

Annual Report 2025

(Form 56-1 One Report)

Quality Houses Public Company Limited

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Vision and Mission

Vision

To be the leading real estate development company in providing the quality and innovations of products and services for customers in all target segments under the social sustainability approach.

Mission

Product and Service Quality

- Create long-term competitive advantage by focusing on the best quality products and services for customers in all target segments.
- Focus on innovations of new products and services to accurately and timely respond to customer needs.

Work Life Quality

- Create positive work environment and culture, enhance employee benefits to promote efficiency and happiness at work.

Personnel

- Operate in accordance with laws, with transparency, that can be audited at every stage.
- Support and encourage employees to develop their potentials in various fields as applicable to their responsibilities for their career advancement.

Social Quality

- Social quality of the project: Focus on pleasant and environmental friendly living place, as well as providing convenience and safety for customers.
- Social quality of the surrounding community: Support and be responsible for surrounding communities where the company and its subsidiaries operate, as well as general society.

Investment quality

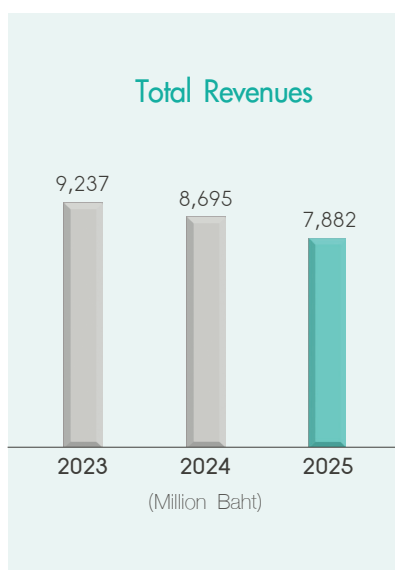
- Improve efficiency of company's operation and investment in order to achieve a sustainable growth in profitability.

Financial Highlights for the year 2023–2025

(Unit : Million Baht)

| Summary of Financial Statements Information | 2023 | 2024 | 2025 |
|---|--------|--------|--------|
| Total Assets | 43,442 | 44,821 | 42,079 |
| Total Liabilities | 15,070 | 15,517 | 11,841 |
| Shareholders' Equity | 28,372 | 29,304 | 30,238 |
| Net Sales | 8,968 | 8,439 | 7,570 |
| Total Revenues | 9,237 | 8,695 | 7,882 |
| Gross Profit | 3,006 | 2,624 | 1,989 |
| Net Profit | 2,503 | 2,150 | 1,728 |

| Financial Ratio | 2023 | 2024 | 2025 |
|--------------------------------|------|------|------|
| Net Profit Margin (%) | 27.1 | 24.7 | 21.9 |
| Return on Equity (%) | 8.9 | 7.5 | 5.8 |
| Return on Assets (%) | 5.8 | 4.9 | 4.0 |
| Basic Earning per Share (Baht) | 0.23 | 0.20 | 0.16 |
| Dividend per Share (Baht) | 0.15 | 0.11 | n.a. |
| Debt to Equity Ratio (Time) | 0.5 | 0.5 | 0.4 |
| Book Value per Share (Baht) | 2.65 | 2.74 | 2.82 |





Message from the Board of Directors



Dear Shareholders,

In 2025, the residential real estate development industry continued to face global economic uncertainty, resulting in a slowdown in housing purchasing power. Key factors impacting demand included more stringent mortgage lending by financial institutions and persistently high household debt levels.

However, the Company adjusted its strategy to cope with the uncertain situation by focusing on reducing existing inventory, controlling costs and expenses, and deferring the launch of new projects. In 2025, the Company launched 3 low-rise projects in Bangkok and its vicinity, with a total project value of Baht 5,478 million, a 44% decrease from 2024.

Regarding the 2025 operating results, the Company and its subsidiaries had a combined revenue from core businesses of Baht 7,570 million, a 10% decrease from 2024. Revenue from real estate sales accounted for 81% of the total, while rental and service contributed 19%. Additionally, the Company recorded a Baht 1,781 million share of profit from investments in associates (equity method), an increase of Baht 44 million or 3% compared to 2024. Net profit stood at Baht 1,728 million, with an interest-bearing debt-to-equity ratio of 0.26 times.

In terms of sustainable development, the Company remains committed to operating its business according to sustainable ESG guidelines covering Environmental, Social, and Governance dimensions under good corporate

governance principles. To this end, the Company has prepared greenhouse gas emission reports and has been certified to ISO 14064-1 standards since 2022. The Company has also developed operational guidelines aligned with government policies to reduce greenhouse gas emissions from residential development, while driving innovation and selecting eco-friendly, energy-saving construction materials.

Furthermore, the Company continues to prioritize business operations under good corporate governance. In 2025, the Company received an “Excellent” rating from the Corporate Governance Report of Thai Listed Companies (CGR) survey for the 10th consecutive year. On behalf of the Board of Directors of Quality Houses Public Company Limited, I would like to express my gratitude to our shareholders and all stakeholders for your continued trust and support. I also wish to thank all employees for their dedication and for performing their duties to the best of their abilities throughout the past year. Furthermore, the Company remains committed to operating sustainably under good corporate governance principles, creating social value, and ensuring the best interests of the Company and all stakeholders.

(Mr. Boonsom Lerdhirunwong)
Chairman

Report of the Board of Directors' Responsibility for Financial Reports

The financial statements of Quality Houses Public Company Limited have been prepared under the policy of the Board of Directors in accordance with Generally Accepted Accounting Principles (GAAP) and conservative accounting policy with careful judgment in making estimates in the preparation of the financial statements to reflect actual operating results of the Company.

The Board of Directors has realized the importance of the quality of the financial statements by providing a review of financial information and adequate disclosure of important information in the Notes to Financial Statements for the benefits of shareholders and general investors in the use of financial statements.

In this regard, the Board of Directors has appointed an Audit Committee, consisting of independent directors who are experts, to directly oversee the quality of the financial statements. The opinion of an Audit Committee has appeared in the Audit Committee Report as disclosed in this Annual Report 2025 (Form 56-1 One Report). According to the mentioned management structure and internal control system as well as an unqualified opinion by the auditor, the Board of Directors therefore believes that the financial statements of Quality Houses Public Company Limited as of December 31, 2025 have presented the financial position, operating results and cash flow correctly in accordance with GAAP.



(Mr. Boonsom Lerdhirunwong)
Chairman

Report from the Audit Committee

Dear Shareholders,

The Audit Committee of Quality Houses Public Company Limited consists of 3 independent directors. In 2025, 6 meetings were convened to independently discuss and consider various subjects. The list of the Audit Committee's members and the details of its meetings were shown as follows:

| Audit Committee | Position | Attendance / Total Meetings (Times) |
|---|---------------------------------|--|
| 1. Mrs. Tipawan Chayutimanta | Chairman of the Audit Committee | 6/6 |
| 2. Miss Vilasna Poonpatpibul | Member of the Audit Committee | 6/6 |
| 3. Assoc. Prof. Dr. Narongdech Srukhsit | Member of the Audit Committee | 6/6 |

The Audit Committee has performed its duties as delegated by the Company's Board of Directors and as stipulated in the rules and regulations of the Stock Exchange of Thailand. The Audit Committee's performance for the year 2025 is summarized as follows:

- 1. Reviewing the Company's quarterly and yearly financial statements:** The Audit Committee collaborated with the internal auditor and the executives in providing the opinion that the Company's financial statement was prepared according to the generally accepted accounting principles and was disclosed accurately and completely in accordance with the material matters. The external auditors have reported an unqualified opinion.

In 2025, the Audit Committee held a meeting with the external auditors, without the presence of any executives of the Company, to discuss receiving support from the management and independence in performing duties, to exchange opinions and acknowledge the significant comments as well as suggestions of the external auditors. The meetings were also conducted in order that the financial statements were well prepared for the changes to new or improved accounting standards. This brings about financial statements, accuracy, and reliability for the benefits of investors and users.

- 2. Monitoring internal audit activities and reviewing annual audit plan:** The Audit Committee reviewed and approved the annual audit plan created by prioritizing the risk of significant business operation.

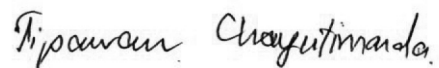
The Audit Committee acknowledged the results of the audit report and commented on taking preventive measures of internal control systems to prevent or mitigate risks as well as suggesting improving the internal audit activities and supporting the development of quality personnel. The Audit Committee also emphasized following up the improvement of business operation as recommended in the internal audit report to achieve the efficiency of the internal audit system. In 2025, no significant deficiencies were found in the Company's internal control systems.

3. **Reviewing the adequacy of the risk management system:** The Audit Committee considered the adequacy of the risk management system. The Risk Management Committee was established to classify the risk type and define the criteria of risk assessment. Evaluate and monitor the impact level of each risk type by department. The Audit Committee considered that the Company has the appropriate and adequate risk management for the business operation.
4. **Monitoring the Company's compliance in accordance with the Securities and Exchange Laws:** The secretary of the Audit Committee was tasked to provide regular updates of any changes to such laws and regulations to the Audit Committee. The Audit Committee is of the view that in 2025, there were no significant incidents of violation to any laws or regulations.
5. **Selecting the Company's external auditors and reviewing their remuneration:** The Audit Committee proposed and selected the Company's external auditors based on their knowledge, experience, independence, performance, and service, as well as the appropriate remuneration. In 2025, the Audit Committee recommended the appointment of EY Office Company Limited to be the Company's external auditors. The proposal was approved by the Board of Directors and was subsequently approved by shareholders at the 2025 Annual General Meeting.
6. **Reviewing and providing opinions on related party transactions:** The Audit Committee ensured that the Company has established procedures and guidelines for every related party transactions in accordance with the government law and regulations, by considering the Company's best benefits at arm's length basis to prevent any conflicts of interest. The Audit Committee also monitored the full and fair disclosure of all related party transactions. The Company performed fairly in compliance with related departments.
7. **Emphasizing the Company's corporate governance:** To achieve good corporate governance in accordance with rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, the Audit Committee has reviewed the roles and responsibilities of the Audit Committee members in all aspects as prescribed in the SEC rules to ensure their full compliance. The Company has established a system to receive complaints from all stakeholders and encouraged employees' compliance with such rules, regulations and code of conduct, as well as environmental protection. The practice of the Company's good corporate governance enhances the Company recognition and trust by shareholders, investors, and other stakeholders.
8. **Considering the Anti-Corruption Guidelines:** The Audit Committee acknowledged all activities and executions related to anti-corruption measures of the Company and provided guidance in accordance with the Company's anti- corruption policy. In addition, the Company is currently certified as a "Member of the Thai Private Sector Collective Action against Corruption" and successfully completed its 3rd renewal of certification in October 2025. Additionally, the Audit Committee encouraged the Company to establish a whistleblowing or complaint channel via the Company's website for reporting fraud or corruption directly to the Audit Committee.

9. **Performing the Audit Committee's duties properly:** The Audit Committee properly performed his duties prudently and independently under the Audit Committee Charter framework, and as assigned by the Company's Board of Directors. And regularly reviewed and appropriately revised the Audit Committee Charter in accordance with the current business situation.
10. **Establishing the Self-Assessment System:** The Audit Committee established the self-assessment system for its members on the following topics:
- The Audit Committee composition
 - Training and resources
 - Meetings
 - Activities of the Audit Committee
 - Relationship with Chief of Internal Audit department, external auditors, and Executives

The assessment result was found that the Audit Committee completely performed in accordance with the Audit Committee Charter and effectively promoted good corporate governance. The Report on the Audit Committee's performance shall be presented to the Board of Directors on a quarterly basis.

The Audit Committee concluded that the Company conducted its business principally in line with the good corporate governance policy. As a result, the management system and internal control system had no significant deficiency. Besides, the Company's business practices were conducted based on the Company's best benefits under the policies determined by the Board of Directors.



(Mrs. Tipawan Chayutimanta)
Chairman of the Audit Committee

Report from the Nomination and Remuneration Committee

Dear Shareholders,

The Nomination and Remuneration Committee are appointed by the Board of Directors with 3 year term or the remaining term of directorship, comprising of 3 members which are 1 Independent Director and 2 Non-Executive Directors.

The list of the Nomination and Remuneration Committee members and their meeting attendance records in 2025 are as follows:

| Name | Position | Attendance / Total Meetings (Times) |
|----------------------------------|---|-------------------------------------|
| 1. Mr.Adisorn Thananan-narapool | Chairman of the Nomination and Remuneration Committee | 3/3 |
| 2. Ms.Tipawan Chayutimanta | Member of the Nomination and Remuneration Committee | 3/3 |
| 3. Mr Naporn Sunthornchitcharoen | Member of the Nomination and Remuneration Committee | 3/3 |

The Nomination and Remuneration Committee have duty and responsibility based on the Charter of the Nomination and Remuneration Committee with regard to human resource policy, director nomination, and employee remuneration policy. The Nomination and Remuneration Committee also consider the directors' remuneration to get an approval from the Board of Directors before proposing to the shareholders' meeting for approval.

For the year 2025, the Nomination and Remuneration Committee held a total of 3 meetings to consider and present agendas to the Board of Directors for approval as follows:

1. Nominate the directors to replace those who completed their terms. Nominate the directors to replace those who completed their terms in alignment with the Company's business strategy.
2. Consider the Board of Directors' monthly remuneration and meeting allowance for the year 2025.
3. Consider the Board of Directors' bonus for the year 2024.
4. Consider the Chief Executive Officer's KPI.
5. Consider employee bonus for the year 2025 and employee salary increase for the year 2026.
6. Consider the Chief Executive Officer's bonus for the year 2025 and salary increase for the year 2026.
7. Consider and follow up a succession plan.
8. Assessment of director's skill matrix.
9. Consider the Nomination and Remuneration Committee's self-assessment for the year 2025.

In addition, the Chairman and all member of the Nomination and Remuneration Committee attended the meeting every time.



(Mr. Adisorn Thananan-narapool)
Chairman of the Nomination and
Remuneration Committee

Report from the Sustainable Development and Corporate Governance Committee

Dear Shareholders,

The Sustainable Development and Corporate Governance Committee is responsible to support the Board of Directors in guiding the Company to operate in accordance with the sustainable development policies and guidelines. Under the good corporate governance principles, this would create economic value while preserving resources and the environment in order to satisfy all stakeholders.

The list of the Sustainable Development and Corporate Governance Committee members and their meeting attendance records in 2025 are as follows:

| Name | Position | Attendance/ Total Meetings Times |
|----------------------------------|---|-------------------------------------|
| 1. Mrs. Suwanna Bhuddhaprasart | Chairman of the Sustainable Development and Corporate Governance Committee | 4/4 |
| 2. Mr. Pravitt Choatewattanaphun | Vice Chairman of the Sustainable Development and Corporate Governance Committee | 4/4 |
| 3. Ms. Apinya Jarutrakulchai | Member of the Sustainable Development and Corporate Governance Committee | 4/4 |
| 4. Mr. Adisak Srisook | Member of the Sustainable Development and Corporate Governance Committee | 4/4 |
| 5. Mr. Sommart Promkunakorn | Member of the Sustainable Development and Corporate Governance Committee | 4/4 |

In 2025, the Sustainable Development and Corporate Governance Committee performed its duties according to the Charter and as tasked by the Board of Directors with summary of its operations as follows:

The Corporate Governance

1. Annual review concerning the application of the principles of good corporate governance 2017 (CG Code 2017) according to the Company's business context

In 2025, the Company had an annual review concerning the application of the principles of good corporate governance 2017 (CG Code 2017) according to the Company's business context and presented to the Board of Directors. Overall, the Company was able to proceed in accordance with such principles.

