



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

BBGI PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

| | Page |
|--|------|
| Business Operations and Performance | |
| Group Structure and Operations | 1 |
| Risk Management | 4 |
| Sustainable Development | 7 |
| Corporate Governance | |
| Corporate Governance Policy | 12 |
| Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information | 13 |
| Performance Report on Corporate Governance | 25 |

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : BBGI PUBLIC COMPANY LIMITED

Symbol : BBGI

Address : 2098 M Tower Building, 5th Floor, Sukhumvit Road, Phra Khanong
Tai, Phra Khanong

Province : Bangkok

Postcode : 10260

Business : The Company performed through Holding Company within 1) the
business of Biofuel including Ethanol, Biodiesel, and 2) High
Value Bio-Based Products in Health and Well-Being which
utilizing advanced technology.

Registration Number : 0107561000129

Telephone : 0-2335-8816

Fax (if applicable) : 0-2335-8800

Website : <https://www.bbgigroup.com/>

Email : bbgi-secretary@bbgigroup.com

Total Shares Sold (shares)

Common Stock : 1,446,000,000

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) | 13,874,465.44 | 22,282,629.98 | 17,873,010.27 |
| . Ethanol Production and Distribution (Thousand baht) | 4,255,847.89 | 5,975,797.39 | 5,207,205.13 |
| High-value biological products that promote health (Thousand baht) | 3,140.36 | 9,329.10 | 6,078.12 |
| Biodiesel Production and Distribution Business (Thousand baht) | 9,498,259.61 | 16,206,424.43 | 12,621,208.95 |
| Interest Income (Thousand baht) | 27,777.53 | 12,280.40 | 3,844.48 |
| Other (Thousand baht) | 89,440.05 | 78,798.66 | 34,673.59 |

| | 2023 | 2024 | 2025 |
|--|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| . Ethanol Production and Distribution (%) | 30.67 | 26.82 | 29.13 |
| High-value biological products that promote health (%) | 0.02 | 0.04 | 0.03 |
| Biodiesel Production and Distribution Business (%) | 68.46 | 72.73 | 70.62 |
| Interest Income (%) | 0.20 | 0.06 | 0.02 |
| Other (%) | 0.64 | 0.35 | 0.19 |

By Geographical Area or Market

| | 2023 | 2024 | 2025 |
|---|---------------|---------------|---------------|
| Total revenue from operations (Thousand baht) | 13,874,465.44 | 22,282,629.98 | 17,873,010.27 |
| Domestic (Thousand baht) | 13,722,538.09 | 22,056,616.46 | 17,469,352.14 |
| International (Thousand baht) | 151,927.35 | 226,013.52 | 403,658.13 |

| | 2023 | 2024 | 2025 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Domestic (%) | 98.90 | 98.99 | 97.74 |
| International (%) | 1.10 | 1.01 | 2.26 |

Other income as specified in the financial statements

| | 2023 | 2024 | 2025 |
|--|------------|-----------|-----------|
| Total other income (Thousand baht) | 117,218.00 | 91,079.00 | 38,518.07 |
| Other income from operations (Thousand baht) | 65,534.00 | 38,079.00 | 36,871.30 |
| Other income not from operations (Thousand baht) | 51,684.00 | 53,000.00 | 1,646.77 |

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

| | 2023 | 2024 | 2025 |
|---------------------------------|------------|------------|------------|
| Share of profit (Thousand baht) | -10,941.10 | -11,848.22 | -17,460.70 |

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 | 750.84 | 0.00 | 2,460.41 |

Risk Management

Risk Management

Risk Factors (2.2)

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

Strategic Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Changes in technologies
- Reliance on large customers or few customers
- Competition risk
- New business risk
- Climate change and disasters

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Climate change and disasters

Operational Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

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

- Systems or internal control system
- Information security and cyber-attack
- Delays in the development of future projects
- Business operations that have no commercial results
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Pandemic risk
- Other

