



# **Annual Registration Statement / Annual Report**

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

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

**THAIVIVAT HOLDINGS 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 : THAIVIVAT HOLDINGS PUBLIC COMPANY LIMITED

Symbol : TVH

Address : No. 2 Soi Annop Naruemit, Din Daeng Road, Samsen Nai  
Subdistrict, Phaya Thai District

Province : Bangkok

Postcode : 10400

Business : Core business is to hold shares in other companies (Holding  
Company) with the core business is insurance, comprising  
domestic non-life insurance, international insurance, and  
insurance-related businesses.

Registration Number : 0107565000077

Telephone : 0-2200-7307-8;0-2200-7412

Fax (if applicable) : 0-2248-4406

Website : <https://thaivivatholdings.com>

Email : [info@thaivivatholdings.com](mailto:info@thaivivatholdings.com)

#### Total Shares Sold (shares)

Common Stock : 299,787,556

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)	7,005,921.00	7,582,103.00	7,930,846.00
Non-life insurance (Thousand baht)	6,875,967.00	7,375,072.00	7,682,774.00
Investment business (Thousand baht)	117,387.00	180,184.00	224,446.00
Other (Thousand baht)	12,567.00	26,847.00	23,626.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Non-life insurance (%)	98.15	97.27	96.87
Investment business (%)	1.68	2.38	2.83
Other (%)	0.18	0.35	0.30

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	7,005,921.00	7,582,103.00	7,930,846.00
Domestic (Thousand baht)	6,999,299.00	7,571,685.00	7,919,490.00
International (Thousand baht)	6,622.00	10,418.00	11,356.00
Laos (Thousand baht)	6,622.00	10,916.00	12,802.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	99.91	99.86	99.86

International (%)	0.09	0.14	0.14
Laos (%)	100.00	104.78	112.73

#### Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	12,567.00	26,847.00	23,626.00
Other income from operations (Thousand baht)	12,567.00	26,847.00	23,626.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2023	2024	2025
Share of profit (Thousand baht)	0.00	0.00	0.00

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	0.00

# 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)**

### Fraud Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

#### Operational Risk

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

#### Compliance Risk

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

#### Financial Risk

- Insufficient sources of funding



- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

## Business Continuity Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Volatility in the industry in which the company operates
- Damage to company image and reputation
- Climate change and disasters

#### Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment

#### Compliance Risk

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

#### Financial Risk

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

## Network Security Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Changes in technologies
- Damage to company image and reputation

#### Operational Risk

- Human error in business operations
- Information security and cyber-attack

#### Compliance Risk

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

#### Financial Risk

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

## Risk to Securities Holder (2.2.2)

### Concentration Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

- Return from investment of securities holder

### Volatility Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

- Return from investment of securities holder

### Liquidity Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

- Return from investment of securities holder
- Other

# 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://cdn.thaivivatholdings.com/TVH\\_2024\\_60ef233497.pdf](https://cdn.thaivivatholdings.com/TVH_2024_60ef233497.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://cdn-thaivivatholdings.s3.ap-southeast-1.amazonaws.com/One\\_Report\\_TVH\\_Th\\_2026\\_c81ecbe963.pdf](https://cdn-thaivivatholdings.s3.ap-southeast-1.amazonaws.com/One_Report_TVH_Th_2026_c81ecbe963.pdf)  
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Water Management

## Results with Respect to the Environmental Aspect (3.3.2)

### Energy management

#### • Fuel consumption

	2023	2024	2025
Diesel (Litres)	25,750.81	6,939.82	4,879.26
Gasoline (Litres)	115,895.03	131,393.26	139,635.22

#### • Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	678,000.00	798,238.00	758,238.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	6,904.00	9,023.00	8,426.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	357.60	317.53	330.61
Scope 2 (Tons of carbon dioxide equivalents)	338.93	399.04	379.32
Scope 3 (Tons of carbon dioxide equivalents)	49.45	46.08	52.23
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	745.98	762.65	762.16