2. Evaluation and performance enhancement of the Board and sub-committees

To be consistent with the principles of good corporate governance, the Sustainable Development and Corporate Governance Committee mandated the evaluation of operational results of the Board of Director (as a group and individually) and all sub-committees (as a group) in order to improve future operations. The Corporate Governance Committee also encouraged directors to participate in various training courses offered by the IOD and relevant institutions.

3. Review of the 2025 Corporate Governance Assessment Results by the Thai Institute of Directors Association (IOD) for Continuous Development

With its commitment to the business operations that are aligned with the principles of good corporate governance, Quality Houses Public Company Limited is rated "Excellent" in corporate governance for the year 2025 as part of the corporate governance survey of the Thai listed companies by the Thai Institute of Directors Association (the Company also received "Excellent" result for the year 2024).

The Company was also certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption on March 9, 2017, with its third renewal on October 5, 2025, effective for another three years (December 2025 - December 2028).

The Sustainable Development

1. Setting corporate sustainability management goals

The Sustainable Development and Corporate Governance Committee set the corporate sustainability management goals by applying the United Nations' Sustainable Development Goals (SDGs) to the corporate sustainability management goals, to align with the direction and goals of international sustainable development as well as to build confidence and create benefits to all stakeholders in all three dimensions, namely Environment (E), Social (S), and Governance and Economy (G).

In 2025, the Sustainability Development and Corporate Governance Committee monitored, supervised, and provided guidance and recommendations for the preparation of the Corporate Carbon Footprint report, in accordance with ISO 14064-1 international standards. Furthermore, the Committee mandated that all five hotel business subsidiaries prepare their first-ever greenhouse gas emissions reports to ensure comprehensive coverage across all the Company and its subsidiaries' business groups.

Regarding long-term climate targets, the Company has aligned its goals with Thailand's national roadmap to achieve Carbon Neutrality by 2050.

2. Identifying important sustainability issues (Materiality Topics) and prioritizing them in accordance with the corporate strategy

The Sustainable Development and Corporate Governance Committee has identified important sustainability issues (Materiality Topics) and prioritized them in accordance with the corporate strategy by considering material issues that affect the organization and each group of the stakeholders.

3. Supervising, advising, supporting, and promoting sustainable development operations

The Board of Directors has tasked the Sustainability Development and Corporate Governance Committee with establishing targets and action plans, while providing oversight, guidance, and support to drive the Company's sustainability initiatives.

The Board of Directors and the Sustainable Development and Corporate Governance Committee recognize the importance of, and commit to the operations that are consistent with the guidelines of sustainable development operations, and commit to the continued development of the Company's good corporate governance to achieve the goal of creating value for the business, which shall benefit all stakeholder and the society as a whole.



(Mrs. Suwanna Bhuddhprasart)
Chairman of the Sustainable Development
and Corporate Governance Committee

Report from The Risk Management Committee

Dear Shareholders,

The Risk Management Committee has been assigned by the Board of Directors to oversee the Company's risk management in accordance with the principles of good corporate governance. It utilizes the COSO (The Committee of Sponsoring Organizations of the Treadway Commission) Enterprise Risk Management – Integrating with Strategy and Performance framework as a guideline for risk management, aiming to mitigate impacts on business operations and promote sustainable development.

The names of the Risk Management Committee and details of the Risk Management Committee Meeting in 2025 are as follows:

| Name | Position | Attendance/ Total Meetings (Times) |
|-----------------------------------|---|---------------------------------------|
| 1. Mr. Chalerm Kiettitanabumroong | Chairman of the Risk management Committee | 2/2 |
| 2. Mr. Pravit Choatewattanaphun | Member of the Risk management Committee | 2/2 |
| 3. Mrs. Suwanna Bhuddhaprasart | Member of the Risk management Committee | 2/2 |
| 4. Ms. Apinya Jarutrakulchai | Member of the Risk management Committee | 2/2 |

The Risk Management Committee has assessed the level of each major risk as follows:

1. Strategic risk (strategy and operational planning)
2. Operational risk (internal and external factors affecting the company's operations)
3. Financial risk (financial position and liquidity of the business)
4. Risk from changes in legislation (updating regulations and rules)
5. Environmental, social and corporate governance risks. (human rights, climate change, corruption)

The Risk Management Committee has supervised the establishment of risk assessment procedures on a monthly/quarterly basis by assessing risks at both the project/department and company levels, overseeing and monitoring risk owners to ensure that appropriate risk management plans are prepared and implemented on a continuous basis, promoting this as part of the Company culture and considering it the responsibility of employees at all levels.

The Risk Management Committee is committed to preventing and minimizing risks to an acceptable level. This is an important part of supporting the company to achieve its business goals, increase the value of the organization, and create value for all stakeholders.



(Mr. Chalerm Kiettitanabumroong)
Chairman of the Risk management Committee

The Board of Directors and Executives

| The Board of Directors | | |
|---------------------------------------|--|---|
| 1. Mr. Boonsom Lerdhirunwong | | <ul style="list-style-type: none"> Chairman Independent Director |
| 2. Mrs. Tipawan Chayutimanta | | <ul style="list-style-type: none"> Chairman of the Audit Committee Member of the Nomination and Remuneration Committee Independent Director |
| 3. Ms. Vilasna Poonpatpibul | | <ul style="list-style-type: none"> Member of the Audit Committee Independent Director |
| 4. Assoc.Prof.Dr. Narongdech Srukhsit | | <ul style="list-style-type: none"> Member of the Audit Committee Independent Director |
| 5. Mr. Naporn Sunthornchitcharoen | | <ul style="list-style-type: none"> Director Member of the Nomination and Remuneration Committee |
| 6. Mr. Adisorn Thananan-narapool | | <ul style="list-style-type: none"> Director Chairman of the Nomination and Remuneration Committee |
| 7. Mrs.Suwanna Bhuddhaprasart | | <ul style="list-style-type: none"> Director Chairman of the Sustainable Development and Corporate Governance Committee Member of the Risk Management Committee Member of the Executive Committee |
| 8. Mr. Achawin Asavabhokin | | <ul style="list-style-type: none"> Director |
| 9. Mr. Chalerm Kiettitanabumroong | | <ul style="list-style-type: none"> Director Chairman of the Risk Management Committee Chairman of the Executive Committee |
| 10. Mr. Pravitt Choatewattanaphun | | <ul style="list-style-type: none"> Director Member of the Risk Management Committee Vice Chairman of the Sustainable Development and Corporate Governance Committee Member of the Executive Committee |
| 11. Ms. Apinya Jarutrakulchai | | <ul style="list-style-type: none"> Director Member of the Risk Management Committee Member of the Sustainable Development and Corporate Governance Committee Member of the Executive Committee Company Secretary |

| The Executives | | |
|-----------------------------------|--|---|
| 1. Mr. Chalerm Kiettitanabumroong | | Chief Executive Officer |
| 2. Mr. Pravitt Choatewattanaphun | | Managing Director |
| 3. Ms. Apinya Jarutrakulchai | | Senior Executive Vice President |
| 4. Mr. Adisak Srisook | | Executive Vice President |
| 5. Mr. Sommart Promkunakorn | | Executive Vice President |
| 6. Ms. Chuleeporn Moonsawat | | Assistant Vice President, Finance and Accounting Department |

Section 1

Business Operation and Operating Results



1. Organizational Structure and Operation of the Group of Companies

1.1 Policy and Overview of Business Operations of the Company

Quality Houses Public Company Limited, its subsidiaries and associated companies operates real estate development for sales and rent business, jointly invests in other companies and property funds, which could be summarized as follows:

- **Real Estate Development for Sales Business** : including Land and houses for sales business and Residential condominium units for sales business
- **Real Estate for Rent Business** : including hotels business and office buildings for rent business.
- **Management Service for Real Estates for Rent Business** : including hotels , apartments, office buildings and houses for rent.
- **Investment Business** : the Company has direct and indirect, through its subsidiaries, and Investment Trusts, including Harbour View Corporation, Home Product Center Plc., LH Financial Group Plc., Quality Houses Business Complex Leasehold Real Estate Investment Trust (“QHBREIT”) and Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust (“QHHRREIT”).

1.1.1 Vision and Mission

The Board of Directors has set the vision and mission of the Company to serve as goals and guidelines for formulating strategy as well as future business plan. The details are as follows:

Vision

To be the leading real estate development company in providing the quality and innovations of products and services for customers in all target segments under the social sustainability approach.

Mission

Product and Service Quality

- Create long-term competitive advantage by focusing on the best quality products and services for customers in all targeted segments under the social sustainability approach.
- Focus on innovations of new products and services to accurately and timely respond to customer needs.

Work Life Quality

- Create positive work environment and culture, enhance employee benefits to promote efficiency and happiness at work.

Personnel

- Operate in accordance with laws, with transparency, that can be audited at every stage.
- Support and encourage employees to develop their potentials in various fields as applicable to their responsibilities for their career advancement.

Social Quality

- Social quality of the project: Focus on pleasant and environmental friendly living place, as well as providing convenience and safety for customers.

- Social quality of the surrounding community: Support and be responsible for surrounding communities where the company and its subsidiaries operate, as well as general society.

Investment quality

- Improve efficiency of company's operation and investment in order to achieve a sustainable growth in profitability.

1.1.2 Significant Changes and Developments

The Company's history, significant changes and developments are summarized as follows;

Year 1983 : The Company was incorporated on October 21, 1983 with an initial registered capital of Baht 1.0 million with a primary objective to provide one-stop, integrated construction services for housing projects on customers' plots of land;

Year 1990 : The Company began operating the business of real estate development for rent, divided into 2 categories: serviced apartments for rent and office buildings for rent;

Year 1991 : On September 11, 1991, the Company was listed on the Stock Exchange of Thailand;

Year 1992 : The Company began operating the business of land and houses for sales;

Year 1993 : The Company was transformed into a Public Company on June 28, 1993;

Year 1997 : The Company encountered business difficulties during Thailand's financial crisis;

Year 1999 : The Company entered into debt restructuring agreements with commercial banks and financial institutions and was able to satisfactorily comply with the terms and conditions of the agreements. Later in 2005, the Company was able to repay the full amount of loans according to the agreements;

Year 2001 : The Company increased its capital and offered 20% of its total shares or Baht 812.0 million to the Government of Singapore Investment Corporation Pte Ltd. (GIC);

Year 2006 : The Company and its subsidiaries sold the properties together with the related equipment, and/or gave the leasehold rights, and/or transferred the property leasehold rights for 2 office buildings, namely, Q.House Ploenjit and Q.House Lumpini, to the Quality Houses Leasehold Property Fund (QHPPF). The transaction was approved by the Securities and Exchange Commission (SEC) on December 7, 2006. The Company also invested 204.5 million units, equating to 25.66%, worth Baht 2,045.1 million in the property fund.

Furthermore, the Fund Manager appointed Q.H. International Co., Ltd., a subsidiary of the Company, to be the property manager of such properties for 5 years with an option to renew the contract for not exceeding 5 years each;

Year 2012 : The Company and its subsidiaries sold the properties together with related equipment and/or gave the leasehold rights and/or transferred the property leasehold rights for 3 hotel projects, i.e. the Centre Point Plus Hotel Pratunam, the Centre Point Hotel Sukhumvit 10 and the Centre Point Hotel Chidlom, to the Quality Houses Hotel and Residence Freehold and Leasehold Property Fund (QHHR) ("The Fund"). The transaction was approved by the Securities and Exchange Commission (SEC) on July 2, 2012. The Company also invested 105.28 million units, equating to 31.33%, worth Baht 1,050.28 million in The Fund.

After invested in those properties, QHHR was set to offer for rent or for lease the properties under its ownership and possession, and all of whose leasehold rights it has been granted, to Centre Point Hospitality Co., Ltd., a 100% wholly owned subsidiary of the Company.

The Centre Point Hospitality Co., Ltd. then appointed Q.H. International Co., Ltd., a 100% wholly owned subsidiary of the Company, to manage the hotels and serviced apartments over the period of 3 years and the contract can be renewal with an option to renew the contract for not exceeding 3 years each;

Year 2017 : LH Financial Group Public Company Limited ("LHFG") issued new shares and sold to CTBC Bank Co., Ltd. ("CTBC") resulting in a lower shareholding of the Company of 13.74% from 21.34% of total registered and paid up capital;

Year 2018 : Casa Ville (Chonburi 2554) Co.,Ltd. Opened the Centre Point Hotel Pattaya on December 2018. (In 2020, the hotel was renamed to "Centre Point Prime Hotel Pattaya");

Year 2024 :

- The company has sold assets for business undertaking of the Centre Point Plus Hotel Silom and has facilitated Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ("QHHRREIT") in entering into a property lease agreement for the Centre Point Plus Hotel Silom with Ratchapak Development Co., Ltd. The company's board of directors has also resolved to approve Centre Point Hospitality Co., Ltd. to sublease the assets for business undertaking of the Centre Point Plus Hotel Silom, which QHHRREIT has additionally invested in Centre Point Hospitality Co., Ltd. will sublease these assets from QHHRREIT.
- Quality Houses Leasehold Property Fund (QHPF) was converted to Quality Houses Business Complex Leasehold Real Estate Investment Trust (QHBREIT) on December 4, 2024.
- Quality Houses Hotel and Residence Freehold and Leasehold Property Fund (QHHR) was converted to Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust (QHHRREIT) on May 24, 2024.

Objective of Business

The Company and its subsidiaries operate in 3 core businesses including, real estate development for sales business, hotel business and office building rental business. The Company's and its subsidiaries business policy in the next 3 years will maintain to focus on real estate development for sales comprising of single detached houses, townhouses and condominiums with high quality in various price ranges in Bangkok, its greater area and upcountry regions aiming to serve customers in all target segments, as well as focusing on safety and after service sales for customer's satisfaction.

1.1.3 Utilization of the Capital from Debentures

The use of proceeds is as its objectives that is to repayment of loan and/or Working capital.

