

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TIDLOR HOLDINGS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

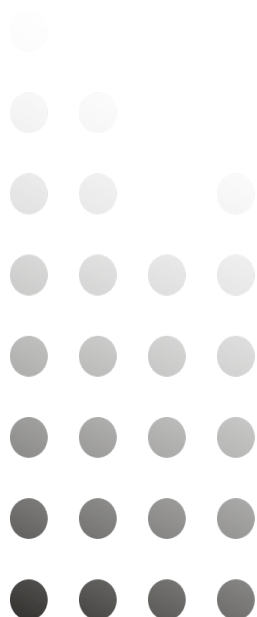


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TIDLOR HOLDINGS PUBLIC COMPANY LIMITED

Symbol : TIDLOR

Address : 428 Ari Hill Building, 9 -15 floor, Phahonyothin Road, Samsen
Nai Phaya Thai

Province : Bangkok

Postcode : 10400

Business : Provide loan, hire purchase, non-life insurance brokerages
service, life insurance brokerages service and related
services

Registration Number : 0107567000121

Telephone : 08-8088-0880

Fax (if applicable) : 027921349

Website : www.tidlorinvestor.com/th

Email : InvestorRelations@tidlor.com

Total Shares Sold (shares)

Common Stock : 2,895,929,570

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)	18,972,129.00	22,160,881.00	23,533,142.00
Interest income on hire-purchase receivables (Thousand baht)	1,537,124.00	1,415,895.00	1,148,701.00
Interest income on loans (Thousand baht)	14,007,701.00	16,953,144.00	18,195,493.00
Fee and service income (Thousand baht)	3,380,175.00	3,733,990.00	4,024,351.00
Other (Thousand baht)	47,129.00	57,852.00	164,597.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Interest income on hire-purchase receivables (%)	8.10	6.39	4.88
Interest income on loans (%)	73.83	76.50	77.32
Fee and service income (%)	17.82	16.85	17.10
Other (%)	0.25	0.26	0.70

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	18,972,129.00	22,160,881.00	23,533,142.00
Domestic (Thousand baht)	18,972,129.00	22,160,881.00	23,533,142.00
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00

Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	47,129.00	57,852.00	164,597.00
Other income from operations (Thousand baht)	47,129.00	57,852.00	164,597.00
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)	N/A	N/A	17,026.00

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)

Group Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

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

Operational Risk

- Information security and cyber-attack

Compliance Risk

- Corporate Governance
- Legal risk

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in return on assets or investment

ESG Risks

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment
- Impact on human rights
- Corruption

Principal Risks of Ngern Tid Lor Group

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- Other

Operational Risk

- Reliance on employees in key positions
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Corruption
- Other

Compliance Risk

- Change in laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods

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://www.tidlorinvestor.com/th/tidlor-sustainability/policy-for-sustainable-development>
(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://www.tidlorinvestor.com/th/tidlor-sustainability/environment>
(if applicable)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy 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
Diesel (Litres)	877,843.00	960,164.00	1,112,142.00
Gasoline (Litres)	229,424.00	201,378.00	193,560.00

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	10,302,108.00	12,588,714.00	12,477,932.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	24,074.00	71,948.00	70,926.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	208,377.00	239,538.00	189,439.00
Hazardous waste (Kilograms)	617.00	224.00	227.00
Total waste generated (Kilograms)	208,994.00	239,762.00	189,666.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	2,923.00	3,058.00	3,488.00
Scope 2 (Tons of carbon dioxide equivalents)	5,997.00	6,293.00	6,224.00
Scope 3 (Tons of carbon dioxide equivalents)	730.00	832.00	604.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	9,650.00	10,183.00	10,316.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : TEAM Consulting Engineering and Management Public 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://ntl.listedcompany.com/misc/flipbook/index.html?id=298423>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	1,959	2,114	2,211
Number of female employees (Persons)	5,182	5,502	5,812
Total number of employees (Persons)	7,141	7,616	8,023

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	3,767,000,000.00	4,479,000,000.00	4,963,000,000.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	29.07	26.98	52.00
Employee development and training expenses (baht)	0.00	0.00	0.00

