

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TRUE CORPORATION PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

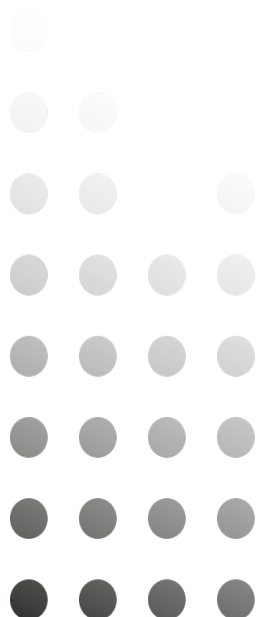


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TRUE CORPORATION PUBLIC COMPANY LIMITED

Symbol : TRUE

Address : 18 True Tower, Ratchadaphisek Road, Huai Khwang

Province : Bangkok

Postcode : 10310

Business : Telecommunication service provider which provides digital services and digital convergence lifestyle covering mobile, broadband internet, WiFi, television, content and digital media platform.

Registration Number : 0107566000046

Telephone : (662) 859-1111

Website : www.true.th

Email : -

Total Shares Sold (shares)

Common Stock : 34,552,100,801

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)	0.00	169,074,127.00	206,020,295.00
Mobile (Thousand baht)	0.00	141,488,151.00	171,275,108.00
Broadband (Thousand baht)	0.00	19,554,558.00	24,814,372.00
Pay TV (Thousand baht)	0.00	5,533,924.00	7,003,048.00
Digital and others (Thousand baht)	0.00	2,497,494.00	2,927,767.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Mobile (%)	0.00	83.68	83.14
Broadband (%)	0.00	11.57	12.04
Pay TV (%)	0.00	3.27	3.40
Digital and others (%)	0.00	1.48	1.42

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	0.00	169,074,127.00	206,020,295.00
Domestic (Thousand baht)	0.00	168,528,666.00	205,349,960.00
International (Thousand baht)	0.00	545,461.00	670,335.00
United Kingdom (Thousand baht)	0.00	113,846.00	110,174.00
Indonesia (Thousand baht)	0.00	112,225.00	121,742.00

Philippines (Thousand baht)	0.00	51,767.00	88,920.00
Vietnam (Thousand baht)	0.00	79,217.00	139,603.00
Singapore (Thousand baht)	0.00	188,406.00	209,896.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	0.00	99.68	99.67
International (%)	0.00	0.32	0.33
United Kingdom (%)	0.00	20.87	16.44
Indonesia (%)	0.00	20.57	18.16
Philippines (%)	0.00	9.49	13.27
Vietnam (%)	0.00	14.52	20.83
Singapore (%)	0.00	34.54	31.31

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	0.00	3,976,828.00	1,784,991.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	3,976,828.00	1,784,991.00

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

	2022	2023	2024
Share of profit (Thousand baht)	0.00	1,373,254.00	1,015,768.00

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 : Yes

(Unit : Thousand baht)	2022	2023	2024
R&D expenses in the past 3 years	N/A	225,700.00	249,970.00

Risk Management

Risk Management

Risk Factors (2.2)

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

Risks of threats from Artificial Intelligence (AI)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risks arising from resource rivalries (critical resources for telecommunication infrastructure)

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Business operations of partners in the supply chain

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://sustainability.dtac.co.th/sustainability/wp-content/uploads/2023/12/True->
(if applicable) Sustainability-Policy-BOD-Approved-1-2024-3FEB2024-1.pdf

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://sustainability.dtac.co.th/sustainability/wp-content/uploads/2023/12/True->
(if applicable) Enviromental-Policy-BOD-Approved-1-2024-3FEB2024-1.pdf

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

	2022	2023	2024
Diesel (Litres)	79,262.49	2,033,860.77	N/A
Gasoline (Litres)	0.00	2,817,259.83	N/A

