

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

English Translation of Minutes of the Meeting on 17 June 2025

PARTICIPANTS

Present at the meeting were :

- Ms. Dalila MESSEGHEM, Headmistress,
- Ms. Lise TALBOT BARRÉ, Counselor for Cooperation and Cultural Affairs (via videoconference),
- Mr. Isadore REAUD, School Manager,
- Mr. Blaise FENART, Primary School Director,
- Mr. Christophe MONIER, Director of Administration and Finance,
- Mr. Matthieu REYNAUD, President of APE Bureau,
- Ms. Nadia ALTAMIRANO-PANZANI, Treasurer of the APE Bureau,
- Mr. Pooripat PRUKSANUBAL, Member of the APE Bureau,
- Ms. Marisa PHIWKHAW, Member of the APE Bureau,
- Mr. Therdsiddhi HOPRASARTSUK-PELLAUMAIL, Member of the APE Bureau (via videoconference),
- Mr. Olivier VILACA, Staff Representative,
- Ms. Chuanpit KHAMDEE, Staff Representative.

Apologies from:

- Ms. Sirikorn MANEERIN, President of the FFE,
- Mr. Vincent ROUBINET, Vice President of the FFE,
- Ms. Juthaporn COWAN, Member of the APE Bureau,
- Ms. Lalana SERMSUKSKULCHAI, Member of the APE Bureau,
- Ms. Geneviève FAMY, Member of the APE Bureau,
- Mr. Axel GAUTHIER, Staff Representative,

The meeting minutes were taken by Ms. Chanikan BUAKAEW, assistant to the APE Bureau.

MEETING TIMELINE

Start : 2:10 PM

End : 4:05 PM

AGENDA

1. Adoption of the meeting agenda and the meeting introduction
2. Approval of the minutes from the 22 April 2025 meetings
3. Declaration of potential conflicts of interest by participants
4. Finance Commission
5. HR Commission
6. Canteen Commission
7. Constructions & Purchases Commission
8. Communication Commission

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

9. AES Commission
10. Transportation Commission
11. Follow-up on the LFIB 2032 Project
12. Any other business
 - The APE's operating regulations with suggestions of modification
13. Date of the next Plenary Meeting with the APE Bureau

1. ADOPTION OF THE AGENDA AND INTRODUCTION OF THE MEETING STRUCTURE AND THE NEW APE BUREAU

The meeting's agenda is unanimously adopted by the participants.

2. VALIDATION OF THE MINUTES FROM 22 APRIL 2025 MEETINGS

The minutes of the meetings held on 22 April 2025, were approved by the members present.

3. DECLARATION OF POTENTIAL CONFLICT OF INTEREST

No declarations of conflict of interest are made by the members.

4. FINANCE COMMISSION

The Administrative and Financial Director (DAF) presents the 2024 financial report, which outlines the School's budget execution.

Overall, the 2024 results are satisfactory, although some indicators show a slight decline compared to 2023. However, this trend had been anticipated. In terms of execution, expenditures amount to 435,752,073 THB for an initial budget of 440,795,975 THB demonstrating budget control on the expenditure side. Revenues reach 458,552,451 THB resulting in a positive difference of approximately 18 million. The overall surplus (revenue and expenses) therefore stands at 22,800,378 THB.

Expenses

Purchases :

The Purchases category, which includes expenses related to utilities, IT, supplies, and teaching credits, represents a significant budget line, amounting to 33,978,318 THB. This category is primarily driven by educational expenses, including pedagogical projects, teaching credits, and expenditures related to the PROZAP program. This year, an underspending is observed, mainly due to two factors: a lower number of participants in the Rugby World Cup (compared to the initial forecast by the project lead), and the cancellation of a project the school had initially registered for as part of an AEFÉ. These factors freed up a budget margin of approximately 1.6 million THB in teaching credits.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Utility expenses are well controlled. Despite inflation in electricity costs in 2022 and 2023, levels have returned to within budget, with consumption roughly 100,000 THB lower than in 2023.

Regarding IT expenses, a slight budget overrun was noted, attributable to a forecasting error during the initial budget planning. Once corrected, the budget remains consistent, with final spending of 2,750,113 THB compared to the initially forecasted 2,739,000 THB.

Supply expenditures (office, laundry, uniforms, minor maintenance purchases) are comparable to 2023 levels. The school has begun shifting its strategy by increasingly relying on external service providers for maintenance, aiming to improve efficiency. This change accounts for a slight decrease in maintenance-related purchases compared to the budget.

The budget allocated to documentary purchases has remained stable since 2023 and has no significant impact on overall budget execution.

In conclusion, the school reports an underspending of approximately 7.99%, equivalent to around 3 million THB, of which 1.6 million THB is directly linked to unspent pedagogical project funds.

Nature de charges	COFI 2023	BI 2024	COFI 2024	Variation COFI/BI 2024	Nature des charges
Achats					
<i>fluides</i>	6 606 107,32	6 500 000,00	6 301 648,84	-3,05%	eau, electricité
<i>dépenses d'enseignement</i>	16 816 880,13	22 787 000,00	21 105 584,22	-7,38%	crédits pédagogiques, projets,
<i>dépenses informatiques</i>	2 266 889,97	2 330 000,00	2 750 113,92	18,03%	crédits de fonctionnement en informatique
<i>fournitures</i>	3 709 945,31	4 015 000,00	2 941 670,42	-26,73%	fourniture de bureau, petits achat, linges vêtements de travail...
<i>bibliothèques</i>	932 457,34	1 295 000,00	879 301,03	-32,10%	cdi, manuel scolaires
TOTAL	30 332 280,07	36 927 000,00	33 978 318,43	-7,99%	
				92,01%	

Subcontracting and External Services:

Budget execution for subcontracting and external services was satisfactory. Against an initial budget of 20,015,000 THB, actual expenditures amounted to 20,304,109 THB representing an execution rate of 101.44%, indicating full budget utilization.