• Health, safety and work environment

	2023	2024	2025
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Total number of lost time injury incidents by employees (Cases)	8	6	7
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• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	14.60	11.50	10.60

• **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://www.tidlorinvestor.com/storage/content/download/cg-document/corporate-governance-policy/20250924-tidlor-good-cg-principles-en.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	9	100.00
Number of male directors	7	77.78
Number of female directors	2	22.22
Number of executive directors	1	11.11
Number of non-executive directors	8	88.89
Number of independent directors	4	44.44

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. CHANDRASHEKAR SUBRAMANIAN KRISHOOLNDMANGALAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	26 Apr 2024	Banking, Finance & Securities, Finance, Negotiation, Risk Management

2.	Ms. MANIDA ZINMERMAN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 2024	Business Administration, Governance/ Compliance, Negotiation, Law
3.	Mr. PATARA YONGVANICH Gender: Male Age: 50 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	26 Apr 2024	Information & Communication Technology, Change Management, Corporate Management, Engineering
4.	Mrs. KESARA MANCHUSREE Gender: Female Age: 64 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: Original director	26 Apr 2024	Corporate Social Responsibility, Sustainability, Corporate Management, Audit, Governance/ Compliance
5.	Mr. SUPAWAT LIKITTANAWONG Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 2024	Banking, Finance & Securities, Audit, Internal Control, Governance/ Compliance

6.	Mr. VASIN UDOMRATCHATAVANICH Gender: Male Age: 53 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	26 Apr 2024	IT Management, Business Administration, Corporate Management, Leadership, Strategic Management
7.	Mr. PIYASAK UKRITNUKUN Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	26 Apr 2024	Banking, Marketing, Corporate Social Responsibility, Leadership, Business Administration
8.	Mr. RITHISAK PATANAKUL Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	26 Apr 2024	Business Administration, Banking, Data Management, Leadership, Strategic Management
9.	Mr. SAYAM PRASITSIRIGUL Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	2 Jan 2025	Banking, Finance

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

General information	Position	Tenure	Replacement Director
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1.	Mr. ELCID VERGARA	Director (Non-executive)	Date position was assumed: 26 Mar 2024	No replacement director
	Gender: Male			
	Age: 47 years old			
	Highest level of education:		Date directorship ended:	
	Master's degree			
	Major: Finance		13 Aug 2025	
	Thai nationality: Yes			
	Residing in Thailand: Yes			
2.	Mr. MINKI BRIAN HONG	Director (Non-executive)	Date position was assumed: 26 Mar 2024	No replacement director
	Gender: Male			
	Age: 53 years old			
	Highest level of education:		Date directorship ended:	
	Bachelor's degree			
	Major: Finance		13 Aug 2025	
	Thai nationality: No			
	Residing in Thailand: No			

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

Remark : Since the Chairman of the Board is not an independent director, the Board of Directors has appointed Ms. KESARA MANCHUSREE as an independent director to be responsible for reviewing the agenda for Board meetings.

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.	Mrs. KESARA MANCHUSREE Gender: Female Age: 64 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	26 Apr 2024	Corporate Social Responsibility, Sustainability, Corporate Management, Audit, Governance/ Compliance
2.	Mr. PATARA YONGVANICH Gender: Male Age: 50 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	26 Apr 2024	Information & Communication Technology, Change Management, Corporate Management, Engineering
3.	Mr. SUPAWAT LIKITTANAWONG [1] Gender: Male Age: 51 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	26 Apr 2024	Banking, Finance & Securities, Audit, Internal Control, Governance/ Compliance

[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. PIYASAK UKRITNUKUN Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Nov 2013
2. Ms. Cholthicha Thongthai Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: No	Member of the executive committee	1 Jul 2025
3. Mr. Thanya Kitchainukul Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2007
4. Mrs. Athitaya Phoonwathu Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 May 2012

5.	Mr. Bernard Tso Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Apr 2010
6.	Ms. Chaweemas Yamyim Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 Jul 2014
7.	Ms. Piano Watcharapolmek Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2019
8.	Ms. Nipa Vanichavat Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	7 Oct 2013
9.	Mr. Kavin Vicsitcharoenkul Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jul 2025