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	995,560,735.11	1,946,713,322.00	0.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	119,276.25	162,666.00	0.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	424,490.54	541,123.10	N/A
Hazardous waste (Kilograms)	17,357.70	12,884.00	N/A
Total waste generated (Kilograms)	441,848.24	554,007.10	N/A

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	8,189.60	15,777.79	N/A
Scope 2 (Tons of carbon dioxide equivalents)	311,925.52	702,553.86	N/A
Scope 3 (Tons of carbon dioxide equivalents)	244,594.00	343,832.00	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	564,709.12	1,062,163.65	0.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : TUV NORD (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://sustainability.dtac.co.th/sustainability/wp-content/uploads/2023/12/True-Human-Rights-Policy-BOD-Approved-1-2024-3FEB2024.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

	2022	2023	2024
Number of male employees (Persons)	7,966	4,494	3,210
Number of female employees (Persons)	12,030	6,166	4,182
Total number of employees (Persons)	19,996	10,660	7,392

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	0.00	9,526,245,746.00	10,144,171,727.93

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	35.15	46.50	54.13

• Health, safety and work environment

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

• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	6.11	5.14	9.69

• **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

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	0	0.00
Number of non-executive directors	11	100.00
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. SUPHACHAI CHEARAVANONT Gender: Male Age: 57 years old Highest level of education: Honorary degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Original director	1 Mar 2023	Business Administration, Information & Communication Technology, Sustainability, Governance/ Compliance, Risk Management

2.	Mr. ARNSTEIN SLETMOE Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Vice Chairman (Non-executive) Director type: Newly appointed director to replace ex-director	22 Feb 2024	Information & Communication Technology, Business Administration, Marketing, Finance, Economics
3.	Prof. Dr. Kittipong Kittayarak Gender: Male Age: 66 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Mar 2023	Law, Governance/ Compliance, Audit, Sustainability, Risk Management
4.	Mrs. KAMONWAN WIPULAKORN Gender: Female Age: 62 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: Re-elected as director	1 Mar 2023	Business Administration, Accounting, Finance, Audit, Risk Management
5.	Mr. KALIN SARASIN Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Mar 2023	Business Administration, Finance, Accounting, Engineering, Audit

6.	Mrs. PRATANA MONGKOLKUL Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	1 Mar 2023	Business Administration, Sustainability, Audit, Finance, Accounting
7.	Dr. GAO TONGQING Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	1 Mar 2023	Information & Communication Technology, Engineering, Leadership, Business Administration
8.	Mr. VICHAOW RAKPHONGPHAIRAJ Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	14 Dec 2023	Business Administration, Information & Communication Technology, Engineering, Sustainability, Governance/ Compliance
9.	Mr. PRASOON SINHA Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	17 Dec 2024	Information & Communication Technology, Business Administration, Finance, Audit, Risk Management

10.	Mr. HAAKON BRUASET KJOEL Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	25 Oct 2024	Business Administration, Information & Communication Technology, Sustainability, Risk Management, Governance/ Compliance
11.	Mr. NATWUT AMORNVIVAT Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	14 Dec 2023	Business Administration, Sustainability, Engineering, Governance/ Compliance, Information & Communication Technology

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

General information	Position	Tenure	Replacement Director
1. Mr. PETTER-BOERRE FURBERG Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Marketing & Finance Thai nationality: No Residing in Thailand: No	Vice Chairman (Non-executive)	Date position was assumed: 5 Oct 2023 Date directorship ended: 22 Feb 2024	Mr. ARNSTEIN SLETMOE Date position was assumed: 22 Feb 2024
2. Ms. RUZA SABANOVIC Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 1 Mar 2023 Date directorship ended: 25 Oct 2024	Mr. AMOL PHADKE Date position was assumed: 25 Oct 2024