1.1.4 Head Office Location

| | | |
|----------------------|---|---|
| Company Name | : | Quality Houses Public Company Limited |
| Registration No. | : | 0107536000579 |
| Type of business | : | Operates real estate development for sales and rent business |
| Head Office Location | : | 6 th and 7 th Floor of Q. House Lumpini Building, No. 1 South Sathorn Road, Thungmahamek, Sathorn, Bangkok 10120 |
| Telephone No. | : | 0-2677-7000 |
| Company Website | : | www.qh.co.th |
| Registered capital | : | 10,714,426,091 Baht (As at December 31, 2025) |
| Paid-up capital | : | 10,714,381,645 Baht (As at December 31, 2025) |
| Par value Per Share | : | 1 Baht |

1.2 Nature of Business

1.2.1 Revenue Structure

Revenue structure of Quality Houses Public Company Limited and its Subsidiaries

(Unit : Million Baht)

| Revenue by Business ^{1/} | Operated by | 2023 | | 2024 | | 2025 | |
|--|--|---------------|------------|---------------|------------|--------------|------------|
| | | Revenues | % | Revenues | % | Revenues | % |
| 1) Real Estate Development Business | | | | | | | |
| 1.1 Real Estate for Sales Business | Quality Houses Plc. and its Subsidiaries ^{2/} | 6,720 | 61 | 6,026 | 58 | 4,478 | 46 |
| 1.2 Residential Condominium for Sale Business | Quality Houses Plc. and its Subsidiaries ^{3/} | 899 | 8 | 931 | 9 | 1,649 | 17 |
| 1.3 Hotel Business | Quality Houses Plc., Centre Point Hospitality Co., Ltd. and Casa Ville (Chonburi 2554) Co., Ltd. | 1,215 | 11 | 1,363 | 13 | 1,394 | 14 |
| 1.4 Office Building for Rent Business | Quality Houses Plc. | 134 | 1 | 119 | 1 | 49 | 1 |
| Total revenue from real estate development business | | 8,968 | 82 | 8,439 | 81 | 7,570 | 78 |
| 2) Other income | | | | | | | |
| 2.1 Share of profit from investments in associates | Quality Houses Plc. | 1,753 | 16 | 1,737 | 17 | 1,781 | 19 |
| 2.2 Others | Quality Houses Plc. and its subsidiaries | 269 | 2 | 256 | 2 | 312 | 3 |
| Total of other income | | 2,022 | 18 | 1,993 | 19 | 2,093 | 22 |
| Total | | 10,990 | 100 | 10,432 | 100 | 9,663 | 100 |

Remarks : 1/ The Company's revenue is entirely from domestic sales.

2/ The Subsidiaries are Casa Ville Co., Ltd., The Confidence Co., Ltd., Casa Ville (Petchburi 2553) Co., Ltd., Casa Ville (Chonburi 2554) Co., Ltd. and Gusto Village Co., Ltd.

3/ The Subsidiaries are Casa Ville Co., Ltd., The Confidence Co., Ltd., Casa Ville (Prachuabkhirikhan 2554) Co., Ltd., Casa Ville (Chonburi 2554) Co., Ltd., Casa Ville (Rayong 2553) Co., Ltd. and Casa Ville (Petchburi 2553) Co., Ltd.

The structure of Share of profit from investments in associates

(Unit : Million Baht)

| Project | Operated by | % Owned by the Company as at Dec 31, 2025 | 2023 | | 2024 | | 2025 | |
|---|---|---|--------------|------------|--------------|------------|--------------|------------|
| | | | Revenues | % | Revenues | % | Revenues | % |
| 1. Office building for rent Business | | | | | | | | |
| - Q. House Lumpini Building, Q.House Ploenjit Building and Wave Place Building | Quality Houses Business Complex Leasehold Real Estate Investment Trust* | 25.66 | 120 | 7 | 103 | 6 | 120 | 7 |
| Sub-total | | | 120 | 7 | 103 | 6 | 120 | 7 |
| 2. Hotel Business | | | | | | | | |
| - Centre Point Plus Hotel Pratunam, Centre Point Hotel Sukhumvit 10, Centre Point Hotel Chidlom and Centre Point Plus Hotel silom | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ** | 31.33 | 65 | 4 | 61 | 4 | 64 | 4 |
| Sub-total | | | 65 | 4 | 61 | 4 | 64 | 4 |
| 3. Construction material Business | Home Product Center Plc. | 19.87 | 1,280 | 73 | 1,292 | 74 | 1,200 | 67 |
| Sub-total | | | 1,280 | 73 | 1,292 | 74 | 1,200 | 67 |
| 4. Investment Business | LH Financial Group Plc. | 13.74 | 288 | 16 | 281 | 16 | 397 | 22 |
| Sub-total | | | 288 | 16 | 281 | 16 | 397 | 22 |
| Total | | | 1,753 | 100 | 1,737 | 100 | 1,781 | 100 |

Remarks : * Quality Houses Leasehold Property Fund has been converted to Quality Houses Business Complex Leasehold Real Estate Investment Trust on December 4, 2024.

** Quality Houses Hotel and Residence Freehold and Leasehold Property Fund has been converted to Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust on May 24, 2024.

1.2.2 Products information

(1) Nature of products and services

(1.1) Products or services classification. The Company and its subsidiaries classify its products according to the nature of business and use variety of marketing strategies based on each business types. The Company's approaches may be summarized as follows:

A) Real Estate Development for Sales Business

- Land and houses for sales business

The Company and its subsidiaries develop land and houses for sales by taking the raw lands which are in good locations, subdividing the land into plots, building houses on those land plots whilst developing a variety of infrastructures accordingly. At present, the Company and its subsidiaries' residential development projects are located in location with convenient access to the city center, including Bangkok Metropolitan Region and upcountry such as Chonburi, Rayong and Chiang Mai.

The Company and its subsidiaries have adopted a policy to expand its target group by offering a wider range of products from high-end, middle-end to low-end in order to cater to customers' needs as follows:

• High-end products

(Price per Unit)

| Company Name | Single Detached House Projects | |
|--|--------------------------------|----------------------|
| | PRUKPIROM | LADDAROM |
| | >Baht 20 million | Baht 10 - 20 million |
| 1. Quality Houses Plc. | ✓ | ✓ |
| 2. Casa Ville (Chonburi 2554) Co., Ltd. | | ✓ |
| 3. Gusto Village Co., Ltd. | | ✓ |
| 4. Casa Ville (Petchburi 2553) Co., Ltd. | | ✓ |

• **Middle-end products**

(Price per Unit)

| Company Name | Single Detached House Projects | | Townhouses Projects | |
|--|--------------------------------|--|---------------------|--------------------|
| | VARAROM | CASA GRAND CASA LEGEND CASA PREMIUM CASA VILLE CASA PRESTO | Q District | CASA CITY |
| | | | | |
| | | | | |
| | Baht 5 - 10 million | Baht 5 - 10 million | Baht 3 - 7 million | Baht 3 - 5 million |
| 1. Quality Houses Plc. | ✓ | ✓ | | ✓ |
| 2. Casa Ville Co., Ltd. | | ✓ | ✓ | ✓ |
| 3. Casa Ville (Chonburi 2554) Co., Ltd. | | ✓ | ✓ | |
| 4. The Confidence Co., Ltd. | ✓ | ✓ | | ✓ |
| 5. Gusto Village Co., Ltd. | | | ✓ | |
| 6. Casa Ville (Petchburi 2553) Co., Ltd. | | ✓ | ✓ | |

• **Low-end products**

(Price per Unit)

| Company Name | Townhouses Projects | |
|---|---------------------|------------------|
| | THE TRUST | Gusto |
| | < Baht 3 million | < Baht 3 million |
| 1. Gusto Village Co., Ltd. | | ✓ |
| 2. Quality Houses Plc. | | ✓ |
| 3. Casa Ville(Prachuabkhirikhan 2554) Co., Ltd. | ✓ | |

- **Residential condominium units for sales business**

The Company and its subsidiaries have adopted a policy to expand its business in residential condominium units for sales, considering projects with appropriate return on investment and located in the city center or near the mass transit lines (BTS) both current lines and future extensions as well as community area with convenient transportation, Moreover, the Company's subsidiaries also expand condominium projects to upcountry such as Chonburi, Petchburi, Prachuabkhirikhan, Chiang Mai, Chiang Rai and Nakhon Pathom.

This policy is strategically intended to inspire customer's satisfaction and cater to the needs and wants of those who are looking for modern-day convenience in terms of commuting from and to workplaces while at the same time making it possible to enjoy their lifestyles. The target group includes entrepreneurs, middle management and above, as well as company employees and younger generation who prefer convenience and city life. The projects may be classified by product types as follows:

(Price per Unit)

| Company Name | High-end product | Mid-end product | Low-end products | |
|--|---|--|---|---|
| |  |  |  |  |
| | > Baht 20 million | Baht 3-5 million | < Baht 3 million | < Baht 3 million |
| 1. Quality Houses Plc. | ✓ | | | |
| 2. Casa Ville Co., Ltd. | | ✓ | | |
| 3. The Confidence Co., Ltd. | | | ✓ | ✓ |
| 4. Casa Ville (Petchburi 2553) Co., Ltd. | ✓ | | ✓ | |
| 5. Casa Ville (Chonburi 2554) Co., Ltd. | | | ✓ | ✓ |
| 6. Casa Ville (Prachuabkhirikhan 2554) Co., Ltd. | | | ✓ | |
| 7. Gusto Village Co., Ltd. | | ✓ | | |
| 8. Casa Ville (Rayong 2553) Co., Ltd. | | ✓ | | |

B) Real Estate for Rent Business

- Hotel business

The Company has rented hotel buildings under the brand “Centre Point” in order to provide residential services to expatriates who come to work and/or travel in Thailand on both short-term and long-term basis. Therefore, the Company and its subsidiaries have made selection of the best in terms of locations, equipped with convenience and comfort within the heart of the city and central business district areas (CBD). Furthermore, the Company and its subsidiaries have also emphasized on other services, such as by providing meeting rooms, business centers and restaurants, etc.; the Company also has a policy of providing high quality services, efficient security system, as well as state-of-the-art communication devices.

The assets used in operating the hotel business are those leased for business operation under the terms of agreement between 1-3 years.

- **Office buildings for rent business**

The Company has constructed high-rise buildings on its own plots of land and on long-term leased land which are located in central business district areas (CBD) and fully equipped with public utilities and telecommunication facilities in order to provide office space rental services to customers. In addition, the Company also emphasizes on the standard quality of the buildings, the quality of services and the proper layout within the buildings to ensure more effective business operations.

C) Management Service for Real Estates for Rent Business

The Company and its subsidiaries provide management service for real estate for rent, including hotels, apartments, office buildings and houses for rent as follows:

- Management of Wave Place Building and management of office buildings: Q.House Lumpini Building, and Q.House Ploenjit Building for Quality Houses Business Complex Leasehold Real Estate Investment Trust ;
- Management of residential buildings for rent : Centre Point Residence Promphong Project and Centre Point Sukhumvit-Thonglor, as well as management of houses for rent in L&H Villa Sathorn Project for Land and Houses Residential Freehold and Leasehold Real Estate Investment Trust (converted from Land and Houses Freehold and Leasehold Property Fund on November 28, 2024);
- Management of Mandarin Hotel for the Mandarin Hotel Public Company Limited.
- To be an advisor to Siam Retail Development Company Limited to manage Centre Point Terminal 21 Korat.

D) Investment Business

The Company has direct and indirect, through its subsidiaries, investments and property funds as follows:

- **Harbour View Corporation (“HVC”)** ; The Company has invested indirectly in HVC by holding 100% shares in Q.H. International Co., Ltd. (“QHI”), while in turn QHI owns 100% shares in Q.H. International (BVI) Co., Ltd. (“QHI (BVI)”) and QHI (BVI) is in possession of 14.15% shares in HVC, the last of which operates a hotel and office building rental business in Haiphong, Vietnam;
- **Home Product Center Plc.**; Of which the Company holds 19.87% shares; (detail in “Shareholding Structure of the Company” section,topic 1.3.1 (B) Associated Companies)
- **LH Financial Group Plc.**; A holding company which has remained active in making long-term investments in the Land and Houses Bank Plc., holding 100% of shares; the Company holds 13.74% of its shares; (detail in “Shareholding Structure of the Company” section,topic 1.3.1 (B) Associated Companies)

- **Quality Houses Business Complex Real Estate Investment Trust and Leasehold (“QHBREIT”) (formerly Quality Houses Leasehold Property Fund (“QHPF”)) ;**
The Company and its subsidiaries sold the property with components and relevant equipment and/ or transferred the office building leasehold rights of 2 projects, Q. House Ploenjit and Q.House Lumpini, to Quality Houses Leasehold Property Fund. The Company invested in QHPF for units 204.5 million, or 25.66% of QHPF’s total investment units, which amounted to Baht 2,018 million.

In 2024, QHBREIT announced a reduction in the unit trust value. This reduction did not affect the number of units held by the company. Consequently, the Company’s investment value amounted to Baht 1,959 million.

In 2025, QHBREIT announced a reduction in the unit trust value. This reduction did not affect the number of units held by the company. Consequently, the Company’s investment value amounted to Baht 1,848 million as at 31 December 2025.

In addition, Land and Houses Fund management Co., Ltd. has appointed the Company and/or Q.H. International Co., Ltd., which was the Company’s subsidiary, to be the Property Manager for all properties in which QHPF has invested. The management fee will be calculated with reference to the result of the business operation of each project.

In 2023, the Company and its subsidiary, Q.H. International Co., Ltd., the Company’s subsidiary was continuously extended the agreement as the Property Manager for another 3 years. Which is effective from January 1, 2023 to December 31, 2025.

On June 5, 2024, QHPF received approval from the unitholders’ meeting of the Property Fund No. 1/2024 to convert the Property Fund into a Trust. Subsequently, QHPF transferred the assets and liabilities of the QHPF Property Fund to Quality Houses Business Complex Real Estate Investment Trust and Leasehold (QHBREIT) in exchange for newly issued trust units on December 4, 2024. In this regard, the Management Company has determined the swap ratio of the QHPF Property Fund units to the QHBREIT Trust units at a rate of 1 QHPF Property Fund unit to 1 QHBREIT Trust unit.

**Summary of Quality Houses Business Complex Leasehold Real Estate Investment Trust 's
Investment Properties are as follow;**

| Detail | Q.House Ploenjit | Q.House Lumpini | Wave Place |
|---|---|--|--|
| Location | 598 Ploenchit Rd., Lumpini, Pathumwan (Construction completed since 1998) | 1 South Sathorn Rd., Tungmahamek, Sathorn (Construction completed since Mar 2006) | 55 Wireless Rd., Lumpini, Pathumwan (Constuction completed since 1999) |
| Type of investment | Leasehold of land and building including infrastructure system and related equipment for 30 years | Freehold of building and infrastructure system including related equipment and be transferred for land leasehold right | Freehold of building and infrastructure system including related equipment and be transferred for land leasehold right |
| Ownership | | | |
| - Land | Quality Houses Plc. | Individual ^{1/} | Individual ^{1/} |
| - Building | Quality Houses Plc. | Quality Houses Business Complex Leasehold Real Estate Investment Trust | Quality Houses Business Complex Leasehold Real Estate Investment Trust |
| - Infrastructure system and related equipments | Quality Houses Plc. | Quality Houses Business Complex Leasehold Real Estate Investment Trust | Quality Houses Business Complex Leasehold Real Estate Investment Trust |
| Property manager after investment by fund | Quality Houses Plc. | Q.H. International Co., Ltd. | Quality Houses Plc. |

Remark 1/ Individual is a person who has no conflict of interest.

- Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ("QHHRREIT") (formerly Quality Houses Hotel and Residence Freehold and Leasehold Property Fund ("QHHR"));

The Board of Directors' Meeting No.4/2012 dated June 19, 2012, has passed a resolution to establish Quality Houses Hotel and Residence Freehold and Leasehold Property Fund ("QHHR"), which was to be managed by Land and Houses Fund Management Co., Ltd. ("management company"), and on behalf of which the Company was in charge of distributing the real estate property, fixture and the related equipment and/or to give the leasehold right and/or to transfer the leasehold right of real estate property for the following (three) hotels, i.e. Centre Point Plus Hotel Pratunam, Centre Point Hotel Sukhumvit 10 and Centre Point Hotel Chidlom, and ensure that QHHR would enter into the property lease agreement "for" Centre Point Hotel Chidlom "from" The Crown Property Bureau. In addition, by virtue of the aforementioned resolution, approbation has been made in order that Company was to invest in QHHR whereby a number of not greater than 112 million investment units would be purchased at Baht 10 each, thus accounting for not greater than Baht 1,120 million approximately, or not more than one-third of the total number of QHHR investment units. The Company has practically made investment in the aforementioned entity's 105.3 million (investment) units worth Baht 1,053 million.

