(English translation of the original meeting minutes in French)

Plenary Meeting with the APE Bureau – School Year 2025-2026

English Translation of Minutes of the Meeting on 28 April 2026

Participants

Present at the meeting were:
- Ms. Dalila MESSEGHEM, Headmistress,
- Ms. Muriel SCHMIT, Cooperation Attaché for the French language (via videoconference),
- Mr. Isadore REAUD, School Manager,
- Mr. Blaise FENART, Primary School Director,
- Mr. Christophe MONIER, Director of Administration and Finance,
- Ms. Feriel TIAR RAHMOUNE, President of the APE Bureau,
- M. Mathieu CASSONNET, Treasurer of the APE Bureau,
- Mr. Vincent BREITEL, Member of the APE Bureau.

Apologies from:
- Ms. Lise TALBOT BARRÉ, Counselor for Cooperation and Cultural Affairs,
- Ms. Sirikorn MANEERIN, President of the FFE,
- Mr. Vincent ROUBINET, Vice President of the FFE,
- Ms. Marie DOYHAMBEHERE, Deputy Headmistress,
- Mr. Therdsiddhi HOPRASARTSUK-PELLAUMAIL, Vice-President of the APE Bureau,
- Mr. Nipith VACHARASINTOPCHAI, Member of the APE Bureau,
- Ms. Natthanicha ANEKSOMBOONPHON LEPHILIBERT, Member of the APE Bureau,
- Mr. David CANTAT, Member of the APE Bureau.

The meeting minutes were taken by Ms. Apirujee SITARANGSEE, assistant to the APE Bureau.

Meeting Timeline

Start: 4:35 PM
End: 5:55 PM

Agenda

1. Adoption of the agenda and the meeting introduction
2. Approval of the minutes of the meeting held on 18 February 2026
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
12. Date of the next Plenary Meeting with the APE

(English translation of the original meeting minutes in French)

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

1. ADOPTION OF THE AGENDA AND THE MEETING INTRODUCTION

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

2. APPROVAL OF THE MINUTES OF THE MEETING HELD ON 18 FEBRUARY 2026

The approval of the minutes of the meeting held on 18 February 2026 has been postponed until the next meeting.

3. DECLARATION OF POTENTIAL CONFLICTS OF INTEREST BY PARTICIPANTS

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

4. FINANCE COMMITTEE

The DAF presented the financial results for the first quarter of 2026. He pointed out that the school's budget is voted on a calendar year basis, following the budgetary calendar of the AEFE and the French State. This structure explains the dichotomy between the school calendar and the budget cycle.

To ensure effective management, the annual budget is distributed monthly according to execution forecasts. Although monthly monitoring is conducted internally, Mr. MONIER prefers a quarterly report to smooth out expenditure variability, particularly those related to pedagogical projects which are initiated by teachers.

Expenditures

Overall expenditure execution is considered satisfactory with an execution rate of 97.45%, corresponding to an under-consumption of 3,427,710.98 THB compared to the forecast. The school has reached an execution rate close to 100% on major expenditure categories, with the notable exception of the Purchases item.

Purchases
The Purchases category, which includes teaching credits, IT expenses, and utilities, shows a decrease in consumption of 2,780,923.63 THB, primarily driven by pedagogical credits. This discrepancy is purely a matter of timing: invoices relating to student participation in PROZAPs (regional pedagogical projects) in other schools in the zone, notably rugby in Kuala Lumpur in January, did not arrive until April. Regarding utilities (water and electricity), the amounts are in line with the budget, although vigilance is required for the coming months due to the crisis in the Middle East. The pace of IT spending during this quarter was slower than expected.

Asked about the existence of a budget provision to offset a possible increase in electricity rates, the DAF clarified that no specific increase was integrated into the current budget, as the international crisis could not have been anticipated during the planning phase. Forecasts are based on an estimate slightly higher than past consumption. The April invoice will be decisive in assessing the combined impact of rising prices and high temperatures, although the ten days of school holidays and the installation of solar LED lighting in the parking lot may mitigate overall consumption.

Subcontracting and External Services
The execution rate is 100.43%. The revaluation of security services, linked to the increase in the Thai minimum wage, was estimated and integrated. Cleaning and maintenance are following forecasts.

