



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BRITANIA 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 : BRITANIA PUBLIC COMPANY LIMITED

Symbol : BRI

Address : 496 Village No. 9, Samrong Nuea, Mueang Samut Prakan,
Samut Prakan, 10270

Province : Samut Prakarn

Postcode : 10270

Business : Development of horizontal residential property including
detached houses, semi-detached houses and townhomes

Registration Number : 0107564000294

Telephone : 1509

Fax (if applicable) : 02 398 8066

Website : <https://britannia.co.th/>

Email : napapol.s@britannia.co.th

Total Shares Sold (shares)

Common Stock : 1,453,210,999

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)	5,861.85	3,860.23	2,455.05
Revenues from sales of real estate (Thousand baht)	4,274.23	2,847.47	1,839.13
Income from Service (Thousand baht)	0.00	0.00	307.53
Revenues from project management (Thousand baht)	1,437.87	536.14	128.80
Gain on disposal of investments in subsidiaries (Thousand baht)	113.04	362.10	0.00
Interest revenue calculated using the effective interest method (Thousand baht)	14.83	84.39	127.51
Other (Thousand baht)	21.88	30.13	52.08

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenues from sales of real estate (%)	72.92	73.76	74.91
Income from Service (%)	0.00	0.00	12.53
Revenues from project management (%)	24.53	13.89	5.25
Gain on disposal of investments in subsidiaries (%)	1.93	9.38	0.00
Interest revenue calculated using the effective interest method (%)	0.25	2.19	5.19
Other (%)	0.37	0.78	2.12

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	5,861.85	3,860.23	2,455.05
Domestic (Thousand baht)	5,861.85	3,860.23	2,455.05
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)	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

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

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

Risk Management

Risk Management

Risk Factors (2.2)

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

Risk From Acquiring Land for Future Real Estate Development

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

Financial Risk

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

Risk of Having the Company's Main Revenue Only from Residential Projects of Low-Rise Houses

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

Operational Risk

- Product obsolescence
- Impact from population structure

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

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

Risk From Completing House Construction Before Sale

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

- Product obsolescence

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

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

Risk From the Rising Tendency of Construction Costs, Construction Materials Prices, and Labor Costs

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Business operations of partners in the supply chain

Operational Risk

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

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

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

Risk of Construction and the Contractor Performance Quality

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Damage to company image and reputation

Operational Risk

- Shortage or reliance on skilled workers
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Corporate Governance

Financial Risk

- Insufficient sources of funding

Risk From Labor and Skilled Worker Shortage

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

- Shortage or reliance on skilled workers
- Delays in the development of future projects

Risk From the Success of Developing Projects and Future Projects

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

Operational Risk

- Product obsolescence
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

- Laws and regulations is not favorable for doing business

Financial Risk

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

Risk From the Concentration of Projects in Bangkok and Its Vicinity

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Operational Risk

- Systems or internal control system
- Climate change and disasters
- Impact from population structure

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

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

Risk From High Competition in the Industry

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

Operational Risk

- Delays in the development of future projects
- Impact from population structure

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

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

Risk of Trademark Protection

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Damage to company image and reputation

Operational Risk

- Corruption

Compliance Risk

- Violations of laws and regulations

Risks From Financial Institutions' Housing Loan Policy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods

Risk From Financing and Liquidity and Risks Associated with Practices and Terms of the Loan Agreement

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding

- 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

Risk of Receiving Financial Assistance from Major Shareholders

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Corporate Governance

Financial Risk

- Insufficient sources of funding
- Default on payment or exchange of goods

Risks From Interest Rate Volatility

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations

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

Risk From Changes in Laws and Regulations That May Affect the Company's Real Estate Business

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Operational Risk

- Delays in the development of future projects

Compliance Risk

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

Risks From Personal Data Protection Laws

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Information security and cyber-attack

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Risks From Fluctuations in Economic Conditions, Domestic Politics, Natural Disasters, Financial Markets, and Other Macro Factors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers

Operational Risk

- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment
- Impact from population structure

