

PLENARY MEETING WITH THE APE BUREAU – SCHOOL YEAR 2025-2026

English Translation of Minutes of the Meeting on 2 December 2025

PARTICIPANTS

Present at the meeting were :

- Ms. Dalila MESSEGHM, Headmistress,
- Mr. Isadore REAUD, School Manager,
- Mr. Blaise FENART, Primary School Director,
- Mr. Christophe MONIER, Director of Administration and Finance,
- Ms. Ferial TIAR RAHMOUNE, President of the APE Bureau
- Mr. Therdsiddhi HOPRASARTSUK-PELLAUMAIL, Vice-President of the APE Bureau
- M. Mathieu CASSONNET, Treasurer of the APE Bureau
- Mr. Vincent BREITEL, Member of the APE Bureau
- Mr. Nipith VACHARASINTOPCHAI, Member of the APE Bureau
- Mr. David CANTAT, Member of the APE Bureau
- Ms. Natthanicha ANEKSOMBOONPHON LEPHILIBERT, Member of the APE Bureau,

Apologies from:

- Ms. Lise TALBOT BARRÉ, Counselor for Cooperation and Cultural Affairs
- Ms. Muriel SCHMIT, Cooperation Attaché for the French language
- Ms. Marie DOYHAMBEHERE, Deputy Headmistress
- Ms. Sirikorn MANEERIN, President of the FFE,
- Mr. Vincent ROUBINET, Vice President of the FFE,
- Mr. David CANTAT, Member of the APE Bureau

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

MEETING TIMELINE

Start : 4:35 PM

End : 5:50 PM

AGENDA

1. Adoption of the agenda and the meeting introduction
2. Approval of the minutes of the meeting held on 6 October 2025
3. Declaration of potential conflicts of interest by participants
4. Finance Committee
5. HR Committee
6. Canteen Committee
7. Constructions & Purchases Committee
8. Communication Committee
9. AES Committee
10. Transportation Committee
11. Any other business

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12. Date of the next Plenary Meeting with the APE

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 THE 6 OCTOBER 2025 MEETINGS

The minutes of the meetings held on 6 October 2025, were approved by the members present.

Mr. HOPRASARTSUK requested that the minutes be sent to participants at least a few days prior to the meeting.

3. DECLARATION OF POTENTIAL CONFLICT OF INTEREST

No declaration of a conflict-of-interest situation was made by the members.

4. FINANCE COMMISSION

The DAF explains that this meeting aims to present the budget execution after the first three quarters in order to assess LFIB's financial situation as of 30 September. Another Finance Committee meeting will be organised to specifically work on the 2026 budget, within the context of nationwide budget discussions that will impact the public operator AEFÉ and result in additional contributions required from schools in the network.

A first AEFÉ Board meeting took place on 27 November, providing initial guidance, and official approval is expected following a second Board meeting on 18 December. Therefore, the Finance Committee dedicated to the budget will be held within the next ten days, and another APE meeting is planned in about fifteen days to allow for the adoption of the 2026 budget.

Regarding the budget execution after three quarters, Mr MONIER indicates that the execution level is considered satisfactory. The overall execution rate of expenditures amounts to around 98%, with a positive variance of 6.5 million THB compared with forecasts, confirming a positive financial trend for both expenditures and revenues, the latter determining the school's financial capacity and commitments.

Expenditures are stated in local currency, in accordance with AEFÉ requirements and due to the fact that all LFIB payments (in particular salaries) are made in Thai baht.

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Expenditures

Purchases

The Purchases category includes electricity, water, educational supplies, minor IT purchases and office supplies. In the third quarter, THB 3,793,000 had been budgeted and THB 4,739,747 were actually spent, i.e., an overrun of one million. However, taking into account the underspending during the previous quarters, LFIB remains overall ahead of forecasts, with an execution rate of 87.42%. Part of this underspending will be absorbed in the last quarter, notably due to the organisation of the Asia-Pacific Football Cup. The final execution rate should be close to 100%.