Other External Services
This category balances out through compensation. Professional fees are over budget by 600,000 THB due to legal fees for debt recovery and the implementation of monthly water and food testing. Mr. REAUD and Mr. MONIER specified that, alongside the two mandatory annual water inspections of the fountains carried out by district services, the school has introduced its own monthly samples. This additional safety measure aims to guarantee the quality of products offered to students. Furthermore, catering shows an overrun of 200,000 THB due to higher attendance by high school students. These extra costs are absorbed by an under-consumption of communication credits over the period.

In response to Ms. TIAR's inquiry about the origin of the catering expenditure overrun, the DAF clarified that the school pays the provider, Epicure, based on a monthly declaration of consumption, adjusted according to the school calendar for holidays, outings, or PROZAPs. This discrepancy is explained by canteen attendance being higher than initial estimates, particularly from high schoolers whose attendance is optional and therefore harder to predict. Mr. MONIER indicated that this additional expenditure is fully neutralized by the additional revenue collected from the families of these same students, thus ensuring the overall financial balance of this item.

Nature de charges	1er TR 2026	Exécuté 1er TR 2026	Ecart	Taux d'éxécution	Commentaires
Achats					Estimation des fluides (électricité et gaz) conforme au budget- Cadencement des dépenses informatiques sur ce trimestre moins fort que prévu. Rattrapage à venir toutefois. Factures des Prozaps auxquels le LFIB a participé non reçu sur le trimestre, donc l'économie du chapitre qui repose essentiellement sur les crédits pédagogiques sera consommée normalement sur les trimestres à venir.
TOTAL	**12 440 000,00**	**9 659 076,37**	**2 780 923,63**	**77,65%**	
Sous traitance et services extérieurs					Exécution conforme au cadencement budgétaire. Le budget réactualisé en 2026 concernant la prestation de sécurité est conforme sur le trimestre
TOTAL	**12 454 580,00**	**12 507 898,25**	**-53 318,25**	**100,43%**	
Autres services extérieurs					Prévision budgétaire des dépenses de restauration en dépassement de 200 000 THB. Poste concernant les honoraires en dépassement de 600 000 THB car financement des dépenses liées aux honoraires d'avocat et au contrôle des échantillons mensuelles de nourritures et d'eau, La réduction du budget de communication sur cette période permet d'absorber ces surcoûts
TOTAL	**9 775 127,00**	**9 760 110,82**	**15 016,18**	**99,85%**	

Taxes and Related Payments
Execution is in line at 110.47%.

Personnel Costs (Local Contracts)
Constituting the main expenditure item for the school, the payroll is subject to rigorous monitoring, as any estimation error could heavily impact the financial balance. The execution rate stands at 99.24%, confirming the reliability of the planning.

Other Current Management Charges
A 1.1 million THB increase in discounts granted to large families is observed; these families benefit from a 10% discount for the second child and 15% from the third. This increase in expenditure is neutralized by AEFE invoices being lower than forecast.

Financial Charges
The school recorded an exchange gain of 248,021.26 THB over the period.

Nature de charges	1er TR 2026	Exécuté 1er TR 2026	Ecart	Taux d'éxécution	Commentaires
Impots et taxes et versement assimilés					
TOTAL	191 000,00	210 994,07	-19 994,07	110,47%	Exécution conforme écart peu significatifs
Charges de personnel (contrats locaux)					
TOTAL	52 169 759,31	51 774 003,28	395 756,03	99,24%	Exécution de la masse salariale conforme à la prévision à 99 %
Autres Charges de gestion courante					
TOTAL	47 270 329,00	47 209 022,80	61 306,20	99,87%	Les abattements sur les frais de scolarité sont en hausse de 1,1 millions sur la période et sont compensés par des factures AEFE (participation résident et frais de scolarité) moins fortes
Charges financières					
TOTAL	0	-248021,26	248021,26	#DIV/0!	gain de change sur la période
Charges exceptionnelles					
TOTAL	0,00		0,00	#DIV/0!	
Dotations aux amortissements et provisions					
TOTAL	0,00		0,00	#DIV/0!	
TOTAL GENERAL	134 300 795,31	130 873 084,33	3 427 710,98	97,45%	