The funds allocated for security services (SDS) were appropriately correctly executed.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Maintenance activities were intensified in 2024, with a greater volume of work carried out. Expenditures reached 4,249,543 THB, approximately 1 million baht more than in 2023.

Insurance expenses, which for student coverage or specific events (such as PROZAP related activities or rugby tournaments), were in line with the budget. Additional “organizer” insurance policies were occasionally taken out depending on project needs.

Sous traitance et services extérieurs					
contrat de surveillance	2 986 406,38	3 100 000,00	3 051 699,92	-1,56%	contrat sds
locations terrains	11 631 360,79	11 635 000,00	11 631 360,79	-0,03%	location du terrain élémentaire-collège lycée et terrain maternelle
entretien maintenance	3 165 246,55	3 900 000,00	4 249 543,03	8,96%	contrat et travaux de maintenance, nb petites fournitures liées à la maintenance dans le compte achat
assurances	1 308 670,64	1 300 000,00	1 358 856,73	4,53%	assurance élève + assurance lycée+ assurance spécifique événements LFIB (PROZAP, Tournois de rugby....)
autres	17 377,70	80 000,00	12 649,08	-84,19%	documentation
TOTAL	19 109 062,06	20 015 000,00	20 304 109,55	1,44%	
					101,44%

Other External Services:

The execution rate for this category was 98.42%. A budget of 31,951,000 THB had been allocated, and 31,446,437 THB was actually spent. This category experienced significant growth, mainly due to increased professional fees. The institution made greater use of external experts, particularly lawyers, in the drafting of the RIT (Internal Regulations) and in assisting with the recovery of unpaid debts. Additional costs were also incurred for maintenance related to the implementation of the new human resources management software, as part of the payroll internalization process. This increased reliance on specialized expertise reflects a strategic intent to strengthen practices and enhance the reliability of decision-making.

The communication budget shows an increase compared to 2023, primarily due to the funding of promotional display boards for LFIB as part of the 2024 budget.

Transportation-related expenses were in line with the budget.

The reprography budget line, however, raises questions. Despite the development of digital tools and the strong level of IT equipment available to teaching teams, the credits allocated to reprography continue to increase each year. A more detailed analysis of this trend is currently underway. As the reprography contract was recently renewed, new consumption control measures should be introduced soon. The objective is not to restrict usage but to better understand potential overuse, particularly from a sustainability perspective. At this stage, printing is not yet monitored by user codes or card systems. The future centralized printing system will help rationalize printing, eliminate costly individual printers, and reduce maintenance needs as well as cartridge stock management.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Expenses related to cleaning services were in line with the budget.

School canteen remains one of the most significant budget items in this category, accounting for around 60% of the total. Expenditure levels were correctly anticipated, which explains the very close match between forecasts and actual spending, with an overall execution rate of 99.5%.

Postal and telecommunications costs are primarily linked to Internet access, which represents the main expense in this category. Telephone costs, by contrast, remain very limited and have no significant impact on the budget.

Training expenses are linked to exchanges with the IRF (Regional Training Institute). It should be noted that the IRF contribution has decreased: funding per trainee has fallen from 850€ to 800€. This decrease is significant, as it shows that the IRF's call for contributions to school does not necessarily result in higher charges and can even, as in this case, lead to a substantial reduction.

The other services category groups together various miscellaneous expenses, including banking fees and costs related to hospitality and reception, for a total amount of 1,025,144 THB. This category remains stable and comparable to previous years.

Autres services extérieurs					
<i>honoraires</i>	923 915,05	1 300 000,00	1 949 190,19	49,94%	audit comptable, visite médicale, maintenance logicielle comptable, études, frais de justices, externalisation de la paie, frais d'expertises liés au projet immobilier
<i>communication</i>	480 660,83	820 000,00	1 272 809,11	55,22%	budget communication
<i>transports</i>	871 732,16	1 200 000,00	1 039 508,51	-13,37%	Transport AS, pédagogique, transport sur achat
<i>reprographie</i>	2 525 610,93	2 350 000,00	2 684 171,67	14,22%	
<i>nettoyage</i>	2 992 108,19	3 125 000,00	3 101 060,51	-0,77%	contrat PCSIS
<i>restauration</i>	17 430 203,70	18 244 000,00	18 148 918,85	-0,52%	contrat Epicure
<i>frais postaux et de télécommunication</i>	873 228,01	917 000,00	834 973,35	-8,95%	internet + téléphone+ frais postaux
<i>formation continue</i>	1 713 978,88	3 100 000,00	1 390 661,60	-55,14%	plan de formation local et plan de formation régionale
<i>autres</i>	873 274,74	895 000,00	1 025 144,07	14,54%	services bancaires, frais de reception...
TOTAL	28 684 712,49	31 951 000,00	31 446 437,86	-1,58%	

Taxes:

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

A specific point was raised regarding a retroactive property tax payment related to the land leased by the school. Under the current lease agreement, the school is responsible for paying all applicable property taxes on the land it occupies. In this context, a retroactive tax payment of 1,200,000 THB was applied, covering the period from 2020 to 2024. This explains the significant increase in the corresponding budget line: in 2023, the school paid 1,298,926 THB, compared to 2,443,135 THB in 2024.

