



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**Primo Service Solutions 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 : Primo Service Solutions Public Company Limited

Symbol : PRI

Address : No. 496, Moo 9, Soi Baering 16, Tambon Sam Rong Nua, Amphoe Mueang  
Samut Prakan

Province : Samut Prakarn

Postcode : 10270

Business : The Company holds shares of other companies (as holding  
company) that provide one-stop service to real estate  
developers and related customers.

Registration Number : 0107565000476

Telephone : 0-2081-0000

Website : [www.primo.co.th](http://www.primo.co.th)

Email : [info@primo.co.th](mailto:info@primo.co.th)

#### Total Shares Sold (shares)

Common Stock : 320,000,000

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)	1,912,898.00	1,604,113.00	1,837,218.00
Engineering and Design Consulting Business (Thousand baht)	496,120.00	394,932.00	347,281.00
Real Estate Management Business (Thousand baht)	498,970.00	435,160.00	318,578.00
Real Estate After-Sales Service Business (Thousand baht)	917,808.00	773,121.00	1,170,910.00
Other (Thousand baht)	0.00	900.00	449.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Engineering and Design Consulting Business (%)	25.94	24.62	18.90
Real Estate Management Business (%)	26.08	27.13	17.34
Real Estate After-Sales Service Business (%)	47.98	48.20	63.73
Other (%)	0.00	0.06	0.02

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	1,912,898.00	1,604,113.00	1,837,218.00
Domestic (Thousand baht)	1,912,898.00	1,604,113.00	1,837,218.00
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)	1,393.00	33,018.00	14,454.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	1,393.00	33,018.00	14,454.00

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 Economic Volatility and Dependence on the Real Estate Sector**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates

### **Risk of Being a Holding Company**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

### **Risk of revenue volatility as some of its revenues are not recurring.**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Other

### **The risk from unable to recruit personnel to support operations and business expansion plans**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Shortage or reliance on skilled workers



### High industry competition and the entry of new entrepreneurs pose a risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Competition risk

### Risk of fraud and corruption

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Corruption

### Occupational Safety and Health Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Safety, occupational health, and working environment

### Human Rights Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Impact on human rights

### Privacy risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Compliance Risk

- Other

## **Risk to Securities Holder (2.2.2)**

**Risk of Fluctuations in the Price of The Company Ordinary Shares After Trading in the Stock Exchange**

**Risk Management Measures:** No

**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

### 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://primo.co.th/policy-2/>  
(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)	805.68	3,992.22	5,719.10
Gasoline (Litres)	N/A	523,616.94	57,584.61
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00
Steam (Metric tonnes)	0.00	0.00	0.00

Coal (Metric tonnes)	0.00	0.00	0.00
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• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	198,820.00	178,999.00	916,998.29

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	966.00	935.00	3,491.00

Waste management

• Waste from operations

	2023	2024	2025
Total waste generated (Kilograms)	38,391.60	13,716.64	27,303.36

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	43.00	958.00	140.00
Scope 2 (Tons of carbon dioxide equivalents)	100.00	90.00	436.00
Scope 3 (Tons of carbon dioxide equivalents)	614.00	291.00	368.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	757.00	1,339.00	944.00

• 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://primo.co.th/policy-2/>

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)	676	797	630
Number of female employees (Persons)	867	1,140	733
<b>Total number of employees (Persons)</b>	<b>1,543</b>	<b>1,937</b>	<b>1,363</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	545,131,000.00	471,482,397.07	650,405,810.51

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	29.00	24.00	20.00

##### • Health, safety and work environment

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	7	3	4

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	65.59	62.78	26.71

• **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://primo.co.th/%e0%b8%99%e0%b9%82%e0%b8%a2%e0%b8%9a%e0%b8%b2%e0%b8%a2%e0%b8%81%e0%b8%b2%e0%b8%a3%e0%b8%81%e0%b8%b3%e0%b8%81%e0%b8%b1%e0%b8%9a%e0%b8%94%e0%b8%b9%e0%b9%81%e0%b8%a5%e0%b8%81%e0%b8%b4%e0%b8%88%e0%b8%81/>

### 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	6	100.00
Number of male directors	6	100.00
Number of female directors	0	0.00
Number of executive directors	1	16.67
Number of non-executive directors	5	83.33
Number of independent directors	2	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. MAROTE VANANAN Gender: Male Age: 55 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, Independent director)  Director type: Re-elected as director	15 May 2017	Marketing, Brand Management, Business Administration

