



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THAI GROUP HOLDINGS 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 : THAI GROUP HOLDINGS PUBLIC COMPANY LIMITED

Symbol : TGH

Address : 315 Thai Group Building, 12th Floor, Silom Road, Silom, Bang Rak District

Province : Bangkok

Postcode : 10500

Business : Investment Holding Company

Registration Number : 0107561000285

Telephone : 026321224

Website : <https://www.tgh.co.th>

Email : comsec@tgh.co.th

Total Shares Sold (shares)

Common Stock : 752,097,832

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)	0.00	15,579.25	17,136.50
Income from Life Insurance Business (Thousand baht)	0.00	5,739.37	6,167.06
Income from Financial Service Business (Thousand baht)	0.00	5,025.84	5,386.42
Income from Other Business (Thousand baht)	0.00	127.40	100.06
Income From Non-Life Insurance Business (Thousand baht)	0.00	4,686.64	5,482.96

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Income from Life Insurance Business (%)	0.00	36.84	35.99
Income from Financial Service Business (%)	0.00	32.26	31.43
Income from Other Business (%)	0.00	0.82	0.58
Income From Non-Life Insurance Business (%)	0.00	30.08	32.00

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	0.00	15,579.25	17,136.50
Domestic (Thousand baht)	0.00	15,579.25	17,136.50
International (Thousand baht)	0.00	0.00	0.00

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

Domestic (%)	0.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	0.00

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

ESG Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Climate change and disasters
- Impact on the environment
- Corruption

Compliance Risk

- Change in laws and regulations

Strategic and Capital risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate

Business Risk – insurance underwriting and sales channel

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations

Financial risk: investment risk and credit risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Corruption

IT and Cyber Security Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Reliance on employees in key positions
- Information security and cyber-attack

Compliance Risk

- Change in laws and regulations

Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies
- ESG risk
- Climate change and disasters

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.tgh.co.th/uploads/file/files/กรอบและนโยบายการดำเนินงานด้านพัฒนาอย่างยั่งยืน.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.tgh.co.th/sustainability>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste 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)	176,761.60	364,199.30	380,786.48
Gasoline (Litres)	364,788.52	329,836.02	287,862.75

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	3,787,168.00	3,958,826.00	3,554,021.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	33,210.00	39,802.00	35,851.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	42,950.00	135,086.00	146,008.00
Hazardous waste (Kilograms)	69.00	141.00	155.00
Total waste generated (Kilograms)	43,019.00	135,227.00	146,163.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	213.13	1,921.00	1,855.89
Scope 2 (Tons of carbon dioxide equivalents)	1,472.13	2,304.00	2,068.80
Scope 3 (Tons of carbon dioxide equivalents)	258.87	433.00	466.72
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	1,944.13	4,658.00	4,391.41

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.tgh.co.th/assets/page/corporate-governance/doc/%E0%B8%9B%E0%B8%A3%E0%B8%B0%E0%B8%81%E0%B8%B2%E0%B8%A8%E0%B8%97%E0%B8%B5%E0%B9%88%20%E0%B8%9A%E0%B8%84.005%2004%202565%20%E0%B9%80%E0%B8%A3%E0%B8%B7%E0%B9%88%E0%B8%AD%E0%B8%87%20%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%94%E0%B9%89%E0%B8%B2%E0%B8%99%E0%B8%AA%E0%B8%B4%E0%B8%97%E0%B8%98%E0%B8%B4%E0%B8%A1%E0%B8%99%E0%B8%B8%E0%B8%A9%E0%B8%A2%E0%B8%8A%E0%B8%99.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)	579	572	564
Number of female employees (Persons)	1,229	1,118	1,110
Total number of employees (Persons)	1,808	1,690	1,674

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,044,938,030.00	601,101,898.00	847,122,143.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	13.79	20.00	18.00

Employee development and training expenses (baht)	6,000,000.00	9,000,000.00	8,220,508.00
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• 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 (%)	23.40	25.92	14.16

• 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	: www.tgh.co.th/assets/page/corporate-governance/doc/2567/นโยบายการกำกับดูแลกิจการที่ดี%20-%20บริษัท%20ไทยกรุ๊ป%20โฮลดิ้งส์%20จำกัด%20(มหาชน)%20-%20www.pdf

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline	: Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies
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Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct	: Yes
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Policy and Guideline related to the Code of Conduct

Company policy and guideline	: Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing
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**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	14	100.00
Number of male directors	11	78.57
Number of female directors	3	21.43
Number of executive directors	4	28.57
Number of non-executive directors	10	71.43
Number of independent directors	7	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. CHAROEN SIRIVADHANABHAKDI Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	29 Jun 2018	Business Administration