Compliance Risk

- Change in laws and regulations

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

Risk of Canceling a Purchase Order or Terminating the Customer's Contract to Buy and Sell

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

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Compliance Risk

- Laws and regulations is not favorable for doing business

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods

Risk of Maintaining Financial Ratios (Both with Financial Institutions and Debentures)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Loss or damage from non-compliance of partners or counterparties

Compliance Risk

- Violations of laws and regulations

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

Risk of Fraud and Corruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Corruption

Compliance Risk

- Corporate Governance

Risk From Suppliers and Supply Chain

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Operational Risk

- Shortage or reliance on skilled workers
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Corporate Governance

Risk of Occupational Hygiene and Safety

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties

Compliance Risk

- Corporate Governance

Financial Risk

- Insufficient sources of funding

Risk of Human Rights

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Impact on human rights

Compliance Risk

- Corporate Governance

Risk From Community Complaints

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Delays in the development of future projects

Compliance Risk

- Violations of laws and regulations
- Corporate Governance
- Legal risk

Risk of the Environment

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Impact on the environment

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Risk From Climate Change

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects
- Climate change and disasters

Risk of Cyber Threat

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Corporate Governance

Risk to Securities Holder (2.2.2)

Risk of Having Major Shareholders with Influence on Management Policy

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk From Volatility in the Company's Ordinary Share Prices, Liquidity, and Trading Volume

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk That the Company's Major Shareholders Hold Large Amounts of the Company's Shares and That Such Major Shareholders Are Able to Sell Their Shares in the Future May Affect the Company's Shares Prices

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk From the Company's Ability to Pay Dividends in the Future

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risks in Case That Thai Law and the Company's Articles of Association Restrict Foreign Shareholding, Which Affect the Company

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk That Non-resident Investors May Have Restrictions on Exercising Their Rights to Purchase the Company's Newly Issued Ordinary Shares in Proportion (Rights Offering) in the Future

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Risk From the Exercise of Warrants to Purchase Ordinary Shares of the Company Issued to Directors, Executives, and Employees of the Company

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 : [https://investor.britania.co.th/sustainability-concept/sustainability-](https://investor.britania.co.th/sustainability-concept/sustainability-managementpolicy)
(if applicable) managementpolicy

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.britania.co.th/corporate-governance/other-documents>
(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)	0.00	16,208.91	13,726.54
Gasoline (Litres)	19,032.60	84,931.31	66,686.69

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	3,970,225.52	2,570,715.60	1,839,335.20

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	180,325.67	175,012.00	118,416.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	203,353.50	46,184.32	14,591.20
Hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	203,353.50	46,184.32	14,591.20

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	100.00	249.00	42.00
Scope 2 (Tons of carbon dioxide equivalents)	2,042.00	1,286.00	874.00
Scope 3 (Tons of carbon dioxide equivalents)	2,430.00	674.00	623.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	4,572.00	2,209.00	1,539.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau verification (Thailand) Co., Ltd.

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.britania.co.th/corporate-governance/other-documents>

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)	338	124	98
Number of female employees (Persons)	328	177	158
Total number of employees (Persons)	666	301	256

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	342,521,506.46	251,673,440.63	168,481,675.83

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	7.42	7.28	9.12
Employee development and training expenses (baht)	753,233.78	171,250.08	164,635.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	0	2	0
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	40.69	51.83	39.06

• **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.britania.co.th/th/home>.

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	7	77.78
Number of female directors	2	22.22
Number of executive directors	5	55.56
Number of non-executive directors	4	44.44
Number of independent directors	3	33.33

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. WIJARN SIMACHAYA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Doctorate in Philosophy (Environmental Engineering) Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	18 Jun 2020	Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Governance/ Compliance

2.	<p>Mr. NIWAT LAMUNPANDH</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p>	15 Nov 2017	Property Development, Law, Data Management, Strategic Management, Governance/ Compliance
3.	<p>Mr. PEERAPONG JAROON-EK</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Honorary degree</p> <p>Major: Real Estate Business Management for the Academic</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	11 Nov 2022	Property Development, Data Analysis, Corporate Management, Engineering, Leadership
4.	<p>Mrs. ARADA JAROON-EK</p> <p>Gender: Female</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	26 Apr 2023	Business Administration, Property Development, Accounting, Data Analysis, Risk Management
5.	<p>Ms. PANITAPORN WONGPRAKOP</p> <p>Gender: Female</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	26 Apr 2023	Finance, Data Management, Data Analysis, Audit, Budgeting