Revenue

Provision of Services
The revenue situation calls for vigilance, with an executed amount of 127,152,507.08 THB against 129,595,100 THB forecast, representing a shortfall of 2,442,592.92 THB. Tuition fees are down by 1,470,000 THB. The school is first experiencing a higher-than-expected loss of students: with 1,045 actual students compared to 1,052 budgeted. The DAF emphasized that this loss of students is concerning because it will have a mechanical impact on the following quarter (March-June), with an expected drop of 1.47 million THB in projected revenue. Furthermore, the number of new enrollments is down by 8 students compared to the previous

year, representing a drop in First-Time Enrollment Fee (DPI) revenue of 1.97 million THB. Although April's results are encouraging, May and June remain decisive for stabilizing the flow of new enrollments. In total, the cumulative effect of these two decreases represents a shortfall of 3.5 million THB. The school managed to absorb and reduce this gap thanks to AES activities, which generated a surplus of 1 million THB.

Other Products from Ancillary Activities
The PROZAPs organized by the LFIB hosted more students from the zone than expected, allowing for an additional margin thanks to revenue billed to partner schools.

Nature des recettes	1er TR 2026	Exécuté 1er TR 2026	Ecart	Taux d'Exécution	Commentaires
Prestations de services					Exécution en baisse concernant les droits de scolarité (-1,47 millions) 1052 élèves prévus contre 1045 en réel au premier trimestre, La baisse sur les DPI par rapport au prévisionnel 2026 s'élève à 1,97 THB, compensation par les autres prestations de service notamment activités en AES pour un montant de 1 million.
TOTAL	129 595 100,00	127 152 507,08	-2 442 592,92	98,12%	
Autres produits des activités annexes					Nombre d'élèves plus importants aux Prozaps organisés par le LFIB et donc recettes des établissements de la zone plus importants également
TOTAL	1 323 000,00	2 097 680,58	774 680,58	158,55%	
Subventions et dons					
TOTAL	7 700 000,00	7 700 000,00	0,00	100,00%	

Financial Income
Results are in line with forecasts.

Exceptional Income
The school received 400,000 THB following a second won lawsuit against a debtor family for 2024 arrears, a debt previously written off as a loss. When asked about the cost of this process, the DAF specified that the investment (approximately 60,000 THB, including 10,000 THB in filing fees, procedural costs, and a 10% commission on recovered sums) remains largely profitable relative to the amounts recovered. Historically, the amount of unpaid fees reached 7 million THB, with situations where families left the school at the end of Terminale without settling their accounts. The DAF now initiates procedures in March for any debtor account, including lawyer intervention if necessary and a reminder of administrative obligations. This firmness, which is an essential signal sent to the community to ensure the school's long-term financial health, has borne fruit, as the recovery rate on past arrears now stands at 99.73%.

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Nature des recettes	1er TR 2026	Exécuté 1er TR 2026	Ecart	Taux d'Exécution	Commentaires
Produits financiers					
TOTAL	**10 000,00**	**6 235,95**	**-3 764,05**	**62,36%**	
Produits exceptionnels					
TOTAL	0	**392 127,16**	**392 127,16**	#DIV/0!	Encaissement d'une famille débitrice suite à un recours de notre avocat devant le tribunal
Reprises sur provisions pour risques et charges					
TOTAL	**2 150 000,00**	**2 141 732,55**	**-8 267,45**	99,62%	Reprise de provision pour indemnité de départ en retraite
TOTAL GENERAL	**140 778 100,00**	**139 490 283,32**	**-1 287 816,68**	**99,09%**	

After offsetting the 1,287,816.68 THB revenue deficit with the 3,427,710.98 THB in savings achieved on expenditures, the school maintains a margin of 2.1 million THB for the March-June execution period. Budget management in the coming months will focus on recovering DPI flows, a decisive factor for the final balance. The DAF confirmed that the main expenditure cycles, notably catering, IT, and payroll, are well-calibrated, thus limiting the risk of unforeseen expenses.

Investments

The first quarter corresponds to the project setup phase, which explains the low volume of expenditure realized compared to the initial budget programming.