2.	Mr. KHACHIT CHATCHAWANIT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	14 May 2025	Public Administration, Strategic Management, Corporate Management, Risk Management
3.	Mr. NIWAT LAMUNPANDH Gender: Male Age: 65 years old Highest level of education: Master's degree Major: "Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	23 Apr 2024	Public Administration, Business Administration, Project Management, Law, Property Development
4.	Mr. KREINGKRAI KREEBONGKAN Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	1 Nov 2023	Engineering, Business Administration, Procurement, Property Development, Construction Materials
5.	Mr. SURIN SAHACHATPOCANAN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management

6.	Mr. PITIPONG TRINURUK Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Real Estate Business Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Newly appointed director to replace ex-director	13 Aug 2025	Property Development, Engineering, Strategic Management, Business Administration, Data Analysis
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#### List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Ms. SUPATTANA NGIMHOUNG Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 7 Jan 2021 Date directorship ended: 29 Dec 2025	No replacement director
2. Mr. BOONYARIT KALAYANAMIT Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 12 May 2023 Date directorship ended: 26 Apr 2025	Mr. KHACHIT CHATCHAWANIT Date position was assumed: 14 May 2025
3. Mr. PITI JARUKAMJORN Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 15 Nov 2024 Date directorship ended: 31 Jul 2025	Mr. PITIPONG TRINURUK Date position was assumed: 13 Aug 2025

#### Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : No

## 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. Ms. SUPATTANA NGIMHOUNG [1] Gender: Female Age: 45 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	7 Jan 2021	Finance, Accounting, Risk Management, Audit, Internal Control
2. Mr. MAROTE VANANAN Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	15 May 2017	Marketing, Brand Management, Business Administration

3.	Mr. KHACHIT CHATCHAWANIT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	14 May 2025	Public Administration, Strategic Management, Corporate Management, Risk Management
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[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. Ms. SUPATTANA NGIMHOUNG Gender: Female Age: 45 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)	Date position was assumed: 7 Jan 2021  Date directorship ended: 29 Dec 2025	No replacement director
2. Mr. BOONYARIT KALAYANAMIT [1] Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 12 May 2023  Date directorship ended: 26 Apr 2025	No replacement director

[1] A director with the accounting expertise needed to review financial statements

#### Executive Committee

##### List of executive committee members

General information	Position	Date position was assumed
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1.	Mr. SURIN SAHACHATPOCANAN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	24 Jan 2024
2.	Ms. Nucharee Jitardhun Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Jul 2022
3.	Mr. Prasit Charushwichakorn Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Jul 2022

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. SURIN SAHACHATPOCANAN	Member
	Mr. KHACHIT CHATCHAWANIT	Chairman
	Ms. SUPATTANA NGIMHOUNG	Member
	Mr. BOONYARIT KALAYANAMIT	Chairman
Nomination and Remuneration Committee	Mr. MAROTE VANANAN	Member
	Mr. SURIN SAHACHATPOCANAN	Member
	Ms. SUPATTANA NGIMHOUNG	Chairman
The Corporate Governance and Sustainability Committee	Mr. NIWAT LAMUNPANDH	Chairman
	Mr. SURIN SAHACHATPOCANAN	Member
	Ms. SUPATTANA NGIMHOUNG	Member

## **Roles of Sub-committees**

Sub-committees responsible for risk management	: Risk Management 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	: 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. SURIN SAHACHATPOCANAN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Public Administration	Chief Executive Officer	24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management
2. Ms. Nucharee Jitardhun [1] Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	26 May 2020	Finance, Data Management, Data Analysis, Budgeting
3. Mr. Prasit Charushwichakorn Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Political Science	Executive of Building and Community Management Business Division	11 May 2021	Project Management
4. Ms. Laksana Sangmanee Gender: Female Age: 40 years old Highest level of education: Master's degree Major: ENTREPRENEURSHIP AND INNOVATION PROGRAM	Executive of Decoration Sales Division	18 Aug 2021	Architecture
5. Ms. Peenita Sillapasuan Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Business Administration	Executive of Property Management Division	17 Jan 2022	Business Administration

6.	Ms. Wenika Sanusoem [2] Gender: Female Age: 34 years old Highest level of education: Bachelor's degree Major: Accounting	Accounting Controller	29 Nov 2024	Accounting, Data Management
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[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)	20,030,000.00	15,600,000.00	23,780,000.00

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 630

Number of female employees (persons) : 733

**Total number of employees (persons) : 1,363**

#### Employee Remuneration

Total employee remuneration : 650,405,810.51

#### Provident fund

Total number of employees (persons) : 1,363

Number of employees contributing to the PVD (persons) : 301

Percentage of employees who are members (%) : 22.08

## 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. Wenika Sanusoem	wenika.s@primo.co.th	

- Company secretary

General information	Email	Telephone
1. Ms. Nucharee Jitardhun	Nucharee.j@primo.co.th	061-029-1565

