



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

Knight Club Capital Holding 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 : Knight Club Capital Holding Public Company Limited

Symbol : KCC

Address : 285/1 Praditmanutham Road, Wang Thonglang Subdistrict Wang Thonglang District

Province : Bangkok

Postcode : 10310

Business : KCC is a Holding Company which invests in the Non-Performing Loans (NPL) and Non-Performing Asset (NPA) management business as a core business.

Registration Number : 0107566000437

Telephone : 0-2957-5600

Website : <http://kccholding.co.th/>

Email : contact@kccholding.co.th

Total Shares Sold (shares)

Common Stock : 618,334,317

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)	244,571.00	278,042.00	479,748.00
Revenues from NPL (Thousand baht)	229,263.00	265,187.00	342,533.00
Gains on sales NPA (Thousand baht)	14,114.00	9,504.00	3,996.00
Other (Thousand baht)	1,194.00	3,351.00	133,219.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenues from NPL (%)	93.74	95.38	71.40
Gains on sales NPA (%)	5.77	3.42	0.83
Other (%)	0.49	1.21	27.77

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	244,571.00	278,042.00	479,748.00
Domestic (Thousand baht)	244,571.00	278,042.00	473,373.00
International (Thousand baht)	0.00	0.00	6,375.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	98.67
International (%)	0.00	0.00	1.33

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	13,256.00	110.00	420.00
Other income from operations (Thousand baht)	13,256.00	110.00	420.00
Other income not from operations (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	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 Management Policy and Plan

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Changes in technologies
- Competition risk
- New business risk
- ESG risk
- Climate change and disasters

Operational Risk

- Reliance on employees in key positions

Compliance Risk

- Change in laws and regulations
- Legal risk

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

- Liquidity risk

Risk to Securities Holder (2.2.2)

Investment and Supervision Policy of Operations in Subsidiaries and Associated Companies

Risk Management Measures: Yes

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

URL of corporate sustainability policy : https://drive.google.com/file/d/1yy54DPf4_xZiOuwO4T6Ce1A5We7Iijv/edit
(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://drive.google.com/file/d/18BrV_a561nZCeM9ODdMSyGjkeBUam2U/edit
(if applicable)

Company environmental guideline : Electricity Management, Water Management, Waste 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)	0.00	0.00	0.00
Gasoline (Litres)	4,476.00	4,375.31	4,359.02
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

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	28,239.00	31,512.00	30,654.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	385.00	412.00	438.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	0.00	0.00	0.00
Hazardous waste (Kilograms)	0.00	0.00	0.00
Total waste generated (Kilograms)	0.00	0.00	0.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	10.00	14.00	12.00
Scope 2 (Tons of carbon dioxide equivalents)	14.00	16.00	16.00
Scope 3 (Tons of carbon dioxide equivalents)	28.00	27.00	8.00

Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	52.00	57.00	36.00
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• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : ECEE Company Limited

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://drive.google.com/file/d/1DQJraMcB1-sO5ajgEtPiwsudyRaD3P0i/view>

Company human right guideline : Employee 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)	14	15	15
Number of female employees (Persons)	12	12	11
Total number of employees (Persons)	26	27	26

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	22,533,698.00	25,246,880.00	21,157,277.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	9.00	12.00	12.00
Employee development and training expenses (baht)	151,766.00	120,582.00	315,284.00

• Health, safety and work environment

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

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	30.77	3.70	11.54

• **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://drive.google.com/file/d/1yy54DPf4_xZiOuwO4T6Ce1A5We7Iijv/edit

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

**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	8	100.00
Number of male directors	6	75.00
Number of female directors	2	25.00
Number of executive directors	2	25.00
Number of non-executive directors	6	75.00
Number of independent directors	4	50.00

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. MANIT NITIPRATEEP Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	7 Aug 2023	Finance, Business Administration, Accounting, Law, Information & Communication Technology

2.	Mr. SUCHAT BOONBANJERDSRI Gender: Male Age: 66 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	7 Aug 2023	Accounting, Law, Governance/ Compliance, Finance, Business Administration
3.	Mr. PRIN BHOLNIVAS Gender: Male Age: 69 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: Re-elected as director	7 Aug 2023	Accounting, Finance, Business Administration, Law, Governance/ Compliance
4.	Mr. TAWEE KULLERTPRASERT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	7 Aug 2023	Business Administration, Finance, Law, Accounting, Governance/ Compliance
5.	Mr. BOONYONG TANSAKUL Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	7 Aug 2023	Information & Communication Technology, IT Management, Finance, Accounting, Governance/ Compliance

6.	Mrs. SAUWANEE THAIRUNGROJ Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	7 Aug 2023	Economics, Finance, Accounting, Governance/ Compliance, Data Analysis
7.	Mr. KANOCKIT NAVASIRI Gender: Male Age: 66 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	7 Aug 2023	Business Administration, Accounting, Finance, IT Management, Risk Management
8.	Ms. PRANITTRA AKKARAWINEK Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	7 Aug 2023	Accounting, Finance, Governance/ Compliance, Law, Business Administration

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. Mr. PRIN BHOLNIVAS [1] Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	15 Aug 2023	Accounting, Finance, Business Administration, Law, Governance/ Compliance
2. Mr. MANIT NITIPRATEEP Gender: Male Age: 70 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	15 Aug 2023	Finance, Business Administration, Accounting, Law, Information & Communication Technology
3. Mrs. SAUWANEE THAIRUNGROJ Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	8 Aug 2024	Economics, Finance, Accounting, Governance/ Compliance, Data Analysis