In addition, the Board of Directors has also adopted another resolution to grant one of the Company's subsidiaries "Centre Point Hospitality Co., Ltd.", whose shares amounting to not less than 99.99% being directly or indirectly held by the Company, to lease and sublease the aforementioned properties from QHHR over the period of 3 years commencing from the lease commencement date at the prescribed rates of rental and sublease fees. Centre Point Hospitality Co., Ltd. has also given a pledge to QHHR that it would lease and sublease from the latter following the completion of the lease and sublease period, whichever applicable, for the period of 3 years, were QHHR to desire accordingly; whereas the terms and conditions specified thereof were to be thoroughly the same as the currently existing ones, including an option to renew the lease and sublease terms for the other 3 years each, commencing from the lease and sublease expiry dates stated in the contracts. Furthermore, the resolution has also been given so as to approve that the Company entered into the process of guaranteeing that QHHR would observe all terms and conditions and thus act accordingly in honoring the agreements with the Crown Property Bureau, as the joint debtor. The initial total value of the aforementioned act of guarantee amounted to Baht 86.2 million.

Furthermore, the Board of Directors have also approved that the Company entered into agreement whereby to provide guarantee for the minimum rental fee of Baht 837 million, which was to be received by QHHR from the investments in all 3 Centre Point projects, and which would remain effective for a period of 3 years commencing from the date upon which QHHR had first entered into the business of making investment in the aforementioned property ("guarantee period") however the guarantee period for the minimum rental expired since July 2015.

On May 26, 2023, QHHR received approval from the Extraordinary General Unitholders' Meeting of the Property Fund No. 1/2023 to convert the Property Fund into a Trust. Subsequently, QHHR transferred the assets and liabilities of QHHR to Quality House Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ("QHHRREIT") in exchange for newly issued trust units on May 29, 2024. In this regard, the Management Company has determined the swap ratio of the QHHR units held by the unitholders to the trust units at a swap ratio of 1 original QHHR unit to 1 new QHHRREIT unit. The company has disposed of the assets used in the operation of the Centre Point Plus Hotel Silom and proceeded to allow QHHRREIT to enter into a real estate lease agreement for the Centre Point Plus Hotel Silom from Ratchapak Development Co., Ltd. Additionally, the Board of Directors has resolved to approve Centre Point Hospitality Co., Ltd. to sublease the assets used in the operation of the Centre Point Plus Hotel Silom which QHHRREIT has invested in additionally. Centre Point Hospitality Co., Ltd. will sublease the aforementioned assets from QHHRREIT for a period of 2 years, 6 months, and 24 days from the commencement date of the lease. Centre Point Hospitality Co., Ltd. will provide a commitment to QHHRREIT to sublease the assets leased from QHHRREIT for an additional 3 years after the expiration of the sublease agreement, if QHHRREIT so desires, with all terms and conditions identical to the original sublease agreement, including the right to request a renewal of the sublease agreement for successive 3 years periods from the expiration date of each sublease agreement.

Summary of Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust's Investment Properties are as follow;

| Detail | Centre Point Plus Hotel Pratunam | Centre Point Hotel Sukhumvit 10 | Centre Point Hotel Chidlom | Centre Point Plus Hotel Silom |
|---|---|--|--|---|
| Location | 6 Petchburi Rd., Phayathai, Ratchathewi, Bangkok | 39 Sukhumvit 10, Klongtoey Rd., North Klongtoey, Klongtoey, Bangkok | 60 Langsuan 1, Langsuan Rd., Lumpini, Patumwan, Bangkok | 1522/2 Charoenkrung Rd., Bangrak , Bangkok |
| Type of investment | Freehold of building, infrastructure system, furniture and related equipment. | Freehold of building, infrastructure system, furniture and related equipment. | Freehold of building, infrastructure system, furniture and related equipment. | Investment in leasehold rights of buildings, infrastructure systems, fixtures, and purchase of furniture and equipment. |
| Ownership - Land, Building and infrastructure | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | Crown Property Bureau | Rajapark Development Co., Ltd. |
| - Furniture and related equipment | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust |
| Leasee from QHHR after investment by fund | Centre Point Hospitality Co., Ltd. | Centre Point Hospitality Co., Ltd. | Centre Point Hospitality Co., Ltd. | Centre Point Hospitality Co., Ltd. |
| Property manager | Q.H. International Co., Ltd. | Q.H. International Co., Ltd. | Q.H. International Co., Ltd. | Q.H. International Co., Ltd. |
| Additional conditions - guarantee rental payment to the fund | <p>Quality Houses Plc., agreed to guarantee for minimum rental to the fund for 3 projects for 3 years, since and including July 20, 2012, “the fund’s investment date”, to and including July 19, 2015, “guarantee period”, as following amount of “guarantee net profits”;</p> <p>1, Since the fund’s investment date to 31 December 2012, “guarantee period year 2012”, at amount of Baht 138,400,000 (One hundred and thirty-eight million and four hundred thousand baht).</p> <p>2. Year 2013, “guarantee period for year 2013”, at amount of Baht 266,100,000 (Two hundred and sixty-six million and one hundred thousand baht).</p> <p>3. Year 2014, “guarantee period for year 2014”, at amount of Baht 278,300,000 (Two hundred seventy-eight million and three hundred thousand baht).</p> <p>4. Since 1 January 2015 to 19 July 2015, 3 years anniversary date from the fund’s investment date or “guarantee period year 2015”, at amount of Baht 152,800,000 (One hundred and fifty-two million and eight hundred thousand baht).</p> | | | None |

(1.2) Project details by business types.

The Company and its subsidiaries had projects under sales as of 31 December 2025 as follows:

A) Land and Houses for sales

| Project's Name | Location | Product | Project Area (Rai-Ngan- Sq.w.) | Project Value (Million Baht) | Operated by |
|---|--|--------------|--------------------------------------|------------------------------------|--|
| 1. Prukpirom New Ratchaphruk | Khlong Phra Udom, Lat Lum Kao, Pathum Thani | Detach House | 78-2-18 | 2,997 | Quality Houses Plc. |
| 2. Laddarom Elegance Outer Ring Road-Sathorn | Bang Khae, Bangkok | Detach House | 92-1-45 | 3,200 | Quality Houses Plc. |
| 3. Laddarom New Ratchaphruk | Khlong Khoi, Pak Kret, Nonthaburi | Detach House | 57-1-10 | 1,856 | Gusto Village Co., Ltd. |
| 4. Laddarom Phuttamonthon Sai 1- Bang Khae | Bang Khae Nuea , Phasi Charoen, Bangkok | Detach House | 44-2-73 | 1,715 | Quality Houses Plc. |
| 5. Laddarom Phuttamonthon Sai 3 | Thawi Watthana, Bangkok | Detach House | 24-2-2 | 752 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 6. Laddarom Wongwaen-Ramintra | Sai Mai, Bangkok | Detach House | 42-3-82 | 1,398 | Quality Houses Plc. |
| 7. Laddarom Chatuchot 15 | O Ngoen, Sai Mai, Bangkok | Detach House | 59-2-35 | 2,155 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 8. Laddarom Tiwanon | Ban Mai, Mueang Pathum Thani, Pathum Thani | Detach House | 34-1-50 | 959 | Quality Houses Plc. |
| 9. Laddarom Elegance City Hall | San Phi Suea, Mueang Chiang Mai, Chiang Mai | Detach House | 48-3-39 | 1,388 | Quality Houses Plc. |
| 10. Laddarom Phuttamonthon Sai 3-2 | Thawi Watthana, Bangkok | Detach House | 97-1-87 | 2,907 | Quality Houses Plc. |
| 11. Laddarom Wongwaen-Ramintra 2 | O Ngoen, Sai Mai, Bangkok | Detach House | 40-1-64 | 1,718 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 12. Laddarom Motorway-Krungthepkreetha | Khlong Song Ton, Lat Krabang, Bangkok | Detach House | 32-3-69 | 1,470 | Casa Ville (Petchburi 2553) Co., Ltd. |
| 13. Laddarom Phuttamonthon Sai 2 | Sala Thammasop, Thawi Watthana, Bangkok | Detach House | 69-3-3 | 2,539 | The Confidence Co., Ltd. |
| 14. Vararom Watcharapol-Permsin | O Ngoen, Sai Mai, Bangkok | Detach House | 72-0-7 | 2,302 | Quality Houses Plc. |
| 15. Vararom New Ratchaphruk | Khlong Khoi, Pak Kret, Nonthaburi | Detach House | 59-3-66 | 1,831 | The Confidence Co., Ltd. |
| 16. Vararom Suksawat 76 | Bang Kru, Phra Pradaeng, Samut Prakan | Detach House | 32-0-78 | 991 | The Confidence Co., Ltd. |
| 17. Vararom Premium Kaewnawarat | San Pu Loei, Doi Saket, Chiang Mai | Detach House | 83-0-80 | 1,539 | Quality Houses Plc. |
| 18. Vararom Premium Kawila | Tha Sala, Mueang Chiang Mai, Chiang Mai | Detach House | 8-2-43 | 251 | Quality Houses Plc. |

| Project's Name | Location | Product | Project Area (Rai-Ngan-Sq.w.) | Project Value (Million Baht) | Operated by |
|--|---|--------------|----------------------------------|---------------------------------|---------------------------------------|
| 19. House Villa Nakorn Ping | Wat Ket, Mueang Chiang Mai, Chiang Mai | Detach House | 10-1-69 | 361 | Quality Houses Plc. |
| 20. Casa Grand Sriracha | Surasak, Sriracha, Chonburi | Detach House | 35-2-62 | 736 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 21. Casa Grand Sukhaphiban 5 | Sai Mai, Bangkok | Detach House | 31-3-99 | 864 | Casa Ville Co., Ltd. |
| 22. Casa Legend Phraram 5 | Bang Khanun, Bang Krui, Nonthaburi | Detach House | 63-3-70 | 2,134 | Casa Ville Co., Ltd. |
| 23. Casa Legend Ban Bueng | Ban Bueng, Chonburi | Detach House | 21-0-16 | 447 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 24. Casa Premium Ratchaphruk-Chaengwattana | Khlong Khoi, Pak Kret, Nonthaburi | Detach House | 93-1-22 | 2,454 | Casa Ville Co., Ltd. |
| 25. Casa Premium Ratchaphruk-Phraram 5 | Bang Krang, Mueang Nonthaburi, Nonthaburi | Detach House | 70-1-47 | 2,190 | Casa Ville Co., Ltd. |
| 26. Casa Premium Phraram 2 | Tha Kham, Bang Khun Thian, Bangkok | Detach House | 30-0-84 | 811 | Casa Ville Co., Ltd. |
| 27. Casa Presto Don Mueang-Song Prapha | Si Kan, Don Mueang, Bangkok | Detach House | 60-3-78 | 2,063 | Quality Houses Plc. |
| 28. Casa Presto Pracha Uthit 90 | Nai Khlong Bang Pla Kot, Phra Samut Chedi, Samut Prakan | Detach House | 29-2-95 | 739 | The Confidence Co., Ltd. |
| 29. Casa Ville Wongwaen-Ramintra | O Ngoen, Sai Mai, Bangkok | Detach House | 89-3-35 | 2,608 | Casa Ville Co., Ltd. |
| 30. Casa Ville Wongwaen Chatu Chot | Sam Wa Tawan Tok, Min Buri, Bangkok | Detach House | 65-1-72 | 1,552 | Quality Houses Plc. |
| 31. Casa Ville Teparak-Thanasit | Bang Phli Yai, Bang Phli, Samut Prakan | Detach House | 67-1-96 | 2,078 | Quality Houses Plc. |
| 32. Casa Ville Pinklao-Wongwaen | Sala Klang, Bang Krui, Nonthaburi | Detach House | 38-2-69 | 1,051 | Quality Houses Plc. |
| 33. Casa Ville Ramkamhaeng - Outer Ring Road 2 | Khlong Song Ton Nun, Lat Krabang, Bangkok | Detach House | 84-0-48 | 2,486 | Quality Houses Plc. |
| 34. Casa Ville Don Mueang-Liap Khlong Prapa | Ban Mai, Mueang Pathum Thani, Pathum Thani | Detach House | 40-3-13 | 1,204 | Casa Ville (Petchburi 2553) Co., Ltd. |
| 35. Casa Ville Ban Bueng | Banbueng, Chonburi | Townhome | 39-2-48 | 662 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 36. Casa Waterside Phraram 5 | Bang Khanun, Bang Krui, Nonthaburi | Townhome | 27-1-13 | 953 | Casa Ville Co., Ltd. |
| 37. Q Prime Sukhumvit 77 | On Nut, Suan Luang, Bangkok | Townhome | 25-0-76 | 1,561 | Quality Houses Plc. |
| 38. Q District West Gate | Bang Rak Phatthana, Bang Bua Thong, Nonthaburi | Townhome | 61-3-91 | 1,747 | Quality Houses Plc. |
| 39. Q District Suksawat 76 | Bang Chak, Phra Pradaeng, Samut Prakan | Townhome | 50-0-0 | 1,520 | Quality Houses Plc. |

| Project's Name | Location | Product | Project Area (Rai-Ngan- Sq.w.) | Project Value (Million Baht) | Operated by |
|---|--|----------|--------------------------------------|------------------------------------|--|
| 40. Q District Bangna-King Kaew | Racha Thewa, Bang Phli, Samut Prakan | Townhome | 31-1-44 | 1,074 | Quality Houses Plc. |
| 41. Q District Chaiphaphruk-Ratchaphruk | Bang Phlap, Pak Kret, Nonthaburi | Townhome | 46-1-5 | 1,353 | Quality Houses Plc. |
| 42. Q District@MRT Yaek Romkiao | Sai Kong Din, Min Buri, Bangkok | Townhome | 71-2-62 | 2,286 | Gusto Village Co., Ltd. |
| 43. Q District Suksawat 78 | Nai Khlong Bang Pla Kot, Phra Samut Chedi, Samut Prakan | Townhome | 38-2-11 | 1,118 | Casa Ville (Petchburi 2553) Co., Ltd. |
| 44. Q District Ratchaphruk-Rattanaibet | Bang Rak Phatthana, Bang Bua Thong, Nonthaburi | Townhome | 35-0-41 | 1,120 | Quality Houses Plc. |
| 45. Q District Tiwanon-Rangsit | Bang Rak Phatthana, Bang Bua Thong, Nonthaburi | Townhome | 32-2-49 | 1,014 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 46. Casa City King Kaew-Suvarnabhumi | Racha Thewa, Bang Phli, Samut Prakan | Townhome | 18-0-71 | 513 | Quality Houses Plc. |
| 47. Casa City Sukhumvit | Pak Nam, Mueang Samut Prakan, Samut Prakan | Townhome | 21-0-76 | 772 | The Confidence Co., Ltd. |
| 48. Casa City Watcharapol Permsin 2 | O Ngoen, Sai Mai, Bangkok | Townhome | 51-1-6 | 1,620 | Quality Houses Plc. |
| 49. Casa City Ratchaphruk-Pharam 5 | Bang Len, Bang Yai, Nonthaburi | Townhome | 46-2-68 | 1,278 | Casa Ville Co., Ltd. |
| 50. Casa City Pharam 5-Pinkiao | Bang Si Thong, Bang Kruai, Nonthaburi | Townhome | 29-2-7 | 1,056 | Quality Houses Plc. |
| 51. Casa City Don Mueang-Song Prapha | Si Kan, Don Mueang, Bangkok | Townhome | 22-1-7 | 720 | Quality Houses Plc. |
| 52. Casa City Ramkamhaeng-Misteen | Saphan Sung, Bang Kapi, Bangkok | Townhome | 15-2-21 | 534 | Quality Houses Plc. |
| 53. Gusto King Kaew-Suvarnabhumi | Racha Thewa, Bang Phli, Samut Prakan | Townhome | 40-1-100 | 1,287 | Gusto Village Co., Ltd. |
| 54. Gusto Petkasem 69-Kanjanapisek | Nong Khaem, Bangkok | Townhome | 32-1-69 | 955 | Quality Houses Plc. |
| 55. Gusto Suksawat-Pracha Uthit | Nai Khlong Bang Pla Kot, Phra Samut Chedi, Samut Prakan | Townhome | 28-1-91 | 725 | Quality Houses Plc. |