3.	Mr. OLE BJOERN SJULSTAD Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 27 Jul 2023 Date directorship ended: 25 Oct 2024	Mr. HAAKON BRUASET KJOEL Date position was assumed: 25 Oct 2024
4.	Mr. AMOL PHADKE Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive)	Date position was assumed: 25 Oct 2024 Date directorship ended: 17 Dec 2024	Mr. PRASOON SINHA Date position was assumed: 17 Dec 2024

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. Mr. KALIN SARASIN [1] Gender: Male Age: 63 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	1 Mar 2023	Business Administration, Finance, Accounting, Engineering, Audit
2. Mrs. KAMONWAN WIPULAKORN [1] Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Mar 2023	Business Administration, Accounting, Finance, Audit, Risk Management
3. Mrs. PRATANA MONGKOLKUL [1] Gender: Female Age: 60 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	1 Mar 2023	Business Administration, Sustainability, Audit, Finance, Accounting

[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. ARNSTEIN SLETMOE Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Chairman of the executive committee	22 Feb 2024
2.	Mr. VICHAW RAKPHONGPHAIROJ Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	14 Dec 2023
3.	Mr. HAAKON BRUASET KJOEL Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Member of the executive committee	25 Oct 2024
4.	Mr. NATWUT AMORNVIVAT Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Dec 2023

5.	Mr. Manat Manavutiveth Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2023
6.	Mr. Sharad Chandra Mehrotra Gender: Male Age: 57 years old Highest level of education: Master's degree Major: - Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	1 Mar 2023

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

General information	Position	Tenure	Replacement Director
1. Mr. PETTER-BOERRE FURBERG Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Marketing & Finance Thai nationality: No Residing in Thailand: No	Chairman of the executive committee	Date position was assumed: 5 Oct 2023 Date directorship ended: 22 Feb 2024	Mr. ARNSTEIN SLETMOE Date position was assumed: 22 Feb 2024
2. Ms. RUZA SABANOVIC Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Member of the executive committee	Date position was assumed: 1 Mar 2023 Date directorship ended: 25 Oct 2024	Mr. AMOL PHADKE Date position was assumed: 25 Oct 2024

3.	Mr. AMOL PHADKE	Member of the executive committee	Date position was assumed:	Mr. HAAKON BRUASET KJOEL
	Gender: Male			Date position was assumed:
	Age: 45 years old		25 Oct 2024	17 Dec 2024
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Business Administration		17 Dec 2024	
	Thai nationality: No			
	Residing in Thailand: No			

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mrs. Kamonwan Wipulakorn	Chairman
	Prof. Dr. Kittipong Kittayarak	Member
	Mr. VICHAW RAKPHONGPHAIROJ	Member
	Mr. HAAKON BRUASET KJOEL	Member
Corporate Governance and Sustainability Committee	Prof. Dr. Kittipong Kittayarak	Chairman
	Mrs. Pratana Mongkolkul	Member
	Mr. VICHAW RAKPHONGPHAIROJ	Member
	Mr. NATWUT AMORNIVAT	Member
	Mr. PRASOON SINHA	Member
	Mr. HAAKON BRUASET KJOEL	Member
Risk, Cybersecurity and Finance Committee	Mr. Suphachai Chearavanont	Chairman
	Mr. Kalin Sarasin	Member
	Mr. VICHAW RAKPHONGPHAIROJ	Member
	Mr. HAAKON BRUASET KJOEL	Member
	Mr. PRASOON SINHA	Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk, Cybersecurity and Finance 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 : 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. MANAT MANAVUTIVETH Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Engineering	CHIEF EXECUTIVE OFFICE	1 Mar 2023	Engineering, Information & Communication Technology, Leadership
2. Mr. Sharad Chandra Mehrotra Gender: Male Age: 57 years old Highest level of education: Master's degree Major: -	Deputy Chief Executive Officer	1 Mar 2023	Information & Communication Technology, Marketing, Engineering, Leadership
3. Mr. Nakul Sehgal [1] Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Accounting	Co-Chief Financial Officer	1 Mar 2023	Accounting, Finance, Leadership, Audit
4. Ms. Yupa Leewongcharoen [1] Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Co-Chief Financial Officer	1 Mar 2023	Business Administration, Commerce, Finance, Leadership, Audit
5. Mr. Ekaraj Panjavinin Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Chief Digital Officer	1 Mar 2023	Business Administration, Banking, Finance, Leadership, Information & Communication Technology