Subcontracting and external services

This category includes building rental, guarding, security, cleaning, maintenance, and insurance. The execution rate reached 103.41% in the third quarter, with an overrun of approximately THB 547,573 compared with the initial budget. This excess spending is due to the decision to maintain the full maintenance programme initially planned: various repairs (water pumps, lockers, technical equipment) and repainting works in all classrooms of the secondary building. These actions were maintained in light of favourable projected financial results and to ensure proper working and learning conditions for students and staff.

Other external services

The situation is similar, with an advance of THB 2,409,071 and an execution rate of 90.29%. Catering expenses, representing almost 50% of this category, have been well managed, enabling compliance with the budget. However, an overrun was recorded on consultancy fees, partly due to the involvement of LFIB's legal counsel regarding debt collection, as well as expenses related to the outsourcing of temporary staff, which were initially underestimated. Despite this, projections remain consistent with the approved budget.

Taxes

Amounts are low and the execution rate is very close to 100%, without any particular concern.

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Nature de charges	1ER SEMESTRE PREVU	1ER SEMESTRE Exécuté	Ecart semestre	3EME TRIMESTRE PREVU	3EME TRIMESTRE REALISE	Ecart 3ème trimestre	Ecart total depuis le 1er janvier 2025	Taux d'exécution
Achats								
TOTAL	25 803 000,00	21 134 327,92	4 668 672,08	3 793 000,00	4 739 747,27	-946 747,27	3 721 924,81	87,42%
Sous traitance et services extérieurs								
TOTAL	14 185 874,00	14 915 502,97	-729 628,97	1 863 000,00	1 680 944,32	182 055,68	-547 573,29	103,41%
Autres services extérieurs								
TOTAL	18 322 883,00	17 549 148,90	773 734,10	6 493 703,00	4 858 365,67	1 635 337,33	2 409 071,43	90,29%
Impôts et taxes et versement assimilés								
TOTAL	1 181 000,00	1 161 655,32	19 344,68	210 000,00	216 319,38	-6 319,38	13 025,30	99,06%

Staff costs

This is the main expenditure item for LFIB. The execution rate is fully in line with forecasts, at 99.56%. This is particularly significant given that 30 September corresponds to the beginning of the school year: reorganisation of departments, recruitment of locally-hired staff and the creation of new positions (technology homework support). These elements were correctly anticipated in the budget, confirming sound management for the remainder of the fiscal year.

Other operating expenses

This category mainly corresponds to contributions due to the AEFÉ. The execution rate is close to 100%, with a slight overrun due to exchange rate variations between the time of invoicing by AEFÉ and the rate used when drawing up the budget one year earlier. Expenditure remains under control.

Exceptional expenses

These are also linked to exchange rate effects.

Overall, the total execution rate stands at 97.73%, with a positive variance of THB 6,521,748. It can therefore be stated that no difficulty is expected regarding expenditures for the last three months of the year, which represents a very satisfactory result.

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Nature de charges	1ER SEMESTRE PREVU	1ER SEMESTRE Exécuté	Ecart semestre	3EME TRIMESTRE PREVU	3EME TRIMESTRE REALISE	Ecart 3ème trimestre	Ecart total depuis le 1er janvier 2025	Taux d'exécution
Charges de personnel (contrats locaux)								
TOTAL	95 960 655,00	95 808 668,00	151 987,00	45 408 708,00	44 932 862,58	475 845,42	627 832,42	99,56%
Autres Charges de gestion courante								
TOTAL	66 450 000,00	67 100 860,33	-650 860,33	7 700 000,00	7 461 806,00	238 194,00	-412 666,33	100,56%
Charges financières								
TOTAL	37 000,00	25 898,77	11 101,23			0,00		
Charges exceptionnelles								
TOTAL	0,00	-957 757,99	957 757,99		258 725,50	-258 725,50	699 032,49	#DIV/0!
Dotations aux amortissements et provisions								
TOTAL								0,00
TOTAL GENERAL	221 940 412,00	216 738 304,22	5 202 107,78	65 468 411,00	64 148 770,72	1 319 640,28	6 521 748,06	97,73%

Revenue

The DAF recalls that the preparation of the budget begins with revenue estimates, which then determine all expenditure. The change between the first semester and the third quarter is particularly encouraging: in the first semester, the variance was only THB 180,753 out of an estimated total of THB 241,723,260, mainly due to a lower-than-expected number of new enrolments, which reduced the volume of initial registration fees and the estimate for service-related income.

