



Name - Last Name : Mr. Suchad Chiaranussati

Age (As of April 2026) : 62 Y 3 M

Proposed Position : Independent Director

Education: : BSc Economics (Hons.), Monetary Economics, London School of Economics, London, UK
 : MSc Management Science, Imperial College of Science & Technology & Medicine, London, UK

Training Program: : Leadership Program, Class 12, Capital Market Academy
 : The Executive Program in Energy Literacy for a Sustainable Future, Class 4, Thailand Energy Academy (TEA)
 : Security Management and Leadership for Executive Program, Class 6, The Association of National Defence College of Thailand Under The Royal Patronage of His Majesty (ANDCT)
 : Diploma, The National Defence Course (Class of 58), National Defence College
 : Business Innovation Development Program, Class 2 (DSTARTUP), Sripatum University
 : Health Ambassador, Class 1, Chulabhorn Royal Academy
 : Business Revolution and Innovation Network: BRAIN, Class 3, The Federal of Thai Industries
 : Top Executive Program in Commerce and Trade (TEPCoT) Class 15/2023 Commerce Academy, The University of the Thai Chamber of Commerce
 : Japan-Thailand Top Executive Program, Class 2, University of the Thai Chamber of Commerce and Thai Chamber of Commerce (TCC)

Director Training Program (Thai Institute of Directors Association: IOD): None

: Director Accreditation Program (DAP 37/2005)

Present Positions:

Board Member / Management in Listed Company on the Stock Exchange of Thailand: None

Board Member / Management in Non-Listed Company on the Stock Exchange of Thailand: 3 Companies

: 2025 - Present Independent Council Member and Finance and Estates Committee, London School of Economics and Political Science, UK
 : 2013 - Present Director, Thailand Prime Property Freehold and Leasehold Real Estate Investment Trust, SCCP REIT Co., Ltd.
 : 2004 - Present Chairman and Founder, SC Capital Partners Group, Singapore

Work Experiences: : 2021 - 2024 Investment Committee, BCPG Public Company Limited
 : 2019 – 2024 Expert Institute Council Member, King Mongkut’s Institute of Technology Ladkrabang
 : 2005 – 2022 Independent Director, Univanich Palm Oil Public Co. Ltd.

Knowledge / Expertise: Business Management / Economics / Corporate Governance

Qualifications of Directors

<ul style="list-style-type: none"> ▪ Possessing qualifications in accordance with the Cabinet Resolution dated January 24, 2011, regarding the appointment of high-level government officials or persons as directors in multiple state enterprises 	Yes
<ul style="list-style-type: none"> ▪ Possessing director qualifications as required by law and <u>not having any prohibited</u> characteristics as prescribed by the Capital Market Supervisory Board 	Yes
<ul style="list-style-type: none"> ▪ Having no record of criminal offences within the past 10 years 	Yes
<ul style="list-style-type: none"> ▪ Having no family relationship with other directors, executives, or major shareholders of the Company or its subsidiaries 	Yes

Term of IRPC Directorship : Term 1 - Propose to be a director for the first term from April 7, 2026 (2026 – 2029)

Meeting Attendance : N/A

Possession of IRPC Shares : None

Holding Position of Director/ Executive/ Advisor in Other Companies:

Nominated Director	Listed Companies		Non-Listed Companies		Board Member/ Executive Management in Other Organization that may have Conflicts of Interest with IRPC
	Total	Position	Total	Position	
Mr. Suchad Chiaranussati		None	3	1. Director, Thailand Prime Property Freehold and Leasehold Real Estate Investment Trust, SCCP REIT Co., Ltd. 2. Chairman and Founder, SC Capital Partners Group, Singapore 3. Independent Council Member and Finance and Estates Committee, London School of Economics and Political Science, UK	None

Additional Qualifications for Nominating as an Independent Director:

Qualifications	Qualifications	
1. Having the following interests in the Company, parent company, subsidiaries, affiliates, or any legal entities that have conflicts, at present or in the past 2 years.		
1.1 Taking part in the management of being an employee, staff member, advisor who receives a regular salary.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.2 Being professional services provider, e.g., auditor, legal advisor.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.3 Having business relationship that is material and could be a barrier to independent judgment.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.4 Family Relationship with other Directors, or management, or major shareholders	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
2. Being an owner, director, management, employee, or advisor who receives a regular salary or holds more than one per cent of shares with voting rights of the company with the same business as IRPC and its competition is significant.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Name and Brief profiles of the persons nominated for election as directors

Name - Last Name : Dr. Phirun Saiyasitpanich

Age (As of April 2026) : 50 Y 1 M

Proposed Position : Independent Director

Education: : Ph.D. in Environmental Engineering, University of Cincinnati, Ohio, USA

: M.E. in Environmental Engineering, University of Cincinnati, Ohio, USA

: Bachelor of Engineering Program in Environmental Engineering, Chulalongkorn University, Thailand

Training Program: : The Executive Program in Energy Literacy for a Sustainable Future, Class 20, Thailand Energy Academy (TEA)

: Politics of Democratic Government for Senior Executives, Class 27, King Prajadhipok's Institute

: The Civil Service Executive Development Program: Visionary and Moral Leadership 1, Class 88, The Office of the Civil Service Commission



Director Training Program (Thai Institute of Directors Association: IOD): None

Present Positions:

Board Member / Management in Listed Company on the Stock Exchange of Thailand: 1 Company

: 2025 – Present Independent Director / Chairman of the Corporate Governance and Sustainability Committee, IRPC Public Company Limited

Board Member / Management in Non-Listed Company on the Stock Exchange of Thailand: 3 Companies

: 2025 – Present National Energy Technology Center Executive Board

: 2023 – Present Director General, Department of Climate Change and Environment

: 2021 – Present Board Member of the Thailand Greenhouse Gas Management Organization

Work Experiences: : 2021 - 2023 Secretary - General, Office of Natural Resources and Environmental Policy and Planning (ONEP)

: 2018 - 2021 Deputy Secretary - General, Office of Natural Resources and Environmental Policy and Planning (ONEP)

: 2016 - 2018 Director of Climate Change Management and Coordination Division (CCMC), Office of Natural Resources and Environmental Policy and Planning (ONEP)

Knowledge / Expertise: Engineer / Environment / Business Management / Corporate Governance

Qualifications of Directors

<ul style="list-style-type: none"> ▪ Possessing qualifications in accordance with the Cabinet Resolution dated January 24, 2011, regarding the appointment of high-level government officials or persons as directors in multiple state enterprises 	Yes
<ul style="list-style-type: none"> ▪ Possessing director qualifications as required by law and <u>not having any prohibited</u> characteristics as prescribed by the Capital Market Supervisory Board 	Yes
<ul style="list-style-type: none"> ▪ Having no record of criminal offences within the past 10 years 	Yes
<ul style="list-style-type: none"> ▪ Having no family relationship with other directors, executives, or major shareholders of the Company or its subsidiaries 	Yes

Term of IRPC Directorship : Term 1 - Appointed by the Board of Directors, meeting no. 4/2025
(Replaced Mr. Seksakon Atthawong) effective 26 Feb 2025
: Term 2 - Proposed to be re-elected by 2026 AGM with a tenure of 2026 - 2029

Meeting Attendance : Board of Directors Meeting for 2025 12/12 (100%)

Possession of IRPC Shares : None

Holding Position of Director/ Executive/ Advisor in Other Companies:

Nominated Director	Listed Companies		Non-Listed Companies		Board Member/ Executive Management in Other Organization that may have Conflicts of Interest with IRPC
	Total	Position	Total	Position	
Dr. Phirun Saiyasitpanich		None	3	1. National Energy Technology Center Executive Board 2. Director General, Department of Climate Change and Environment 3. Board Member of the Thailand Greenhouse Gas Management Organization	None

Additional Qualifications for Nominating as an Independent Director:

1. Having the following interests in the Company, parent company, subsidiaries, affiliates, or any legal entities that have conflicts, at present or in the past 2 years.	Qualifications	
1.1 Taking part in the management of being an employee, staff member, advisor who receives a regular salary.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.2 Being professional services provider, e.g., auditor, legal advisor.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.3 Having business relationship that is material and could be a barrier to independent judgment.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.4 Family Relationship with other Directors, or management, or major shareholders	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
2. Being an owner, director, management, employee, or advisor who receives a regular salary or holds more than one per cent of shares with voting rights of the company with the same business as IRPC and its competition is significant.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Key Achievements

