



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

LEO GLOBAL LOGISTICS 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 : LEO GLOBAL LOGISTICS PUBLIC COMPANY LIMITED

Symbol : LEO

Address : 251-251/1 Soi Pakdee, Rama III Road, Bangkorleam, Bangkorleam

Province : Bangkok

Postcode : 10120

Business : Providing end-to-end global logistics services, and
integrated logistics services

Registration Number : 0107560000125

Telephone : 0-2079-9888

Fax (if applicable) : 0-2079-9829

Website : www.leogloballogistics.com

Email : eacc@leogloballogistics.com

Total Shares Sold (shares)

Common Stock : 320,000,200

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) | 1,361,919.00 | 1,625,395.00 | 1,322,251.00 |
| Sea Freight Service (Thousand baht) | 952,772.00 | 1,225,846.00 | 939,871.00 |
| Air Freight Service (Thousand baht) | 107,936.00 | 81,442.00 | 80,387.00 |
| Integrated Logistics Services (Thousand baht) | 271,817.00 | 286,383.00 | 264,311.00 |
| Self Storage and Container Depot Services (Thousand baht) | 29,394.00 | 31,724.00 | 37,682.00 |

| | 2023 | 2024 | 2025 |
|---|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Sea Freight Service (%) | 69.96 | 75.42 | 71.08 |
| Air Freight Service (%) | 7.93 | 5.01 | 6.08 |
| Integrated Logistics Services (%) | 19.96 | 17.62 | 19.99 |
| Self Storage and Container Depot Services (%) | 2.16 | 1.95 | 2.85 |

By Geographical Area or Market

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total revenue from operations (Thousand baht) | 1,361,919.00 | 1,625,395.00 | 1,322,251.00 |
| Domestic (Thousand baht) | 1,361,919.00 | 1,625,395.00 | 1,322,251.00 |
| International (Thousand baht) | 0.00 | 0.00 | 0.00 |

| | 2023 | 2024 | 2025 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |

| | | | |
|-------------------|--------|--------|--------|
| Domestic (%) | 100.00 | 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) | 10,996.00 | 7,147.00 | 6,321.00 |
| Other income from operations (Thousand baht) | 0.00 | 0.00 | 0.00 |
| Other income not from operations (Thousand baht) | 10,996.00 | 7,147.00 | 6,321.00 |

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

| | 2023 | 2024 | 2025 |
|---------------------------------|----------|------------|------------|
| Share of profit (Thousand baht) | 1,195.00 | -10,171.00 | -14,748.00 |

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)

Risk from competitiveness with others logistics providers in the same business, both global and local competitors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Risks in Achieving Sales Targets in the Business Plan

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Economic risk

The risk from the fluctuation of freight and transportation rates

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates

Risks of Retaining Talented Staff

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Risk from the fluctuation of foreign exchange rates

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Risk of Bad Debts or Debts Exceeding 60 Days from the Due Date

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Risk from administration dependent upon the executives and major shareholders

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Risks from Transportation Vehicle Using Fossil Fuel (ESG Risks)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Risks of Unfair Labor Practices (ESG Risks)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Cyber Attack Risk (Emerging Risks)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Risks of Non-Compliance with Environmental Regulations and Rules Related to the Organization's Activities (Emerging Risks)

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Climate change and disasters
- Other

Compliance Risk

- Violations of laws and regulations

Risk to Securities Holder (2.2.2)

Investment risk imposed on the securities holders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

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 (if applicable) : <https://investor.leogloballogistics.com/storage/content/corporate-governance/corporate-governance-policy/20250311-leo-sustainability-management-policy-th.pdf>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice (if applicable) : <https://investor.leogloballogistics.com/storage/content/corporate-governance/corporate-governance-policy/20250311-leo-enviroment-policy-th.pdf>

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Electricity consumption

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 308,815.00 | 508,250.00 | 513,879.00 |

Water management

• Water consumption

| | 2023 | 2024 | 2025 |
|---------------------------------------|----------|----------|----------|
| Total water withdrawal (Cubic meters) | 4,432.00 | 5,381.00 | 4,970.00 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Scope 1 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Scope 2 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Scope 3 (Tons of carbon dioxide equivalents) | N/A | N/A | N/A |
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | N/A |

• 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://investor.leogloballogistics.com/storage/content/corporate-governance/corporate-governance-policy/20250311-leo-human-rights-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer 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) | 92 | 95 | 101 |
| Number of female employees (Persons) | 230 | 219 | 224 |
| Total number of employees (Persons) | 322 | 314 | 325 |