The Services provided item covers all invoicing to families: tuition fees, canteen, AS and AES activities, speech therapy, etc. In the third quarter, the situation improved significantly, with a surplus of THB 11,485,060. This increase is explained by two factors: on the one hand, a decrease in enrolment in kindergarten (–20 students), partly offset by stabilisation in elementary school; on the other hand, a significant increase in the number of students in middle and high school. LFIB had 1,057 students instead of the 1,009 initially forecast, i.e., nearly 50 additional students. In addition, there is the gradual impact of the increase in tuition fees. These factors contribute to a substantial improvement in revenue, which is particularly favourable given that enrolment levels and tuition fees account for around 60% of next year's budget construction.

The category Other income from ancillary activities mainly includes income from the rental of the Montri parking area, as well as financial contributions charged to schools for the

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organisation of PROZAP events. For example, the football tournament brought together more than 500 students from 15 schools in the region; the corresponding costs appear both as expenses and income. This item amounts to THB 5,485,132 thanks to all these contributions.

Subsidies and donations include AEFE support for the organisation of certain events, generally between €5,000 and €10,000, as well as other contributions for educational projects.

Financial income remains stable, with no significant changes.

The exceptional income recorded this year corresponds to the first court ruling won by LFIB concerning the recovery of unpaid tuition fees. The DAF explains that internal reminders are now systematically followed by referral to the school's law firm in the event of continued non-payment, which may go as far as legal proceedings. The non-payment rate, formerly 7%, has now fallen to around 0.25%. Late-payment penalties, applied with flexibility, now make it possible to offset the rare unpaid fees.

Reversals of provisions mainly refer to the indemnities related to the dismissal of a staff member, following the creation of a Deputy Principal position by AEFE. A provision is entered to neutralise the impact on the budget.

Overall, revenue shows a surplus of THB 13,822,109 and expenditure a surplus of THB 6,521,748, which suggests a favourable financial situation at the end of the year.

Nature des recettes	1ER SEMESTRE PREVU	1ER SEMESTRE Exécuté	Ecart semestre	3EME TRIMESTRE PREVU	3EME TRIMESTRE REALISE	Ecart 3ème trimestre	Ecart total depuis le 1er janvier 2025	Taux d'Exécution
Prestations de services								
TOTAL	241 723 260,00	241 742 013,97	18 753,97	154 853 511,00	166 338 571,82	11 485 060,82	11 503 814,79	102,90%
Autres produits des activités annexes								
TOTAL	4 682 000,00	5 485 132,43	803 132,43	11 000,00		-11 000,00	792 132,43	116,88%
Subventions et dons								
TOTAL	13 400 000,00	13 400 000,00	0,00		488 159,78	488 159,78	488 159,78	103,64%
Produits financiers								
TOTAL	501 904,00	622 283,18	120 379,18	10 000,00	0,00	-10 000,00	110 379,18	1,22
Produits exceptionnels								
TOTAL					158 136,22	158 136,22	158 136,22	#DIV/0!
Reprises sur provisions pour risques et charges								
TOTAL					769 487,40	769 487,40	769 487,40	
TOTAL GENERAL	260 307 164,00	261 249 429,58	942 265,58	154 874 511,00	167 754 355,22	12 879 844,22	13 822 109,80	103,33%

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Investments

The school is continuing to renew IT equipment, with an increased deployment of Chromebooks in order to strengthen mobility and pedagogical flexibility. This choice also accompanies the redevelopment of the CCC (Centre for Cultures and Knowledge) space. Some desktop computers are nevertheless still being replaced when necessary.

The main investment of the year concerns the renovation of the canteen. The works were delivered in November, which explains why the corresponding amounts do not yet appear in the budget execution as of 30 September. At that date, the investment execution rate stood at around 50%, which is consistent with the progress of the year. The exact expenditure related to the renovation will be presented in the financial statements at year-end, as additional work was requested and could not be completed before 30 September.