Financial Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Reputation Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment
- Corruption

Compliance Risk

- Change in laws and regulations

- Violations of laws and regulations
- Corporate Governance

Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Operational Risk

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

Compliance Risk

- Change in laws and regulations

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.bbgigroup.com/storage/document/sustainability/bbgi-environmental-social-and-governance-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://www.bbgigroup.com/storage/document/sustainability/bbgi-environmental-social-and-governance-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 |
|-----------------------------------|----------------|----------------|----------------|
| Jet fuel (Litres) | 0.00 | 0.00 | 0.00 |
| Diesel (Litres) | 169,510.00 | 160,452.27 | 156,227.32 |
| Gasoline (Litres) | 1,576.00 | 1,102.59 | 1,748.36 |
| Fuel oil (Litres) | 58,995.00 | 124,968.00 | 1,259,308.00 |
| Crude oil (Barrels) | 0.00 | 0.00 | 0.00 |
| Natural gas (Standard cubic feet) | 494,804,249.00 | 554,416,633.29 | 540,143,599.30 |
| LPG (Kilograms) | 4,803.00 | 3,213.00 | 8,544.00 |

| | | | |
|-----------------------|------------|------------|------------|
| Steam (Metric tonnes) | 120,586.00 | 153,930.18 | 257,355.53 |
| Coal (Metric tonnes) | 0.00 | 0.00 | 0.00 |

• Electricity consumption

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 64,512,861.00 | 78,012,718.16 | 83,844,748.48 |

Water management

• Water consumption

| | 2023 | 2024 | 2025 |
|---------------------------------------|--------------|--------------|--------------|
| Total water withdrawal (Cubic meters) | 2,705,718.30 | 3,172,991.00 | 3,502,642.00 |

Waste management

• Waste from operations

| | 2023 | 2024 | 2025 |
|--|-------------------------|-------------------------|-------------------------|
| Non-hazardous waste (Kilograms) | 1,247,740,321.00 | 1,465,847,343.00 | 2,925,978,533.00 |
| Hazardous waste (Kilograms) | 50,970.00 | 54,040.00 | 1,119,050.00 |
| Total waste generated (Kilograms) | 1,247,791,291.00 | 1,465,901,383.00 | 2,927,097,583.00 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Scope 1 (Tons of carbon dioxide equivalents) | 52,613.00 | 39,568.00 | 113,621.00 |
| Scope 2 (Tons of carbon dioxide equivalents) | 22,932.00 | 22,195.00 | 34,171.00 |
| Scope 3 (Tons of carbon dioxide equivalents) | 258,691.00 | 424,024.00 | 385,441.00 |

| | | | |
|---|-------------------|-------------------|-------------------|
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 334,236.00 | 485,787.00 | 533,233.00 |
|---|-------------------|-------------------|-------------------|

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : LRQA (Thailand) 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://www.bbgigroup.com/storage/document/sustainability/bbgi-business-responsibility-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) | 383 | 389 | 457 |
| Number of female employees (Persons) | 190 | 184 | 218 |
| Total number of employees (Persons) | 573 | 573 | 675 |

• Employee remuneration

| | 2023 | 2024 | 2025 |
|------------------------------|----------------|----------------|----------------|
| Employee remuneration (baht) | 235,602,451.00 | 265,097,128.74 | 302,178,071.51 |

• Employee development and training

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Average employee training hours (Hours / Person / Year) | 17.11 | 25.18 | 23.98 |
| Employee development and training expenses (baht) | 1,663,764.19 | 3,916,998.00 | 2,755,048.70 |

• Health, safety and work environment

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

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

• **Employee retention**

| | 2023 | 2024 | 2025 |
|--|-------|------|-------|
| Percentage of employees who voluntarily resigned (%) | 15.71 | 9.08 | 13.63 |