6.	<p>Pol.Lt.Gen. SUKHUN PROMMAYON</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	24 Jan 2024	Public Administration, Strategic Management, Leadership, Corporate Social Responsibility, Law
7.	<p>Mr. SUPHAPHONG SUKHASAPHA</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Marketing</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	13 Aug 2025	Accounting, Marketing, Digital Marketing, Business Administration, Property Development
8.	<p>Mr. Krit Techasumma</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 Jan 2026	Property Development, Marketing, Digital Marketing, Strategic Management, Business Administration
9.	<p>Mr. Surin Sahachatpocanun</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	1 Jan 2026	Property Development, Marketing, Public Administration, Business Administration, Law

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

General information	Position	Tenure	Replacement Director
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1.	Mr. MAYTA CHANCHAMCHARAT Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 18 Sep 2018 Date directorship ended: 13 Nov 2025	Mr. Surin Sahachatapocanun Date position was assumed: 1 Jan 2026
2.	Mr. THAN SIRIPOKEE Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Master of Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 26 Apr 2022 Date directorship ended: 1 Aug 2025	Mr. SUPHAPHONG SUKHASAPHA Date position was assumed: 13 Aug 2025
3.	Mrs. SUPALAK CHANPITAK Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 13 Aug 2024 Date directorship ended: 31 Dec 2025	Mr. Krit Techasumma Date position was assumed: 1 Jan 2026

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. WIJARN SIMACHAYA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Doctorate in Philosophy (Environmental Engineering) Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	13 Aug 2025	Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Governance/ Compliance
2. Pol.Lt.Gen. SUKHUN PROMMAYON Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	24 Jan 2024	Public Administration, Strategic Management, Leadership, Corporate Social Responsibility, Law
3. Mr. SUPHAPHONG SUKHASAPHA [1] Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Marketing Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	13 Aug 2025	Accounting, Marketing, Digital Marketing, Business Administration, Property Development

[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. THAN SIRIPOKEE [1] Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Master of Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 12 May 2022 Date directorship ended: 1 Aug 2025	Mr. SUPHAPHONG SUKHASAPHA Date position was assumed: 13 Aug 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. Navin Leknawa Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2021
2. Mr. Parama Hemathulin Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2021

3.	<p>Ms. PANITAPORN WONGPRAKOP</p> <p>Gender: Female</p> <p>Age: 42 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2019</p>
4.	<p>Mr. Siripong Srisawangwong</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Department of Housing Studies</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>13 Aug 2024</p>
5.	<p>Mr. Surin Sahachatpocanun</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Master of Public Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the executive committee</p>	<p>1 Jan 2026</p>
6.	<p>Mr. Krit Techasumma</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2026</p>
7.	<p>Mr. Itthipon Kumsombut</p> <p>Gender: Male</p> <p>Age: 33 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>Member of the executive committee</p>	<p>2 Mar 2026</p>

List of executive committee members who resigned/vacated their position during the year

General information		Position	Tenure	Replacement Director
1.	<p>Mr. Jiroj Sutthiapha</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Faculty of Architecture</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	Member of the executive committee	<p>Date position was assumed: 18 Jun 2019</p> <p>Date directorship ended: 24 Jan 2024</p>	No replacement director
2.	<p>Mr. Buranin Luppanakul</p> <p>Gender: Male</p> <p>Age: 58 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>	Member of the executive committee	<p>Date position was assumed: 1 Apr 2022</p> <p>Date directorship ended: 13 Aug 2024</p>	<p>Mr. Siripong Srisawangwong</p> <p>Date position was assumed: 13 Aug 2024</p>
3.	<p>Mr. THEERADEJ KERDSAMANG</p> <p>Gender: Male</p> <p>Age: 58 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>	Chairman of the executive committee	<p>Date position was assumed: 24 Jan 2024</p> <p>Date directorship ended: 13 Aug 2024</p>	<p>Mrs. SUPALAK CHANPITAK</p> <p>Date position was assumed: 13 Aug 2024</p>
4.	<p>Mr. Theerayuth Lakdee</p> <p>Gender: Male</p> <p>Age: 52 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>	Member of the executive committee	<p>Date position was assumed: 1 Mar 2019</p> <p>Date directorship ended: 31 Dec 2025</p>	<p>Mr. Krit Techasumma</p> <p>Date position was assumed: 1 Jan 2026</p>