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

## 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://cdn-thaivivatholdings.s3.ap-southeast-1.amazonaws.com/One\\_Report\\_TVH\\_Th\\_2026\\_c81ecbe963.pdf](https://cdn-thaivivatholdings.s3.ap-southeast-1.amazonaws.com/One_Report_TVH_Th_2026_c81ecbe963.pdf)

Company human right guideline : Employee Rights, 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)	301	320	363
Number of female employees (Persons)	469	504	556
<b>Total number of employees (Persons)</b>	<b>770</b>	<b>824</b>	<b>919</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	395,976,724.00	461,317,035.00	520,085,009.33

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	5.20	5.56	5.84
Employee development and training expenses (baht)	1,499,613.38	1,695,074.27	517,424.15

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

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

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	15.84	11.17	8.16

• **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://cdn.thaivivatholdings.com/TVH\\_2025\\_94002ee6c8.pdf](https://cdn.thaivivatholdings.com/TVH_2025_94002ee6c8.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	7	100.00
Number of male directors	4	57.14
Number of female directors	3	42.86
Number of executive directors	3	42.86
Number of non-executive directors	4	57.14
Number of independent directors	4	57.14

#### 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. PHISIT SETTHAWONG Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	16 Mar 2022	Economics

2.	Mr. JIRAPHANT ASVATANAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	16 Mar 2022	Economics, Insurance, Accounting, Business Administration
3.	Mrs. SUNEE THERAVITHAYANGKURA Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	16 Mar 2022	Insurance, Law
4.	Mrs. SUTEPEE ASVATANAKUL Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	16 Mar 2022	Business Administration, Insurance, Finance
5.	Mrs. PRANEE PHASIPOL Gender: Female Age: 76 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	16 Mar 2022	Insurance, Accounting, Internal Control, Governance/ Compliance

6.	Mr. SOMBAT THIRATRAKOOLCHAI Gender: Male Age: 72 years old Highest level of education: Doctoral degree Major: Doctor of Architecture Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	23 Apr 2025	Architecture, Business Administration, Information & Communication Technology, Sustainability
7.	Mr. SAMRUAY DAENGDUANG Gender: Male Age: 68 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	23 Apr 2025	Law

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

General information	Position	Tenure	Replacement Director
1. Mr. THAWAN VIRANONT Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 16 Mar 2022 Date directorship ended: 23 Apr 2025	Mr. SAMRUAY DAENGDUANG Date position was assumed: 23 Apr 2025
2. Mrs. SUPAPORN BURAPAKUSOLSRI Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 16 Mar 2022 Date directorship ended: 23 Apr 2025	Mr. SOMBAT THIRATRAKOOLCHAI Date position was assumed: 23 Apr 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 : 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.	<p>Mrs. PRANEE PHASIPOL [1]</p> <p>Gender: Female</p> <p>Age: 76 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	23 Apr 2025	Insurance, Accounting, Internal Control, Governance/ Compliance
2.	<p>Mr. SOMBAT THIRATRAKOOLCHAI</p> <p>Gender: Male</p> <p>Age: 72 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Doctor of Architecture</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	23 Apr 2025	Architecture, Business Administration, Information & Communication Technology, Sustainability
3.	<p>Mr. SAMRUAY DAENGDUANG</p> <p>Gender: Male</p> <p>Age: 68 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	23 Apr 2025	Law

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



#### List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PHISIT SETTHAWONG Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 16 Mar 2022 Date directorship ended: 23 Apr 2025	Mrs. PRANEE PHASIPOL Date position was assumed: 23 Apr 2025
2. Mrs. SUPAPORN BURAPAKUSOLSRI [1] Gender: Female Age: 72 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 16 Mar 2022 Date directorship ended: 23 Apr 2025	Mr. SOMBAT THIRATRAKOOLCHAI Date position was assumed: 23 Apr 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. JIRAPHANT ASVATANAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	16 Mar 2022

2.	<p>Mrs. SUTEPEE ASVATANAKUL</p> <p>Gender: Female</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>Member of the executive committee</p>	16 Mar 2022
3.	<p>Mrs. SUNEE THERAVITHAYANGKURA</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	16 Mar 2022

