

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

INDEX LIVING MALL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

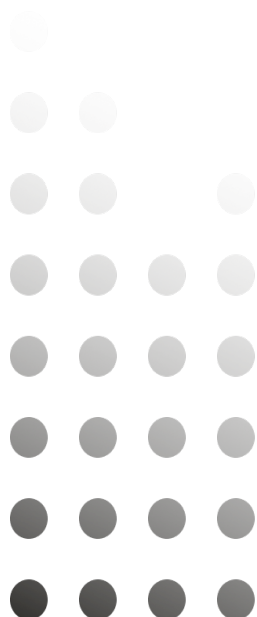


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : INDEX LIVING MALL PUBLIC COMPANY LIMITED

Symbol : ILM

Address : 147 Soi Rama 2 Soi 50, Rama 2 Road, Samaedam, Bangkhunthien

Province : Bangkok

Postcode : 10150

Business : 1. Thailand's leading integrated retailer of furniture and home furnishing products under "Index Living Mall" stores and other retail store brands. ILM also distributes products through other various distribution channels both online and offline reaching all customers in Thailand and overseas.
2. Rental spaces under the format of Community Mall under the brand of "The Walk", "Little Walk", and "Index Mall" as well as rental spaces at Index Living Mall stores.

Registration Number : 0107561000226

Telephone : 0-2898-6420-5

Fax (if applicable) : 0-2898-6940

Website : www.indexlivingmall.com

Email : ir@indexlivingmall.com

Total Shares Sold (shares)

Common Stock : 505,000,000

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)	9,416,214.00	9,890,190.00	10,001,248.00
Revenue from sale of goods (Thousand baht)	8,617,356.00	9,024,440.00	9,053,714.00
Revenue from rental and rendering of services (Thousand baht)	691,768.00	754,118.00	803,451.00
Other (Thousand baht)	107,090.00	111,632.00	144,083.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sale of goods (%)	91.52	91.25	90.53
Revenue from rental and rendering of services (%)	7.35	7.62	8.03
Other (%)	1.14	1.13	1.44

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	9,416,214.00	9,890,190.00	10,001,248.00
Domestic (Thousand baht)	9,282,755.00	9,751,430.00	9,824,928.00
International (Thousand baht)	133,459.00	138,760.00	176,320.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	98.58	98.60	98.24
International (%)	1.42	1.40	1.76

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	107,090.00	111,632.00	144,083.00
Other income from operations (Thousand baht)	107,090.00	111,632.00	144,083.00
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)	725,977.00	745,346.00	753,227,653.00

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	44,100.00	49,300.00	47,000.00

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)

Risk from Economic Volatility and Real Estate Sector

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Risk from Competitive Environment in Furniture and Home Furnishings Market, and Retail Space Service Business.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Changes in Customer/Consumer Behavior

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Risk from Fluctuations in Raw Material Costs and Other Expenses

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

Cyber Security and IT Security Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Climate Change Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Corporate Governance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Corporate Governance

The Company's Liquidity Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Insufficient sources of funding

Exchange Rate Fluctuation Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Inventory Management Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Product obsolescence
- Inventory risk

Risk to Securities Holder (2.2.2)

Dependence on Major Shareholders or Affiliates of Major Shareholder or Executives

Risk Management Measures: Yes

Related Risk Topics

- Other

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.indexlivingmall.com/storage/download/sustainability/sustainability-management/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.indexlivingmall.com/storage/download/corporate-policies-and-document/20240703-ilm-environment-policy-th.pdf>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	1,237,151.99	1,306,685.91	1,104,996.99
Gasoline (Litres)	118,486.41	117,319.24	122,163.70
LPG (Kilograms)	24,405.00	24,915.00	112,170.94

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	61,594,212.11	62,940,917.47	93,494,600.04

Remark : The increased electricity consumption resulted from business expansion through the opening of additional branches and the launch of a new business (Flying Tiger Copenhagen). Furthermore, electricity consumption data collection now comprehensively covers all the Company's operational areas in accordance with CFO standards, as this was the first year for data verification and certification.

