



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

Primo Service Solutions Public Company Limited

Fiscal Year End 31 December 2024



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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

Fax (if applicable) : -

Website : www.primo.co.th

Email : 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

	2022	2023	2024
Total revenue from operations (Thousand baht)	914,610.00	1,915,900.00	1,637,130.00
Engineering and Design Consulting Business (Thousand baht)	126,250.00	496,100.00	394,930.00
Real Estate Management Business (Thousand baht)	412,720.00	499,000.00	435,160.00
Real Estate After-Sales Service Business (Thousand baht)	374,510.00	917,800.00	773,120.00
Other (Thousand baht)	1,130.00	3,000.00	33,920.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Engineering and Design Consulting Business (%)	13.80	25.89	24.62
Real Estate Management Business (%)	45.13	26.05	27.13
Real Estate After-Sales Service Business (%)	40.95	47.90	48.20
Other (%)	0.12	0.16	0.05

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	914,610.00	1,915,900.00	1,637,130.00
Domestic (Thousand baht)	914,610.00	1,915,900.00	1,637,130.00
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
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

	2022	2023	2024
Total other income (Thousand baht)	1,127.72	1,393.16	33,017.58
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	1,127.72	1,393.16	33,017.58

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)	2022	2023	2024
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)

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

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk
- New business risk

Risks Associated with Reliance on the Real Estate Sector

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain
- Reliance on large partners / distributors or few partners / distributors
- Economic risk

Operational Risk

- Delays in the development of future projects

Risk of Being a Holding Company

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Financial Risk

- Insufficient sources of funding
- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility

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
- Human error in business operations

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

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Other

Financial Risk

- Liquidity risk
- Income volatility

Risks Related to Human Rights and Labor Management in the Supply Chain

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on human rights

Compliance Risk

- Violations of laws and regulations
- Corporate Governance

Risk of fraud and corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Supply Chain Management Risks and Project Development Risks in Construction Consultancy and Supervision Businesses

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Business operations of partners in the supply chain
- Pandemic risk
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers
- Systems or internal control system
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment

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
- Government policy

Compliance Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Compliance Risk

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

Emerging Risk: Risks from Changes in Environmental Laws and Regulations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment

Compliance Risk

- Change in laws and regulations
- Corporate Governance

Emerging Risks: Impact of Geopolitical Conflicts and Trade Wars on the Global Economy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Policies or international agreements related to business operations
- Economic risk
- Other

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

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://primo.co.th/wp-content/uploads/2024/05/19-%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%AA%E0%B8%B4%E0%B9%88%E0%B8%87%E0%B9%81%E0%B8%A7%E0%B8%94%E0%B8%A5%E0%B9%89%E0%B8%AD%E0%B8%A1_PRI.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://primo.co.th/policy-2/>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2022	2023	2024
Diesel (Litres)	0.00	805.68	3,992.22
Gasoline (Litres)	N/A	N/A	523,616.94

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	172,868.00	198,820.00	178,999.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	0.00	966.00	935.00

Waste management

• Waste from operations

	2022	2023	2024
Total waste generated (Kilograms)	0.00	38,391.60	13,716.64

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	N/A	43.00	958.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	100.00	90.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	614.00	291.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	757.00	1,339.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Bureau vertification (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

	2022	2023	2024
Number of male employees (Persons)	446	778	797
Number of female employees (Persons)	616	920	1,140
Total number of employees (Persons)	1,062	1,698	1,937

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	0.00	545,131,000.00	0.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	6.00	29.00	24.00

• Health, safety and work environment

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	N/A	0	N/A

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	0.00	59.60	0.00

• **Significant labor dispute**

	2022	2023	2024
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	7	100.00
Number of male directors	6	85.71
Number of female directors	1	14.29
Number of executive directors	1	14.29
Number of non-executive directors	6	85.71
Number of independent directors	3	42.86

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: 54 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: Original director	15 May 2017	Marketing, Brand Management, Business Administration

2.	<p>Ms. SUPATTANA NGIMHOUNG</p> <p>Gender: Female</p> <p>Age: 44 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, Independent director)</p> <p>Director type: Original director</p>	7 Jan 2021	Finance, Accounting, Risk Management, Audit, Internal Control
3.	<p>Mr. BOONYARIT KALAYANAMIT</p> <p>Gender: Male</p> <p>Age: 63 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</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	12 May 2023	Economics, Business Administration, Governance/ Compliance, Risk Management, Audit
4.	<p>Mr. KREINGKRAI KREEBONGKAN</p> <p>Gender: Male</p> <p>Age: 53 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)</p> <p>Director type: Re-elected as director</p>	1 Nov 2023	Engineering, Business Administration, Procurement, Property Development, Construction Materials
5.	<p>Mr. SURIN SAHACHATPOCANAN</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: 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>	24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management