2.	<p>Dr. AREEPONG BHOOCHA-OOM</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Re-elected as director</p>	11 Jul 2018	<p>Finance, Accounting, Corporate Management, Human Resource Management, Sustainability</p>
3.	<p>Mr. THAPANA SIRIVADHANABHAKDI</p> <p>Gender: Male</p> <p>Age: 50 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p>	11 Jul 2018	<p>Finance, Risk Management, Corporate Management, Sustainability, IT Management</p>
4.	<p>Dr. KULPATRA SIRODOM</p> <p>Gender: Female</p> <p>Age: 69 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	11 Jul 2018	<p>Finance, Accounting, Audit, Risk Management, Corporate Management</p>
5.	<p>POL. GEN. JATE MONGKOLHUTTHI</p> <p>Gender: Male</p> <p>Age: 72 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	11 Jul 2018	<p>Insurance, Finance, Audit, Law, Sustainability</p>

6.	<p>Mr. YOTHIN PIBULKASETKIJ</p> <p>Gender: Male</p> <p>Age: 79 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	11 Jul 2018	Insurance, Finance, Accounting, Audit, Risk Management
7.	<p>Mrs. ATINANT BIJANANDA</p> <p>Gender: Female</p> <p>Age: 53 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>(Executive)</p> <p>Director type: Re-elected as director</p>	29 Jun 2018	Insurance, Accounting, Brand Management, Sustainability, Risk Management
8.	<p>Dr. APICHAJ BOONTHERAWARA</p> <p>Gender: Male</p> <p>Age: 71 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p>	29 Jun 2018	Insurance, Finance, Risk Management, Corporate Management, IT Management
9.	<p>Mr. CHOTIPHAT BIJANANDA</p> <p>Gender: Male</p> <p>Age: 62 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>(Executive)</p> <p>Director type: Re-elected as director</p>	29 Jun 2018	Insurance, Accounting, Finance, Business Administration, Law

10.	Mr. VACHARA TUNTARIYANOND Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Apr 2021	Insurance, Finance, Accounting, Risk Management
11.	Dr. BURANAWONG SOWAPRUX Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	29 Apr 2021	Accounting, Finance, Audit, Risk Management, IT Management
12.	Mr. SITHICHAJ CHAIKRIANGKRAI Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Mar 2022	Accounting, Risk Management, Corporate Management, Sustainability, Finance
13.	Mrs. KITTIYA TODHANAKASEM Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	4 Apr 2022	Insurance, Finance, Risk Management, Corporate Management, Sustainability

14.	Mr. ANUWAT JONGYINDEE	Director	10 Nov 2022	Accounting, Audit, Risk
	Gender: Male	(Non-executive,		Management, Corporate
	Age: 68 years old	Independent director)		Management, Sustainability
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Accounting	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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	: Yes
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. Dr. KULPATRA SIRODOM [1] Gender: Female Age: 69 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	28 Feb 2019	Finance, Accounting, Audit, Risk Management, Corporate Management
2. Mr. YOTHIN PIBULKASETKIJ [1] Gender: Male Age: 79 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	11 Jul 2018	Insurance, Finance, Accounting, Audit, Risk Management
3. Mr. ANUWAT JONGYINDEE [1] Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	10 Nov 2022	Accounting, Audit, Risk Management, Corporate Management, Sustainability

[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. CHOTIPHAT BIJANANDA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	11 Jul 2018
2. Mrs. ATINANT BIJANANDA Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	11 Jul 2018
3. Mr. SITHICHAJ CHAIKRIANGKRAI Gender: Male Age: 71 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	24 Mar 2022
4. Dr. APICHAJ BOONTHERAWARA Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Jul 2018

