairman)	-	0.00	0.00	No
3.	Ms. JOMKWAN CHIRATHIVAT (Director)	-	0.00	0.00	No

4.	Mr. CHITTAPON VIVADDHANAKASEM (Director)	-	0.00	0.00	No
5.	Mr. STEVEN DAVID HALLIDAY (Director)	-	0.00	0.00	No
6.	Mr. PRAWIT KIJPAISALRATTANA (Director)	-	200,000.00	180,000.00	No
7.	Mr. WILERT PURIWAT (Director)	-	200,000.00	180,000.00	No
8.	Mr. BOONYONG TANSAKUL (Director)	-	200,000.00	180,000.00	No
9.	Mrs. JOTIKA SAVANANANDA (Director)	-	200,000.00	180,000.00	N/A
10.	Mr. CHAVALIT CHINDAVANIG (Director)	-	200,000.00	180,000.00	No
11.	Mr. SIRUWAT CHATCHAWAN (Director)	24 Apr 2025	0.00	0.00	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) : 8

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PRAWIT KIJPAISALRATTANA (Chairman of the audit committee)	-	8/8
2.	Mrs. JOTIKA SAVANANANDA (Audit committee)	-	8/8
3.	Mr. CHAVALIT CHINDAVANIG (Audit committee)	-	8/8