• Employee remuneration

| | 2023 | 2024 | 2025 |
|------------------------------|----------------|----------------|----------------|
| Employee remuneration (baht) | 141,138,548.66 | 141,126,123.01 | 161,527,646.69 |

• Employee development and training

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 37.07 | 36.57 | 40.04 |
| Employee development and training expenses (baht) | 5,883,072.00 | 4,044,747.94 | 2,320,688.38 |

• Health, safety and work environment

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | | | |
|--|---|---|---|
| Total number of lost time injury incidents by employees (Cases) | 0 | 0 | 2 |
|--|---|---|---|

• **Employee retention**

| | 2023 | 2024 | 2025 |
|--|------|-------|-------|
| Percentage of employees who voluntarily resigned (%) | 9.01 | 18.47 | 12.62 |

• **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.leogloballogistics.com/storage/content/corporate-governance/corporate-governance-policy/20210205-corporate-governance-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 | 9 | 100.00 |
| Number of male directors | 8 | 88.89 |
| Number of female directors | 1 | 11.11 |
| Number of executive directors | 3 | 33.33 |
| Number of non-executive directors | 6 | 66.67 |
| Number of independent directors | 5 | 55.56 |

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. SANEE DANGWUNG Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive, Independent director) Director type: Original director | 13 Feb 2015 | Accounting, Marketing, Human Resource Management |

| | | | | |
|----|--|---|-------------|--|
| 2. | Mr. KETTIVIT SITTISOONTORNWONG Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Vice Chairman (Executive) Director type: Original director | 11 Oct 1991 | Transportation & Logistics, Marketing, Business Administration |
| 3. | Mr. SURASIT ASAVASAKSERI Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Executive) Director type: Original director | 1 Feb 2008 | Transportation & Logistics, Marketing, Business Administration |
| 4. | Ms. SRIPRI EAKWICHIT Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | 1 Feb 2008 | Transportation & Logistics, Marketing, Business Administration |
| 5. | Mr. VIWAT LIMSAKDAKUL Gender: Male Age: 69 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 | 13 Feb 2015 | Finance, Marketing, Risk Management |

| | | | | |
|----|---|--|-------------|--|
| 6. | Mr. TEERACHAI CHEMNASIRI Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | 13 Dec 2016 | Human Resource Management, Corporate Management, Law |
| 7. | Mr. PAIBOON SUMRANPUTI Gender: Male Age: 83 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Original director | 26 Jan 2017 | Marketing |
| 8. | Mr. APICHART LEEISSARANUKUL Gender: Male Age: 62 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) Director type: Original director | 29 Apr 2021 | Finance, Engineering, Accounting, Marketing, Human Resource Management |
| 9. | Mr. CHALONG LUENGPRASIT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director | 24 Apr 2025 | Accounting, Finance |

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

| General information | Position | Tenure | Replacement Director |
|---------------------|----------|--------|----------------------|
|---------------------|----------|--------|----------------------|

| | | | | |
|----|-----------------------------|-----------------------|----------------------------|----------------------------|
| 1. | Mr. WORAGAN XUTO | Director | Date position was assumed: | Mr. CHALONG LUENGPRASIT |
| | Gender: Male | (Non-executive, | | Date position was assumed: |
| | Age: 72 years old | Independent director) | 13 Feb 2015 | 24 Apr 2025 |
| | Highest level of education: | | Date directorship ended: | |
| | Bachelor's degree | | | |
| | Major: Economics | | 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 | : 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. VIWAT LIMSAKDAKUL [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the audit committee (Non-executive, Independent director) Director type: Original director | 13 Feb 2015 | Finance, Marketing, Risk Management |
| 2. Mr. TEERACHAI CHEMNASIRI Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 13 Dec 2016 | Human Resource Management, Corporate Management, Law |
| 3. Mr. CHALONG LUENGPRASIT [1] Gender: Male Age: 62 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: Newly appointed director to replace ex-director | 24 Apr 2025 | Accounting, Finance |

[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. WORAGAN XUTO Gender: Male Age: 72 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) | Date position was assumed: 13 Feb 2015 Date directorship ended: 24 Apr 2025 | Mr. CHALONG LUENGPRASIT Date position was assumed: 24 Apr 2025 |

[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. KETTIVIT SITTISOONTORNWONG Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the executive committee | 11 Oct 1991 |
| 2. Mr. SURASIT ASAVASAKSERI Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Feb 2008 |

| | | | |
|----|---|-----------------------------------|-------------|
| 3. | Ms. SRIPRI EAKWICHIT Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Feb 2008 |
| 4. | Mr. Vises Sittisoontornwong Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Feb 2008 |
| 5. | Mr. Manop Patjawit Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 25 May 2016 |