1. Establishing the Company's sustainability governance direction and framework to ensure that the business is conducted with responsibility, transparency, and the creation of shared value with stakeholders in a balanced and sustainable manner over the long term.
2. Overseeing ESG and sustainability performance systematically by ensuring the establishment of clear targets, key performance indicators, and transparent and verifiable reporting.
3. Promoting an ethics and compliance culture across the organization to strengthen awareness and shared responsibility at all levels.
4. Enhancing corporate governance at the Board level by supporting prudent, transparent, and well-informed decision-making processes for the best interests of the Company and its shareholders as a whole.

Name and Brief profiles of the persons nominated for election as directors

Name - Last Name : Miss Piyawan Lamkitcha

Age (As of April 2026) : 60 Y 5 M

Proposed Position : Director

Education: : Master of Public Administration, Chulalongkorn University
: Bachelor of Accountancy, The University of the Thai Chamber of Commerce
: Mini MBA, Thammasat University

Training Program: : Diploma, National Defence College, The National Defence Course, Class 63/2021 Thailand National Defence College
: Top Executive Program in Commerce and Trade (TEPCoT) Class 15/2023 Commerce Academy, The University of the Thai Chamber of Commerce
: e-Government Program for Chief Executive Officer (e-GCEO), Class 10/2024 Thailand Digital Government Academy (TDGA)
: Top Executive in Energy Program, Class 11/2018, Thailand Energy Academy (TEA)



Director Training Program (Thai Institute of Directors Association: IOD)

: Advanced Audit Committee Program (AACP), Class 55/2025
: **Director** Certification Program (DCP), Class 312/202021

Present Positions:

Board Member / Management in Listed Company on the Stock Exchange of Thailand: 2 Companies

: 2025 – Present Director / Member of the Corporate Governance and Sustainability Committee, IRPC Public Company Limited
: 2024 – Present Director, Bangkok Commercial Asset Management Public Company Limited

Board Member / Management in Non-Listed Company on the Stock Exchange of Thailand: 2 Companies

: 2024 – Present Director, Government Housing Bank
: 2020 – Present State Enterprise Development Advisor, State Enterprise Policy Office

Work Experiences: : 2024 – Jan. 2026 Director, Metropolitan Electricity Authority
: 2016 - 2020 Deputy-Director, State Enterprise Policy Office
: 2016 - 2024 Deputy-Chairman, Financial Institutions Development Fund
: 2016 - 2024 Director, Government Savings Bank

Expertise: Financial / Accounting / Business Management / Corporate Governance / Political Science

Qualifications of Directors

<ul style="list-style-type: none"> ▪ Possessing qualifications in accordance with the Cabinet Resolution dated January 24, 2011, regarding the appointment of high-level government officials or persons as directors in multiple state enterprises 	Yes
<ul style="list-style-type: none"> ▪ Possessing director qualifications as required by law and <u>not having any prohibited</u> characteristics as prescribed by the Capital Market Supervisory Board 	Yes
<ul style="list-style-type: none"> ▪ Having no record of criminal offences within the past 10 years 	Yes
<ul style="list-style-type: none"> ▪ Having no family relationship with other directors, executives, or major shareholders of the Company or its subsidiaries 	Yes

Term of IRPC Directorship : Term 1 - Appointed by the Board of Directors, meeting no. 15/2025
(Replaced Mr. Pornchai Thiraveja) effective 26 Nov 2025
: Term 2 - Proposed to be re-elected by 2026 AGM with a tenure of 2026 - 2029

Meeting Attendance : Board of Directors Meeting for 2025 1/1 (100%)

Possession of IRPC Shares : None

Holding Position of Director/ Executive/ Advisor in Other Companies:

Nominated Director	Listed Companies		Non-Listed Companies		Board Member/ Executive Management in Other Organization that may have Conflicts of Interest with IRPC
	Total	Position	Total	Position	
Miss Piyawan Lamkitcha	1	1. Director, Bangkok Commercial Asset Management Public Company Limited	2	1. Director, Government Housing Bank 2. State Enterprise Development Advisor, State Enterprise Policy Office	None

Key Achievements

1. Reviewing strategic risks that may affect the Company's performance and providing recommendations to management on appropriate risk management approaches in response to the rapidly changing business environment.
2. Promoting the integration of ESG and sustainability considerations into risk management to ensure that business decisions take into account both long-term opportunities and risks, in line with stakeholders' expectations.
3. Providing strategic guidance as a director by carefully and transparently considering key issues of the Company, with due regard to the Company's long-term stability and sustainability.

Name and Brief profiles of the persons nominated for election as directors

Name - Last Name : Miss Vena Limsawadi

Age (As of April 2026) : 62 Y 7 M

Proposed Position : Independent Director

Education: : Master of Business Administration, National Institute of Development Administration (NIDA)

: Bachelor of Laws, Thammasat University

: Bachelor of Accounting, Thammasat University

Training Program: : Certificate Course in Good Governance for Medical Executive Class 10, King Prajadhipok's Institute and the Medical Council of Thailand

: Leadership Program, Class 29, Capital Market Academy

: Board Essentials Program (BEP), Class 1, Institute of Research and Development for Public Enterprises (IRDP)

: High -Level Justice Administration Class 4, Office of Justice Affairs Ministry of Justice

: Certificated in Options, Futures and Other Financial Derivatives, London School of Economics and Political Science, United Kingdom



Director Training Program (Thai Institute of Directors Association: IOD)

: Director Certification Program (DCP), Class 295/2020

Present Positions:

Board Member / Management in Listed Company on the Stock Exchange of Thailand: 1 Company

: 2025 – Present Independent Director / Member of the Audit Committee, IRPC Public Company Limited

Board Member / Management in Non-Listed Company on the Stock Exchange of Thailand: 2 Companies

: 2025 – Present Independent Director/Chairman of the Audit Committee, Belink Media Company Limited

: 2020 – Present Member of The Appeal Compensation review committee, Ministry of Transport

Work Experiences:

- : 2020 – 2024 Principal Advisor on Tax Base Management, The Revenue Department
- : 2020 – 2024 Member of Marketing Committee, The Liquor Distillery Organization (LDO)
- : 2019 – 2024 Member of Board Directors, The Liquor Distillery Organization (LDO)
- : 2019 – 2024 Member of Board Directors, The National Science Museum Thailand (NSM)
- : 2019 – 2024 Chairman of The Corporate Governance committee, The Liquor Distillery Organization (LDO)
- : 2019 – 2024 Chairman of The Legal committee, The National Science Museum Thailand (NSM)
- : 2019 – 2024 Chairman of The Risk Management committee, The National Science Museum Thailand (NSM)
- : 2019 – 2024 Chairman of The Risk Management committee, The Liquor Distillery Organization (LDO)
- : 2019 – 2024 Member of The Appeal Committee, The customs Department (The Revenue Department Representative)

- : 2019 – 2024 Member of The Appeal Committee, The Excise Department (The Revenue Department Representative)
- : 2019 – 2022 Chairman of The Revenue Officer Savings Co-operative, The Revenue Department
- : 2018 – 2020 Deputy Director – General, The Revenue Department
- : 2017 – 2019 Director Regional Revenue Office 10
- : 2013 – 2017 Director Bangkok Area Revenue Office
- : 2011 – 2013 Legal Officer, Expert Level Legal Division. The Revenue Department
- : 2003 – 2011 Tax Audit Officer, Senior Professional Level Large Business Tax Administration Office, The Revenue Department

Expertise: Financial Accounting / Legal / Corporate Governance / Business Management

Qualifications of Directors

<ul style="list-style-type: none"> ▪ Possessing qualifications in accordance with the Cabinet Resolution dated January 24, 2011, regarding the appointment of high-level government officials or persons as directors in multiple state enterprises 	Yes
<ul style="list-style-type: none"> ▪ Possessing director qualifications as required by law and <u>not having any prohibited</u> characteristics as prescribed by the Capital Market Supervisory Board 	Yes
<ul style="list-style-type: none"> ▪ Having no record of criminal offences within the past 10 years 	Yes
<ul style="list-style-type: none"> ▪ Having no family relationship with other directors, executives, or major shareholders of the Company or its subsidiaries 	Yes