B) Condominium for sales

| Project's Name | Location | Project Area (Rai-Ngan-Sq.w.) | Project Value (Million Baht) | Operate by |
|---------------------------------------|--|-------------------------------|------------------------------|--|
| 1. Q Condo Sukhumvit | Khlong Toei, Khlong Toei, Bangkok | 3-1-70 | 9,133 | Quality Houses Plc. |
| 2. Q Seaside Hua Hin | Cha-am, Phetchaburi | 7-1-20 | 1,157 | Casa Ville (Prachuabkhirkhan 2554) Co., Ltd. |
| 3. Casa Condo @ CMU 2 | Suthep, Mueang Chiang Mai, Chiang Mai | 1-2-7 | 147 | Gusto Village Co., Ltd. |
| 4. Casa Condo @MRT T-Junction Bangyai | Sao Thong Hin, Bang Yai, Nonthaburi | 3-1-12 | 1,440 | Casa Ville Co., Ltd. |
| 5. Casa Condo Sriracha A | Sriracha, Chonburi | 1-1-80 | 143 | Casa Ville (Rayong 2553) Co., Ltd. |
| 6. Casa Condo Sriracha B | Sriracha, Chonburi | 1-1-48 | 126 | Casa Ville (Petchburi 2553) Co., Ltd. |
| 7. Casa Condo Sriracha C | Sriracha, Chonburi | 1-0-49 | 140 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 8. The Trust Condo Hua Hin | Hua Hin, Prachuap Khiri Khan | 8-3-48 | 1,343 | Casa Ville (Prachuabkhirkhan 2554) Co., Ltd. |
| 9. The Trust Condo Nakornpathom | Huai Chorakhe, Mueang Nakhon Pathom, Nakhon Pathom | 8-3-49 | 567 | The Confidence Co., Ltd. |
| 10. The Trust Condo at BTS Erawan | Pak Nam, Mueang Samut Prakan, Samut Prakan | 7-2-84 | 2,889 | The Confidence Co., Ltd. |
| 11. The Trust Condo Amata-Chonburi | Nong Mai Daeng, Mueang Chonburi, Chonburi | 5-0-4 | 714 | Casa Ville (Chonburi 2554) Co., Ltd. |
| 12. The Point Condo Rangsit-Klong 6 | Rangsit, Thanyaburi, Pathum Thani | 7-0-32 | 670 | The Confidence Co., Ltd. |
| 13. The Point Condo Laem Chabang | Thung Sukhla, Si Racha, Chonburi | 5-1-77 | 542 | Casa Ville(Chonburi 2554) Co., Ltd. |

C) Hotel Business

| Project's Name and location | Unit | Project Area (Rai-Ngan-Sq.w.) | Total Rental area | Investment Value (Million Baht) | Average revenue from rental and service fee / month (100% full leasing of space) (Million Baht) | Average revenue from rental and service fee As at December 31, 2025 | | Operated by |
|--|------|-------------------------------|--|---------------------------------|---|---|---|--------------------------------------|
| | | | | | | Revenue from rental and service fee (Million Baht) | % of revenue from rental and service fee (100% full leasing of space) | |
| 1. Centre Point Prime Hotel Pattaya Nakluae, Banglamooong, Chonburi. | 544 | 6-1-91 | Construction area 34,544 Sq.m. Rental area 15,611 Sq.m. | 1,487 | 32.02 | 23.88 | 75 | Casa Ville (Chonburi 2554) Co., Ltd. |

D) Office Building for Rent Business

| Project's Name and location | Project Area (Rai-Ngan-Sq.w.) | Total Rental area | Investment Value (Million Baht) | Average revenue from rental and service fee / month (100% full leasing of space) (Million Baht) | Average revenue from rental and service fee/month As at December 31, 2025 | | Operated by |
|---|-------------------------------|--|---------------------------------|---|---|---|--|
| | | | | | Revenue from rental and service fee (Million Baht) | % of revenue from rental and service fee (100% full leasing of space) | |
| 1. Q.House Sathorn * South sathorn Rd., BKK. | 2-3-56 | Construction area 27,829 Sq.m. Rental area 13,454 Sq.m. | 517 | 9.51 | 5.39 | 57 | Quality Houses Plc. |
| 2. Q.House Ploenjit ** Ploenchit Rd., BKK. | 1-1-63 | Construction area 22,341 Sq.m. Rental area 10,880 Sq.m. | 897 | 7.05 | 4.83 | 69 | Quality Houses Business Complex Leasehold Real Estate Investment Trust., for 30 years, 12 years remaining from now, and contracted Quality Houses Plc. to be property manager. |

Remark : * The land lease agreement for the Q House Sathorn Building expired in December 2025.

**On 8 December 2006, the Company granted land and building leasehold including related equipment of Q.House Ploenjit projects to Quality Houses Property Fund for 30 years. Therefore, the right of use as well as benefits regard of rental agreement and service agreement needs to be transferred to Quality Houses Property Fund since 8 December 2006.

(1.3) Detail of trade accounts receivable

| Project name | Total trade accounts receivable | | Aged of receivables | | | | | |
|--|---------------------------------|-----------------------|---------------------|-----------------------|------------------|-----------------------|------------------|-----------------------|
| | No. of customers | Amount (Million Baht) | 1-3 months | | 3-6 months | | Over 6 months | |
| | | | No. of customers | Amount (Million Baht) | No. of customers | Amount (Million Baht) | No. of customers | Amount (Million Baht) |
| Hotel Business | | | | | | | | |
| 1. Centre Point Plus Hotel Pratunam | 95* | 15.45 | 94 | 15.44 | 1 | 0.005 | 2 | - |
| 2. Centre Point Hotel Sukhumvit 10 | 80 | 10.44 | 80 | 10.44 | - | - | - | - |
| 3. Centre Point Plus Hotel Silom | 81* | 10.08 | 80 | 10.07 | 1 | 0.001 | 1 | 0.004 |
| 4. Centre Point Hotel Chidlom | 69* | 10.02 | 69 | 9.96 | 1 | 0.06 | - | - |
| 5. Centre Point Prime Hotel Pattaya | 73 | 7.64 | 73 | 7.64 | - | - | - | - |
| Office Building for Rent Business | | | | | | | | |
| 1. Q.House Sathorn | 1 | 0.10 | 1 | 0.10 | - | - | - | - |

Remark : * Number of payables in 1-3 months, 3-6 months and over 6 months

The policy of credit loss arising provision setting for rental payables and service receivables of hotel business and office for rent business shall consider projecting credit loss arising from payables according to Financial Reporting Standard No. 9, Financial Instrument. As ending of financial statement, payables's credit loss arising would be perceived through financial statement

(2) Marketing and Competition

(2.1) Product and Service Marketing Policy

(A) Pricing Policy

The Company's and its subsidiaries' pricing policy are in conjunction with product types and market segmentation, as well as cost of production while also remaining competitive.

(B) Sales and Distribution Channels

The Company and its subsidiaries allocate their distribution channels in accordance with types of business as follows:

1) Land and houses for sales and residential condominium units for sales business

The Company and its subsidiaries utilize their sales office strategically situated in each project as well as through exhibition booths as appropriate.

2) Hotel business

There are several channels of distribution for the Company and its subsidiaries as follows:

- **The Company's sales representatives:** Customers are able to contact the central sales office; alternatively, our sales representatives may visit the customers at their office. Our sale personnel will provide useful information on each and every project while ensuring that good relationship be maintained and that customer satisfaction be achieved through contacts being made with the customers.
- **Sales agents:** As an integral part to widen the customer base, the Company provides the opportunity for all agents/brokers to seek and locate customers for both the short- terms and long-term businesses.
- **The Company's website:** The Company has facilitated foreign customers who are interested in our hotels to make their reservations through the Company's website. This channel has gradually become an incrementally potential marketing means on annual basis.
- **Online representative website:** Given the current trend in which foreign customers are most likely to employ the Internet in making (room) reservation, the Company therefore provides another distribution channel through online representative website.

3) Office buildings for rent business

The Company's and its subsidiaries' main sales distribution channel is predominantly through corporate agents since they tend to be in possession of an extensive network of customers and relevant products of which they may choose to conduct inspection prior to making decision. In addition, the Company's customers may directly contact the Company's sales representative office as well.

(C) Target Customers and Their Characteristics

The Company's and subsidiaries' customers are retail customers which has the follow characteristics,

1) Land and houses for sales and residential condominium units for sales business

The target customers include senior executives, business proprietors, government officials, those working for state enterprise agencies and private company employees, etc.

2) Real estate for rent business

- **Office building for rent:** The target customers include medium-to-large companies, Thai and foreign, which require office space in the prime locations.
- **Hotel business:** The main target customers include foreign business persons visiting Thailand for business or working with private companies and/or organizations, as well as foreign tourists who may be planning on short-term or long-term stay.

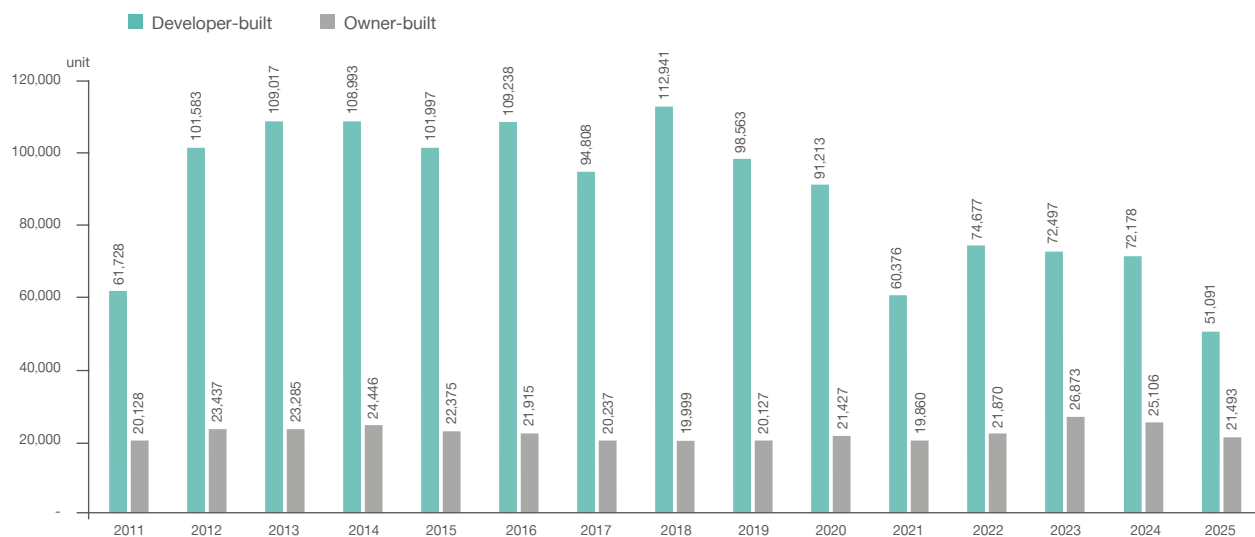
(2.2) Industry Competition and the Company's Competitiveness

The Company and its subsidiaries classify the competition within the industry according to nature of business as follows:

1) Real estate for sales business

Regarding newly registered residential properties in the Bangkok Metropolitan Region, there were 97,284 units in 2024, down from 99,370 in 2023, a 2 percent decrease. This can be categorized into developer-built housing totaling 72,178 units, which is similar to 2023, and self-built housing totaling 25,106 units, a 7 percent decrease compared to the previous year.

For the newly registered completed housing in 2025, the total was 72,584 units compared to 97,284 units in 2024, a 25 percent decrease. This is divided into developer-built housing totaling 51,091 units (a 29 percent decrease compared to 2024) and self-built housing totaling 21,493 units (a 14 percent decrease compared to 2024).



Source: Real Estate Information Center, Government Housing Bank

Newly registered developer-built properties classified by property types from 2018 to 2025

| Newly registered developer-built properties classified by property types | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | % changes 2024 / 2023 | % changes 2025 / 2024 |
|--|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------------|--------------------------|
| Single detached houses | 15,563 | 13,552 | 10,736 | 10,582 | 11,809 | 18,404 | 12,649 | 6,605 | -31% | -48% |
| Duplexes | 2,101 | 3,024 | 2,536 | 3,107 | 3,497 | 6,381 | 2,416 | 1,904 | -62% | -21% |
| Townhouses and commercial buildings | 20,051 | 21,274 | 16,424 | 13,540 | 13,477 | 13,123 | 10,108 | 6,268 | -23% | -38% |
| Condominiums | 75,226 | 60,713 | 61,517 | 33,147 | 45,894 | 34,589 | 47,005 | 36,314 | 36% | -23% |
| Total newly registered developer-built properties | 112,941 | 98,563 | 91,213 | 60,376 | 74,677 | 72,497 | 72,178 | 51,091 | 0% | -29% |

Source: Real Estate Information Center, Government Housing Bank

In 2024, compared to 2023, data for newly registered developer-built housing showed that the market remained stable. However, semi-detached houses saw registrations drop by more than half. Detached houses, townhouses, and commercial buildings also experienced significant declines. In contrast, condominiums saw an increase in registrations.

Considering the figures for newly registered developer-built housing in 2025 compared to 2024, it was found that the developer-built housing market in 2025 saw a decrease in registrations. Specifically, detached houses experienced a significant decline of nearly half, which was a sharper drop than other housing categories. Meanwhile, townhouses, commercial buildings, condominiums, and semi-detached houses also saw substantial decreases in registrations. The primary reasons for the decline across all housing categories in 2025 were several negative factors affecting the housing market: high household debt exceeding 90 percent, oversupply in certain locations, and rising development costs, such as land prices, construction materials, and labor. Additionally, stricter mortgage lending by financial institutions prompted a segment of low-to-middle-income consumers to opt for renting instead of purchasing. Furthermore, factors such as political uncertainty, U.S. tax measures, and global economic volatility also impacted the Thai economy.