10.	Ms. Nuchanart Arpamongkol	Member of the executive committee	1 Jul 2025
	Gender: Female		
	Age: 46 years old		
	Highest level of education: Master's degree		
	Major: Management		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Remark : The Group Executive Committee comprises executives from the Company and executives from NTL.
Executive committee of the Company, including;
Mr. Piyasak Ukritnukun
Ms. Cholticha Thongthai
Mr. Thanya Kitchainukul

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

General information	Position	Tenure	Replacement Director
1. Mr. Veerapat Viriyakovitya Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 18 Oct 2012 Date directorship ended: 16 Oct 2026	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. CHANDRASHEKAR SUBRAMANIAN	Member
	KRISHOOLNDMANGALAM	Member
	Mr. Thanya Kitchainukul	Member
	Mr. RITHISAK PATANAKUL	
Nomination and Remuneration Committee	Mr. VASIN UDOMRATCHATAVANICH	Member
	Mrs. KESARA MANCHUSREE	Chairman
	Mr. SAYAM PRASITSIRIGUL	Member
	Ms. MANIDA ZINMERMAN	Member

Investment Committee	Mr. PATARA YONGVANICH	Chairman
	Mr. PIYASAK UKRITNUKUN	Member
	Mr. RITHISAK PATANAKUL	Member
	Mr. SUPAWAT LIKITTANAWONG	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	: None
Sub-committees responsible for corporate sustainability development	: None

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. Thanya Kitchainukul Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Law	Chief Credit Officer	1 Mar 2007	Business Administration, Leadership, Strategic Management, Change Management, Risk Management
2. Mr. Bernard Tso Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Computer Science	Head of Marketing & Business Development and Information Technology Department	1 Apr 2010	Business Administration, Finance, IT Management, Data Management, Data Analysis
3. Mrs. Athitaya Phoonwathu Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Business Administration	Chief Insurance Officer and Tidlor Academy	8 May 2012	Business Administration, Insurance, Finance, Data Analysis, Corporate Management
4. Ms. Nipa Vanichavat Gender: Female Age: 55 years old Highest level of education: Master's degree Major: Management	Head of Business Support and Central Service Department	7 Oct 2013	Business Administration, Data Management, Data Analysis, Corporate Management, Governance/ Compliance
5. Mr. PIYASAK UKRITNUKUN Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Finance	Managing Director	1 Nov 2013	Banking, Marketing, Corporate Social Responsibility, Leadership, Business Administration

6.	Ms. Chaweemas Yamyim Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Management	Head of Branch Development & Sales Management and Collections Department	2 Jul 2014	Business Administration, Marketing, Finance, Negotiation, Corporate Management
7.	Ms. Piano Watcharapolmek Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Finance	Head of Operations and Loan Telesales Department	1 Jan 2019	Business Administration, Finance & Securities, Marketing, Finance, Data Management
8.	Mr. Kavin Vicsitcharoenkul Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	Chief Risk Officer	1 Jul 2025	IT Management, Data Analysis, Data Management, Risk Management, Business Administration
9.	Ms. Cholphicha Thongthai [1] Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Jul 2025	Insurance, Accounting, Finance, Business Administration
10.	Ms. Nuchanart Arpamongkol [2] Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Management	Head of Happy People Department	1 Jul 2025	Human Resource Management, Corporate Management, Business Administration

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remark : Names of the top executives and the next four top executives, including;
Mr. Piyasak Ukritnukun
Ms. Cholphicha Thongthai
Mr. Thanya Kitchainukul
Ms. Waratnavee Wongakanith