6.	Mr. NIWAT LAMUNPANDH Gender: Male Age: 64 years old Highest level of education: Master's degree Major: "Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	23 Apr 2024	Public Administration, Business Administration, Project Management, Law, Property Development
7.	Mr. Piti Jarukamjorn Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	15 Nov 2024	Business Administration, Engineering, Property Development, Brand Management, Strategic Management

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

General information	Position	Tenure	Replacement Director
1. Mr. PICHET PINIJPOL Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 1 Nov 2023 Date directorship ended: 24 Jan 2024	Mr. SURIN SAHACHATPOCANAN Date position was assumed: 24 Jan 2024
2. Mr. SOMSAKUL SANGSUWAN Gender: Male Age: 61 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: 25 May 2020 Date directorship ended: 15 Nov 2024	Mr. Piti Jarukamjorn Date position was assumed: 15 Nov 2024

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. Mr. MAROTE VANANAN Gender: Male Age: 54 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	15 May 2017	Marketing, Brand Management, Business Administration
2. Ms. SUPATTANA NGIMHOUNG Gender: Female Age: 44 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	7 Jan 2021	Finance, Accounting, Risk Management, Audit, Internal Control
3. Mr. BOONYARIT KALAYANAMIT Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	12 May 2023	Economics, Business Administration, Governance/ Compliance, Risk Management, Audit

[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. Ms. Nucharee Jitardhun Gender: Female Age: 44 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
2. Mr. Prasit Charushwichakorn Gender: Male Age: 48 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
3. Mr. Arun Sirijanusorn Gender: Male Age: 46 years old Highest level of education: Doctoral degree Major: Land and resource management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Jul 2022
4. Ms. Molnapa Punboon Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration Program in International Business Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Jul 2022

5.	Mr. SURIN SAHACHATPOCANAN Gender: Male Age: 58 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
6.	Mr. Piti Jarukamjorn Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Nov 2024

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

General information	Position	Tenure	Replacement Director
1. Mr. SOMSAKUL SANGSUWAN Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 25 May 2020 Date directorship ended: 15 Nov 2024	Mr. Piti Jarukamjorn Date position was assumed: 15 Nov 2024
2. Mr. PICHET PINIJPOL Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Nov 2023 Date directorship ended: 24 Jan 2024	Mr. SURIN SAHACHATPOCANAN Date position was assumed: 24 Jan 2024

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Ms. SUPATTANA NGIMHOUNG	Member
	Mr. BOONYARIT KALAYANAMIT	Chairman
	Mr. SURIN SAHACHATPOCANAN	Member
Nomination and Remuneration Committee	Ms. SUPATTANA NGIMHOUNG	Chairman
	Mr. MAROTE VANANAN	Member
	Mr. SURIN SAHACHATPOCANAN	Member
The Corporate Governance and Sustainability Committee	Mr. NIWAT LAMUNPANDH	Chairman
	Ms. SUPATTANA NGIMHOUNG	Member
	Mr. SURIN SAHACHATPOCANAN	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: 58 years old Highest level of education: Master's degree Major: Public Administration	Chief Executive Officer (CEO), Business Line Executive for Real Estate Sales, Business Line Executive for Real Estate Management, and Business Support Executive.	24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management
2. Ms. Nucharee Jitardhun [1] Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Finance	Chief Financial Officer	26 May 2020	Finance, Data Management, Data Analysis, Budgeting
3. Ms. Molnapa Punboon Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration Program in International Business	Chief of for Premium Building and Community Management and Real Estate Leasing Officer	1 Feb 2022	Economics, Business Administration, Project Management, Food & Beverage
4. Mr. Prasit Charushwichakorn Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Political Science	Business Line Executive for Building and Community Management	11 May 2021	Project Management

5.	Mr. Arun Sirijanusorn Gender: Male Age: 46 years old Highest level of education: Doctoral degree Major: Land and resource management	Business Line Executive for Construction Management	13 Nov 2020	Architecture, Human Resource Management
6.	Ms. Laksana Sangmanee Gender: Female Age: 39 years old Highest level of education: Master's degree Major: ENTREPRENEURSHIP AND INNOVATION PROGRAM	Business Line Executive for Decorative Work Sales	18 Aug 2021	Architecture
7.	Ms. Peenita Sillapasuan Gender: Female Age: 41 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director	17 Jan 2022	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)