[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. KANOCKIT NAVASIRI Gender: Male Age: 66 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 Aug 2023
2. Mr. TAWEE KULLERTPRASERT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2023
3. Ms. PRANITTRA AKKARAWINEK Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Aug 2023
4. Mr. SUCHAT BOONBANJERDSRI Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	15 Aug 2023

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. BOONYONG TANSAKUL	Chairman
	Mr. KANOKKIT NAVASIRI	Member
	Mr. TAWEE KULLERTPRASERT	Member
	Ms. PRANITTRA AKKARAWINEK	Member
Nomination, Remuneration, Corporate Governance and Sustain Committee	Mr. BOONYONG TANSAKUL	Chairman
	Mr. SUCHAT BOONBANJERDSRI	Member
	Mrs. SAUWANEE THAIRUNGROJ	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination, Remuneration, Corporate Governance and Sustain Committee
Sub-committees responsible for remuneration	: Nomination, Remuneration, Corporate Governance and Sustain Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: Nomination, Remuneration, Corporate Governance and Sustain 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. TAWEE KULLERTPRASERT Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Finance	CEO	15 Aug 2023	Business Administration, Finance, Law, Accounting, Governance/ Compliance
2. Ms. PRANITTRA AKKARAWINEK [1][2] Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Accounting	CFO	15 Aug 2023	Accounting, Finance, Governance/ Compliance, Law, Business Administration
3. Mr. Kobi Boonbanjersri Gender: Male Age: 33 years old Highest level of education: Bachelor's degree Major: Business Administration	Business Development and Strategy Director 1	1 Mar 2025	Business Administration
4. Mr. Warut Horsuwan Gender: Male Age: 35 years old Highest level of education: Bachelor's degree Major: Engineering	Business Development and Strategy Director 2	1 Mar 2025	Engineering
5. Mr. Prakit Prasertying Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Law	Director of Legal Department	1 Mar 2025	Law

[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)	3,093,049.00	3,340,768.00	2,713,860.00

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) : 15

Number of female employees (persons) : 11

Total number of employees (persons) : 26

Employee Remuneration

Total employee remuneration : 21,157,277.00

Provident fund

Total number of employees (persons) : 26

Number of employees contributing to the PVD (persons) : 25

Percentage of employees who are members (%) : 96.15

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. PRIN BHOLNIVAS Gender: Male Age: 69 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: Re-elected as director	Date position was assumed: 7 Aug 2023	Accounting, Finance, Business Administration, Law, Governance/ Compliance
2. Mr. BOONYONG TANSAKUL Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 7 Aug 2023	Information & Communication Technology, IT Management, Finance, Accounting, Governance/ Compliance
3. Ms. PRANITTRA AKKARAWINEK Gender: Female Age: 35 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 7 Aug 2023	Accounting, Finance, Governance/ Compliance, Law, Business Administration

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. MANIT NITIPRATEEP	Chairman of the board	Participating
Mr. SUCHAT BOONBANJERDSRI	Director	Participating
Mr. PRIN BHOLNIVAS	Director	Participating
Mr. TAWEE KULLERTPRASERT	Director	Participating
Mr. BOONYONG TANSAKUL	Director	Participating
Mrs. SAUWANEE THAIRUNGROJ	Director	Participating
Mr. KANOCKIT NAVASIRI	Director	Participating
Ms. PRANITTRA AKKARAWINEK	Director	Participating

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 : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. MANIT NITIPRATEEP (Chairman of the board)	-	8/8	Participating	Participating
2. Mr. SUCHAT BOONBANJERDSRI (Director)	-	7/8	Participating	Participating
3. Mr. PRIN BHOLNIVAS (Director)	-	8/8	Participating	Participating
4. Mr. TAWEE KULLERTPRASERT (Director)	-	8/8	Participating	Participating
5. Mr. BOONYONG TANSAKUL (Director)	-	8/8	Participating	Participating

6.	Mrs. SAUWANEE THAIRUNGROJ (Director)	-	6/8	Participating	Participating
7.	Mr. KANOCKIT NAVASIRI (Director)	-	8/8	Participating	Participating
8.	Ms. PRANITTRA AKKARAWINEK (Director)	-	8/8	Participating	Participating

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. MANIT NITIPRATEEP (Chairman of the board)	-	237,500.00	0.00	No
2.	Mr. SUCHAT BOONBANJERDSRI (Director)	-	110,000.00	0.00	No
3.	Mr. PRIN BHOLNIVAS (Director)	-	125,000.00	0.00	No
4.	Mr. TAWEE KULLERTPRASERT (Director)	-	0.00	0.00	No
5.	Mr. BOONYONG TANSAKUL (Director)	-	125,000.00	0.00	No
6.	Mrs. SAUWANEE THAIRUNGROJ (Director)	-	112,500.00	0.00	No
7.	Mr. KANOCKIT NAVASIRI (Director)	-	125,000.00	0.00	No
8.	Ms. PRANITTRA AKKARAWINEK (Director)	-	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.	Mr. PRIN BHOLNIVAS (Chairman of the audit committee)	-	4/4
2.	Mr. MANIT NITIPRATEEP (Audit committee)	-	4/4
3.	Mrs. SAUWANEE THAIRUNGROJ (Audit committee)	-	4/4