5.	Mrs. SUPALAK CHANPITAK	Chairman of the executive committee	Date position was assumed:	Mr. Surin Sahachatpocanun
	Gender: Female			Date position was assumed:
	Age: 66 years old		13 Aug 2024	1 Jan 2026
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Accounting		31 Dec 2025	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Pol.Lt.Gen. SUKHUN PROMMAYON	Member
	Mr. Surin Sahachatpocanun	Chairman
	Mr. NIWAT LAMUNPANDH	Member
	Mr. THAN SIRIPOKEE	Member
Nomination and Remuneration Committee	Mr. WIJARN SIMACHAYA	Chairman
	Mrs. ARADA JAROON-EK	Member
	Pol.Lt.Gen. SUKHUN PROMMAYON	Member
	Mr. THAN SIRIPOKEE	Member
Corporate Governance and Sustainable Committee	Mr. WIJARN SIMACHAYA	Chairman
	Mr. NIWAT LAMUNPANDH	Member
	Pol.Lt.Gen. SUKHUN PROMMAYON	Member
	Mr. THAN SIRIPOKEE	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainable 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. Navin Leknawa Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering	Co-Chief Executive Officer and Managing Director of Project Development	1 Jan 2021	Construction Materials, Construction Services, Project Management, Engineering, Property Development
2. Mr. Parama Hemathulin Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Engineering	Managing Director	1 Jan 2021	Construction Materials, Property Development, Data Analysis, Project Management, Engineering
3. Mr. Siripong Srisawangwong Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Department of Housing Studies	Co-Chief Executive Officer (Co-CEO)	13 Aug 2024	Property Development, Marketing, Brand Management, Strategic Management, Business Administration
4. Mr. Krit Techasumma Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Management	Chief Executive Officer	1 Jan 2026	Property Development, Marketing, Digital Marketing, Strategic Management, Business Administration
5. Mr. Itthipon Kumsombut [1][2] Gender: Male Age: 33 years old Highest level of education: Master's degree Major: Economics	Chief Financial Officer	2 Mar 2026	Economics, Property Development, Accounting, Finance, Data Analysis

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : Yes

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 98

Number of female employees (persons) : 158

Total number of employees (persons) : 256

Employee Remuneration

Total employee remuneration : 168,481,675.83

Provident fund

Total number of employees (persons) : 256

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

Percentage of employees who are members (%) : 39.45

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. Sunanta Kaikaew	sunanta.ka@britannia.co.th	

• Company secretary

General information	Email	Telephone
1. Ms. Kanokkorn Kalaphuak	kanokkorn.k@britannia.co.th	

• Head of internal audit

General information	Email	Telephone
1. Ms. Thanyaporn Chumjui	thunyaporn.c@britannia.co.th	

• Head of compliance unit

General information	Email	Telephone
1. Ms. Doungkamon Nakkompan	doungkamon.n@britannia.co.th	

• Head of investor relations

General information	Email	Telephone
1. Mr. Napapol Somrit	napapol.s@britannia.co.th	1509

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED		1,810,000.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. WIJARN SIMACHAYA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Doctorate in Philosophy (Environmental Engineering) 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: 18 Jun 2020	Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Governance/ Compliance
2. Mr. NIWAT LAMUNPANDH Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Master of Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Nov 2017	Property Development, Law, Data Management, Strategic Management, Governance/ Compliance
3. Pol.Lt.Gen. SUKHUN PROMMAYON Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Jan 2024	Public Administration, Strategic Management, Leadership, Corporate Social Responsibility, Law