For the residential market outlook in 2026, the Company forecasts that the real estate sector will undergo a gradual recovery, continuing from 2025. Developers must adapt by focusing on risk management, balancing existing inventory with new supply, reducing project scales, and precisely selecting locations and target groups. Furthermore, product development must cater to an aging society. The Company expects several positive supporting factors for recovery, which include an economic rebound, a downward trend in interest rates, and government policies, including potential real estate stimulus measures. However, the same negative factors from 2025 remain and may continue to impact the residential market.

2) Office Buildings for Rent Business

The office building rental market in 2025 had a total office leasable area of 10.30 million square meters, an increase of 0.48 million square meters from the previous year, with 0.21 million square meters entering the Central Business District (CBD) and 0.27 million square meters entering the Non-Central Business District (Non-CBD).

The overall office building market continues to see a significant increase in supply, especially when including supply carried over from previous years. This is particularly evident in new Grade A+ and Grade A office buildings entering the CBD, and Grade A office buildings in Non-CBD areas, as well as older office buildings that have vacant space resulting from tenants relocating to new buildings or downsizing their office space usage. Consequently, the vacancy rate has risen, leading to high market competition. However, when compared to the market demand of only 0.14 million square meters (an increase of 0.03 million square meters from the same period last year), the demand is significantly lower than the large amount of supply entering the market. Most demand comes from relocating from older office buildings to Grade A+ buildings in the CBD, Grade A buildings in the CBD and Non-CBD, and Grade B buildings in Non-CBD areas, respectively.

Regarding the large amount of remaining vacant space, there is competition to find new tenants as quickly as possible. Currently, tenants place importance on choosing new buildings that meet international standards and increasingly those that receive ESG certifications, particularly multinational companies, which consider this a priority. Older buildings must adapt significantly; many buildings are undergoing renovations to modernize and meet international standards in order to retain and attract tenants to renew their contracts and to increase the occupancy rate as quickly as possible.

The average rental rates as of the fourth quarter of 2025 (for areas of 100–300 square meters) compared to the same quarter of the previous year are as follows: the average rental rate for Grade A+ office buildings in the CBD remained stable at 1,195 baht per square meter per month; Grade A office buildings in the CBD decreased from 900 baht per square meter per month to 878 baht per square meter per month; Grade B office buildings in the CBD decreased from 695 baht per square meter per month to 685 baht per square meter per month. For Grade A office buildings in Non-CBD areas, the rate increased from 740 to 750 baht per square meter per month. Grade B office buildings in Non-CBD areas decreased from 545 baht per square meter per month to 535 baht per square meter per month. For areas larger than 1,000 square meters, the average rental rate will decrease further by 5-15 percent, depending on the size of the area.

For the office building rental market trend in 2026, it is expected to have a new supply of only 0.09 million square meters, specifically in the CBD. However, as there is still a large amount of vacant office space from previous years, market competition remains high. Regarding the occupancy rate, it is expected not to differ much from the previous year. Relocation from old buildings to new buildings remains of interest. Therefore, old buildings must adapt in time to retain existing tenants to renew contracts and to adjust strategies for leasing space faster. For the overall rental rates situation, the trend is stable or slightly decreasing to incentivize tenants to make decisions faster. Meanwhile, some Grade A and A+ office buildings with occupancy rates exceeding 80% have a trend to slightly increase rental rates.

CBD : Central Business District - Silom, Sathorn, Surawongse, Rama IV, Ploenchit, Wireless, Petchburi, Sukhumvit 1 - Sukhumvit 41, and Asoke Roads, etc.

Non CBD : Sukhumvit 43 - Sukhumvit 105, outer Petchburi, Rachadapisek, Paholyothin, Vibhavadee-rangsit, Rama III Srinagarindra and Bangna-Trad Roads, etc.

Source : Information compiled by CBRE and Quality Houses plc.

3) Hotels / Rental Residential Buildings

By the end of 2025, international tourist arrivals to Thailand totaled 32.9 million, a decrease of 2.6 million or 7 percent from 35.5 million in 2024. This slowdown resulted in international tourism revenue of 1.53 trillion baht in 2025, a year-on-year decline, and remained below pre-pandemic levels in 2019, when Thailand welcomed 39.9 million tourists and generated approximately 1.9 trillion baht in revenue. Overall, while the Thai tourism sector continues its post-pandemic recovery, both arrival numbers and revenue in 2025 have yet to fully return to their pre-crisis peaks.

In 2025, Malaysia ranked first for international tourist arrivals with a total of 4.5 million tourists, a 9 percent decrease compared to 2024. This decline was attributed to the earthquake in March and the flooding in Songkhla Province in November, which impacted confidence and travel plans during certain periods. The second-largest group of international tourists was Chinese, totaling 4.4 million, a 34 percent decrease from 2024. The primary causes of decline were safety concerns in Thailand, such as the kidnapping of a Chinese celebrity and scammer issues. However, the fourth quarter began to show signs of recovery, despite facing intense competition from regional competitors who accelerated their marketing to attract Chinese tourists. Meanwhile, the third-largest group was Indian, with 2.5 million tourists, an increase of 17 percent from the previous year. This growth was supported by the visa-free measure for Indian tourists and the continuous expansion of the Indian tourist market.

Regarding domestic tourism, as of the end of 2025, the total number of domestic trips made by Thai tourists reached 278.7 million person-trips, generating approximately 1.2 trillion baht in domestic tourism revenue. This reflects an expansion in both travel volume and revenue value compared to 2024, with the number of domestic trips increasing by 3 percent while tourism revenue growing by 4 percent. This growth reflects an increase in spending per trip, supported by government domestic tourism promotion measures and economic stimulus activities in various areas, resulting in a trend of continuous recovery and growth for domestic tourism in the year 2025.

As for the Bangkok hotel market in 2025, the total supply reached 83,403 rooms, an increase of 2,447 rooms or a 4 percent growth rate compared to 2024, which had a total of 80,956 rooms. This reflects a continuous expansion of room supply in the market. It is forecasted that between 2026 and 2028, an additional 7,889 rooms from new hotel projects will enter the market, leading to a trend of intensifying competition. In 2025, the majority of new rooms and projects were in the First Class segment (with an average daily rate of approximately 4,500 – 5,000 baht per night). These were concentrated in the Central Business District (CBD) along Phloen Chit – Sukhumvit Road, making this the most highly competitive location in the market.

For the overall investment in Thailand, based on data from the Office of the Board of Investment (BOI) regarding foreign investment applications in 2025, the cumulative total reached 3,370 projects with a total investment value of 1.9 trillion baht. Compared to the same period in 2024, which saw a total of 3,044 projects and a total investment value of 1.1 trillion baht, the year 2025 saw an increase of 326 projects, or 11 percent. Simultaneously, the investment value increased by 754,480 million baht, representing a 67 percent increase compared to the same period in 2024.

When considering the number of foreigners who had work permits in companies with BOI privilege and those who temporarily resided in Bangkok, the cumulative number at the end of 2025 was 106,568, an increase of 1,270 or 1.2 percent from 105,298 in the same period in 2024. The main target customer groups for rental apartments remained Asian customers. As of the end of November 2025, Chinese nationals ranked first in terms of active work permits in Thailand with 56,202 people, followed by Japanese and Filipino nationals in second and third place, with 21,536 and 21,293 people, respectively.

Regarding the residential rental building market in Bangkok, the total supply in the third quarter of 2025 reached 17,729 units. Compared to 16,585 units at the end of 2024, this is an increase of 1,144 units or 8 percent. This growth is due to the launch of several new residential rental buildings. A major proportion of this market is located in the Sukhumvit area, resulting in relatively high competition. Additionally, the increasing growth of the rental condominium market, which competes for and shares the same market segment as rental residential buildings, has led to intense competition within the residential rental building market.

Source : *Alien Section, Work Provision Department*
 The Office of Board of Investment
 The Tourism Department
 CBRE Thailand Hotel Report

(3) Sourcing Product or Service

(3.1) Product Acquisition

A) Product Design

The Company and its subsidiaries have a dedicated Project Research and Development unit responsible for studying consumer behavior and analyzing market demand. The unit conducts surveys on house designs with prospective customers visiting project sites, analyzes historical sales data to identify customer trends and preferences, and performs studies on competitors' products and surveys on the satisfaction levels of current residents. All gathered data serves as the foundation for continuous product development and design.

This approach enables the Company and its subsidiaries to design and construct homes that effectively address customer needs across all segments and age groups, while prioritizing quality of living, environmental protection, and energy efficiency.

Additionally, to ensure diverse and modern designs that align with market trends, the Company and its subsidiaries also engage expert consulting firms and external specialists to participate in the design of houses and projects.

B) Production and Procurement

Production and Production Policies

The Company and its subsidiaries have manufacturing control policies in place to ensure that products meet the set standards and quality.

Raw Material Procurement

The Company and its subsidiaries supply raw materials in key components of the house, and the construction contractors also supply some of the materials, which can be detailed as follows:

- 1) Raw materials supplied directly by the Company and its subsidiaries include piles, precast concrete floor slabs, precast concrete wall panels, roof tiles, steel bar, sanitary ware, ceramic tiles, brick, upper-floor finishing materials ,doors and windows, etc.
- 2) For raw materials which are included in the construction price, the Company and its subsidiaries have hired construction contractors, with sum covering the total cost of all labor and raw materials except for raw materials mentioned in item 1).

The raw materials used by the Company and its subsidiaries in constructions are diverse. As a result, the cost of any raw material is not above 50 percent of the total production cost and there has been no reliance on the purchase of raw materials from any supplier worth more than 30 percent of the total revenue in the past three years, and there is no obligation to any supplier to purchase raw materials worth more than 30 percent of the total revenue in the future.

Selection and Hiring of Construction Contractors

The Company and its subsidiaries have preliminary criteria for determining and selecting contractors as follows:

- 1) Established as a company or partnership
- 2) Able to operate according to the standards and quality defined by the Company and its subsidiaries
- 3) Have financial stability
- 4) Have construction supervisors on site for the project
- 5) Have reliable experience and performance with presentable and verifiable details
- 6) Have a permanent establishment
- 7) Have a clear phone number and contact name
- 8) Have a letter of guarantee for construction work
- 9) Meet the benchmarks for the quality and performance assessment for consideration of the next employment.

Use of Raw Materials Substitution

In the construction of houses and residential units for sale, most of the raw materials used are domestically available. Therefore, when suffering from a shortage of raw materials, the Company and its subsidiaries can find other raw materials to replace the original raw materials; for example, wood used to make door and window jambs can be replaced by high quality aluminum jambs or UPVC and Synthetic Wood that meet the specified standards, etc.

Effect of Technological Changes on Raw Material Consumption

Because advanced technology is not used in the control or construction of residential houses and residential units for sale, the change in technology does not significantly affect the raw materials used in construction.

Raw Material Cost

The rise in raw material costs is a problem that affect the cost of houses or residential units for sale. The key variables are the price of vacant land, the price of oil and fuel used in the production process of building materials, the cost of transporting raw materials to projects, as well as other building materials. The Company and its subsidiaries seek to reduce such costs by negotiating through a competitive bidding or quotation process. The Company aims to obtain the lowest possible cost while maintaining the required quality standards. In addition, the Company negotiates with raw material suppliers to stabilize raw material prices or enter into forward purchase agreements for a period of 6 months to 1 year, as appropriate, etc.

Proportion of Domestic and Oversea Raw Materials Procurement

Most raw materials for the Company and its subsidiaries business are domestic.

Land Acquisition Policy

The Company and its subsidiaries have a policy to procure and acquire additional land to operate the real estate business over the next 2-3 years. The process will be considered by the Board of Directors, to support future expansion and operation.

(3.2) Environmental Impact

The Company and its subsidiaries may have impact on the environment through each business type as follows:

1) Real estate for sales business

In regard to the implementation of all the Company's and its subsidiaries' projects, for any project requiring permission from the Environmental Board, the Company and its subsidiaries shall duly comply with the prescribed criteria and ensure that they be properly and entirely licensed. Pertaining to the projects that do not require any permission from the Environmental Board, the Company and its subsidiaries also have an eye on the following factors which may affect the environment. For instance, the Company and its subsidiaries will control the construction process by adopting noise control measure against audio pollutions which might affect the communities during the period of project development. In addition, tools and equipment are to be retained in safe places. Construction sites are to be controlled to ensure safety, dust prevention and orderly work site. Construction zones are to be properly allocated in order to minimize the negative impacts on finished houses and their residents.

2) Real estate for rent business

The Company and its subsidiaries have preventive and control measures so as to minimize impacts of public utility problems, such as the ones whereby to inspect and replace equipment in aims at reducing energy consumption, as well as garbage management and sewage testing, etc.

As a result, none of the projects operated by the Company and its subsidiaries creates any negative environmental impact.

(4) Assets for business undertaking

The Company's assets and its subsidiaries as of December 31, 2025 are as follows:

(4.1) Property, plant and equipment , Investment properties.

(4.2) Land and construction in progress and Land and project development costs

(4.3) Right-of-use assets

Details of assets for business undertaking are disclosed in Attachment 4

(5) Under-construction projects

As of December 31, 2025, the Company and its subsidiaries have a letter of subscription for land and buildings for land and the house for sales project and the condominium project ,that has not yet been recognized in the total amount of approximately Baht 413 million. There is no project , land and the house for sales project and the condominium project ,with unrealized revenues of more than 10% of the total revenues according to the consolidated financial statements.

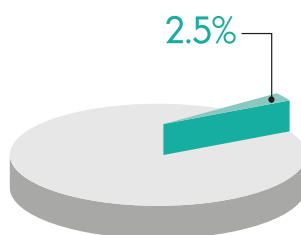
(6) Market Share

The Company reported a market share of sales of residential projects in Bangkok and Vicinities in 2025 as follows:

- For low-rise projects including detached house, duplex and townhouse, the Company reported a market share around 2.5%.
- For high-rise projects including condominium, the Company had a market share around 1.4%.

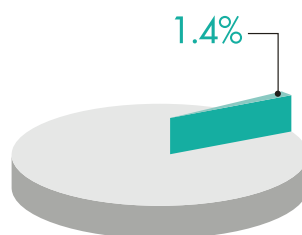
Overall, the Company reported a market share of sales of residential projects in Bangkok and Vicinities around 2.0% as shown in the following diagrams:

QH's sales of low-rise projects vs.
Total sales of low-rise projects



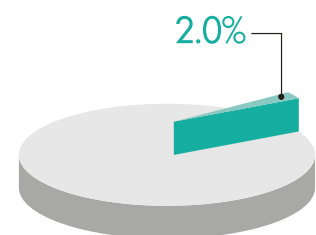
● Quality Houses Plc.
● Low-rise residential market

QH's sales of high-rise projects vs.
Total sales of high-rise projects



● Quality Houses Plc.
● High-rise residential market

QH's sales vs. Total sales of low-rise
and high-rise projects



● Quality Houses Plc.
● Residential market

Source : Agency for Real Estate Affairs (AREA) and Quality Houses Plc.

1.3 Shareholding Structure of the Company

Quality Houses Public Company Limited, its subsidiaries and associated companies operate real estate development for sales and rent businesses, jointly invests in other companies and Real Estate Investment Trusts, which could be summarized as follows:

1. Land and houses for sales;
2. Condominium units for sales;
3. Hotel business;
4. Office building for rent;
5. Property management for rental properties including hotels, serviced apartments, rental office buildings and rental residential projects;
6. Investment business.