Other sub-committees

Sub-committees information

| Name of sub-committees | List of directors | Position |
|---|--------------------------------|----------|
| Nomination and Remuneration Committee | Mr. TEERACHAI CHEMNASIRI | Chairman |
| | Mr. PAIBOON SUMRANPUTI | Member |
| | Mr. CHALONG LUENGPRASIT | Member |
| Risk Management Working Group | Mr. KETTIVIT SITTISOONTORNWONG | Chairman |
| | Mr. SURASIT ASAVASAKSERI | Member |
| | Ms. SRIPRI EAKWICHIT | Member |
| | Mr. Manop Patjawit | Member |
| the Corporate Governance and Sustainability Committee | Mr. SANEE DANGWUNG | Chairman |
| | Mr. PAIBOON SUMRANPUTI | Member |
| | Mr. KETTIVIT SITTISOONTORNWONG | Member |

Roles of Sub-committees

| | |
|---|---|
| Sub-committees responsible for risk management | : None |
| Sub-committees responsible for nomination | : Nomination and Remuneration Committee |
| Sub-committees responsible for remuneration | : Nomination and Remuneration Committee |
| Sub-committees responsible for corporate governance | : the Corporate Governance and Sustainability Committee |
| Sub-committees responsible for corporate sustainability development | : the 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. KETTIVIT SITTISOONTORNWONG Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration | Chief Executive Officer | 11 Oct 1991 | Transportation & Logistics, Marketing, Business Administration |
| 2. Mr. SURASIT ASAVASAKSERI Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Business Administration | Chief Operating Officer | 1 Feb 2008 | Transportation & Logistics, Marketing, Business Administration |
| 3. Ms. SRIPRI EAKWICHIT Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration | Chief Operating Officer | 1 Feb 2008 | Transportation & Logistics, Marketing, Business Administration |
| 4. Mr. Vises Sittisoontornwong Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration | Chief Operating Officer | 1 Feb 2008 | Transportation & Logistics, Business Administration |
| 5. Mr. Manop Patjawit [1][2] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Accounting | Chief Financial Officer | 25 May 2016 | Accounting, Finance |

[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) | 25,657,941.60 | 23,097,708.40 | 22,680,000.00 |

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 101

Number of female employees (persons) : 224

Total number of employees (persons) : 325

Employee Remuneration

Total employee remuneration : 161,527,646.69

Provident fund

Total number of employees (persons) : 325

Number of employees contributing to the PVD (persons) : 240

Percentage of employees who are members (%) : 73.85

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

| General information | Email | Telephone |
|------------------------------|--------------------------------|-------------|
| 1. Mr. Kookiat Phatarasotorn | kookiat@leogloballogistics.com | 02-079-9888 |

• Company secretary

| General information | Email | Telephone |
|-----------------------|------------------------------|-------------|
| 1. Mr. Manop Patjawit | manop@leogloballogistics.com | 02-079-9888 |

• Head of internal audit

| General information | Email | Telephone |
|-------------------------------|-------------------------|-------------|
| 1. Ms. Ruetaichanoke Supapong | ruetaichanoke@dir.co.th | 02-596-0500 |

• Head of compliance unit

| General information | Email | Telephone |
|---------------------------------|---------------------------------|-------------|
| 1. Ms. Suchitda Phothikrupasert | suchitda@leogloballogistics.com | 02-079-9888 |

• Head of investor relations

| General information | Email | Telephone |
|-----------------------------------|---------------------------|-------------|
| 1. Mr. Kettivit Sittisoontornwong | ir@leogloballogistics.com | 02-079-9888 |

Company's auditor

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

| | | | |
|---|-----------------------------------|--------------|---|
| 1. KPMG PHOOMCHAI AUDIT COMPANY LIMITED | 1. Mrs. NADSASIN WATTANAP AISAL | 1,670,000.00 | - |
| | Email: nadsasin@kpmg.co.th | | |
| | Telephone: - | | |
| | 2. Mrs. MARISA THARATHORNBUNPAKUL | | |
| | Email: marisa@kpmg.co.th | | |
| | Telephone: - | | |
| | 3. Mrs. NAWARAT NITIK EATIPONG | | |
| | Email: nawarat@kpmg.co.th | | |
| | Telephone: - | | |
| | 4. Mr. PIYANAT SINGKHORN | | |
| | Email: piyanat@kpmg.co.th | | |
| | Telephone: - | | |
| | 5. Mrs. SUKANYA RODKROH | | |
| | Email: sukanya@kpmg.co.th | | |
| | Telephone: - | | |