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SUPHAPHONG SUKHASAPHA Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Marketing 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: 13 Aug 2025	Accounting, Marketing, Digital Marketing, Business Administration, Property Development
2. Mr. Krit Techasumma Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jan 2026	Property Development, Marketing, Digital Marketing, Strategic Management, Business Administration
3. Mr. Surin Sahachatpocanun Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Master of Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 1 Jan 2026	Property Development, Marketing, Public Administration, Business Administration, Law

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. WIJARN SIMACHAYA	Chairman of the board	Non-participating
Mr. NIWAT LAMUNPANDH	Director	Participating
Mr. PEERAPONG JAROON-EK	Director	Participating
Mrs. ARADA JAROON-EK	Director	Participating

Ms. PANITAPORN WONGPRAKOP	Director	Participating
Pol.Lt.Gen. SUKHUN PROMMAYON	Director	Non-participating
Mr. SUPHAPHONG SUKHASAPHA	Director	Non-participating
Mr. Krit Techasumma	Director	Participating
Mr. Surin Sahachatpocanun	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) : 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. WIJARN SIMACHAYA (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. NIWAT LAMUNPANDH (Director)	-	8/8	Participating	Did not hold the meeting
3.	Mr. PEERAPONG JAROON-EK (Director)	-	6/8	Participating	Did not hold the meeting
4.	Mrs. ARADA JAROON-EK (Director)	-	6/8	Participating	Did not hold the meeting
5.	Ms. PANITAPORN WONGPRAKOP (Director)	-	8/8	Participating	Did not hold the meeting
6.	Pol.Lt.Gen. SUKHUN PROMMAYON (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. SUPHAPHONG SUKHASAPHA (Director)	-	3/3	Non-participating	Did not hold the meeting

8.	Mr. Krit Techasumma (Director)	-	0/0	Non-participating	Did not hold the meeting
9.	Mr. Surin Sahachatpocanun (Director)	-	0/0	Non-participating	Did not hold the meeting
10.	Mr. MAYTA CHANCHAMCHARAT (Chairman of the board)	13 Nov 2025	6/6	Participating	Did not hold the meeting
11.	Mr. THAN SIRIPOKEE (Director)	1 Aug 2025	4/4	Participating	Did not hold the meeting
12.	Mrs. SUPALAK CHANPITAK (Director)	31 Dec 2025	8/8	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. WIJARN SIMACHAYA (Chairman of the board)	-	125,000.00	204,501.00	No
2.	Mr. NIWAT LAMUNPANDH (Director)	-	120,000.00	199,501.00	No
3.	Mr. PEERAPONG JAROON-EK (Director)	-	0.00	N/A	N/A
4.	Mrs. ARADA JAROON-EK (Director)	-	0.00	N/A	N/A
5.	Ms. PANITAPORN WONGPRAKOP (Director)	-	0.00	N/A	N/A
6.	Pol.Lt.Gen. SUKHUN PROMMAYON (Director)	-	120,000.00	199,501.00	No
7.	Mr. SUPHAPHONG SUKHASAPHA (Director)	-	45,000.00	75,000.00	No
8.	Mr. Krit Techasumma (Director)	-	0.00	N/A	N/A
9.	Mr. Surin Sahachatpocanun (Director)	-	0.00	N/A	N/A
10.	Mr. MAYTA CHANCHAMCHARAT (Chairman of the board)	13 Nov 2025	120,000.00	244,374.00	No
11.	Mr. THAN SIRIPOKEE (Director)	1 Aug 2025	60,000.00	124,501.00	No
12.	Mrs. SUPALAK CHANPITAK (Director)	31 Dec 2025	0.00	N/A	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. WIJARN SIMACHAYA (Chairman of the audit committee)	-	4/4
2.	Pol.Lt.Gen. SUKHUN PROMMAYON (Audit committee)	-	4/4
3.	Mr. SUPHAPHONG SUKHASAPHA (Audit committee)	-	1/1
4.	Mr. THAN SIRIPOKEE (Chairman of the audit committee)	1 Aug 2025	2/2