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	465,247.58	461,071.36	772,738.72

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	10,286,196.90	10,097,667.50	13,061,989.05
Hazardous waste (Kilograms)	49,360.00	41,293.60	66,072.85
Total waste generated (Kilograms)	10,335,556.90	10,138,961.10	13,128,061.90

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	3,658.00	3,923.00	9,147.00
Scope 2 (Tons of carbon dioxide equivalents)	23,318.00	23,624.00	27,430.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	26,976.00	27,547.00	36,577.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : TEAM Consulting Engineering and Management Public Company Limited.

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.indexlivingmall.com/storage/download/corporate-policies-and-document/20240514-ilm-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)	2,216	2,315	2,322
Number of female employees (Persons)	1,810	1,886	1,816
Total number of employees (Persons)	4,026	4,201	4,138

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	1,508,441,471.39	1,547,603,176.31	1,618,338,218.58

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	3.05	7.19	21.55
Employee development and training expenses (baht)	1,345,432.20	2,972,342.00	1,769,581.81

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	57	51	64
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	15.45	22.64	20.47

• **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.indexlivingmall.com/storage/download/cg/cg-policy-th-2021.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	11	100.00
Number of male directors	6	54.55
Number of female directors	5	45.45
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	5	45.45

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. Mrs. PENNAPHA DHANASARNSILP Gender: Female Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	5 Feb 2018	Strategic Management, Governance/ Compliance, Sustainability, Negotiation, Corporate Management

2.	Mr. PISITH PATAMASATAYASONTHI Gender: Male Age: 77 years old Highest level of education: Honorary degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	15 Feb 1994	Home & Office Products, Commerce, Transportation & Logistics, Corporate Management, Leadership
3.	Mrs. KHANTHONG UDOMMAHUNTISUK Gender: Female Age: 72 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	11 Dec 1995	Home & Office Products, Finance, Corporate Management, Strategic Management, Leadership
4.	Ms. KRIDCHANOK PATAMASATAYASONTHI Gender: Female Age: 49 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	15 Aug 2008	Marketing, Brand Management, Leadership, Strategic Management, Transportation & Logistics
5.	Ms. PITCHPIM PATTAMASATTAYASONTHI Gender: Female Age: 47 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 Apr 2011	Commerce, Brand Management, Design, Home & Office Products, Architecture

6.	Mr. EKALAK PATAMASATAYASONTHI Gender: Male Age: 44 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 Aug 2012	Engineering, Budgeting, Food & Beverage, Property Development, Marketing
7.	Mr. EKARIDHI PATAMASATAYASONTHI Gender: Male Age: 40 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 2013	Commerce, Data Analysis, Digital Marketing, Brand Management, Risk Management
8.	Mr. JIRAYUT RUNGSRITHONG Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	5 Feb 2018	Finance, Engineering, Audit, Internal Control, Governance/ Compliance
9.	Mr. ADISAK RUCKARIYAPHONG Gender: Male Age: 52 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	5 Feb 2018	Food & Beverage, Marketing, Brand Management, Audit, Internal Control

10.	Mr. ARIYA BANOMYONG Gender: Male Age: 52 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	5 Feb 2018	Information & Communication Technology, Data Management, Data Analysis, Digital Marketing, Corporate Management
11.	Mrs. PRAPASIRI KOSITTHANAKORN Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	25 Apr 2025	Finance & Securities, Commerce, Accounting, Finance, Audit

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

General information	Position	Tenure	Replacement Director
1. Mr. THAKORN PIYAPAN Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 22 Apr 2022 Date directorship ended: 25 Apr 2025	Mrs. PRAPASIRI KOSITTHANAKORN Date position was assumed: 25 Apr 2025

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. Mr. JIRAYUT RUNGSRITHONG [1] Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	5 Feb 2018	Finance, Engineering, Audit, Internal Control, Governance/ Compliance
2. Mr. ADISAK RUCKARIYAPHONG Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	5 Feb 2018	Food & Beverage, Marketing, Brand Management, Audit, Internal Control
3. Mrs. PRAPASIRI KOSITTHANAKORN [1] Gender: Female Age: 61 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: Newly appointed director to replace ex-director	25 Apr 2025	Finance & Securities, Commerce, Accounting, Finance, Audit

[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. Mr. THAKORN PIYAPAN [1] Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 22 Apr 2022 Date directorship ended: 25 Apr 2025	No replacement director