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

General information	Position	Tenure	Replacement Director
<p>1. Mr. THAWAN VIRANONT</p> <p>Gender: Male</p> <p>Age: 77 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>Date position was assumed: 16 Mar 2022</p> <p>Date directorship ended: 23 Apr 2025</p>	No replacement director

**Other sub-committees**

**Sub-committees information**

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	<p>Mr. PHISIT SETTHAWONG</p> <p>Mrs. SUTEPEE ASVATANAKUL</p> <p>Mr. SOMBAT THIRATRAKOOLCHAI</p>	<p>Chairman</p> <p>Member</p> <p>Member</p>

Good Corporate Governance Committee	Mrs. PRANEE PHASIPOL	Member
	Mr. SOMBAT THIRATRAKOOLCHAI	Chairman
	Mr. SAMRUAY DAENGDUANG	Member
Investment Committee	Mrs. PRANEE PHASIPOL	Chairman
	Mr. JIRAPHANT ASVATANAKUL	Member
	Mr. SOMBAT THIRATRAKOOLCHAI	Member
Risk Management Committee	Mr. JIRAPHANT ASVATANAKUL	Chairman
	Mrs. Pongporn Sirismatthakarn	Member
	Mr. Thanawut Boonput	Member
Sustainability Committee	Mr. JIRAPHANT ASVATANAKUL	Chairman
	Mr. Thanawut Boonput	Member
	Mr. Thisanesh Akarasatsiri	Member
	Ms. Nantawan Arunpiriyakul	Member
	Mr. Picha Panraksa	Member
	Ms. Kanokkorn Suksabai	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	: Good Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Good Corporate Governance 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. JIRAPHANT ASVATANAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting	CEO & President	16 Mar 2022	Economics, Insurance, Accounting, Business Administration
2. Mrs. SUTEPEE ASVATANAKUL [1] Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	16 Mar 2022	Business Administration, Insurance, Finance
3. Ms. Janejira Asvatanakul Gender: Female Age: 40 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President	16 Mar 2022	Business Administration, Insurance
4. Mr. Thepphan Asvatanakul Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President	16 Mar 2022	Business Administration, Insurance, Marketing
5. Ms. Pattanit Leawwattanakit [2] Gender: Female Age: 41 years old Highest level of education: Master's degree Major: Accounting	Accounting Manager	1 Jan 2026	Accounting, Insurance

[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)	N/A	0.00	0.00

### 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) : 363

Number of female employees (persons) : 556

**Total number of employees (persons)** : 919

#### Employee Remuneration

Total employee remuneration : 520,085,009.33

#### Provident fund

Total number of employees (persons) : 919

Number of employees contributing to the PVD (persons) : 628

Percentage of employees who are members (%) : 68.34

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mrs. Jirasaya Rungsakullikhit	jirasaya_run@thaivivat.co.th	0891795367

- Company secretary

General information	Email	Telephone
1. Mrs. Sunee Theravithayangkura	sunee_non@thaivivat.co.th	0816947366

- Head of internal audit

General information	Email	Telephone
1. Ms. Nongluck Khammuenkae	nongluck_kha@thaivivat.co.th	0635926929

- Head of compliance unit

General information	Email	Telephone
1. Ms. Nantawan Arunpiriyakul	nantawan_aru@thaivivat.co.th	0854465554

- Head of investor relations

General information	Email	Telephone
1. Ms. Nantawan Arunpiriyakul	nantawan_aru@thaivivat.co.th	0854465554

#### 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. NARISSARA CHAISUWAN	850,000.00	-
	Email: narissara.chaisuwan@th.ey.com		
	Telephone: -		
	2. Mrs. RACHADA YONGSAWADVANICH		
	Email: rachada.yongsawadvanich@th.ey.com		
	Telephone: -		
	3. Mrs. WANWILAI PHETSANG		
	Email: wanwilai.phetsang@th.ey.com		
	Telephone: -		
	4. Mrs. SARANYA PLUDSRI		
	Email: saranya.pludsri@th.ey.com		
	Telephone: -		