During the summer, an access ramp for persons with reduced mobility was installed in the secondary building. Other operations were carried out to meet needs that emerged during the year, such as the creation of a long-jump and high-jump track, or the refurbishment of flooring requiring recurring repairs. The toilets in the parking area used by the school transport provider were also fully renovated. The cost of these works amounts to approximately THB 200,000.

The renewal of the canteen furniture also represents a significant share of investments. A partial recycling approach was favoured, with the replacement of table tops and the purchase of new wooden chairs as well as additional equipment, including a salad bar.

Other teaching equipment was acquired for THB 442,186.

The investment execution level remains around 50%. The expenditure related to the canteen, which constitutes a major item, will be accounted for at year-end. A slight overrun compared with the initial budget is possible, without causing any particular difficulty, as the school is generating a positive result allowing the working capital to be maintained in line with forecasts.

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Nature des Investissements

matériel informatique	Budget	Réalisé	Ecart
<i>matériel informatique</i>	4 657 000,00		
Pc portable et video projecteur		140 960,00	
70 chromebooks		1 169 000,00	
autres dépenses informatiques		158 146,00	
renouvellement des postes fixes		1 158 810,00	
Total	4 657 000,00	2 626 916,00	2 030 084,00

TRAVAUX	Budget	Réalisé	Ecart
rénovation de la cantine	4 500 000,00		
rénovation toilette de la cantine	800 000,00		
Rampe d'accès personnes à mobilité réduite bâtiment secondaire	250 000,00	273 385,00	-23 385,00
Total	5 550 000,00	273 385,00	5 276 615,00

Investissements travaux non définis	Budget	Réalisé	Ecart
Travaux non définis	500 000,00		
Travaux de reprises des sols, création d'un espace de		383 274,00	
Installation d'une piste de saut en longueur		505 917,40	
Rénovation des toilettes du parking		200 000,00	
Total	500 000,00	1 089 191,40	-589 191,40

matériels, mobiliers ou autres non définis	Budget	Réalisé	Ecart
	500 000,00		
installation filtres à eau et cuve de stockage à la cantine		81 790,03	
climatiseur		28 500,00	
autres matériels		442 186,50	
mobiliers de salle de classe		50 439,80	
mobiliers, matériels cantine		817 672,00	
Total	500 000,00	1 420 588,33	-920 588,33

TOTAL acquisitions 2025	11 207 000,00	5 410 080,73	5 796 919,27	48,27%
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Outstanding Fees

The situation regarding outstanding fees remains very satisfactory. Out of a total invoiced amount of THB 355.81 million, unpaid invoices amount to THB 354.21 million, corresponding to an outstanding rate of 0.45%. This rate is lower than in previous years and confirms the excellent management of debt recovery at LFIB. By comparison, the school already recorded a rate of less than 1% during the same period last year, and 0.55% the year before.

This is now the third consecutive year in which LFIB has maintained an outstanding rate below 1%, which is a remarkable result given the usual standards in the sector. No particular issue has been reported in this area.

Situation au 3em TR 2025 au 05-09-2025

		<i>Budget</i>
Impayés antérieurs à l'année scolaire 2024-2025 (élèves non admis)	2 871 582,06	3 550 000
Impayés sur l'année scolaire 2024-2025 (élèves non scolarisés)	1 593 187,18	4 000 000
En attente de paiement DPI année 2025-2026, petits reliquats (élèves scolarisés)	1 526 718,85	
TOTAL	5 991 488,09	

Montant facturé 2024-2025	355,81	Millions de THB
Montant encaissé 2024-2025	354,21	Millions de THB
Différence	1,6	Millions de THB

taux d'impayé 0,45%

Situation au 3em TR 2024 au 05-09-2024

		<i>Budget</i>
Impayés antérieurs à l'année scolaire 2023-2024 (élèves non admis)	1 938 646,03	2 600 000
Impayés sur l'année scolaire 2023-2024 (élèves non scolarisés)	3 552 267,08	4 000 000
En attente de paiement DPI année 2024-2025, petits reliquats (élèves scolarisés)	2 676 836,15	
TOTAL	8 167 749,26	