(Details as Section 1.2 “Nature of Business” Topic 1.2.2 “Type of Product”)

1.3.1 Shareholding Structure of the Company

The Company has the policy to segregate the operations of the Company, its subsidiaries and associated company is summarized as follows:

A) Subsidiaries

The Company has invested in 13 subsidiaries as follows,

- (1) **The Confidence Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. At present, The Confidence Co., Ltd. is conducting the business of property development for sales, including land and houses and condominium units for sales;
- (2) **Q.H. Management Co., Ltd.** : The Company holds 80.58% of its shares. The remaining 19.42% is held by The Confidence Co., Ltd. At present, Q.H. Management Co., Ltd. does not conduct any businesses, as the business of infrastructure management and after sales service has been transferred to the Company and its subsidiaries;
- (3) **Casa Ville Co., Ltd.** : The Company holds 100% of its shares. At present, Casa Ville Co., Ltd. is conducting the business of property development for sales, including land and houses and condominium units for sales;
- (4) **Q.H. International Co., Ltd.** : The Company holds 100% of its shares. At present, Q.H. International Co., Ltd. is conducting the business of residential building, hotel and office building for rent management and making investments in various companies;
- (5) **Q.H. International (BVI) Co., Ltd.** : 100% of its shares is held by Q.H. International Co., Ltd. At present, Q.H. International (BVI) Co., Ltd. is conducting investments in Harbour View Corporation, which is comprised of the hotel and office building for rent businesses in Haiphong City, Vietnam, with 14.15% share ownership in those companies;
- (6) **Casa Ville (Rayong 2553) Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. At present, Casa Ville (Rayong 2553) Co., Ltd. is conducting the business of property development for sales, including land and houses and condominium units for sales;

- (7) **Casa Ville (Petchburi 2553) Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. At present, Casa Ville (Petchburi 2553) Co., Ltd. is conducting the business of property development for sales, including land and houses and condominium units for sales;
- (8) **Q. House Precast Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. to manufacture and sell ready-made concrete sheets to the housing projects of Company and its subsidiaries;
- (9) **Gusto Village Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. to operate the business of property development for sales, including land and houses and condominium units for sales;
- (10) **Casa Ville (Chonburi 2554) Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. to operate the business of property development for sales, including land and houses, condominium units for sales and hotel business;
- (11) **Property Host Co., Ltd.** : The Company holds 100% of its shares to operate the business of property for rent;
- (12) **Casa Ville (Prachuabkhirikhan 2554) Co., Ltd.** : The Company holds 100% of its shares via Casa Ville Co., Ltd. to operate the business of property development for sales, including condominium units for sales;
- (13) **Centre Point Hospitality Co., Ltd.** : The Company holds 100% of its share to operate the business of hotel and serviced apartment.

B) Associated Companies

The Company has invested in 2 associated companies and 2 property funds as follows:

- (1) **Home Product Center Plc.** : The Company has a long-term investment policy, as of December 31, 2025, the Company has a shareholding of 19.87%. Home Product Center Plc. operates as a one stop shopping home center, selling products and providing services for construction, decoration, expansion, repair and improvement for home, residential unit, and building, under the trademark 'Home Pro' and also provides space for rent;
- (2) **LH Financial Group Plc.** : As of December 31, 2025, the Company has a shareholding of 13.74%. LH Financial Group Plc. was established as a holding company with the business objective of making long-term investment by holding 100% shares in Land and Houses Bank Plc., which operates the business of commercial banking services that provides services of deposits, mortgages, corporate loans and personal loans;
- (3) **Quality Houses Business Complex Leasehold Real Estate Investment Trust (QHBREIT)** was established on December 4, 2024, through the conversion of the Quality Houses Leasehold Property Fund. The company holds a long-term investment in QHBREIT, with a unit holding of 25.66%. QHBREIT's business involves investing in leasehold real estate for rental purposes. The unit value of the trust is Baht 7,294 million. The rental office buildings that QHBREIT invests in include Q.House Lumpini, Q.House Ploenjit and Wave Place projects;

Quality Houses Leasehold Property Fund (QHPF) : QHPF was established in December 2006. The Company has a long-term investment policy and a unit holding of 25.66%. Quality Houses Leasehold Property Fund operates in property for rent business and has registered as a closed-end Property Fund, with the capital of Baht 7,970 million in total. Properties in form of office buildings for rent invested by the Quality Houses Leasehold Property Fund include Q.House Lumpini, Q.House Ploenjit and Wave Place projects;

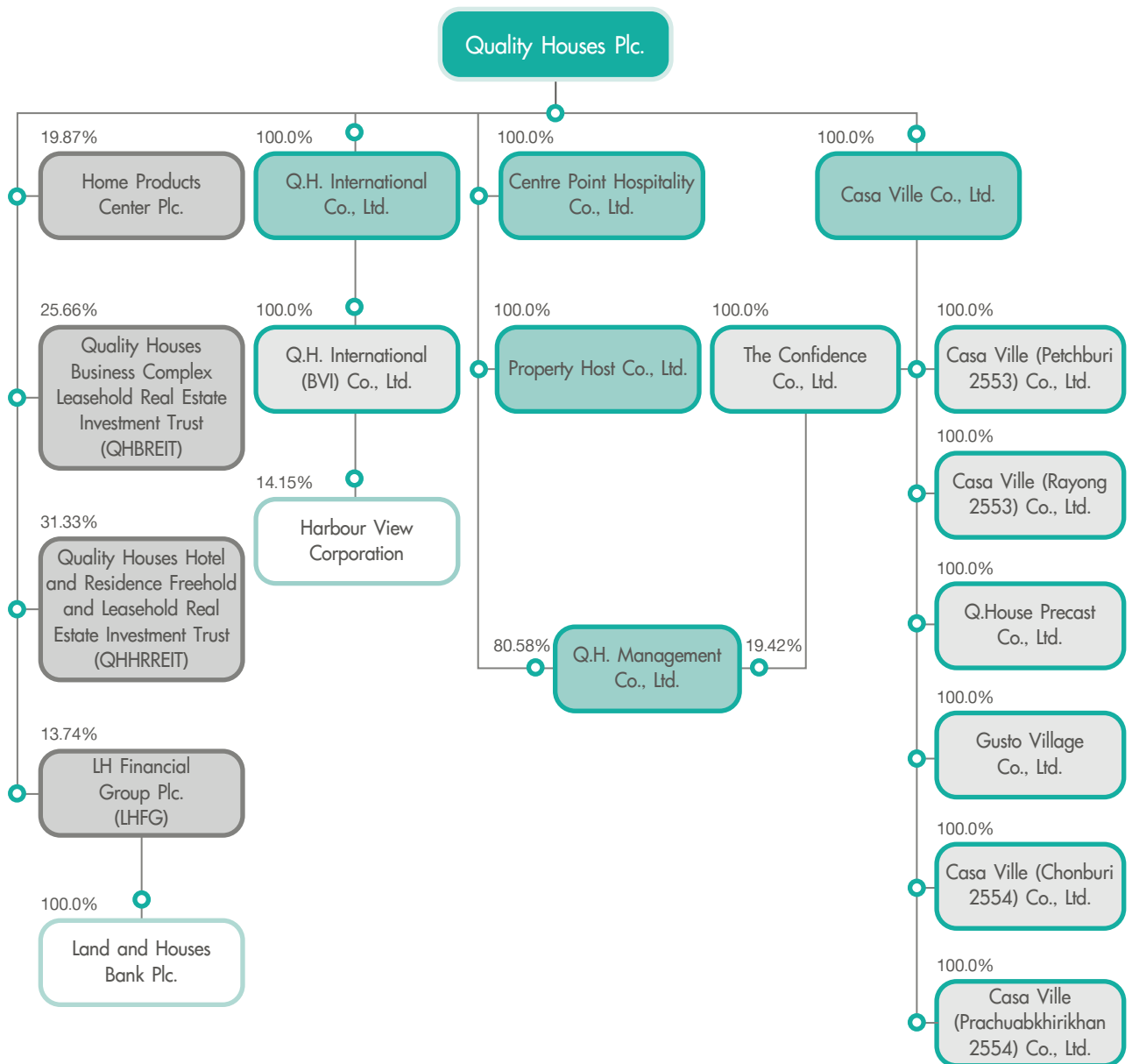
- (4) **Quality Houses Hotel and Residence Real Estate Investment Trust (QHHRREIT)** was established on May 24, 2024, through the conversion of the Quality Houses Hotel and Residence Real Estate Investment Fund. The company holds a long-term investment in QHHRREIT, with a unit holding of 31.33%. QHHRREIT's business involves investing in real estate assets such as hotels and serviced apartments. The unit value of the trust is Baht 4,025 million. The assets that QHHRREIT invests in include Centre Point Plus Hotel Pratunam, Centre Point Hotel Sukhumvit 10 and Centre Point Hotel Chidlom.

Quality Houses Hotel and Residence Freehold and Leasehold Property Fund (QHHR) : QHHR was established in July 2012. The Company has a long-term investment policy on a unit holding of 31.33% of shares. Quality Houses Hotel and Residence Freehold and Leasehold Property Fund operates in hotel and serviced apartment business and has registered as a closed-end Property Fund, with the capital of Baht 3,360 million in total. Properties invested by the Quality Houses Hotel and Residence Freehold and Leasehold Property Fund include Centre Point Plus Hotel Pratunam, Centre Point Hotel Sukhumvit 10 and Centre Point Hotel Chidlom.

C) Other Companies

Harbour View Corporation operates hotel and office buildings for rent in Haiphong City, Vietnam. Q.H. International (BVI) Co., Ltd., one of the Company's subsidiaries, once held 21% of its shares. However, without the Company's further subscription to any additional shares of Harbour View's shares being offered to existing shareholders, due to Harbour View Corporation's continually loss, the current proportion of shareholding has decreased to 14.15%.

Shareholding Structure in Subsidiaries and Associated Companies as at December 31, 2025



1.3.2 Shareholders

List of the top 10 shareholders at the book-closing date on September 1, 2025

| Major shareholder | Number of shares | % of the paid-up capital |
|---|-----------------------|--------------------------|
| 1. LAND AND HOUSE PLC. | 2,675,945,601 | 24.98 |
| 2. THAI NDVR COMPANY LIMITED | 517,173,750 | 4.83 |
| 3. MR. PRINYA TIEANWORN | 260,000,000 | 2.43 |
| 4. MR. NIWES HEMVACHIRAVARAKORN | 250,000,000 | 2.33 |
| 5. MS. JINTANA KANCHANAKAMNERD | 207,000,000 | 1.93 |
| 6. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED | 189,936,490 | 1.77 |
| 7. MRS. SOMSONG LAPANANRAT | 165,294,700 | 1.54 |
| 8. MS. PISSACHA HEMVACHIRAVARAKORN | 150,000,000 | 1.40 |
| 9. MR. VICHAI MITSANTISUK | 130,000,000 | 1.21 |
| 10. DHIPAYA INSURANCE PUBLIC COMPANY LIMITED | 115,521,600 | 1.08 |
| Total of the top 10 shareholder | 4,660,872,141 | 43.50 |
| Total of the shareholder | 10,714,381,645 | 100.00 |

1.4 Registered and Paid-up Capital

As at December 31, 2025, the Company had registered and paid-up capital of

Registered capital : 10,714,426,091 Baht (10,714,426,091 ordinary shares of Baht 1 each)

Paid-up capital : 10,714,381,645 Baht (10,714,381,645 ordinary shares of Baht 1 each)

According to the information of ordinary share holdings by Thai NVDR Co.,Ltd, as of September 1, 2025, the number of Company's ordinary shares of 517,173,750 shares, representing 4.83% of total paid up ordinary shares, whereas the ordinary shares held by Thai NVDR Co.,Ltd. are not entitled to a voting right in the shareholders' meeting (except for a decision to consider the de-listing of the shares from the Stock Exchange), thus the holders of non-NVDR shares shall have 5.07% more of the voting right. As a result, the holders of only 23.79% of the paid-up ordinary shares will have a voting right equal to 25% of total voting shares. Investors can check the latest number of shares held through Thai NVDR at the Stock Exchange of Thailand's website at <http://www.set.or.th/nvdr/th/info/monthly-outstanding.html>.

1.5 Issuance of other securities

1.5.1 Debentures

As at December 31, 2025, the Company had outstanding debentures worth Baht 7,000 million with detail are as follows:

| Unsubordinated and Unsecured Debentures | | | | | | | | |
|---|---------------------------------|--------------------------|-----------------|----------------------------|---|------------------|------------------------|------------------|
| No. | Tenor | Amount (million Baht) | No. of Units | Fixed Interest rate (%) | Type of interest | Maturity Date | Principal Repayment | Credit Rating |
| 2/2023 | 3 years | 1,000 | 1,000,000 | 3.43% | semiannual payment | 25-Apr-2026 | At Maturity | A- |
| 1/2024 | 3 years | 2,500 | 2,500,000 | 3.17% | semiannual payment | 28-Feb-2027 | At Maturity | A- |
| 2/2024 | 2 years 11 months 28 days | 1,500 | 1,500,000 | - | Discount rate 3.18% per annum (Zero Coupon Bond) | 9-Dec-2027 | At Maturity | A- |
| 1/2025 | 2 years 11 months 28 days | 2,000 | 2,000,000 | - | Discount rate 2.52% per annum (Zero Coupon Bond) | 5-May-2028 | At Maturity | A- |

1.5.2 Short-term loans from financial institutions/ Short-term loans/ Short-term bill of exchange

As at December 31, 2025, the Company had no outstanding of Short-term loans from financial institutions/ Short-term loans / Short-term bill of exchange.

1.5.3 Long-term loan

As at December 31, 2025, the Company had outstanding long-term loan from financial institutions worth Baht 1,000 million.

1.6 Dividend payment policy

1.6.1 The Company's dividend payment policy

The Company has a policy to pay dividends from the retained earnings and/or net profit to its shareholders. In considering the payments, the following factors are taken into consideration: the Company's operating results and financial position, liquidity, expansion plans and other management-related factors. Any dividend payment is subjected to the approval of the Company's Board of Directors and/or shareholders' meetings.

Dividend payment during 2023- 2025 is as follows:

| Detail on dividend payment | 2023 | 2024 | 2025 |
|---|------|------|--------|
| 1. Basic earnings per share (Baht/share) | 0.23 | 0.20 | 0.16 |
| 2. Dividend paid per share (Baht/share) | 0.15 | 0.11 | * 0.09 |
| 2.1 Interim dividend for the first half year (Baht/share) | 0.05 | 0.03 | 0.02 |
| 2.2 Dividend for the second half year (Baht/share) | 0.10 | 0.08 | * 0.07 |
| 3. Dividend payout ratio (%) | 64 | 55 | 56 |

Remarks : 1) Dividend for the year 2023 amounted to 0.15 Baht/share paying from the first 6-month operation of 0.05 Baht/share, according to the resolution of the Board of Directors' Meeting No.6/2023 on August 9, 2023, and the last 6-month operation of another 0.10 Baht/share, according to the resolution of the 2024 Annual General Meeting of Shareholders on April 19, 2024.

2) Dividend for the year 2024 amounted to 0.11 Baht/share paying from the first 6-month operation of 0.03 Baht/share, according to the resolution of the Board of Directors' Meeting No.5/2024 on August 7, 2024, and the last 6-month operation of another 0.08 Baht/share, according to the resolution of the 2025 Annual General Meeting of Shareholders on April 22, 2025.