• **Significant labor dispute**

| | 2023 | 2024 | 2025 |
|---------------------------|------|------|------|
| Significant labor dispute | No | Yes | 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://www.bbgigroup.com/storage/document/cg/good-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 | 11 | 100.00 |
| Number of male directors | 9 | 81.82 |
| Number of female directors | 2 | 18.18 |
| Number of executive directors | 1 | 9.09 |
| Number of non-executive directors | 10 | 90.91 |
| Number of independent directors | 4 | 36.36 |

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. PATIPARN SUKORNDHAMAN Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive) Director type: Original director | 8 May 2024 | Business Administration, Accounting, Leadership, Strategic Management, Risk Management |

| | | | | |
|----|---|--|-------------|--|
| 2. | <p>Mr. CHALUSH CHINTHAMMIT</p> <p>Gender: Male</p> <p>Age: 56 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>Vice Chairman (Non-executive)</p> <p>Director type: Original director</p> | 31 Oct 2017 | <p>Leadership, Business Administration, Agribusiness, Marketing, Strategic Management</p> |
| 3. | <p>Mr. CHANACHAI CHUTIMAVORAPHAND</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Original director</p> | 31 Oct 2017 | <p>Law, Business Administration, Accounting, Strategic Management, Risk Management</p> |
| 4. | <p>Mr. MATTHEW KICHODHAN</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 31 Oct 2017 | <p>Business Administration, Food & Beverage, Marketing, Human Resource Management, IT Management</p> |
| 5. | <p>Mrs. JARUPORN VIYANANT</p> <p>Gender: Female</p> <p>Age: 81 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>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p> | 31 Oct 2017 | <p>Commerce, Audit, Finance, Accounting, Internal Control</p> |

| | | | | |
|----|---|--|------------|--|
| 6. | <p>Ms. Lackana Leelayouthayotin</p> <p>Gender: Female</p> <p>Age: 72 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p> | 5 Apr 2023 | Marketing, Accounting, Sustainability, Risk Management, Audit |
| 7. | <p>Mr. PONGCHAI CHAICHIRAWIWAT</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p> | 1 Aug 2023 | Business Administration, Energy & Utilities, Strategic Management, Petrochemicals & Chemicals, Engineering |
| 8. | <p>Mr. PIRIPON CHINTHAMMIT</p> <p>Gender: Male</p> <p>Age: 45 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p> | 5 Apr 2024 | Agribusiness, Marketing, Strategic Management, Project Management, Leadership |
| 9. | <p>Mr. Daechapon Lersuwanaroj</p> <p>Gender: Male</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director</p> <p>(Executive)</p> <p>Director type: Re-elected as director</p> | 1 Jan 2025 | Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management |

| | | | | |
|-----|--|---|------------|--|
| 10. | Mr. BUNDIT HANSAPAIBOON Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) Director type: Original director | 1 Jan 2025 | Budgeting, Energy & Utilities, Transportation & Logistics, Data Analysis, Strategic Management |
| 11. | Mr. PHANTONG LOYKULNANTA Gender: Male Age: 48 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 | 6 May 2025 | Commerce, Law, Accounting, Business Administration, Engineering |

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

| General information | Position | Tenure | Replacement Director |
|--|---|---|--|
| 1. Mrs. PATRICIA MONGKHONVANIT Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) | Date position was assumed: 1 Oct 2020 Date directorship ended: 17 Apr 2025 | Mr. PHANTONG LOYKULNANTA Date position was assumed: 6 May 2025 |

Other Information pertaining to committees

| | |
|--|-------|
| The Chairman is an independent director | : No |
| The Chairman and the manager are the same person | : No |
| The Chairman and the manager are members of the same family | : 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. Mrs. JARUPORN VIYANANT [1] Gender: Female Age: 81 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes | Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director | 31 Oct 2017 | Commerce, Audit, Finance, Accounting, Internal Control |
| 2. Ms. Lackana Leelayouthayotin Gender: Female Age: 72 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 5 Apr 2023 | Marketing, Accounting, Sustainability, Risk Management, Audit |
| 3. Mr. MATTHEW KICHODHAN Gender: Male Age: 59 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: Re-elected as director | 6 May 2025 | Business Administration, Food & Beverage, Marketing, Human Resource Management, IT Management |