Montant facturé 2023-2024	359,83	Millions de THB
Montant encaissé 2023-2024	356,28	Millions de THB
Différence	3,55	Millions de THB

taux d'impayé 0,99%

Situation au 3ème Tr 2023 situation au 05-09-2023

Impayés antérieurs à l'année scolaire 2022-2023 (élèves non admis)	1 786 493,07
Impayés sur l'année scolaire 2022-2023 (élèves non admis ou partis définitivement)	1 801 188,13
Impayés sur l'année scolaire 2022-2023 (élèves présents ou en cours d'inscription 2023-2024 DPI facturés non encaissés)	737 762,54
sous total année scolaire 2022-2023	2 538 950,67
TOTAL	4 325 443,74

Taux d'impayés (élèves partis ou non admis) scolarité 2022-2023 0,55%

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5. HR COMMISSION

An update was provided on the progress of the various ongoing and completed recruitment processes.

Recruitments completed:

- **Student Services Secretariat (formerly Admissions Office)**

The recruitment process has been completed, and the selected candidate has joined the department.

- **Primary School Director Secretariat**

This recruitment follows the retirement, effective 1 February, of the staff member currently in the position. The new recruit is scheduled to take up the post on 24 January, allowing for a handover period with the outgoing staff member.

Recruitments in progress:

- **Communications Manager**

The current post-holder has announced her intention to leave the school for family-related reasons. A recruitment process has therefore been initiated to fill the position.

- **Purchasing Officer**

The position is becoming vacant due to the internal mobility of the current post-holder, who has been recruited as the Primary School Principal's Secretary. A recruitment process has therefore been launched to fill this position.

- **Primary School English Teacher**

A teacher is leaving the school, making it necessary to open a recruitment process to ensure their replacement.

6. CANTEEN COMMISSION

A first committee meeting was held before the October holidays with representatives of the CVC and CVL to address difficulties related to queues and traffic flow following the reorganization of the cafeteria. Several proposals were submitted to the students; some were rejected, while others were adopted, in particular the implementation of a system of separate queues to prevent older students from cutting in front of younger ones. This system has recently been put in place, and an assessment will be carried out at the end of December to determine whether it effectively improves the situation.

A second cafeteria committee meeting was held after the November holidays. It was agreed to organize a presentation for new families. The aim of this meeting is to present the organization of the catering service, allow families to meet the chef, and introduce them to the dishes offered to students. A date has been proposed: Thursday, 18 December. As this period coincides with the SISB holidays, access and circulation will be easier for families. Mr. REAUD specified that the families to be invited are those who have recently joined LFIB and wish to better understand how the cafeteria operates. He also recalled that this initiative, implemented

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every year, helps reduce subsequent questions and requests, particularly by reassuring parents of students with food allergies.

Families will be welcomed from 8:00 a.m., once students are in class. A general presentation of the cafeteria's operations will be followed by a tour of the dining areas, a discussion with the chef, and a tasting of the dishes of the day. The meeting is expected to end at 10:00 a.m., in order to allow preparations for the first service scheduled at 11:00 a.m. Registration will be via a Google Form, with an indicative limit of fifty participants.

Mr. FENART indicates that in January, the committee will need to work on the tenders relating to school catering and kiosks, as these contracts must be renewed for the September start of the school year. Mr. REAUD specified that the Cafeteria–Kiosk components will be grouped into a single contract. As LFIB does not have kitchen facilities available for kiosk providers, they would be required to produce off-site, which complicates logistics and the monitoring of food safety. Grouping these services with the school catering contract will allow for simpler and more coherent oversight, ensure compliance with applicable protocols, and avoid direct competition between the different food services offered to students within the school.

Mr. FENART also mentions a joint exchange that took place following an email regarding a dietary issue encountered by a student. A collective response was sent, but no reply has yet been received from the family.

The next committee meeting is currently scheduled for mid-January.

7. CONSTRUCTIONS COMMISSION

No projects are currently underway, which is normal at this stage, as the school year is still too recent to initiate new initiatives.

8. COMMUNICATION COMMISSION

A progress update was presented prior to the official meeting of the Communications Committee scheduled for 3 December. Mr. REAUD indicates that a meeting had taken place with the influencer in charge of LFIB's communication campaign on social media. This meeting made it possible to plan the relaunch of the campaign. These elements will be detailed during the Communications Committee meeting.