IT Equipment

The replacement of the firewall, a major investment in the sector, was finalized in April, thus shifting the financial impact to the following month. A few video projectors were also acquired.

Nature des Investissements

matériel informatique	**Budget**	**Réalisé**	**Ecart**
Réseau et parefeu	*4 180 500,00*		
Renouvellement des postes fixes	870 000,00		
Remplacement des video projecteurs	802 000,00	253 800,00	
Remplacement des IPAD	549 000,00		
Acquisition des chromebooks primaires secondaires	1 848 000,00		
Total	**8 249 500,00**	**253 800,00**	**7 995 700,00**

Constructions

Efforts in this first quarter mainly focused on floor renovations in several areas, including the agora as well as motorcycle spaces reserved for students and staff. These operations represented a total amount of 1,052,880 THB, compared to an initial envelope of 788,000 THB. In accordance with the school's commitments to sustainable development, solar lights were installed in the parking lot. Mr. MONIER emphasized that once these projects are finalized, the integration of sustainable development issues will remain a central concern, closely linked to the future terms of the new land lease. Finally, this period from January to

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March is described as a standard startup phase. The volume of budget execution for constructions is expected to intensify more significantly during the following semester, covering the period from March to September.

Nature des Investissements

TRAVAUX	**Budget**	**Réalisé**	**Ecart**
Création d'un espace WC Douche (H et F) adulte sur le stade	1 000 000,00		
Reprise de sol à différents endroits (maternelle, agora, espaces moto...)	788 000,00	1 052 880,00	
Rénovation du local infirmerie dont mobilier	1 675 000,00		
Reprise des sols de l'école élémentaire + implantation de nouveaux jeux	7 900 000,00		
Réaménagement des kiosques	750 000,00		
Travaux alarme incendie maternelle	200 000,00	35 000,00	
Remplacement des lampes du parking par des lampes à Led solaires	200 000,00	200 000,00	
Toit de la cantine primaire secondaire	1 160 000,00		
Refection du sol de la salle de musculation + consolidation des appareils	350 000,00		
Fin du programme de rénovation des toilettes du primaire	1 500 000,00		
Total	**15 523 000,00**	**1 287 880,00**	**14 235 120,00**

MOBILIER	**Budget**		
Harmonisation du mobilier scolaire du batîment secondaire par achat de mobilier neuf	1 600 000,00		
Mobilier primaire (salle informatique, meubles de classe)	500 000,00		
Canapés salle des profs		45 980,00	
Total	**2 100 000,00**	**45 980,00**	

Investissements travaux non définis	**Budget**	**Réalisé**	**Ecart**
Travaux non definis	500 000,00		
raccordement sonnerie bâtiments		35 000,00	
Total	**500 000,00**	**35 000,00**	**465 000,00**

matériels ou autres non définis	**Budget**	**Réalisé**	**Ecart**
matériels non définis	500 000,00		
remplacement climatiseurs (salle polyvalente, bureau school manager....)		153 000,00	
Total	**500 000,00**	**153 000,00**	**347 000,00**

TOTAL acquisitions 2026	***26 872 500,00***	***1 775 660,00***	***25 096 840,00***	**6,61%**

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Arrears

As of April 10, the amount of unpaid fees stands at 29,331,131.18 THB, compared to 27,364,765.84 THB at the same time last year. Although this figure is slightly up, the Management indicates that it does not constitute a warning signal. This increase is mechanically explained by the growth in the overall billing volume: the school indeed recorded an increase in its enrollment of 40 students, representing approximately 16 million THB in additional billed revenue. The ratio between total billing and arrears therefore remains correct and proportional to the school's increased activity. Regarding the current year, the remaining arrears for the September to March period stand at 5,757,533.99 THB. This amount is considered under control, particularly thanks to reminder campaigns carried out during Baccalaureate exam registrations, which allowed many situations to be regularized.