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Dr. BURANAWONG SOWAPRUX	Chairman
	Mr. SITHICHAJ CHAIKRIANGKRAI	Member
	Mrs. KITTIYA TODHANAKASEM	Member
	Mr. CHOTIPHAT BIJANANDA	Member
Corporate Governance and Sustainability Committee	Dr. AREEPONG BHOOGA-OOM	Chairman
	Mr. THAPANA SIRIVADHANABHAKDI	Member
	Dr. KULPATRA SIRODOM	Member
	Mr. ANUWAT JONGYINDEE	Member
Risk Oversight Committee	Mrs. KITTIYA TODHANAKASEM	Chairman
	Dr. BURANAWONG SOWAPRUX	Member
	Mr. SITHICHAJ CHAIKRIANGKRAI	Member
	Dr. APICHAJ BOONTHERAWARA	Member
	Mr. CHOTIPHAT BIJANANDA	Member
Transformation Committee	Dr. BURANAWONG SOWAPRUX	Chairman
	Mr. SITHICHAJ CHAIKRIANGKRAI	Member
	Mrs. KITTIYA TODHANAKASEM	Member
	Mr. CHOTIPHAT BIJANANDA	Member
Anti-Corruption Committee	POL. GEN. JATE MONGKOLHUTTHI	Chairman
	Mr. ANUWAT JONGYINDEE	Member
	Mr. YOTHIN PIBULKASETKIJ	Member
Data Governance Committee	Mr. CHOTIPHAT BIJANANDA	Chairman
	Mr. Apirak Chitranondh	Member
	Mr. Johannes Duivenvoorden	Member
	Mr. Adoon Boontang	Member
	Mr. Wit Maschamadol	Member
	Ms. Sakolrat Maneechote	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Oversight 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 Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHOTIPHAT BIJANANDA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer and President	11 Aug 2023	Insurance, Accounting, Finance, Business Administration, Law
2. Ms. Fah Mahanavanont [1] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Computer Science	Chief Financial Officer	1 Aug 2017	Insurance, Accounting, Finance, Budgeting
3. Mr. Johannes Duivenvoorden Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Information Management	Chief Risk and Governance Officer	1 Aug 2022	Risk Management, Audit, IT Management, Data Management
4. Mr. Apirak Chitranondh Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Management	Chief Transformation Officer	1 Jun 2024	Insurance, IT Management, Corporate Management, Business Administration
5. Dr. Agapol Na Songkhla Gender: Male Age: 55 years old Highest level of education: Doctoral degree Major: Engineering	Chief People Officer	27 Jun 2024	Corporate Social Responsibility, Human Resource Management, Sustainability, Brand Management, Project Management

6.	Mrs. Prettaya Sutthasila Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Customer Value Proposition Officer	16 May 2025	Insurance, Risk Management, Business Administration, Marketing, Human Resource Management
7.	Ms. Sirinthip Chotithamaporn Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Science	Chief Digital Officer	1 Oct 2025	Insurance, Risk Management, Digital Marketing
8.	Mrs. Pachara Ampornpaisalkit [2] Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Deputy Vice President	1 Mar 2019	Accounting

[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)	12,000,000.00	15,180,000.00	15,450,000.00

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)	: 564
Number of female employees (persons)	: 1,110
Total number of employees (persons)	: 1,674

Employee Remuneration

Total employee remuneration	: 847,122,143.00
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Provident fund

Total number of employees (persons)	: 1,674
Number of employees contributing to the PVD (persons)	: 1,310
Percentage of employees who are members (%)	: 78.26

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Pachara Ampornpaisalkit	pachara.a@tgh.co.th	0646514915

- Company secretary

General information	Email	Telephone
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1.	Ms. Rotjana Udomthongkon	rotjana.u@tgh.co.th	0651659565
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• Head of internal audit

General information	Email	Telephone
1. Mr. Vichan Assawarangsi	vichan.a@tgh.co.th	0631459615

• Head of compliance unit

General information	Email	Telephone
1. Mrs. Saengchan Tantiyagul	saengchan.t@tgh.co.th	0816195591

• Head of investor relations

General information	Email	Telephone
1. Mr. Anon Chonmaitree	ir@tgh.co.th	0614037156

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED	<p>1. Mrs. SUREERAT THONGARUNSANG Email: sureerat@kpmg.co.th Telephone: -</p> <p>2. Mr CHOKECHAI NGAMWUTIKUL Email: Chokechai@kpmg.co.th Telephone: -</p> <p>3. Mrs. CHARINRAT NOPRAMPA Email: charinrat@kpmg.co.th Telephone: -</p> <p>4. Mr JEDSADA LEELAWATANASUK Email: jedsada@kpmg.co.th Telephone: -</p>	19,426,735.00	<p>Details: audit-related expenses, including travel expenses and document fees.</p> <p>Total service fee (baht): 578,122.93</p>

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. CHAROEN SIRIVADHANABHAKDI Gender: Male Age: 81 years old Highest level of education: Honorary degree Major: - Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2018	Business Administration
2. Dr. AREEPONG BHOOGCHA-OOM Gender: Male Age: 68 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Non-executive) Director type: Re-elected as director	Date position was assumed: 11 Jul 2018	Finance, Accounting, Corporate Management, Human Resource Management, Sustainability
3. Mrs. ATINANT BIJANANDA Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2018	Insurance, Accounting, Brand Management, Sustainability, Risk Management