Mr. REAUD explains that this retroactive adjustment is the result of a change in the tax regulations that occurred during the COVID period. Originally, a single property tax was applied, which was covered by the school. This was later split into two separate taxes: a buildings tax, invoiced directly to the school, and a land tax. Initially, this tax was covered by the landowners. The government applied a temporary reduction during the COVID health crisis. Over time, this temporary reduction was phased out, increasing the amount owed by the landowners each year. In response, they requested that it be covered by the LFIB as the contract says the school was responsible for all tax-related charges. It is in this context that the current tax reassessment occurred.

Mr. REAUD also notes that since processes have been taken to have the land officially recognized as serving an educational purpose, which grants a 90% reduction in property tax. Despite this substantial reduction, the retroactive payment remains significant and highlights the importance of clarifying this contractual clause in the upcoming lease renegotiation. This matter will therefore be an integral part of discussions with the property owners during the renewal process, in order to explicitly define the future allocation of tax responsibilities.

Impôts et taxes et versement					
	1 298 926,77	1 450 000,00	2 443 135,18	68,49%	essentiellement, frais liés aux visas, work permitt et taxes
TOTAL	1 298 926,77	1 450 000,00	2 443 135,18	68,49%	
				168,49%	

Personnel Expenses:

Staff costs represent one of the most significant budget items for the school. In 2024, the management of this category was well controlled: 181,462,511 THB was spent out of an initial budget of 184,534,926 THB resulting in an execution rate of 98.34%.

More specifically, salaries for locally recruited staff show a slight decrease, mainly due to staff departures that were not replaced on a like-for-like basis, particularly among teaching assistants. The replacements were made under more favorable salary conditions for the school, generating a positive impact known as the “GVT” effect (“gain vieillesse technicité”), a lower cost of replacing outgoing staff.

The year 2024 also marked the full-year implementation of the RIT (Internal Regulations for Staff), whose budgetary impact was correctly anticipated. This includes housing and transport allowances, which evolved in line with expectations between 2023 and 2024, with progressive revaluation already initiated in September 2023.

As for overtime, an increase of 2.5 THB million was recorded, a rise of 22%.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

This increase has raised questions among parent representatives, who note a mismatch between the amount spent and the actual classroom coverage of staff absences. Several families reported that 40 to 50 class hours went uncovered during the year, without a clear perception of replacements being arranged.

The school management team clarifies that overtime covers a wide range of activities, including teacher substitutions, support for educational activities (AES, AS), academic tutoring, and homework support.

Ms. MESSEGHEM presents the figures: out of 36,054 scheduled teaching hours this year, 774 hours were not delivered, an absence rate of 4.92%, compared to 6.08% in 2023 and 7.02% in 2022. A total of 467 hours were substituted, representing a replacement rate of 26%, slightly higher than in previous years (25% in 2023, 38% in 2022). She informs that managing teacher absences remains a challenge and that there remains some improvement. Efforts are underway to recruit teachers with complementary profiles, especially in subjects where substitution needs are more frequent. It was also noted that absences include time allocated to training, participation in special projects (such as PROZAP), school trips, or invigilation of exams period.

Mr. REYNAUD also raises concerns about School council meetings held during teaching hours, which sometimes lead to the cancellation of multiple lessons. Ms. MESSEGHEM recognizes that certain situations, particularly toward the end of the school year, were challenging, but emphasizes that measures are being taken to improve future scheduling. Regarding temporary staff, this item shows a slight decrease, as certain tasks (such as playground supervision) were outsourced to a service provider (Manpower). This change does not represent a real reduction in overall staffing costs, but rather a transfer of expenses to another budget line (other external services).

A gap remains between the budgeted and actual amounts spent on social contributions. This is mainly due to uncertainty surrounding individual enrollment in the Provident Fund, a non-mandatory scheme that newly hired staff may choose to join or not. To avoid underestimating costs, the institution adopts a cautious approach by budgeting slightly higher amounts than in previous years. Social charges increased by nearly 500,000 THB from 2023 to 2024, an approximate 10% rise.

Specifically, contributions to the CFE (Caisse des Français de l'Étranger) rose by 534,000 THB compared to 2023. Similarly, AXA contributions; which mainly cover Thai staff (though other personnel may also be enrolled), increased by 314,000 THB. Together, these two items account for a total additional cost of 850,000 THB for the year 2024.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Charges de personnel (contrats locaux)					
Salaires contrats locaux	119 312 908,82	127 616 996,00	123 946 928,20	-2,88%	Salaires de base
Indemnités diverses contrats locaux	19 360 197,08	27 210 473,00	26 433 385,05	-2,86%	Indemnités spécifiques prévues dans la grille de salaire (indemnités logement, indemnité de transport, 13eme
Heures supplémentaires contrats locaux	11 779 661,55	11 040 000,00	13 508 026,25	22,36%	Heures supplémentaires années et heures supplémentaires activités AES ou AS
Vacations	4 923 204,02	4 669 050,00	4 467 869,93	-4,31%	animateurs AES, autres vacances pour remplacement
Indemnités de départ en retraite	9 307 314,97	0,00		#DIV/0!	Indemnités de départ en retraite
Charges sociales	5 081 878,95	6 848 407,00	5 542 893,13	-19,06%	Charges sociales obligatoires employeur dont providend fund si adhésion salariée
Couverture sociale	6 714 637,74	7 150 000,00	7 563 408,50	5,78%	couverture maladie, maternité accident du travail pour les salariés du LFIB
TOTAL	176 479 803,13	184 534 926,00	181 462 511,06	-1,66%	
				98,34%	

Other Operating Expenses:

Tuition fee discounts continue to be applied based on the number of enrolled children, with a 10% reduction for families with two children and a 15% reduction for three or more. At the same time, the school's contribution to staff tuition fees was increased from 60% to 65%, as part of the implementation of the RIT. This adjustment is intended to offset the rise in tuition fees. This budget line also includes funding related to educational projects, such as PROZAP initiatives, where the school covers a portion of the costs for scholarship students, proportional to their scholarship rate.