Point sur les impayés à la date du 10 avril 2026

Impayés antérieurs à l'année scolaire 2025-2026(élèves non admis)	1 476 506,04
Impayés antérieurs à l'année scolaire 2025-2026 (élèves admis)	377 886,02
Impayés sur la période 1er septembre-15 mars 2026 (avant appel dernière tranche)	5 757 533,99
Impayés sur la période 15 mars - 30 juin 2026 (hors DPI)	21 719 205,13
TOTAL	**29 331 131,18**

Point sur les impayés à la date du 8 avril 2025

Impayés antérieurs à l'année scolaire 2024-2025(élèves non admis)	2 871 582,06
Impayés antérieurs à l'année scolaire 2024-2025 (élèves admis)	386 289,02
Impayés sur la période 1er septembre-15 mars 2025 (avant appel dernière tranche)	2 283 434,95
Impayés sur la période 15 mars - 30 juin 2025 (hors DPI)	21 823 459,81
TOTAL	**27 364 765,84**

Point sur les impayés à la date du 30 avril 2024

Impayés antérieurs à l'année scolaire 2023-2024 (élèves non admis)	1 938 646,03
Impayés antérieurs à l'année scolaire 2023-2024 (élèves admis)	340 671,56
Impayés sur la période 1er septembre-15 mars 2024 (avant appel dernière tranche)	4 815 764,36
Impayés sur la période 15 mars - 30 juin 2024	19 150 012,31
TOTAL	**26 245 094,26**

Point sur les impayés à la date du 24 avril 2023

Impayés antérieurs à l'année scolaire 2022-2023 (élèves non admis)	1 786 493,07
Impayés antérieurs à l'année scolaire 2022-2023 (élèves admis)	1 360 259,72
Impayés sur la période 1er septembre-15 mars 2023 (avant appel dernière tranche)	2 536 555,48
Impayés sur la période 15 mars - 30 juin 2023	20 091 303,13
TOTAL	**25 774 611,40**

Pour info point en 2022-2023 avant restitution T1 2023

Impayés antérieurs à l'année scolaire 2021-2022	7 555 059,13
Impayés sur la période 1er septembre -15 mars 2022 (avant appel dernière tranche)	8 316 844,00
Impayés sur la période 15 mars - 30 juin 2022	20 938 679,08
TOTAL	**36 810 582,21**

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Ms. TIAR asked Management about the number of students required to reach the school's break-even point, in order to better anticipate the impact of enrollment fluctuations on overall funding. Mr. MONIER specified that the school's daily operating cost is approximately 1.1 million THB. This ratio allows for an assessment of the enrollment needed to cover the annual budget, which is set at 448 million THB. However, the DAF emphasized that the school's management relies on dynamic steering rather than a fixed figure. In the event of revenue under-realization, he adjusts the pace of spending by deferring non-priority projects. As an example, the initial project for the complete repainting of the Nursery School (Maternelle), valued at 700,000 THB, is being resized to focus on classrooms to preserve cash flow.

Regarding the suggestion to adopt a more conservative budgetary approach, based on a minimum number of students where any surplus would be considered a windfall, Mr. MONIER reiterated his commitment to presenting a sincere budget. The latter is built on the actual assessment of pedagogical and personnel needs. The DAF also observed that management showing overly large safety margins could be poorly perceived by families during discussions on tuition fee changes.

In conclusion, the DAF expressed confidence in the school's financial solidity, noting that the school's resources have doubled in five years. While a limited one-time deficit does not constitute a critical risk, the surpluses generated by the increase in enrollment, 40 students more than expected this year, systematically strengthen the school's reserves.

Ms. TIAR asked Management about the impact of AEFE reforms for the upcoming year. The DAF confirmed that the LFIB has signed the amendment to the convention. Thanks to budget planning over two to three years, the school has already anticipated the increase in contributions requested by the AEFE as well as the foreseeable increase in land rent. This strategy limits the overall impact of these charges to 4%, thus preserving the stability of tuition fees.

In response to Mr. BREITEL regarding the continuity of this strategy during the succession to the DAF position, Mr. MONIER indicated that the AEFE has appointed an experienced DAF and that he has no concerns about maintaining the LFIB's financial trajectory.

5. HR Committee

All recruitment has been finalized. Since the last meeting, six positions have been filled:

- Librarian and Guidance Counselor (PRIO)
- German Teacher
- French Classic Literature Teacher
- Speech Therapist
- English Teacher (Secondary School)
- French Modern Literature Teacher

Mr. REAUD clarified the nature of the contracts according to the reason for recruitment: the Librarian and Guidance Counselor (PRIO) and German teacher positions, which correspond to replacements for staff on sabbatical leave, are concluded as one-year fixed-term contracts (CDD). In contrast, the four other recruitments are replacements for permanent positions under permanent contracts (CDI).