[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. Mrs. PATRICIA MONGKHONVANIT Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) | Date position was assumed: 1 Oct 2020 Date directorship ended: 17 Apr 2025 | Mr. MATTHEW KICHODHAN Date position was assumed: 6 May 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. Daechapon Lersuwanaroj Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Chairman of the executive committee | 1 Feb 2024 |
| 2. Mrs. Suttida Sukhanindr Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Feb 2018 |

| | | | |
|----|--|-----------------------------------|------------|
| 3. | Mr. Prasit Tantaworanart Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Jan 2025 |
| 4. | Ms. Nilubon Jong-anurakkun Gender: Female Age: 46 years old Highest level of education: Doctoral degree Major: Applied Bioscience Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Jan 2025 |
| 5. | Mr. Chun Phokaisawan Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 1 Jan 2025 |

Other sub-committees

Sub-committees information

| Name of sub-committees | List of directors | Position |
|--|--------------------------------|----------|
| Risk Management and Corporate Governance Committee | Ms. Lackana Leelayouthayotin | Chairman |
| | Mr. MATTHEW KICHODHAN | Member |
| | Mr. Daechapon Lersuwanaroj | Member |
| | Mr. BUNDIT HANSAPAIBOON | Member |
| Investment Committee | Mr. Pongchai Chaichirawiwat | Chairman |
| | Mr. CHALUSH CHINTHAMMIT | Member |
| | Mr. CHANACHAI CHUTIMAVORAPHAND | Member |
| | Mr. Daechapon Lersuwanaroj | Member |

| | | |
|---------------------------------------|------------------------------|----------|
| Nomination and Remuneration Committee | Ms. Lackana Leelayouthayotin | Chairman |
| | Mr. BUNDIT HANSAPAIBOON | Member |
| | Mr. PIRIPON CHINTHAMMIT | Member |
| | Mr. PHANTONG LOYKULNANTA | Member |
| Sustainability Management Committee | Mrs. Suttida Sukhanindr | Member |
| | Mr. Daechapon Lersuwanaroj | Chairman |
| | Mr. Prasit Tantaworanart | Member |
| | Ms. Nilubon Jong-anurakkun | Member |
| | Mr. Chun Phokaisawan | Member |

Roles of Sub-committees

| | |
|---|--|
| Sub-committees responsible for risk management | : Risk Management and Corporate Governance Committee |
| Sub-committees responsible for nomination | : Nomination and Remuneration Committee |
| Sub-committees responsible for remuneration | : Nomination and Remuneration Committee |
| Sub-committees responsible for corporate governance | : Risk Management and Corporate Governance Committee |
| Sub-committees responsible for corporate sustainability development | : Sustainability Management 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. Daechapon Lersuwanaroj [2] Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration | Chief Executive Officer and President | 1 Jan 2025 | Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management |
| 2. Mrs. Suttida Sukhanindr [1][2] Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration | Senior Executive Vice President of Corporate Finance and Accounting | 1 Feb 2018 | Accounting, Finance, Budgeting, Audit, Leadership |
| 3. Mr. Prasit Tantaworanart Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration | Executive Vice President Operation | 1 Jan 2025 | Leadership, Strategic Management, Business Administration, Risk Management, Energy & Utilities |
| 4. Ms. Nilubon Jong-anurakkun Gender: Female Age: 46 years old Highest level of education: Doctoral degree Major: Applied Bioscience | Executive Vice President Business and Product Development | 1 Jan 2025 | Food & Beverage, Insurance, Negotiation, Project Management, Strategic Management |
| 5. Mr. Chun Phokaisawan Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Finance | Acting Executive Vice President, Corporate Strategy and Business Support Division | 1 Jan 2025 | Agribusiness, Finance, Data Analysis, Risk Management, Business Administration |