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. Ms. SRIPRI EAKWICHIT Gender: Female Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Executive) Director type: Re-elected as director | Date position was assumed: 1 Feb 2008 | Transportation & Logistics, Marketing, Business Administration |
| 2. Mr. TEERACHAI CHEMNASIRI Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 13 Dec 2016 | Human Resource Management, Corporate Management, Law |

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

| General information | Position | Date position was assumed | Experience and expertise |
|---------------------|----------|---------------------------|--------------------------|
|---------------------|----------|---------------------------|--------------------------|

| | | | | |
|----|-----------------------------|-----------------------|----------------------------|---------------------|
| 1. | Mr. CHALONG LUENGPRASIT | Director | Date position was assumed: | Accounting, Finance |
| | Gender: Male | (Non-executive, | | |
| | Age: 62 years old | Independent director) | 24 Apr 2025 | |
| | Highest level of education: | | | |
| | Master's degree | Director type: Newly | | |
| | Major: Accounting | appointed director to | | |
| | Thai nationality: Yes | replace ex-director | | |
| | Residing in Thailand: Yes | | | |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|--------------------------------|-----------------------|--|
| Mr. SANEE DANGWUNG | Chairman of the board | Participating |
| Mr. KETTIVIT SITTISOONTORNWONG | Vice Chairman | Participating |
| Mr. SURASIT ASAVASAKSERI | Director | Participating |
| Ms. SRIPRI EAKWICHIT | Director | Participating |
| Mr. VIWAT LIMSAKDAKUL | Director | Participating |
| Mr. TEERACHAI CHEMNASIRI | Director | Participating |
| Mr. PAIBOON SUMRANPUTI | Director | Participating |
| Mr. APICHART LEEISSARANUKUL | Director | Non-participating |
| Mr. CHALONG LUENGPRASIT | 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. SANEE DANGWUNG (Chairman of the board) | - | 8/8 | Participating | Did not hold the meeting |
| 2. | Mr. KETTIVIT SITTISOONTORNWONG (Vice Chairman) | - | 8/8 | Participating | Did not hold the meeting |
| 3. | Mr. SURASIT ASAVASAKSERI (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 4. | Ms. SRIPRI EAKWICHIT (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 5. | Mr. VIWAT LIMSAKDAKUL (Director) | - | 7/8 | Participating | Did not hold the meeting |
| 6. | Mr. TEERACHAI CHEMNASIRI (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 7. | Mr. PAIBOON SUMRANPUTI (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 8. | Mr. APICHART LEEISSARANUKUL (Director) | - | 8/8 | Participating | Did not hold the meeting |
| 9. | Mr. CHALONG LUENGPRASIT (Director) | - | 6/6 | Non-participating | Did not hold the meeting |
| 10. | Mr. WORAGAN XUTO (Director) | 24 Apr 2025 | 2/2 | 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. SANEE DANGWUNG (Chairman of the board) | - | 900,000.00 | 73,514.51 | No |

| | | | | | |
|-----|---|-------------|------------|-----------|----|
| 2. | Mr. KETTIVIT SITTISOONTORNWONG (Vice Chairman) | - | N/A | N/A | No |
| 3. | Mr. SURASIT ASAVASAKSERI (Director) | - | N/A | N/A | No |
| 4. | Ms. SRIPRI EAKWICHIT (Director) | - | N/A | N/A | No |
| 5. | Mr. VIWAT LIMSAKDAKUL (Director) | - | 360,000.00 | 73,514.51 | No |
| 6. | Mr. TEERACHAI CHEMNASIRI (Director) | - | 360,000.00 | 73,514.51 | No |
| 7. | Mr. PAIBOON SUMRANPUTI (Director) | - | 360,000.00 | 73,514.51 | No |
| 8. | Mr. APICHART LEEISSARANUKUL (Director) | - | 360,000.00 | 73,514.51 | No |
| 9. | Mr. CHALONG LUENGPRASIT (Director) | - | 270,000.00 | N/A | No |
| 10. | Mr. WORAGAN XUTO (Director) | 24 Apr 2025 | 120,000.00 | 73,514.51 | 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. | Mr. VIWAT LIMSAKDAKUL (Chairman of the audit committee) | - | 4/4 |
| 2. | Mr. TEERACHAI CHEMNASIRI (Audit committee) | - | 4/4 |
| 3. | Mr. CHALONG LUENGPRASIT (Audit committee) | - | 3/3 |
| 4. | Mr. WORAGAN XUTO (Audit committee) | 24 Apr 2025 | 1/1 |