Regarding the compensation of resident staff, a decrease was observed compared to the budget. This is due to two main factors. First, the exchange rate was favorable to the school. The AEFÉ sets a reference exchange rate on September 1st for budget forecasting, while invoices are received much later. Second, the closure of a position led to a reduction in the total amount payable.

Overtime expenses also increased compared to the initial budget, by approximately 400,000 THB. This rise is mainly attributable to overtime performed by resident teachers involved in pedagogical projects.

Other allowances paid by the AEFÉ had been subject to a retroactive adjustment in 2023, and the 2024 budget had slightly overestimated this item as a precaution.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

The 6% contribution on tuition fees, paid to the AEFE, increased by 1 million THB compared to the previous year, directly reflecting the school's increased revenue.

As for scholarships, a decrease in the total amount granted was recorded, from 30,541,592 THB in 2023 to 28,376,331 THB in 2024. This reduction does not indicate a decline in the number of scholarship recipients, but rather a lower proportion of students receiving full (100%) scholarships.

Autres Charges de gestion					
Abattement sur frais de scolarité	17 080 214,38	21 000 000,00	18 797 533,89	-10,49%	Réduction frais de scolarité personnel, familles "nombreuses", et prise en charge des boursiers voyages pédagogiques
Traitements Résidents	35 128 164,50	38 584 681,00	34 569 161,09	-10,41%	Traitement des résidents + avantage familial (fonction d'un taux de prise en charge AEFE)
ISVL	9 855 477,49	11 698 949,00	9 648 764,73	-17,52%	Indemnité spécifique de vie locale
Heures supplémentaires	3 215 384,95	3 643 190,00	4 094 765,45	12,40%	Heures supplémentaires années (HSA) et heures supplémentaires effectives (HSE)
Autres indemnités	606 537,95	1 381 860,00	547 747,20	-60,36%	Indemnité ISAE (indemnité suivi et accompagnement des élèves pour les enseignants du premier degré)
Contributions sur droits de scolarité	17 282 459,04	19 007 089,00	18 345 862,00	-3,48%	6 % du montant des frais de scolarité
bourses aux élèves français	30 541 592,39	19 141 780,00	28 376 331,44	48,24%	boursiers
TOTAL	113 709 830,70	114 457 549,00	114 380 165,80	-0,07%	

Financial Expenses

The school recorded a foreign exchange loss of 643,719 THB.

Charges financières					
Intérêts d'emprunt	216 006,62	160 500,00	119 264,91	-25,69%	Interet du prêt
Pertes de change	230 412,06		643 719,77	#DIV/0!	
TOTAL	446 418,68	160 500,00	762 984,68	375,38%	
				475,38%	

Exceptional Expenses

Debts, amounts definitively lost, amounted to 1,899,517 THB in 2024, compared to 3,787,459 THB in 2023. However, outstanding unpaid amounts still pending increased. These may turn into bad debts if no payment is received by next year.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Charges exceptionnelles					
Donation FFE	20 500 000,00	13 700 000,00	14 000 000,00	2,19%	Donation FFE
Créances devenues irrécouvrables	3 787 459,42	2 600 000,00	1 899 517,33	-26,94%	
Autres charges diverses			6 519,00		
TOTAL	24 287 459,42	16 300 000,00	15 906 036,33	-2,42%	
				97,58%	

Provisions for Depreciation and Amortization

The provision for severance pay, which corresponds to compensation paid in the event of retirement or dismissal, is now calculated only for employees aged over 55. This new calculation method aims to better reflect economic reality, in contrast to the previous approach, which was provisioned for all staff members regardless of age.

Dotations aux amortissements					
amortissements	33 458 276,76	27 000 000,00	26 965 078,97	-0,13%	
Autres provisions				#DIV/0!	
provision pour impayés	1 818 646,03	4 000 000,00	2 881 582,06	-27,96%	
provision severance pay	804 561,94	4 000 000,00	5 221 713,22	30,54%	
TOTAL	36 081 484,73	35 000 000,00	35 068 374,25	0,20%	
TOTAL GENERAL	430 429 978,05	440 795 975,00	435 752 073,14	-1,14%	
				98,86%	
<i>hors variation des bourses</i>	<i>399 888 385,66</i>	<i>421 654 195,00</i>	<i>407 375 741,70</i>	<i>-3,39%</i>	
				96,61%	

The total initial expenditure budget was 440,795,975 THB while actual spending amounted to 435,752,073 THB, a positive variance of THB 5 million.

When excluding scholarship-related expenses, the adjusted budget was 421,654,195 THB of which 407,375,741 THB was actually spent. This represents a net saving of approximately 14 million THB.

Revenues

The revenue situation for the year 2024 is overall satisfactory, with turnover showing a slight increase (+1%) compared to the initial budget. This growth is explained by an increase in student enrollment, 11 additional students in the first semester and 7 in the second, combined with a 2% tuition fee adjustment implemented at the start of the school year in September.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Canteen revenues followed the same upward trend, driven by both the tariff increase and the growth in student numbers. Conversely, enrollment fees from newly registered students have continued to decline since 2022, with 14 fewer new students in 2024 compared to 2023.

Other service revenues (AES, homework support, international section, etc.) remained stable, despite a notable drop in AES income (–1 million THB), which was offset by an increase in revenues related to school trips. Overall, this category aligned with the budget, with a +0.75% execution rate.