[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) | 31,350,700.62 | 33,110,659.00 | 39,329,120.00 |

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 457

Number of female employees (persons) : 218

Total number of employees (persons) : 675

Employee Remuneration

Total employee remuneration : 302,178,071.51

Provident fund

Total number of employees (persons) : 675

Number of employees contributing to the PVD (persons) : 620

Percentage of employees who are members (%) : 91.85

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

| General information | Email | Telephone |
|--------------------------|----------------------|-----------|
| 1. Ms. Amporn Tongdonpum | amporn@bbgigroup.com | 023358804 |

- Company secretary

| General information | Email | Telephone |
|----------------------------------|-----------------------|-----------|
| 1. Mr. Somchai Sathiramongkonkul | somchai@bbgigroup.com | 023358816 |

- Head of internal audit

| General information | Email | Telephone |
|------------------------------|-------------------------|-----------|
| 1. Mr. Wongwaris Ussaraniroj | wongwaris@bbgigroup.com | 023358673 |

- Head of compliance unit

| General information | Email | Telephone |
|----------------------------------|-----------------------|-----------|
| 1. Mr. Somchai Sathiramongkolkul | somchai@bbgigroup.com | 023358816 |

- Head of investor relations

| General information | Email | Telephone |
|--------------------------------|-------------------------|-----------|
| 1. Ms. Phukcanun Natithammakul | Phukcanun@bbgigroup.com | 023358812 |

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. SOPHIT PROMPOL | 945,540.00 | - |
| | | Email: sophit@kpmg.co.th | | |
| | | Telephone: - | | |
| | | 2. Mr WAIYAWAT KORSAMARNCHAIYAKIJ | | |
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| | | 3. Mr SAKDA KAOTHANTHONG | | |
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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. MATTHEW KICHODHAN Gender: Male Age: 59 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: Re-elected as director | Date position was assumed: 31 Oct 2017 | Business Administration, Food & Beverage, Marketing, Human Resource Management, IT Management |
| 2. Mrs. JARUPORN VIYANANT Gender: Female Age: 81 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) Director type: Re-elected as director | Date position was assumed: 31 Oct 2017 | Commerce, Audit, Finance, Accounting, Internal Control |
| 3. Mr. Daechapon Lersuwanaroj Gender: Male 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: Re-elected as director | Date position was assumed: 1 Jan 2025 | Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management |

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

| General information | Position | Date position was assumed | Experience and expertise |
|--|--|---|---|
| 1. Mr. PHANTONG LOYKULNANTA Gender: Male Age: 48 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: 6 May 2025 | Commerce, Law, Accounting, Business Administration, Engineering |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|--------------------------------|-----------------------|--|
| Mr. PATIPARN SUKORNDHAMAN | Chairman of the board | Participating |
| Mr. CHALUSH CHINTHAMMIT | Vice Chairman | Participating |
| Mr. CHANACHAI CHUTIMAVORAPHAND | Director | Participating |
| Mr. MATTHEW KICHODHAN | Director | Participating |
| Mrs. JARUPORN VIYANANT | Director | Participating |
| Ms. Lackana Leelayouthayotin | Director | Participating |
| Mr. PONGCHAI CHAICHIRAWIWAT | Director | Participating |
| Mr. PIRIPON CHINTHAMMIT | Director | Participating |
| Mr. Daechapon Lersuwanaroj | Director | Participating |
| Mr. BUNDIT HANSAPAIBOON | Director | Participating |
| Mr. PHANTONG LOYKULNANTA | Director | Participating |