Term of IRPC Directorship : Term 1 - Appointed by the Board of Directors, meeting no. 15/2025
(Replaced Mr. Somchai Rungsritthananon) effective 26 Nov 2025
: Term 2 - Proposed to be re-elected by 2026 AGM with a tenure of 2026 - 2029

Meeting Attendance : 1. Board of Directors Meeting for 2025 1/1 (100%)

Possession of IRPC Shares : None

Holding Position of Director/ Executive/ Advisor in Other Companies:

Nominated Director	Listed Companies		Non-Listed Companies		Board Member/ Executive Management in Other Organization that may have Conflicts of Interest with IRPC
	Total	Position	Total	Position	
Miss Vena Limsawasdi		None	2	1. Independent Director/Chairman of the Audit Committee, Belink Media Company Limited	None

				2. Member of The Appeal Compensation review committee, Ministry of Transport	
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Additional Qualifications for Nominating as an Independent Director:

1. Having the following interests in the Company, parent company, subsidiaries, affiliates, or any legal entities that have conflicts, at present or in the past 2 years.	Qualifications	
	1.1 Taking part in the management of being an employee, staff member, advisor who receives a regular salary.	<input type="checkbox"/> Yes
1.2 Being professional services provider, e.g., auditor, legal advisor.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.3 Having business relationship that is material and could be a barrier to independent judgment.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
1.4 Family Relationship with other Directors, or management, or major shareholders	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
2. Being an owner, director, management, employee, or advisor who receives a regular salary or holds more than one per cent of shares with voting rights of the company with the same business as IRPC and its competition is significant.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Key Achievements

1. Performing duties as an Audit Committee member with independence, transparency, and due care, by overseeing the accuracy, completeness, and reliability of the Company's annual financial statements, including the review of key accounting matters and disclosures in accordance with relevant standards.
2. Regularly monitoring and reviewing the performance of the Internal Audit function, as well as assessing the adequacy and effectiveness of the internal control system, to ensure that the Company's operations are conducted prudently and that potential risks are appropriately mitigated.
3. Promoting good corporate governance and transparency, while supporting the Company's strict compliance with applicable laws, regulations, and regulatory requirements in order to strengthen confidence among shareholders and stakeholders.
4. Providing constructive recommendations and exercising appropriate oversight over management's decision-making on key matters of the Company, by considering important issues with independence, prudence, and due regard to the best interests of the Company and its shareholders as a whole.

Name and Brief profiles of the persons nominated for election as directors

Name - Last Name : Terdkiat Prommool

Age (As of April 2026) : 60 Y 4 M

Proposed Position : Director

Education: : Master of Engineering in Industrial & Manufacturing Systems engineering, University of Missouri - Columbia, USA
: Bachelor of Engineering in Chemical Engineering, Chulalongkorn University

Training Program: : Leadership Succession Program (LSP), Class 10, Institute of Research and Development for Public Enterprises (IRDP)

Director Training Program (Thai Institute of Directors Association: IOD)

: Director Certification Program (DCP), Class 223/2016

Present Positions:

Board Member / Management in Listed Company on the Stock Exchange of Thailand: 2 Companies

: 2024 – Present Director / Member of the Risk Management Committee / Secretary of the Board of Directors / President and Chief Executive Officer, IRPC Public Company Limited

: 2024 – Present Senior Executive Vice President to Chief Operating Officer, Downstream Petroleum Business Group, PTT Public Company Limited, working on a secondment as President and Chief Executive Officer, IRPC Public Company Limited

Board Member / Management in Non-Listed Company on the Stock Exchange of Thailand: 3 Companies

: 2024 – Present Director, Thailand Energy Academy (TEA)

: Oct. 2024 – Present Member of the Council of Trustees, Petroleum Institute of Thailand (PEIT)