So-called “miscellaneous” revenue (venue rentals, yearbook sales, participation from other schools in events) saw a significant increase, notably due to the organization of the Asian Schools Rugby Cup.

The school received THB 709,085 in subsidies from the AEFÉ, mainly for pedagogical projects and to help finance the IEN secretary’s position.

Financial income from the investment of the real estate project reserve has increased but should not be considered a stable, recurring source of revenue.

Accounting entries related to amortizations funded by the Agency and reversals of provisions are used to offset corresponding expenditures recorded elsewhere.

The final result for the year stands at 22,800,378 THB down from 28,651,713 THB in 2023 but remains positive.

Nature des recettes	COFI 2023	BI 2024	COFI 2024	Variation BI/COFI 2024	Nature des Produits
Prestations de services					
Frais de scolarité	304 725 932,60	317 005 295,00	320 163 068,00	1,00%	
Frais de demi pension	20 107 726,57	19 618 000,00	21 319 092,66	8,67%	
Droits d'inscription	31 610 000,00	31 775 000,00	29 650 000,00	-6,69%	
Autres prestations de services	27 749 600,45	26 908 400,00	27 136 792,48	0,85%	Produits des activités, AS, AES, aide aux devoirs, orthophonie, section internationale britannique
TOTAL	384 193 259,62	395 306 695,00	398 268 953,14	0,75%	
Autres produits des activités annexes					
	6 227 870,36	5 650 000,00	8 331 370,80	47,46%	locations parking, kiosque, recettes year book, pénalités de retard..
TOTAL	6 227 870,36	5 650 000,00	8 331 370,80	47,46%	

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Subventions et dons					
Bourses	30 541 592,39	19 141 780,00	28 376 331,44	48,24%	
Dons FFE	20 500 000,00	13 700 000,00	14 000 000,00	2,19%	
Subventions AEFE			709 085,45	#DIV/0!	
TOTAL	51 041 592,39	32 841 780,00	43 085 416,89	31,19%	
Produits financiers					
Produits financiers	2 095 336,19	2 387 500,00	4 674 468,66	95,79%	
Gain de change					
TOTAL	2 095 336,19	2 387 500,00	4 674 468,66	95,79%	
Produits exceptionnels					
Quote part des subventions d'investissement	2 428 858,62	2 010 000,00	2 163 595,95	7,64%	
TOTAL	2 428 858,62	2 010 000,00	2 163 595,95	7,64%	
Reprises sur provisions pour risques et charges					
Reprises sur provisions severance day	9 307 314,97				
Reprise sur provision pour impayés	3 787 459,42	2 600 000,00	2 028 646,03	-21,98%	
TOTAL	13 094 774,39	2 600 000,00	2 028 646,03	-21,98%	
TOTAL GENERAL	459 081 691,57	440 795 975,00	458 552 451,47	4,03%	
<i>hors variation des</i>	<i>428 540 099,18</i>	<i>421 654 195,00</i>	<i>430 176 120,03</i>	<i>2,02%</i>	
RESULTAT	28 651 713,52	0,00	22 800 378,33	#ERROR!	

Investment

The school adhered to the planned investment budget for 2024. Several major projects were completed, including the acquisition of furniture for secondary classrooms and other rooms, as well as the purchase of IT equipment as part of the three-year renewal plan. This plan included the replacement of desktop computers and video projectors, along with the funding of the new website, which was delivered in 2024. The final cost of IT purchases amounted to 4,173,680 THB representing a slight overrun of 387,680 THB compared to the initial forecast.

In terms of construction and renovations, several improvements were carried out: covered walkways were built between buildings; new offices for the IEN and a classroom for FLESCO teachers were created; and toilets in the primary school were renovated, with a total cost of 1,067,000 THB, slightly under budget.

Additional work was initiated, including the creation of a secured chemical storage room at the request of the physics teachers.

Unplanned investments were also undertaken: renewal of robotics equipment, replacement of basketball backboards, purchase of a piano, upgrade of the sound system in the confinement room, and installation of water fountains and air conditioning units.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

From an accounting standpoint, total fixed asset acquisitions amounted to 9,447,245 THB compared to 10,846,000 THB budgeted. The difference is partly explained by the fact that certain assets such as the website had been recorded in 2023 as “assets under construction,” and therefore could not be recorded again upon delivery. This resulted in an accounting gain on fixed assets. In addition, the capital repayment of the loan amounted to 5,091,052 THB.

The overall investment envelope thus stood at 15,796,420 THB with actual execution totaling 14,538,298 THB, representing a gain of 1,258,121 THB.

Nature des Investissements

mobilier	Budget	Réalisé	Ecart
mobilier classe secondaire		770 400,00	
Autres mobiliers		124 409,98	
Total	1 000 000,00	894 809,98	105 190,02

compte 21847

matériel informatique	Budget	Réalisé	Ecart
<i>matériel informatique</i>	<i>3 786 000,00</i>		
<i>site internet du LFIB</i>		519 480,00	
<i>Réseau sans fil centralisé</i>		179 225,00	
<i>ordinateurs portables</i>		266 021,42	
<i>video projecteurs</i>		870 980,00	
<i>renouvellement des IPADS</i>		523 650,00	
<i>renouvellement des postes fixes</i>		1 413 074,10	
<i>remplacement commutateur defectueux, ou mise en place de nouveaux</i>		401 250,00	
Total	3 786 000,00	4 173 680,52	-387 680,52

compte 21832

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

TRAVAUX	Budget	Réalisé	Ecart	compte 21817
Création de passages couverts interconnectés entre chaque bâtiments pour éviter la pluie	1 300 000,00	2 279 318,28		
Nouvel aménagement de bureaux/ salle de classe dans le cadre de la venue de l'IEN puis du CPAIEN	1 900 000,00	806 544,60		
Rénovation toilette de l'école primaire	1 000 000,00	1 067 860,00		
Changement gouttières defectueuses	200 000,00			
Remplacement de pompes à l'école maternelle et à l'école primaire	380 000,00			
Total	4 780 000,00	4 153 722,88	626 277,12	