[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. PISITH PATAMASATAYASONTHI Gender: Male Age: 77 years old Highest level of education: Honorary degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	30 May 2018
2. Ms. KRIDCHANOK PATAMASATAYASONTHI Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2018

3.	Ms. PITCHPIM PATTAMASATTAYASONTHI Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2018
4.	Mr. EKALAK PATAMASATAYASONTHI Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2018
5.	Mr. EKARIDHI PATAMASATAYASONTHI Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	30 May 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. ADISAK RUCKARIYAPHONG	Chairman
	Ms. KRIDCHANOK PATAMASATAYASONTHI	Member
	Mr. EKARIDHI PATAMASATAYASONTHI	Member
Nomination Remuneration Corporate Governance & Sustainable Development Committee	Mrs. PENNAPHA DHANASARNILP	Chairman
	Mr. JIRAYUT RUNGSRITHONG	Member
	Mr. ADISAK RUCKARIYAPHONG	Member
Investment Committee	Mr. THAKORN PIYAPAN	Member
	Mr. ADISAK RUCKARIYAPHONG	Chairman
	Ms. KRIDCHANOK PATAMASATAYASONTHI	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination Remuneration Corporate Governance & Sustainable Development Committee
Sub-committees responsible for remuneration	: Nomination Remuneration Corporate Governance & Sustainable Development Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

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. Kwanchai Kitkongkajornchai Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Material and Packaging Technology	Senior Vice President- Product Strategy Development & Dealer Line	1 Aug 1994	Commerce, Marketing, Brand Management, Negotiation, Strategic Management
2. Mr. Nattinai Yuttapatsak Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering	Senior Vice President - Project Sales & Office Furniture	1 Oct 1994	Negotiation, Project Management, Design, Strategic Management, Budgeting
3. Mr. Suchart Sasivimolvit [2] Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Accounting	Accounting Director	16 Feb 1998	Accounting, Audit, Budgeting, Risk Management
4. Ms. KRIDCHANOK PATAMASATAYASONTHI Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	1 Sep 2009	Marketing, Brand Management, Leadership, Strategic Management, Transportation & Logistics
5. Mr. Thosak Kanjananimnont Gender: Male Age: 69 years old Highest level of education: Bachelor's degree Major: Accounting	Financial Director	1 Apr 2016	Business Administration, Accounting, Finance, Corporate Management, Budgeting

6.	Mr. Gerard McGurk Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Business Administration	Senior Vice President Retail Commercial, International Retail & Field Merchandising Lin	30 May 2016	Home & Office Products, Commerce, Marketing, Brand Management, Negotiation
7.	Ms. Pavaravadee Wichaidit Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Science	Senior Vice President- Supply Chain & IT	7 Sep 2016	Transportation & Logistics, Information & Communication Technology, IT Management, Data Management, Corporate Management
8.	Mr. PISITH PATAMASATAYASONTHI Gender: Male Age: 77 years old Highest level of education: Honorary degree Major: Marketing	Chief Executive Officer	5 Feb 2018	Home & Office Products, Commerce, Transportation & Logistics, Corporate Management, Leadership
9.	Mr. EKALAK PATAMASATAYASONTHI Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President Business Development, YOUNIQUE & The Walk Line	30 May 2018	Engineering, Budgeting, Food & Beverage, Property Development, Marketing
10.	Mrs. Kanjanawan Layluxsiri Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President- Marketing	1 Mar 2019	Fashion, Home & Office Products, Commerce, Marketing, Brand Management
11.	Ms. PITCHPIM PATTAMASATTAYASONTHI Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President - Furniture Mattress & HDI Trading Line	1 Mar 2022	Commerce, Brand Management, Design, Home & Office Products, Architecture
12.	Ms. Phairunya Supitux [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Accounting	Senior Vice President- Accounting & Finance	27 Feb 2023	Accounting, Finance, Risk Management, Audit, Budgeting

[1] Highest responsibility in accounting and finance
[2] Directly responsible for financial account supervision

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 2,322
Number of female employees (persons)	: 1,816
Total number of employees (persons)	: 4,138

Employee Remuneration

Total employee remuneration	: 1,618,338,218.58
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Provident fund

Total number of employees (persons)	: 4,138
Number of employees contributing to the PVD (persons)	: 1,211
Percentage of employees who are members (%)	: 29.27