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) : 797

Number of female employees (persons) : 1,140

Total number of employees (persons) : 1,937

Employee Remuneration

Total employee remuneration : 0.00

Provident fund

Total number of employees (persons) : 1,937

Number of employees contributing to the PVD (persons) : 229

Percentage of employees who are members (%) : 11.82

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. Nucharee Jitardhun	nucharee.j@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. Ms. Paweena Sakarin	paweena.s@primo.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)
1. EY OFFICE LIMITED	<p>1. Mr TERMPHONG OPANAPHAN Email: Termphong.Opanaphan@th.ey.com Telephone: -</p> <p>2. Mrs. KOSUM CHA-EM Email: Kosum.Cha-em@th.ey.com Telephone: -</p> <p>3. Mrs. SUMESA TANGYOOSUK Email: Sumaysa.Tangyusuk@th.ey.com Telephone: -</p>	1,400,000.00	-

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. KREINGKRAI KREEBONGKAN Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Nov 2023	Engineering, Business Administration, Procurement, Property Development, Construction Materials

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SURIN SAHACHATPOCANAN Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 24 Jan 2024	Property Development, Engineering, Corporate Management, Public Administration, Strategic Management

2.	Mr. NIWAT LAMUNPANDH Gender: Male Age: 64 years old Highest level of education: Master's degree Major: "Public Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 23 Apr 2024	Public Administration, Business Administration, Project Management, Law, Property Development
3.	Mr. Piti Jarukamjorn Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 15 Nov 2024	Business Administration, Engineering, Property Development, Brand Management, Strategic Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MAROTE VANANAN	Chairman of the board	Non-participating
Ms. SUPATTANA NGIMHOUNG	Director	Participating
Mr. BOONYARIT KALAYANAMIT	Director	Non-participating
Mr. KREINGKRAI KREEBONGKAN	Director	Non-participating
Mr. SURIN SAHACHATPOCANAN	Director	Non-participating
Mr. NIWAT LAMUNPANDH	Director	Non-participating
Mr. Piti Jarukamjorn	Director	Non-participating
Mr. PICHET PINIJPOL	Director	Non-participating
Mr. SOMSAKUL SANGSUWAN	Director	Non-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 : 23 Apr 2024

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. Ms. SUPATTANA NGIMHOUNG (Director)	-	5/5	Participating	Did not hold the meeting
3. Mr. BOONYARIT KALAYANAMIT (Director)	-	5/5	Participating	Did not hold the meeting
4. Mr. KREINGKRAI KREEBONGKAN (Director)	-	5/5	Participating	Did not hold the meeting
5. Mr. SURIN SAHACHATPOCANAN (Director)	-	4/4	Participating	Did not hold the meeting
6. Mr. NIWAT LAMUNPANDH (Director)	-	3/3	Non-participating	Did not hold the meeting
7. Mr. Piti Jarukamjorn (Director)	-	0/0	Non-participating	Did not hold the meeting
8. Mr. PICHET PINIJPOL (Director)	24 Jan 2024	0/0	Non-participating	Did not hold the meeting
9. Mr. SOMSAKUL SANGSUWAN (Director)	15 Nov 2024	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. MAROTE VANANAN (Chairman of the board)	-	100,000.00	N/A	No
2.	Ms. SUPATTANA NGIMHOUNG (Director)	-	75,000.00	N/A	No
3.	Mr. BOONYARIT KALAYANAMIT (Director)	-	75,000.00	N/A	No
4.	Mr. KREINGKRAI KREEBONGKAN (Director)	-	0.00	N/A	No
5.	Mr. SURIN SAHACHATPOCANAN (Director)	-	0.00	N/A	No
6.	Mr. NIWAT LAMUNPANDH (Director)	-	45,000.00	N/A	No
7.	Mr. Piti Jarukamjorn (Director)	-	0.00	N/A	No
8.	Mr. PICHET PINIJPOL (Director)	24 Jan 2024	0.00	N/A	No
9.	Mr. SOMSAKUL SANGSUWAN (Director)	15 Nov 2024	0.00	N/A	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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. MAROTE VANANAN (Chairman of the audit committee)	-	5/5
2.	Ms. SUPATTANA NGIMHOUNG (Audit committee)	-	5/5
3.	Mr. BOONYARIT KALAYANAMIT (Audit committee)	-	5/5