4.	Dr. APICHAJ BOONTHERAWARA Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2018	Insurance, Finance, Risk Management, Corporate Management, IT Management
5.	Mr. CHOTIPHAT BIJANANDA Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 29 Jun 2018	Insurance, Accounting, Finance, Business Administration, Law

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHAROEN SIRIVADHANABHAKDI	Chairman of the board	Non-participating
Dr. AREEPONG BHOOGHA-OOM	Vice Chairman	Non-participating
Mr. THAPANA SIRIVADHANABHAKDI	Vice Chairman	Participating
Dr. KULPATRA SIRODOM	Director	Non-participating
POL. GEN. JATE MONGKOLHUTTHI	Director	Non-participating
Mr. YOTHIN PIBULKASETKIJ	Director	Non-participating
Mrs. ATINANT BIJANANDA	Director	Non-participating
Dr. APICHAJ BOONTHERAWARA	Director	Participating
Mr. CHOTIPHAT BIJANANDA	Director	Non-participating
Mr. VACHARA TUNTARIYANOND	Director	Non-participating
Dr. BURANAWONG SOWAPRUX	Director	Non-participating
Mr. SITHICHAJ CHAIKRIANGKRAI	Director	Non-participating

Mrs. KITTIYA TODHANAKASEM	Director	Non-participating
Mr. ANUWAT JONGYINDEE	Director	Non-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) : 7

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. CHAROEN SIRIVADHANABHAKDI (Chairman of the board)	-	0/7	Non-participating	Did not hold the meeting
2. Dr. AREEPONG BHOOCHA-OOM (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3. Mr. THAPANA SIRIVADHANABHAKDI (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
4. Dr. KULPATRA SIRODOM (Director)	-	7/7	Participating	Did not hold the meeting
5. POL. GEN. JATE MONGKOLHUTTHI (Director)	-	6/7	Participating	Did not hold the meeting
6. Mr. YOTHIN PIBULKASETKIJ (Director)	-	7/7	Participating	Did not hold the meeting
7. Mrs. ATINANT BIJANANDA (Director)	-	7/7	Participating	Did not hold the meeting

8.	Dr. APICHAJ BOONTHERAWARA (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. CHOTIPHAT BIJANANDA (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. VACHARA TUNTARIYANOND (Director)	-	7/7	Participating	Did not hold the meeting
11.	Dr. BURANAWONG SOWAPRUX (Director)	-	6/7	Participating	Did not hold the meeting
12.	Mr. SITHICHAJ CHAIKRIANGKRAI (Director)	-	5/7	Participating	Did not hold the meeting
13.	Mrs. KITTIYA TODHANAKASEM (Director)	-	6/7	Participating	Did not hold the meeting
14.	Mr. ANUWAT JONGYINDEE (Director)	-	7/7	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. CHAROEN SIRIVADHANABHAKDI (Chairman of the board)	-	0.00	0.00	No
2.	Dr. AREEPONG BHOOCHA-OOM (Vice Chairman)	-	35,000.00	540,000.00	No
3.	Mr. THAPANA SIRIVADHANABHAKDI (Vice Chairman)	-	0.00	0.00	No
4.	Dr. KULPATRA SIRODOM (Director)	-	35,000.00	420,000.00	No
5.	POL. GEN. JATE MONGKOLHUTTHI (Director)	-	30,000.00	420,000.00	No
6.	Mr. YOTHIN PIBULKASETKIJ (Director)	-	35,000.00	420,000.00	No
7.	Mrs. ATINANT BIJANANDA (Director)	-	0.00	0.00	No
8.	Dr. APICHAJ BOONTHERAWARA (Director)	-	0.00	0.00	No
9.	Mr. CHOTIPHAT BIJANANDA (Director)	-	0.00	0.00	No
10.	Mr. VACHARA TUNTARIYANOND (Director)	-	35,000.00	420,000.00	No
11.	Dr. BURANAWONG SOWAPRUX (Director)	-	30,000.00	420,000.00	No

12.	Mr. SITHICHA CHAIKRIANGKRAI (Director)	-	25,000.00	420,000.00	No
13.	Mrs. KITTIYA TODHANAKASEM (Director)	-	30,000.00	420,000.00	No
14.	Mr. ANUWAT JONGYINDEE (Director)	-	35,000.00	420,000.00	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) : 14

	List of directors	Termination date	Number of the audit committee meeting
1.	Dr. KULPATRA SIRODOM (Chairman of the audit committee)	-	14/14
2.	Mr. YOTHIN PIBULKASETKIJ (Audit committee)	-	14/14
3.	Mr. ANUWAT JONGYINDEE (Audit committee)	-	14/14