: Oct. 2024 – Present Director, Thailand Business Council for Sustainable Development (TBCSD)

Work Experiences:

: 2024 Senior Executive Vice President, Corporate Strategy, PTT Public Company Limited

: 2023 – 2025 Secretary, Chulalongkorn University Alumni Association Under The Royal Patronage of His Majesty the King

: 2022 – 2024 Director / Member of the Nomination and Remuneration Committee, PTT Oil and Retail Business Public Company Limited

: 2022 Director, Inter Pharma Public Company Limited

: 2021 – 2024 Senior Executive Vice President, Corporate Strategy and Sustainability, PTT Public Company Limited

: 2021 – 2024 Chairman, PTT Digital Solutions Company Limited

: 2021 – 2024 Chairman of the Management Committee, Thailand Energy Academy (TEA)

: 2021 – 2024 Director, Thai Renewable Energy Association (RE100)

: 2021 – 2022 Chairman, Alpha Com Company Limited



: 2021 – 2024	Member of the Nomination and Remuneration Committee, Thai Oil Public Company Limited
: 2020 – 2024	Director, Thai Oil Public Company Limited
: 2020 – 2024	Executive Director, Global Compact Network Association of Thailand (GCNT)
: 2020 – 2022	Chairman, Business Services Alliance Company Limited
: 2020 – 2021	Chairman, Business Professional Solutions Recruitment Company Limited
: 2020 – 2021	Senior Executive Vice President, Organization Management and Sustainability, PTT Public Company Limited

Expertise: Engineer / Energy Petroleum Petrochemical / Business Management / Human Resource /
Corporate Governance

Qualifications of Directors

<ul style="list-style-type: none"> ▪ Possessing qualifications in accordance with the Cabinet Resolution dated January 24, 2011, regarding the appointment of high-level government officials or persons as directors in multiple state enterprises 	Yes
<ul style="list-style-type: none"> ▪ Possessing director qualifications as required by law and <u>not having any prohibited</u> characteristics as prescribed by the Capital Market Supervisory Board 	Yes
<ul style="list-style-type: none"> ▪ Having no record of criminal offences within the past 10 years 	Yes
<ul style="list-style-type: none"> ▪ Having no family relationship with other directors, executives, or major shareholders of the Company or its subsidiaries 	Yes

Term of IRPC Directorship : Term 1 - Appointed by the Board of Directors, meeting no. 10/2024
(Replaced Mr. Kris Imsang) effective 1 Oct 2024
: Term 2 – Proposed to be re-elected by 2026 AGM with a tenure of 2026 - 2029

Meeting Attendance : 1. Board of Directors Meeting for 2025 16/16 (100%)

Possession of IRPC Shares : None

Holding Position of Director/ Executive/ Advisor in Other Companies:

Nominated Director	Listed Companies		Non-Listed Companies		Board Member/ Executive Management in Other Organization that may have Conflicts of Interest with IRPC
	Total	Position	Total	Position	
Mr. Terdkiat Prommool	1	1. Senior Executive Vice President to Chief Operating Officer, Downstream Petroleum	3	1. Director, Thailand Energy Academy (TEA) 2. Member of the Council of Trustees, Petroleum Institute of Thailand (PEIT)	1. PTT Public Company Limited (the company's major shareholder with 45.05 percent of shares) operates

		Business Group, PTT Public Company Limited, working on a secondment as President and Chief Executive Officer, IRPC Public Company Limited		3. Director, Thailand Business Council for Sustainable Development (TBCSD)	petroleum and petrochemical businesses. There is trading of raw materials and products between one another.
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Key Achievements

1. Formulating and driving the Company's strategic direction in alignment with economic conditions, energy prices, and competitive dynamics to strengthen long-term competitiveness and sustainability.
2. Overseeing risk management and the internal control system to enhance financial stability and business continuity.
3. Monitoring performance against strategic targets while promoting efficient resource utilization and prudent cost management.
4. Promoting a governance-based management system that is transparent and accountable, in order to create sustainable value for shareholders and stakeholders.
5. Strengthening organizational culture and transformation readiness, including talent development, capability enhancement, and strategic adaptability to respond effectively to long-term changes in the business environment.