Investissements travaux non définis	Budget	Réalisé	Ecart	compte 21817
<i>Travaux non définis</i>	455 000,00			
Création d'un espace protégé pour isoler les pdts chimiques		121 552,00		
Aménagement des portes d'entrée espace d'accueil		20 000,00		
Total	455 000,00	141 552,00	313 448,00	4 295 274,88

matériels ou autres non définis	Budget	Réalisé	Ecart	compte 21887
<i>matériels non définis</i>	700 000,00			
<i>matériels incendie</i>	125 000,00			
<i>matériels pédagogiques (robot, panneaux de basket, piano, camera web tv)</i>		486 895,05		
<i>remplacement système audio alarme confinement+extension sonnerie alarme anti intrusion</i>		345 994,00		
<i>Installation fontaines à eau, climatiseurs, tondeuse, souffleuse</i>		408 487,40		
Total	825 000,00	1 241 376,45	-416 376,45	

TOTAL acquisitions 2024	10 846 000,00	10 605 141,83	240 858,17	97,78%
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Immobilisations en cours 2024 livrées (déjà comptabilisés en 2023, site internet, panneaux de basket, porte d'entrée...) - 1 157 896,00

TOTAL Immobilisation 2024	10 846 000,00	9 447 245,83	1 398 754,17
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Remboursement du prêt LFIB	Budget	Réalisé	Ecart
Montant du capital remboursé en 2024	4 950 420,00	5 091 052,64	-140 632,64

TOTAL DEPENSES D INVESTISSEMENT	15 796 420,00	14 538 298,47	1 258 121,53
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PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Working Capital

The overall result shows a self-financing capacity of 52,823,574 THB, a level considered satisfactory and in line with the school's financial strategy. This amount must always exceed the total collected from first-time enrolment fees, in order to ensure that these fees are used exclusively to fund current or future investments, and not to cover the school's operating expenses.

Investments made in 2024 totaled 14,538,298 THB which allowed reserves to be consolidated by 38,258,276 THB.

Capacité d'autofinancement 2024(1)	52 823 574
Dépenses d'investissement (2)	14 538 298
Apport au fonds de roulement	38 285 276

Since 2023, the school's working capital has increased significantly, rising from 230,996,227 THB to 275,838,691 THB. This enables a mobilizable amount of 222,543,856 THB to be considered for potential 2032 projects whether through land acquisition, major renovations, or a relocation project.

The school therefore presents a stable financial position and is able to undertake major works without relying on new loans or immediate increases in tuition fees, should the school remain on its current site. However, in the event of a project involving the construction of a new campus on another site, this amount would not be sufficient, and tuition fees would rise significantly. This is a reassuring message for families, although rigorous planning will still be necessary to maintain long-term budgetary balance.

	COFI 2023	BI 2024	COFI 2024
TOTAL GENERAL DEPENSES	430 429 978,05	440 795 975,00	435 752 073,14
TOTAL GENERAL RECETTES	459 081 691,57	440 795 975,00	458 552 451,47
RESULTAT	28 651 713,52	0,00	22 800 378,33

	COFI 2023	BI 2024	COFI 2024
CAPACITE D'AUTOFINANCEMENT (CAF)	51 178 378,52	30 389 999,00	52 823 574,57
APPORT AU FONDS DE ROULEMENT	33 134 499,73	14 593 579,00	38 285 276,10
NIVEAU DU FONDS DE ROULEMENT NET GLOBAL (a)	237 553 415,03	230 996 227,30	275 838 691,13
FONDS DE ROULEMENT HORS PROVISION	184 553 415,03	169 493 474,16	217 616 977,91

	COFI 2023	BI 2024	BI 2025
Coût fonctionnement par jour (hors bourse) BI	1 172 261,00	1 172 261,00	1 184 329,65
Reserve de trésorerie pour fonctionnement (45 jours) (b)	52 751 745,00	52 751 745,00	53 294 834,38
Montant pouvant être affecté au	184 801 670,03	178 244 482,30	222 543 856,76

Montant du fonds fin 2024	185 000 000,00
Abondement du fonds	37 543 856,76
Abondement arrondi	37 500 000,00
Montant total du fonds fin 2025	222 500 000,00

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

5. HR COMMISSION

All planned recruitments have been successfully completed as scheduled. However, a mathematics position recently became vacant due to the early departure of a resident teacher. This departure has made an urgent recruitment necessary, with interviews already scheduled for this week.

In the primary school, a position that had been frozen pending confirmation of the number of classes has now been reactivated. With 24 classes expected at the start of the school year, recruitment is now possible for a fixed-term elementary school teacher position to cover a teacher on sabbatical leave. This position will be offered to the top-ranked candidate from the previous recruitment process.

Regarding Vie Scolaire, the new Head of Vie Scolaire (CPE), a former AEFÉ network student has accepted the offer and will join the school at the beginning of the year.

Finally, the temporary replacement contract in communication, which was in place during the maternity leave of the department head, ended with her return.

A request from the Parents' Association was made for the HR Commission to be better informed when a resident position is abolished by the AEFÉ, as this position can later be opened as a local contract. The school management acknowledged the need to improve communication on this matter.