6.	Ms. Sarinra Wongsuppaluk Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Human Resources Officer	1 Mar 2023	Business Administration, Leadership, Human Resource Management, Marketing, Accounting
7.	Mr. Fridtjof Rusten Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Engineering	Chief Transformation Officer	1 Jun 2023	Business Administration, Leadership, Engineering, Change Management, Finance
8.	Mr. Chakkrit Urairat Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Chief Corporate Affairs Officer	1 Mar 2023	Business Administration, Law, Engineering, Leadership
9.	Mr. Tanaphon Manavutiveth Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Science	Chief Marketing Officer	1 Mar 2023	Marketing, Finance, Information & Communication Technology, Leadership
10.	Mr. Amaresh Kumar Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Customer & AI Officer	1 Mar 2023	Business Administration, Marketing, Engineering, Leadership, Information & Communication Technology
11.	Mr. Pichit Thanyodom Gender: Male Age: 60 years old Highest level of education: Master's degree Major: Computer Science	Chief Business Officer	1 Mar 2023	Engineering, Leadership, Information & Communication Technology
12.	Mr. Prathet Tankuranun Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering	Chief Technology and Information Security Officer	1 Mar 2023	Business Administration, Information & Communication Technology, Leadership, IT Management

13.	Ms. Tipayarat Kaewsringarm Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Chief Geo-based Officer	1 Mar 2023	Business Administration, Leadership, Commerce
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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

	2022	2023	2024
Total executive remuneration (baht)	N/A	290,330,000.00	371,190,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 3,210

Number of female employees (persons) : 4,182

Total number of employees (persons) : 7,392

Employee Remuneration

Total employee remuneration : 10,144,171,727.93

Provident fund

Total number of employees (persons)	: 7,392
Number of employees contributing to the PVD (persons)	: 5,639
Percentage of employees who are members (%)	: 76.29

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. Mrs. KAMONWAN WIPULAKORN Gender: Female Age: 62 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: Re-elected as director	Date position was assumed: 1 Mar 2023	Business Administration, Accounting, Finance, Audit, Risk Management
2. Dr. GAO TONGQING Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Mar 2023	Information & Communication Technology, Engineering, Leadership, Business Administration
3. Mr. VICHAOW RAKPHONGPHAIRUJ Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 14 Dec 2023	Business Administration, Information & Communication Technology, Engineering, Sustainability, Governance/ Compliance

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ARNSTEIN SLETMOE Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Vice Chairman (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 22 Feb 2024	Information & Communication Technology, Business Administration, Marketing, Finance, Economics
2. Mr. PRASOON SINHA Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 17 Dec 2024	Information & Communication Technology, Business Administration, Finance, Audit, Risk Management
3. Mr. HAAKON BRUASET KJOEL Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 25 Oct 2024	Business Administration, Information & Communication Technology, Sustainability, Risk Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUPHACHAI CHEARAVANONT	Chairman of the board	Non-participating
Mr. ARNSTEIN SLETMOE	Vice Chairman	Non-participating
Prof. Dr. Kittipong Kittayarak	Director	Non-participating
Mrs. KAMONWAN WIPULAKORN	Director	Non-participating
Mr. KALIN SARASIN	Director	Non-participating

Mrs. PRATANA MONGKOLKUL	Director	Participating
Dr. GAO TONGQING	Director	Non-participating
Mr. VICHAOW RAKPHONGPHAIRAJ	Director	Non-participating
Mr. PRASOON SINHA	Director	Non-participating
Mr. HAAKON BRUASET KJOEL	Director	Participating
Mr. NATWUT AMORNVIVAT	Director	Non-participating
Mr. PETTER-BOERRE FURBERG	Vice Chairman	Non-participating
Ms. RUZA SABANOVIC	Director	Non-participating
Mr. OLE BJOERN SJULSTAD	Director	Non-participating
Mr. AMOL PHADKE	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) : 6