Mr. BREITEL emphasizes the need for a notice period of 10 to 15 days in order to ensure optimal availability of committee members for meetings.

9. AES COMMISSION

The AES Committee met on 14 November to review the start of the school year. The number of registrations remains stable compared to previous years. A schedule was shared to

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organize quality monitoring visits, consisting of observing sessions, exchanging with coaches and students, and ensuring that activities are running smoothly. These visits are expected to take place during the last days of December, subject to the members' mutual availability.

It was also decided to organize open sessions during the final week before the Christmas holidays, allowing parents to attend the activities. This initiative will enable them to better understand the activities offered and, where applicable, to make informed choices for the second term, for which registrations will open at the end of January.

The next step concerns preparation for the new semester. The committee will continue quality monitoring throughout the year and will also begin preparations for the AES celebration, scheduled for the end of the school year.

10. TRANSPORT COMMISSION

A meeting of the Transport Committee was held on 1 December with the service provider Montri, in line with the regular monitoring framework in place. Montri presented a detailed report on operations and service monitoring; the corresponding slides were shared with committee members.

The meeting focused on four main areas. The first concerned the overall organization of transport services: number of students transported, number of vans, and general operating arrangements. A review of delays was presented. In accordance with the contract, all vehicles must arrive before 7:50 a.m.; any arrival at 7:51 a.m. or later is considered a delay. Montri recorded 20 delays in September, 11 in October, and 5 in November. For future reports, it was requested that administrative delays (arrivals between 7:51 and 8:00 a.m.) be distinguished from significant delays (from 8:01 a.m. onwards), as the latter impact students' punctuality in class.

An update was also provided on complaints from families. For the September–October–November period, Montri received 25 complaints: 15 related to GPS issues and 10 concerned other matters, notably scheduling. The teams presented typical cases and the responses provided. GPS-related issues sometimes result from the occasional use of replacement buses not equipped with scanning systems, or from geographical areas with weaker coverage. It was reiterated that in any situation likely to raise questions among parents, Montri must systematically inform the families concerned.

Finally, Montri presented the results of its satisfaction survey conducted at the end of the previous school year. The evaluations cover 12 items across four categories. Satisfaction rates are particularly high, ranging from 87% to 94%. A new survey campaign has just been launched for the second period of the 2025 school year, and the results will be shared in December or January. Montri also reminded the committee that the questions cannot be modified, as this is a standard questionnaire used across all partner schools, enabling useful comparisons between institutions.

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Overall, no particular issues were identified regarding transport services. This meeting primarily served as a progress update to ensure regular monitoring of the service.

FOLLOW-UP : LFIB 2032 PROJECT WORKING GROUP

The LFIB management recently met with one of the members of the landlord family. She confirmed the clear and unanimous intention of the fourteen members to renew the lease with LFIB. Negotiations are progressing, and the current obstacle concerns the family members reaching an agreement on the financial aspect of the renewal. In parallel, LFIB is continuing to follow-up with its lawyer. Although the LFIB is situated on 5 separate adjacent plots of land, the school does not wish for different terms to be established for each individual plots, to avoid potential future conflicts. Once a financial agreement can be reached, other less impactful clauses of the contract will still need to be renegotiated.

Regarding communicating with parents, both the management and the APE acknowledge the importance of the issue but prefer to remain cautious until the lease renewal has been officially signed.

Mr. CASSONNET suggests that highlighting planned construction and renovation projects could reassure parents about the school's prospective long term presence on the site. In response to families' concerns about the long-term sustainability of the site, the management reiterates that several projects are scheduled or ongoing this summer and over the coming year: continuation of the primary school restroom renovation plans, improvements to sport facilities, renovation of the infirmary, and resurfacing of the primary and kindergarten playgrounds. These investments demonstrate the commitment to maintaining and improving LFIB's infrastructure.

Finally, Mr. BREITEL proposes to explore possible support through Thai nationals who might be more familiar with local negotiation customs, should this help facilitate certain discussions.

11. ANY OTHERS BUSINESS

12. NEXT PLENARY MEETING WITH THE APE BUREAU

The date of the next Plenary Meeting with the APE Bureau is scheduled for Wednesday, 17 December at 4:30 PM.