6. CANTEEN COMMISSION

Following the food poisoning incident reported last March, inspections and an investigation were carried out by the authorities. However, the findings presented in the official inspection report do not make it possible to determine the exact origin of the incident. An environmental bacterium was identified, but no conclusive evidence was found to definitively link it to the incident, nor to attribute the cause to food, water, or any other factor.

A set of corrective measures was implemented following this report, in collaboration with the service provider Epicure and the health authorities. Some of these measures are designed to prevent any possible recurrence: the installation of a reverse osmosis water treatment system in the kitchens, the creation of new separate washing stations for utensils and food, and the addition of a second freezer dedicated to storing a duplicate set of food samples, enabling independent testing by external laboratories. To better manage potential future incidents regarding the burden of proof, the school has also acquired additional equipment for the infirmary, including material to collect and preserve stool and vomit samples suitable for laboratory analysis.

The next district inspection of the canteen is scheduled for July 2. Mr. Reaud reminded attendees that currently two inspections per year are conducted by the local authorities, in addition to Epicure's internal audits, which take place several times a month.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

Mr. Reynaud recommended increasing the frequency of independent health inspections, suggesting that third-party inspections be carried out more regularly, with reports submitted directly to the school.

Ms. Panzani stressed the importance of including precise clauses in the future contract with the provider regarding responsibilities in the event of a health incident.

Mr. Reaud noted that the current contract stipulates that the provider carries out its own internal checks, but no mechanism was in place for independent inspections conducted by the school. Such a system will now be established. Furthermore, the school intends to obtain access to the provider's internal inspection reports in order to ensure close monitoring.

Regarding the kiosk, a call for tenders has been launched to select a provider for the start of the school year. Several companies have already expressed interest, including some that participated in previous calls. It was suggested that students be involved in the selection process.

Mr. Reynaud raised concerns about the kiosk's physical conditions, particularly hygiene and the necessary facilities. These aspects will be taken into account during discussions with candidates and in the drafting of the future contract.

Mr. Reaud replied that the kiosks are aging, but renovation work is planned to provide the new provider with acceptable working conditions.

7. CONSTRUCTIONS COMMISSION

Canteen Renovation Project

The interior design has been finalized in consultation with users. Students and staff were invited to vote for the main color scheme: light blue was chosen for the main canteen, while staff selected light brown for their own dining room.

A call for tenders has been launched to select the company in charge of the works, based on the specifications provided. Six companies have visited the site and are expected to submit their proposals by June 23. The works are scheduled to take place during the summer holidays, starting on July 5. Delivery is expected between August 26 and 28, ensuring a one-week buffer before the start of the school year so that Epicure can take over the new facilities before the students return.

Regarding equipment, Mr. Reynaud raised concerns about delivery times for the canteen furnitures. Mr. Reaud explained that LFIB required the architect to select materials and furniture available on the Thai market, so they can be easily replaced in case of damage with the exception of the salad bar furniture, which will be custom-made. He added that tables and chairs will not be provided by the selected contractor but purchased directly by the school in order to optimize costs and avoid additional contractor margins. The goal is to ensure that the

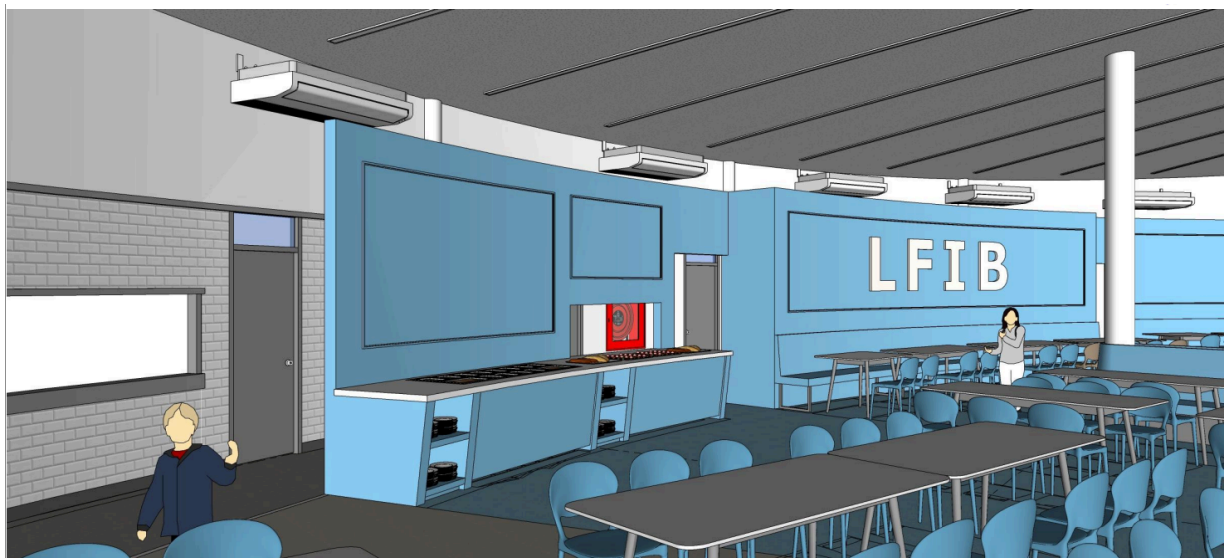
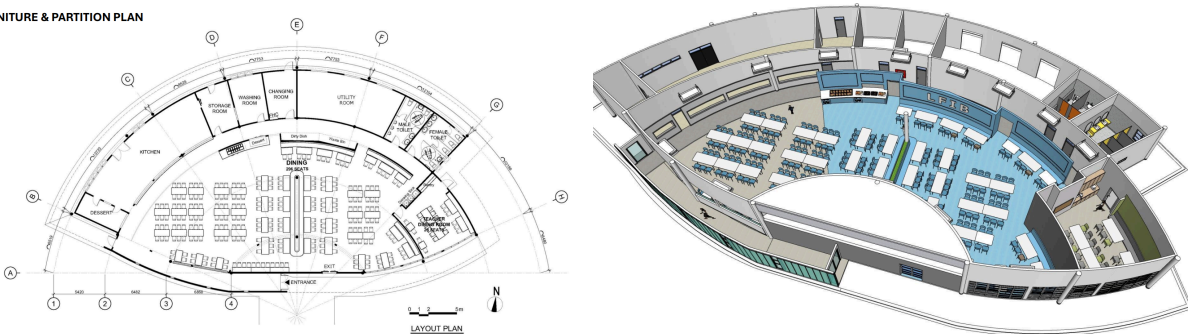
PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