Date of AGM meeting : 5 Apr 2024

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SUPHACHAI CHEARAVANONT (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mr. ARNSTEIN SLETMOE (Vice Chairman)	-	4/4	Non-participating	Did not hold the meeting

3.	Prof. Dr. Kittipong Kittayarak (Director)	-	5/6	Participating	Did not hold the meeting
4.	Mrs. KAMONWAN WIPULAKORN (Director)	-	6/6	Participating	Did not hold the meeting
5.	Mr. KALIN SARASIN (Director)	-	6/6	Participating	Did not hold the meeting
6.	Mrs. PRATANA MONGKOLKUL (Director)	-	6/6	Participating	Did not hold the meeting
7.	Dr. GAO TONGQING (Director)	-	2/6	Non-participating	Did not hold the meeting
8.	Mr. VICHAW RAKPHONGPHAIROJ (Director)	-	6/6	Participating	Did not hold the meeting
9.	Mr. PRASOON SINHA (Director)	-	1/1	Non-participating	Did not hold the meeting
10.	Mr. HAAKON BRUASET KJOEL (Director)	-	2/2	Non-participating	Did not hold the meeting
11.	Mr. NATWUT AMORNVIVAT (Director)	-	6/6	Participating	Did not hold the meeting
12.	Mr. PETTER-BOERRE FURBERG (Vice Chairman)	22 Feb 2024	2/2	Non-participating	Did not hold the meeting
13.	Ms. RUZA SABANOVIC (Director)	25 Oct 2024	4/4	Participating	Did not hold the meeting
14.	Mr. OLE BJOERN SJULSTAD (Director)	25 Oct 2024	4/4	Participating	Did not hold the meeting
15.	Mr. AMOL PHADKE (Director)	17 Dec 2024	1/1	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. SUPHACHAI CHEARAVANONT (Chairman of the board)	-	0.00	3,600,000.00	No
2.	Mr. ARNSTEIN SLETMOE (Vice Chairman)	-	0.00	0.00	No

3.	Prof. Dr. Kittipong Kittayarak (Director)	-	0.00	3,600,000.00	No
4.	Mrs. KAMONWAN WIPULAKORN (Director)	-	0.00	3,600,000.00	No
5.	Mr. KALIN SARASIN (Director)	-	0.00	3,600,000.00	No
6.	Mrs. PRATANA MONGKOLKUL (Director)	-	0.00	2,400,000.00	No
7.	Dr. GAO TONGQING (Director)	-	0.00	0.00	No
8.	Mr. VICHAW RAKPHONGPHAIROJ (Director)	-	0.00	1,200,000.00	No
9.	Mr. PRASOON SINHA (Director)	-	0.00	0.00	No
10.	Mr. HAAKON BRUASET KJOEL (Director)	-	0.00	0.00	No
11.	Mr. NATWUT AMORNVIVAT (Director)	-	0.00	1,200,000.00	No
12.	Mr. PETTER-BOERRE FURBERG (Vice Chairman)	22 Feb 2024	0.00	0.00	No
13.	Ms. RUZA SABANOVIC (Director)	25 Oct 2024	0.00	0.00	No
14.	Mr. OLE BJOERN SJULSTAD (Director)	25 Oct 2024	0.00	0.00	No
15.	Mr. AMOL PHADKE (Director)	17 Dec 2024	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) : 7

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. KALIN SARASIN (Chairman of the audit committee)	-	7/7
2.	Mrs. KAMONWAN WIPULAKORN (Audit committee)	-	7/7
3.	Mrs. PRATANA MONGKOLKUL (Audit committee)	-	7/7