- Head of internal audit

General information	Email	Telephone
1. Mr. Pisit Oprapakorn	pisit.o@primo.co.th	

- Head of compliance unit

General information	Email	Telephone
1. Ms. Darun Khanlek	darun.kh@origin.co.th	

- Head of investor relations

General information	Email	Telephone
1. Ms. Nucharee Jitardhun	nucharee.j@primo.co.th	

#### Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
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1.	EY OFFICE LIMITED	1. Mrs. SUMESA TANGYOOSUK Email: sumesa.tangyoosuk@th. ey.com Telephone: -	1,500,000.00	-
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Remark : The Company and its subsidiaries paid audit fees to EY Office Limited, C&A Audit Firm Company Limited, A Plus Audit and Account Company Limited, and PS Accounting Kaow Company Limited in their capacity as the auditors of the Company and its subsidiaries.

The details of the audit fees for the fiscal year ended 31 December 2025 (excluding non-audit fees) are as follows:

1. Audit fee for Primo Service Solution Public Company Limited: 1,500,000 Baht
2. Audit fee for subsidiaries: 3,962,000 Baht

Note: In 2025, there were a total of 17 subsidiaries within the group.

# 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. MAROTE VANANAN Gender: Male Age: 55 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, Independent director)  Director type: Re-elected as director	Date position was assumed: 15 May 2017	Marketing, Brand Management, Business Administration
2. Mr. SURIN SAHACHATPOCANAN Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management

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

General information	Position	Date position was assumed	Experience and expertise
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1.	Mr. KHACHIT CHATCHAWANIT Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 14 May 2025	Public Administration, Strategic Management, Corporate Management, Risk Management
2.	Mr. PITIPONG TRINURUK Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Real Estate Business Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 13 Aug 2025	Property Development, Engineering, Strategic Management, Business Administration, Data Analysis

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MAROTE VANANAN	Chairman of the board	Participating
Mr. KHACHIT CHATCHAWANIT	Director	Participating
Mr. NIWAT LAMUNPANDH	Director	Participating
Mr. KREINGKRAI KREBONGKAN	Director	Participating
Mr. SURIN SAHACHATPOCANAN	Director	Participating
Mr. PITIPONG TRINURUK	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) : 5

Date of AGM meeting : 25 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. MAROTE VANANAN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. KHACHIT CHATCHAWANIT (Director)	-	3/3	Non-participating	Did not hold the meeting
3.	Mr. NIWAT LAMUNPANDH (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. KREINGKRAI KREEBONGKAN (Director)	-	0/5	Participating	Did not hold the meeting
5.	Mr. SURIN SAHACHATPOCANAN (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. PITIPONG TRINURUK (Director)	-	0/2	Non-participating	Did not hold the meeting
7.	Ms. SUPATTANA NGIMHOUNG (Director)	29 Dec 2025	5/5	Participating	Did not hold the meeting
8.	Mr. BOONYARIT KALAYANAMIT (Director)	26 Apr 2025	1/1	Participating	Did not hold the meeting
9.	Mr. PITI JARUKAMJORN (Director)	31 Jul 2025	0/1	Non-participating	Did not hold the meeting

## Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. MAROTE VANANAN (Chairman of the board)	-	100,000.00	0.00	No

2.	Mr. KHACHIT CHATCHAWANIT (Director)	-	45,000.00	0.00	No
3.	Mr. NIWAT LAMUNPANDH (Director)	-	75,000.00	0.00	No
4.	Mr. KREINGKRAI KREEBONGKAN (Director)	-	0.00	0.00	No
5.	Mr. SURIN SAHACHATPOCANAN (Director)	-	0.00	0.00	No
6.	Mr. PITIPONG TRINURUK (Director)	-	0.00	0.00	No
7.	Ms. SUPATTANA NGIMHOUNG (Director)	29 Dec 2025	75,000.00	0.00	No
8.	Mr. BOONYARIT KALAYANAMIT (Director)	26 Apr 2025	15,000.00	N/A	No
9.	Mr. PITI JARUKAMJORN (Director)	31 Jul 2025	0.00	0.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Ms. SUPATTANA NGIMHOUNG (Chairman of the audit committee)	-	4/4
2.	Mr. MAROTE VANANAN (Audit committee)	-	4/4
3.	Mr. KHACHIT CHATCHAWANIT (Audit committee)	-	2/2
4.	Mr. BOONYARIT KALAYANAMIT (Audit committee)	26 Apr 2025	1/1