renovated canteen will be equipped with brand-new furniture, consistent with the overall renovation project.

The supervision of the works will be ensured by the appointed architectural firm, with weekly follow-up meetings. In parallel, the school's technical team will remain mobilized throughout the summer to monitor the progress and intervene if needed, as was the case with previous renovation projects.

A few visuals were presented to illustrate the chosen color schemes.

FURNITURE & PARTITION PLAN



8. COMMUNICATION COMMISSION

Regarding the enrollment communication campaign, the collaboration project with an influencer has been temporarily put on hold. Delays related mainly to image rights management and a misalignment with the publication calendar allowed for only four posts out of the initially planned set. It was therefore decided not to continue the campaign during the summer holidays, a period considered less strategic for enrollment. The contract will be relaunched at the beginning of the school year, with planning better aligned with the academic calendar. To date, no direct impact on enrollment has been observed. However, Mr. Reynaud

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

suggested analyzing available visibility data such as views, “likes,” or shares — to better assess the reach of the publications.

In addition, new visuals have recently been published on the school’s website to clarify the roles of the Parents’ Association (APE), the School Council, and the CET.

With regard to website development, new tools allowing for the publication of more detailed articles have been finalized by the developer. A training session will be organized for the communications officer, now back from leave, as well as two staff members, once the exam period is over.

The project to translate the website into Thai has been confirmed, using artificial intelligence tools. Mr. Reynaud also proposed extending this initiative to other languages, in order to impro

9. AES COMMISSION

The AES Commission has finalized several points in preparation for the 2025–2026 school year:

Terms of reference: These have been finalized and directly integrated into the instructors’ contracts, in order to simplify reading and avoid the use of annex documents.

Internal regulations: The AES internal regulations have been reviewed and revalidated for the upcoming school year.

Activity offer 2025–2026: The new activities planned for the 2025–2026 school year have been approved by the commission.

The organization of the AES celebration was also discussed. Detailed arrangements will be communicated at a later stage.

10. TRANSPORT COMMISSION

The Transport Commission met on 4 June with the service provider Montri to review the school transport service. Although no particular issues are currently reported, this meeting provided an opportunity to review overall operations and strengthen operational coordination between the school teams and the provider.

Montri presented a summary report of its actions and service management since the beginning of the year. After a start marked by some difficulties, the service has now stabilized significantly, and overall satisfaction is positive. The discussions also helped identify a few areas for improvement to further streamline communication and incident management.

11. FOLLOW-UP : LFIB 2032 PROJECT WORKING GROUP

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

A positive meeting was held with the property owners last April, during which they expressed their general agreement to extend LFIB's presence on the site for a period of 30 years. However, no follow-up meeting has taken place despite the school's lawyer's efforts. The school is still awaiting a formal counter-proposal to the financial offer that was submitted.

The lawyer appointed by the school continues to pursue the matter to obtain a response as soon as possible, emphasizing to the owning family the growing concern expressed by the Foundation, parents, and staff regarding the prolonged silence.

It is important to recall that these discussions take place in a particular context — more familial than professional — which makes the negotiation process more complex. Despite this, significant progress has been made since the beginning of the school year. While there had been no contact at the start of the year, a first meeting was successfully held, notably with representatives from the embassy, the COCAC. During this meeting, the owners reaffirmed their willingness to renew their commitment, while specifying that they were not negotiating with other institutions.

Nevertheless, it remains essential that this situation does not prevent the school from continuing to work on the overall 2032 project timeline.

Ms. Panzani emphasized that the school community now expects more than a simple progress update: concrete planning is necessary. Even if the contract finalization is delayed, it is essential to establish clear milestones now to reassure the community and demonstrate that the project is indeed progressing.

12. ANY OTHERS BUSINESS

In September 2025, six positions will be open on the APE Board due to several departures (end of term or resignation).

The election schedule is as follows:

- Call for candidates: Thursday, 4 September, 2025
- Submission of candidacies: 6–17 September, 2025
- Electronic voting: 20–28 September, 2025
- Announcement of results: Tuesday, 30 September, 2025

The first plenary meeting with the APE Board will be held on Monday, 6 October , 2025, at 3:00 PM.

The first General Assembly of the school year is also scheduled for October (exact date to be confirmed). It is emphasized that this back-to-school meeting is an important opportunity for direct engagement with parents, which was unfortunately missed last year. The goal this year is to hold this meeting in person at the start of the school year, once the new Board has been officially established.

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2024-2025

13. NEXT PLENARY MEETING WITH THE APE BUREAU

The date of the next Plenary Meeting with the APE Bureau is scheduled for Tuesday, 17 June at 2 PM.

The general assembly is scheduled for the same day at 5:30 p.m., via videoconference.