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6. Canteen Committee

An update on the progress of the tender for school catering was provided. Of the seven companies that initially showed interest, five presented their services on 23 and 24 April to a jury composed of members of Management, staff and teacher representatives, secondary student delegates, and representatives of the APE Bureau.

The planned schedule for this tender is as follows:

- 5 May : deadline for submission of adjusted offers, now including financial proposals, in sealed envelopes
- 6 May : opening of bids in the presence of witnesses, followed by a Committee meeting to analyze the files
- 8 May : notification to providers regarding the selected decision
- 15 May : official contract signing

The discussion also covered student participation in this process. Due to the absence of one student traveling for a project, only one student will be present for the opening of bids. When asked about their role, Mr. REAUD clarified that students participate in the evaluation via the points scale in the same way as the four jury members. Beyond the consultative aspect, the pedagogical value of this exercise for students was highlighted, as well as the political importance of involving them to the end of the process, given they are the primary users of the service.

Mr. REAUD insisted on the need to plan a communication for the entire community once the provider is chosen, to meet family expectations regardless of the final result.

7. Constructions & Purchases Committee

The Committee met on April 9 to finalize the specifications for three projects.

1. **Construction of toilets and showers near the stadium:** This project must be launched quickly due to administrative delays related to obtaining building permits. Four companies showed interest following the visit on April 21. The submission of sealed bids is set for April 29, 2026. A quick decision is expected to launch regulatory procedures and allow the actual start of construction.
2. **Renovation of the main infirmary and primary toilets:** These two projects benefit from a more flexible schedule as they do not require prior administrative authorizations and can be finalized during the month of June.

8. Communication Committee

Although the Committee has not formally met, the DAF shared major information regarding the school's sponsorship: the signing of a three-year partnership with Samitivej Hospital.

Mr. MONIER highlighted the exceptional nature of this agreement because, unlike typical sponsorships targeted at specific investments or projects, this contract of 116,000 THB per year directly contributes to financing the school's current operating costs. He explained that he enhanced the school's image by presenting the parent community as a potential clientele for the hospital. This partnership is also based on a principle of reciprocity: in exchange for displaying the hospital's logo on communication materials and the school's website, the school could be authorized to distribute its advertising brochures within the hospital premises.

Mr. REAUD clarified that the choice of partners is strategic and aims to associate with organizations whose activity positively reflects the school's values. Asked by Ms. TIAR about the possibility of asking Samitivej for the infirmary renovation, the DAF indicated a preference for visibility exchange for the moment to encourage the recruitment of new students.

9. AES Committee

The Committee met on April 3 to review the year's registration. Results show that registered students are engaging in a higher number of activities than in previous years, although the total number of participating students has seen a slight decline. Mr. FENART indicated that the challenge for the school now is to explore ways to broaden this base and attract more students.

In terms of quality management, a simplified system has been put in place to monitor services. This system relies on a monitoring table allowing Committee members to record their observations after attending sessions.

Regarding upcoming events, the organization of the AES fair is confirmed for Saturday, June 20.

10. Transportation Committee

1. Monitoring of contractual specifications

Mr. REAUD reported on an inspection carried out on seven vehicles of the Montri company by Committee members. This process aimed to ensure service compliance with contractual commitments. The check focused on the general condition of the vehicles, the presence of mandatory safety equipment (first aid kits, fire extinguishers, seat belts, security cameras, etc.), as well as verifying the identity and qualifications of drivers and attendants. A communication test in English, based on simple exchanges, was also conducted with the onboard staff. The results of this inspection are considered conclusive and favorable by the Committee members.

Furthermore, Mr. REAUD is also monitoring vehicle air conditioning cleaning records. A monthly cleaning protocol is in place at the provider. The dates of the last interventions carried out on the seven inspected vehicles were requested to ensure the regularity of this technical maintenance. Regarding video surveillance (CCTV), Mr. REAUD confirmed that the system is operational, with Montri occasionally transmitting recordings during incidents on other vehicles. In the future, a check on the availability of these images may be requested during inspections to ensure full service quality monitoring.