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PRAPASIRI KOSITTHANAKORN Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Finance 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: 25 Apr 2025	Finance & Securities, Commerce, Accounting, Finance, Audit

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PENNAPHA DHANASARNILP	Chairman of the board	Participating
Mr. PISITH PATAMASATAYASONTHI	Director	Participating
Mrs. KHANTHONG UDOMMAHUNTISUK	Director	Participating
Ms. KRIDCHANOK PATAMASATAYASONTHI	Director	Participating
Ms. PITCHPIM PATTAMASATTAYASONTHI	Director	Participating
Mr. EKALAK PATAMASATAYASONTHI	Director	Participating
Mr. EKARIDHI PATAMASATAYASONTHI	Director	Participating
Mr. JIRAYUT RUNGSRITHONG	Director	Participating

Mr. ADISAK RUCKARIYAPHONG	Director	Participating
Mr. ARIYA BANOMYONG	Director	Participating
Mrs. PRAPASIRI KOSITTHANAKORN	Director	Participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mrs. PENNAPHA DHANASARNSILP (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mr. PISITH PATAMASATAYASONTHI (Director)	-	6/6	Participating	Did not hold the meeting
3. Mrs. KHANTHONG UDOMMAHUNTISUK (Director)	-	6/6	Participating	Did not hold the meeting
4. Ms. KRIDCHANOK PATAMASATAYASONTHI (Director)	-	6/6	Participating	Did not hold the meeting
5. Ms. PITCHPIM PATTAMASATTAYASONTHI (Director)	-	6/6	Participating	Did not hold the meeting
6. Mr. EKALAK PATAMASATAYASONTHI (Director)	-	6/6	Participating	Did not hold the meeting
7. Mr. EKARIDHI PATAMASATAYASONTHI (Director)	-	6/6	Participating	Did not hold the meeting
8. Mr. JIRAYUT RUNGSRITHONG (Director)	-	6/6	Participating	Did not hold the meeting
9. Mr. ADISAK RUCKARIYAPHONG (Director)	-	6/6	Participating	Did not hold the meeting

10.	Mr. ARIYA BANOMYONG (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mrs. PRAPASIRI KOSITTHANAKORN (Director)	-	5/5	Non-participating	Did not hold the meeting
12.	Mr. THAKORN PIYAPAN (Director)	25 Apr 2025	1/1	Non-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.	Mrs. PENNAPHA DHANASARNILP (Chairman of the board)	-	180,000.00	700,000.00	No
2.	Mr. PISITH PATAMASATAYASONTHI (Director)	-	120,000.00	360,000.00	No
3.	Mrs. KHANTHONG UDOMMAHUNTISUK (Director)	-	120,000.00	360,000.00	No
4.	Ms. KRIDCHANOK PATAMASATAYASONTHI (Director)	-	120,000.00	360,000.00	No
5.	Ms. PITCHPIM PATTAMASATTAYASONTHI (Director)	-	120,000.00	360,000.00	No
6.	Mr. EKALAK PATAMASATAYASONTHI (Director)	-	120,000.00	360,000.00	No
7.	Mr. EKARIDHI PATAMASATAYASONTHI (Director)	-	120,000.00	360,000.00	No
8.	Mr. JIRAYUT RUNGSRITHONG (Director)	-	120,000.00	390,000.00	No
9.	Mr. ADISAK RUCKARIYAPHONG (Director)	-	120,000.00	410,000.00	No
10.	Mr. ARIYA BANOMYONG (Director)	-	120,000.00	420,000.00	No
11.	Mrs. PRAPASIRI KOSITTHANAKORN (Director)	-	100,000.00	246,000.00	No
12.	Mr. THAKORN PIYAPAN (Director)	25 Apr 2025	20,000.00	174,000.00	N/A

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.	Mr. JIRAYUT RUNGSRITHONG (Chairman of the audit committee)	-	4/4
2.	Mr. ADISAK RUCKARIYAPHONG (Audit committee)	-	4/4
3.	Mrs. PRAPASIRI KOSITTHANAKORN (Audit committee)	-	3/3
4.	Mr. THAKORN PIYAPAN (Audit committee)	25 Apr 2025	1/1