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 15

Date of AGM meeting : 4 Apr 2025

EGM meeting : No

| | List of directors | Termination date | Number of Board Meeting | AGM meetings | EGM meetings |
|----|--|------------------|-------------------------|-------------------|--------------------------|
| 1. | Mr. PATIPARN SUKORNDHAMAN (Chairman of the board) | - | 15/15 | Participating | Did not hold the meeting |
| 2. | Mr. CHALUSH CHINTHAMMIT (Vice Chairman) | - | 15/15 | Participating | Did not hold the meeting |
| 3. | Mr. CHANACHAI CHUTIMAVORAPHAND (Director) | - | 12/15 | Non-participating | Did not hold the meeting |
| 4. | Mr. MATTHEW KICHODHAN (Director) | - | 13/15 | Participating | Did not hold the meeting |
| 5. | Mrs. JARUPORN VIYANANT (Director) | - | 15/15 | Participating | Did not hold the meeting |
| 6. | Ms. Lackana Leelayouthayotin (Director) | - | 15/15 | Participating | Did not hold the meeting |
| 7. | Mr. PONGCHAI CHAICHIRAWIWAT (Director) | - | 15/15 | Participating | Did not hold the meeting |
| 8. | Mr. PIRIPON CHINTHAMMIT (Director) | - | 15/15 | Participating | Did not hold the meeting |

| | | | | | |
|-----|---|-------------|-------|-------------------|--------------------------|
| 9. | Mr. Daechapon Lersuwanaroj (Director) | - | 15/15 | Participating | Did not hold the meeting |
| 10. | Mr. BUNDIT HANSAPAIBOON (Director) | - | 15/15 | Participating | Did not hold the meeting |
| 11. | Mr. PHANTONG LOYKULNANTA (Director) | - | 10/11 | Non-participating | Did not hold the meeting |
| 12. | Mrs. PATRICIA MONGKHONVANIT (Director) | 17 Apr 2025 | 4/4 | 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. PATIPARN SUKORNDHAMAN (Chairman of the board) | - | 375,000.00 | 765,242.86 | No |
| 2. | Mr. CHALUSH CHINTHAMMIT (Vice Chairman) | - | 337,500.00 | 688,718.50 | No |
| 3. | Mr. CHANACHAI CHUTIMAVORAPHAND (Director) | - | 240,000.00 | 612,194.13 | No |
| 4. | Mr. MATTHEW KICHODHAN (Director) | - | 260,000.00 | 612,194.13 | No |
| 5. | Mrs. JARUPORN VIYANANT (Director) | - | 300,000.00 | 612,194.13 | No |
| 6. | Ms. Lackana Leelayouthayotin (Director) | - | 300,000.00 | 612,194.13 | No |
| 7. | Mr. PONGCHAI CHAICHIRAWIWAT (Director) | - | 300,000.00 | 612,194.13 | No |
| 8. | Mr. PIRIPON CHINTHAMMIT (Director) | - | 300,000.00 | 612,194.13 | No |
| 9. | Mr. Daechapon Lersuwanaroj (Director) | - | 300,000.00 | 612,194.13 | No |
| 10. | Mr. BUNDIT HANSAPAIBOON (Director) | - | 300,000.00 | 612,194.13 | No |
| 11. | Mr. PHANTONG LOYKULNANTA (Director) | - | 200,000.00 | 399,901.00 | No |
| 12. | Mrs. PATRICIA MONGKHONVANIT (Director) | 17 Apr 2025 | 80,000.00 | 180,257.16 | 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) : 9

| List of directors | | Termination date | Number of the audit committee meeting |
|-------------------|---|------------------|---------------------------------------|
| 1. | Mrs. JARUPORN VIYANANT (Chairman of the audit committee) | - | 9/9 |
| 2. | Ms. Lackana Leelayouthayotin (Audit committee) | - | 9/9 |
| 3. | Mr. MATTHEW KICHODHAN (Audit committee) | - | 4/7 |
| 4. | Mrs. PATRICIA MONGKHONVANIT (Audit committee) | 17 Apr 2025 | 2/2 |