# 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. JIRAPHANT ASVATANAKUL Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 16 Mar 2022	Economics, Insurance, Accounting, Business Administration
2. Mrs. SUNEETHERAVITHAYANGKURA Gender: Female Age: 74 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 16 Mar 2022	Insurance, Law

###### • 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. SOMBAT THIRATRAKOOLCHAI	Director (Non-executive, Independent director)	Date position was assumed: 23 Apr 2025	Architecture, Business Administration, Information & Communication Technology, Sustainability
	Gender: Male			
	Age: 72 years old			
	Highest level of education:			
	Doctoral degree	Director type: Newly appointed director to replace ex-director		
	Major: Doctor of Architecture			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
2.	Mr. SAMRUAY DAENGDUANG	Director (Non-executive, Independent director)	Date position was assumed: 23 Apr 2025	Law
	Gender: Male			
	Age: 68 years old			
	Highest level of education:			
	Bachelor's degree	Director type: Newly appointed director to replace ex-director		
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PHISIT SETTHAWONG	Chairman of the board	Non-participating
Mr. JIRAPHANT ASVATANAKUL	Director	Non-participating
Mrs. SUNEE THERAVITHAYANGKURA	Director	Non-participating
Mrs. SUTEPEE ASVATANAKUL	Director	Participating
Mrs. PRANEE PHASIPOL	Director	Participating
Mr. SOMBAT THIRATRAKOOLCHAI	Director	Participating
Mr. SAMRUAY DAENGDUANG	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) : 8

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PHISIT SETTHAWONG (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2.	Mr. JIRAPHANT ASVATANAKUL (Director)	-	8/8	Participating	Did not hold the meeting
3.	Mrs. SUNEE THERAVITHAYANGKURA (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mrs. SUTEPEE ASVATANAKUL (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mrs. PRANEE PHASIPOL (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. SOMBAT THIRATRAKOOLCHAI (Director)	-	5/5	Non-participating	Did not hold the meeting
7.	Mr. SAMRUAY DAENGDUANG (Director)	-	4/4	Non-participating	Did not hold the meeting
8.	Mr. THAWAN VIRANONT (Director)	23 Apr 2025	3/3	Participating	Did not hold the meeting
9.	Mrs. SUPAPORN BURAPAKUSOLSRI (Director)	23 Apr 2025	3/3	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
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1.	Mr. PHISIT SETTHAWONG (Chairman of the board)	-	240,000.00	180,000.00	No
2.	Mr. JIRAPHANT ASVATANAKUL (Director)	-	160,000.00	135,000.00	N/A
3.	Mrs. SUNEE THERAVITHAYANGKURA (Director)	-	160,000.00	135,000.00	N/A
4.	Mrs. SUTEPEE ASVATANAKUL (Director)	-	160,000.00	135,000.00	N/A
5.	Mrs. PRANEE PHASIPOL (Director)	-	160,000.00	135,000.00	N/A
6.	Mr. SOMBAT THIRATRAKOOLCHAI (Director)	-	100,000.00	135,000.00	N/A
7.	Mr. SAMRUAY DAENGDUANG (Director)	-	80,000.00	135,000.00	N/A
8.	Mr. THAWAN VIRANONT (Director)	23 Apr 2025	60,000.00	N/A	N/A
9.	Mrs. SUPAPORN BURAPAKUSOLSRI (Director)	23 Apr 2025	60,000.00	N/A	N/A

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

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

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 7

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. PRANEE PHASIPOL (Chairman of the audit committee)	-	7/7
2.	Mr. SOMBAT THIRATRAKOOLCHAI (Audit committee)	-	5/5
3.	Mr. SAMRUAY DAENGDUANG (Audit committee)	-	5/5
4.	Mr. PHISIT SETTHAWONG (Chairman of the audit committee)	23 Apr 2025	2/2
5.	Mrs. SUPAPORN BURAPAKUSOLSRI (Audit committee)	23 Apr 2025	2/2