2. Increase in Montri transport service fees

The issue of tariff adjustment linked to rising fuel prices was discussed. Several families using the Montri service expressed concerns following a request for additional payment of approximately 2,400 baht per child, made without prior notice and without the initial presentation of an invoice. Faced with this situation, Mr. REAUD and Mr. MONIER clarified that intensive exchanges have taken place with the provider since March. When gas prices reached a critical level of 50 THB before the April holidays, the school managed to delay the increase by highlighting a possible easing of oil prices following changes in the international geopolitical situation and the opening of the Strait of Hormuz. This strategy aimed to protect families from an immediate increase.

However, despite this moderation phase, the provider stated it could no longer bear the extra costs alone. Management analyzed the legal validity of this increase in light of contractual clauses. Unlike the catering contract which relies on strictly fixed rates for its entire duration, the current transport contract includes specific indexation indicators, notably a calculation base established on a gas price of 32 THB and the consumer price index. Within this specific legal framework, the provider is entitled to request a rate revision when reference thresholds are significantly exceeded.

Faced with this situation, an emergency meeting was held on April 27 to negotiate a compromise agreement. Following negotiations with the Committee, Montri agreed to cover all fuel overcosts for March and April. A regularization mechanism provides for a refund of three baht per child per day to be made to families for each baht found below this reference threshold during the final year-end calculation.

Mr. MONIER emphasized that, despite these constraints, maintaining the current contract remains the most stable and advantageous solution. Launching a new tender in the current energy market context would not offer more competitive rates and would risk undermining service continuity.

Transparent and detailed communication will be sent shortly to the families concerned to explain the terms of this agreement and how the refund system works. In the future, the Committee plans to work on more predictable contractual indexation clauses, based for example on the consumer price index, to avoid such mid-year adjustments.

11. Any other business

Verification protocols during recruitment

Ms. TIAR addressed the issue of background checks for all new staff in contact with students. Management confirmed that the school applies a rigorous recruitment protocol including the systematic requirement of a criminal record check as well as a comprehensive reference questionnaire sent to former employers. This system is part of the overall child protection policy implemented by the school and shared by many international schools in Thailand.

Ms. TIAR expressed the wish to make these checks mandatory and to systematically call former employers to identify any past inappropriate behavior. Ms. MESSEGHEM pointed out that these practices are already integrated into the school's standard HR routine. It was noted, however, that despite the school's vigilance, its capacity to intervene is limited by the legal and administrative framework, particularly when a permanent employee of the French National Education system has no official convictions.

Consultation and communication in case of litigation

Mr. CASSONNET expressed concerns regarding the voting process leading to a dismissal. He highlighted the difficulty for a member of the APE Bureau to give an opinion on a decision with a heavy impact on the life of an employee and their family without having been able to consult the evidence in the file or hear the defense of the individual concerned.

To reconcile file confidentiality and the need for an informed vote, Management pointed out that the HR Committee, where parent representatives sit, is the venue where situations are explained in detail. In this framework, a statement of reasons is presented, and file elements are made available to allow members to make a decision.

For the future, it is proposed to involve the voting members of the APE Bureau more closely in the work of the HR Committee during sensitive cases. This would ensure that decisions are made more knowingly. Furthermore, the school will prioritize, as much as possible, holding Board of Directors meetings in person for these complex situations, to encourage exchanges and debates prior to the vote.

12. Date of the Next Plenary Meeting with the APE

The next Plenary Meeting with the APE Executive Committee is scheduled for Wednesday, 24 June, 2026 at 4:30 PM.

The schedule for upcoming Committee meetings and the General Assembly is also set as follows:

- **Canteen Committee:** Wednesday, 6 May at 9:00 AM
- **HR Committee:** Thursday, 21 May at 10:00 AM
- **Transportation Committee:** Friday, 22 May at 9:00 AM
- **AES Committee:** Friday, 5 June at 9:00 AM
- **Constructions & Purchases Committee:** Friday, 12June at 11:00 AM
- **Communication Committee:** Monday, 22 June at 9:00 AM
- **General Assembly:** Thursday, 25 June at 5:30 PM