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) : Yes

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 2,211

Number of female employees (persons) : 5,812

Total number of employees (persons) : 8,023

Employee Remuneration

Total employee remuneration : 4,963,000,000.00

Provident fund

Total number of employees (persons) : 8,023

Number of employees contributing to the PVD (persons) : 6,641

Percentage of employees who are members (%) : 82.77

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. CHANDRASHEKAR SUBRAMANIAN KRISHOOLNDMANGALAM Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Finance Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 26 Apr 2024	Banking, Finance & Securities, Finance, Negotiation, Risk Management
2. Mr. PIYASAK UKRITNUKUN Gender: Male Age: 44 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 26 Apr 2024	Banking, Marketing, Corporate Social Responsibility, Leadership, Business Administration
3. Mr. SAYAM PRASITSIRIGUL Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 2 Jan 2025	Banking, Finance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHANDRASHEKAR SUBRAMANIAN KRISHOOLNDMANGALAM	Chairman of the board	Non-participating
Ms. MANIDA ZINMERMAN	Director	Non-participating
Mr. PATARA YONGVANICH	Director	Non-participating
Mrs. KESARA MANCHUSREE	Director	Non-participating
Mr. SUPAWAT LIKITTANAWONG	Director	Participating
Mr. VASIN UDOMRATCHATAVANICH	Director	Non-participating
Mr. PIYASAK UKRITNUKUN	Director	Non-participating
Mr. RITHISAK PATANAKUL	Director	Non-participating
Mr. SAYAM PRASITSIRIGUL	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) : 25

Date of AGM meeting : 19 Mar 2025

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
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1.	Mr. CHANDRASHEKAR SUBRAMANIAN KRISHOOLNDMANGALAM (Chairman of the board)	-	24/24	Participating	Participating
2.	Ms. MANIDA ZINMERMAN (Director)	-	21/25	Non-participating	Participating
3.	Mr. PATARA YONGVANICH (Director)	-	23/25	Participating	Participating
4.	Mrs. KESARA MANCHUSREE (Director)	-	25/25	Participating	Participating
5.	Mr. SUPAWAT LIKITTANAWONG (Director)	-	25/25	Participating	Participating
6.	Mr. VASIN UDOMRATCHATAVANICH (Director)	-	22/24	Participating	Participating
7.	Mr. PIYASAK UKRITNUKUN (Director)	-	25/25	Participating	Participating
8.	Mr. RITHISAK PATANAKUL (Director)	-	24/24	Participating	Participating
9.	Mr. SAYAM PRASITSIRIGUL (Director)	-	18/24	Participating	Participating
10.	Mr. ELCID VERGARA (Director)	13 Aug 2025	10/14	Participating	Participating
11.	Mr. MINKI BRIAN HONG (Director)	13 Aug 2025	8/14	Participating	Non- participating

Remark : AGM attendance is counted only for the meetings of Ngern Tid Lor Public Company Limited, during the period when it was listed on the Stock Exchange of Thailand.

Total meetings of the Group are as follows:

Tidlor Holdings Public Company Limited

The 2025 Annual General Meeting of Shareholders : March 19, 2025

The Extraordinary General Meeting of Shareholders No. 1/2025 : 11 July 2025

The Board of Directors meeting : 12 times

Ngern Tid Lor Public Company Limited

The 2025 Annual General Meeting of Shareholders : March 7, 2025.

The Extraordinary General Meeting of Shareholders No. 1/2025 : August 21, 2025

The Board of Directors meeting : 13 times

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. CHANDRASHEKAR SUBRAMANIAN KRISHOOLNDMANGALAM (Chairman of the board)	-	0.00	0.00	No
2.	Ms. MANIDA ZINMERMAN (Director)	-	0.00	644,000.00	Yes
3.	Mr. PATARA YONGVANICH (Director)	-	0.00	644,000.00	Yes

4.	Mrs. KESARA MANCHUSREE (Director)	-	0.00	644,000.00	Yes
5.	Mr. SUPAWAT LIKITTANAWONG (Director)	-	0.00	644,000.00	Yes
6.	Mr. VASIN UDOMRATCHATAVANICH (Director)	-	0.00	0.00	No
7.	Mr. PIYASAK UKRITNUKUN (Director)	-	0.00	0.00	No
8.	Mr. RITHISAK PATANAKUL (Director)	-	0.00	0.00	No
9.	Mr. SAYAM PRASITSIRIGUL (Director)	-	0.00	0.00	No
10.	Mr. ELCID VERGARA (Director)	13 Aug 2025	0.00	0.00	No
11.	Mr. MINKI BRIAN HONG (Director)	13 Aug 2025	0.00	0.00	No

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 13

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. KESARA MANCHUSREE (Chairman of the audit committee)	-	13/13
2.	Mr. PATARA YONGVANICH (Audit committee)	-	11/13
3.	Mr. SUPAWAT LIKITTANAWONG (Audit committee)	-	13/13