3) Dividend for the year 2025 amounted to 0.09 Baht/share paying from the first 6-month operation of 0.02 Baht/share, according to the resolution of the Board of Directors' Meeting No.5/2025 on August 15, 2025, and the last 6-month operation of another 0.07 Baht/share, according to the Board of Directors' Meeting No.1/2026 on February 24, 2026 , approved to propose to the 2026 Annual General Meeting of Shareholders on April 21, 2026.

1.6.2 The Company's Subsidiaries dividend payment policy

The Company's subsidiaries shall pay dividend to the Company from the earnings of subsidiaries, whereas the Board of Directors of the Company and/or subsidiaries shall consider the dividend payment policy as suitable to the management of capital structure and overall financial management.

2. Risk Management

2.1 Risk management policy

Due to the constant volatility and changes in the country's political and economic situation, the Company has analyzed and assessed the impacts of various factors related to the business of the Company and its subsidiaries. This includes strategies, objectives, and work processes of various departments within the organization, as well as external factors regarding the business environment and the industry's market competition.

The Board of Directors and Management recognize the importance of enterprise risk management, which is essential for effective management and good corporate governance. Consideration is also given to the importance of personal data, social, and environmental aspects that lead toward sustainable development. The enterprise risk management, integrating with the strategy and performance framework by COSO (The Committee of Sponsoring Organizations of the Treadway Commission), has been applied as a guideline for risk management to help the Company achieve its business objectives.

The Company aims to develop risk management to cover all its business activities as well as those of its affiliates that may have a significant impact on current and future operational processes. This is to be driven as part of the corporate culture, forming a responsibility for employees at all levels to be aware of the risks present in their own departments and the organization, with communication provided to all levels for acknowledgment and compliance.

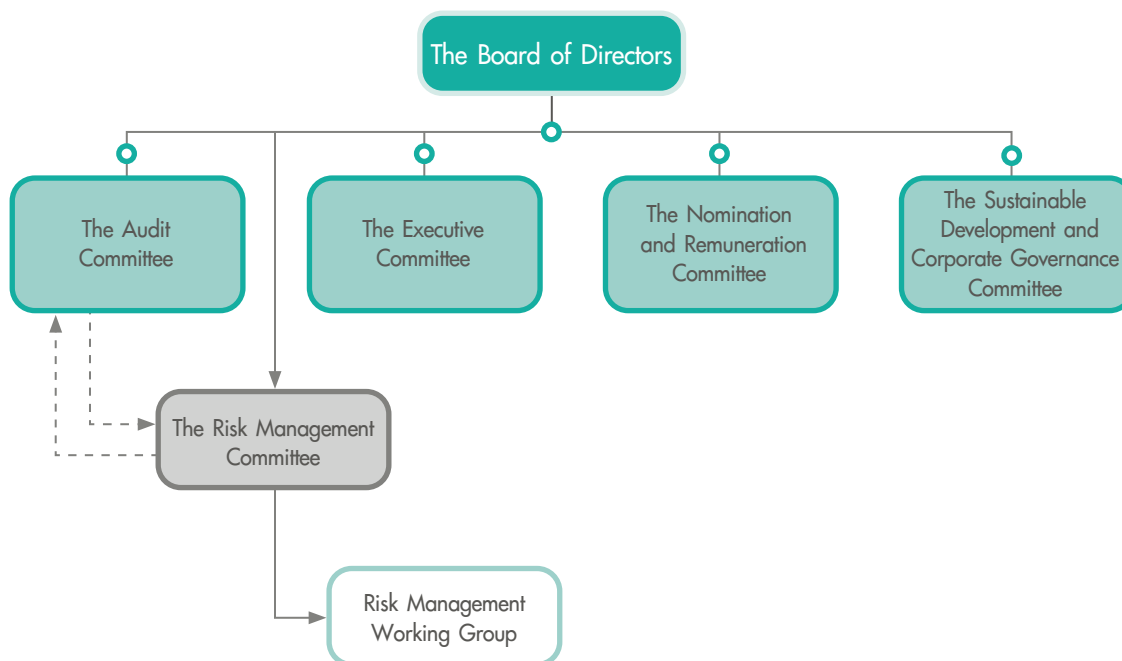
Significant risks must be managed systematically, with internal controls and preventive measures established to reduce potential damage to an adequate and appropriate level. In this regard, the Risk Management Committee is responsible for overseeing the Company's risk management in accordance with the policy, providing opinions, recommendations, and monitoring to ensure efficiency and effectiveness, and reporting progress periodically to the Audit Committee and the Board of Directors.

The review of the risk management policy and scope should be conducted at least once a year, or when business changes occur that significantly impact the Company, to ensure the policy remains appropriate for the current business conditions. Furthermore, the Company's risk appetite and risk tolerance shall be determined and reviewed by the Risk Management Working Group and approved by the Risk Management Committee and the Board of Directors.

Risk Management Structure

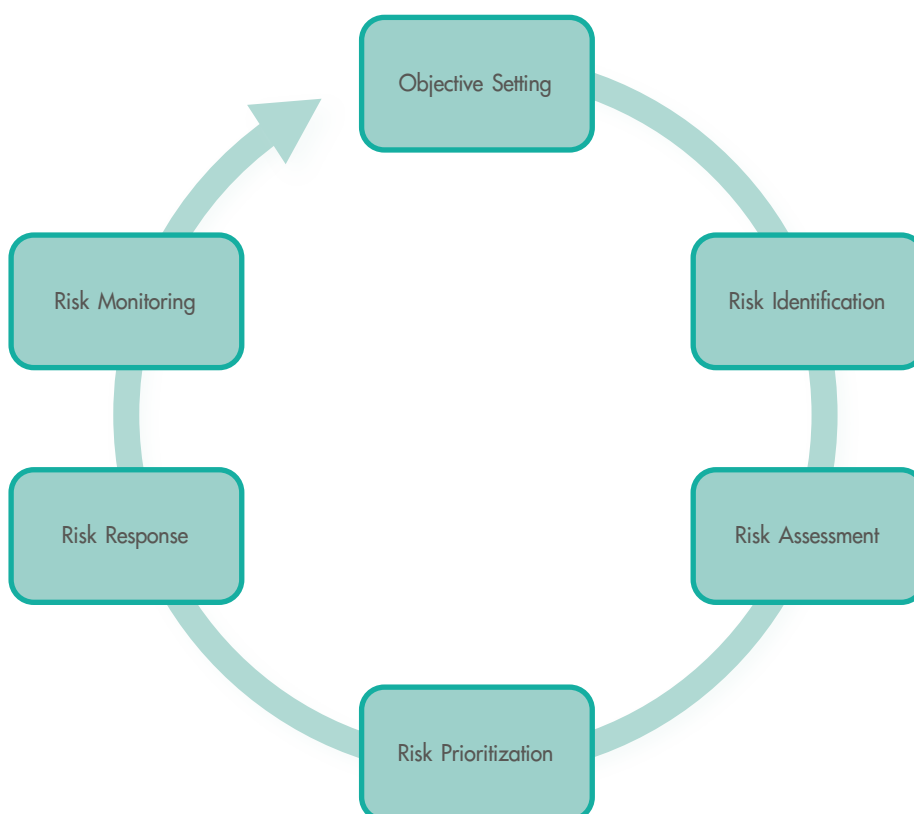
To ensure that the Company's risk management is conducted with efficiency and effectiveness, including regular response and monitoring, the Company has designated Risk Owners for every identified risk event and evaluated these assignments to ensure that each risk is appropriately managed by the responsible working group.

The Company's risk management is structured into three levels, as follows:



Risk Management Process

The Company's risk management process is conducted systematically and continuously, in accordance with the COSO Enterprise Risk Management (ERM) Framework, as follows:



2.2 Risk factors on business operation

2.2.1 Operational risk associated with the Company

(1) Strategic Risks

Risks from Pre-built Projects

The Company and its subsidiaries operate a business of real estate development for sales and for rent with main revenue generated from sales of land and houses. In 2023, 2024 and 2025, the Company and its subsidiaries generated revenue from sales of land and houses of 85%, 82% and 81% of total revenue from their real estate business for sales and for rent respectively. The Company and its subsidiaries has pre-built projects, resulting in requiring high working capital for such construction, and having risks from not being able to completely sell all pre-built houses.

However, the Company and its subsidiaries have established preventive measures to reduce and prevent the aforementioned risk, by dividing construction into phases, and controlling inventories by construction planning appropriate to market demands, as well as conducting an analysis on customer demands based on historical data of project sales, to construct pre-built house to cater to and be accepted by customers. Furthermore, as the Company and its subsidiaries are major real estate developers with a long track record in the real estate industry, the real estate projects are widely recognized and well accepted among customer target segments in term of quality, price and services, which help reducing the risk in term of inventory.

Risk from high competition

At present, there is increased competition in real estate development business from the increased number of new developers and increased number of new projects from major developers, resulting in rapid increase in supply. In addition, various new marketing strategies and tactics have been constantly introduced to increase sales, thus, even higher competition. However, as the Company and its subsidiaries have a long proven track record, and is well accepted in the sales of houses with high, medium and low prices, it has competitive advantage in terms of reputation, trustworthiness, quality and standards. Furthermore, the Company and its subsidiaries have been adding more innovations, product diversities and differentiators, in order to cater well to the consumers' requirements, as well as focusing on effective after sales services.

(2) Operational Risks

Risk from shortage of contractors and skilled labor

Housing construction and development project significantly depends upon qualified contractors and skilled labors. In particular, the projects that the Company's and subsidiaries' sell are mid-level to high-end products which have heavy emphasis on product quality. The number of qualified contractors and skilled labor for construction of the houses or public infrastructure of the projects are limited or in shortage, especially in times real estate industry growth.

The shortage of qualified contractors and skilled labor is an obstacle to production, growth of revenue and quality control. However, the Company and its subsidiaries have a policy in accepting new contractors, who meet the criteria in contracting for its projects. Additionally, it constantly provides knowledge and skills development, and promotes good relationship with both existing and new contractors.

In addition, the Company and its subsidiaries also provide financial support to contractors as the case may be. The Company and its subsidiaries have also adapted its construction methods by introducing new technologies, including, pre-cast, pre-fabrication and tunnel to reduce labor intensity and shorten construction period.

Risk from cost of construction material

As the cost of construction material is of the major costs, the Company has risks from fluctuations or increase in the cost of construction material. However, the Company has preventive measures against such risk by entering into turnkey contracts with fixed costs of labor and some types of construction material. For main construction materials, the Company will contact the manufacturer or major distributor directly with more negotiation power for better terms. Additionally, the Company has a policy to speed up sales to reduce risk of fluctuating construction material prices.

(3) Financial Risks

Risk from obligation Company issued debentures

As of December 31, 2025, the Company had debentures of Baht 6,795 million which was current portion of debentures Baht 1,000 million and non-current debentures Baht 5,795 million, and long-term loan from financial institution of Baht 998 million. Interest bearing debt-to-equity ratio was at 0.26 times. If the Company is unable to achieve the sales target, it might affect the Company's repayment ability. However, the Company still delivered revenue from sale of housing and condominiums as shown performance as of December 31, 2025. Furthermore, the Company and its subsidiaries had total 55 active projects of landed properties for sale with a remaining value of Baht 32,653 million; furthermore, there are 11 residential condominiums projects for sale with a remaining value of Baht 6,699 million which are potential sources of the Company's revenue in the future. Meanwhile, the Company has continual stable income from the hotel business and rental office building business to bolster cash flow.

The issuance of the Company's debenture has been implemented in accordance with the funding policy whereby finding sources of funds with lower financial costs than obtaining loans from financial institutions, while lowering the risk from fluctuating interest rates. The Company has a proven track record in being able to pay interest and redeem its debentures as scheduled.

Risks from interest rate fluctuation and access to capital

The Company and its subsidiaries require a large amount of funds for property development, the part of which is derived from loans from financial and banking institutions and issuance of debentures. Consequently, market interest rates play a vital role in the Company's cost of funds required for its operations and project development.

Due to the interest rate fluctuations, the Company and its subsidiaries have adopted several preventive measures depending on the trend of interest rates at that particular period. These measures include the issuance of debentures with fixed interest rates in place of loans from banks which mostly bear floating rate and higher interest costs, or the issuance of short-term bills of exchange to institutional investors with lower interest rates which is to reduce interest obligations and more suitable for the business of land and houses for sales that requires short-term fund in light of project development. Another measure is to improve the efficiency of project planning and construction to shorten the development period and to alleviate the burden of interest bearing loans. Furthermore, the Company also monitors the interest rate trends, and considers the use of appropriate financial tools in order to manage the risk accordingly.

Risk from mortgage loan by commercial banks

Due to economic slowdown, as well as increasing household debt, commercial banks have been more stringent in mortgage loan policies, with high chances of disapproving mortgages. As a result, customers who have reserved houses and condominium units are not able to transfer the unit ownership, which would affect the Company's income. However, the Company has preventive measures for such risk, by evaluating the basic qualifications and ability of mortgage repayment of customers before submitting them to the banks for consideration prior the reservation, which in turn reduced the default risk of the commercial banks' mortgage loans.

Risk from investments, lending made for the related companies Harbour View Corporation

Harbour View Corporation ("HVC") is a related company with Q.H. International (BVI) ("QHI (BVI)"), a wholly-owned subsidiary (which the Company holds 100% shares through its subsidiary, Q.H. International Co., Ltd.), with a shareholding of 14.15% (previously, it had a shareholding of 21%).

As of December 31, 2025, the net investment after the allowance for impairment of investment in HVC amounted was zero, in comparison with the investment cost of Baht 33 million. The Company reserved an allowance for loss impairment of the aforementioned investment in full amount as HVC, which operates hotel businesses and rental office buildings in Haiphong, Vietnam, had continually operated at a loss.

As of December 31, 2025, QHI (BVI), the subsidiary, had loan amount, principal and interest receivables to HVC, of approximately US\$ 2.3 million and US\$ 0.04 million, respectively (2024: US\$ 2.3 million and US\$ 0.04 million; 2023: US\$ 2.3 million and US\$ 0.04 million, respectively). Thus, the mentioned subsidiary probably incurs the risk of losing all principal as HVC had continually operated at a loss; however, QHI (BVI) has already had provision for loss arising on such debt. In addition, the Company has guaranteed the loans for HVC since 1997 because each shareholder is obligated to provide financial support to HVC in proportion to their shareholding. Consequently, QHI (BVI) and one other shareholder jointly provided loan guarantee (principal and interest) US\$ 1.8 million from a financial institution in the proportion of 50% each. However, the liabilities that the Company and its subsidiaries had to provide for HVC, was dependent on the percentage of ownership of QHI (BVI), which was equivalent to 21%. Subsequently, there was a capital increase to existing shareholders in the same proportion, whereas the subsidiary company (QHI (BVI)) did not exercise its right to subscribe for such shares, as HVC had continually operated at a loss. Consequently, the Company's shareholding in HVC at the end of 2007 reduced to 14.15%. During 2017, HVC had already paid back both principal and interest owed to financial institutions and the Company withdrew such guarantees and reversed the provision for losses arising.

(4) Regulatory Change Risk

Failing to comply with relevant regulatory risk factors, including the Environmental, Social, and Governance (ESG) frameworks—such as building control laws, city planning regulations, environmental standards, or labor safety requirements—may lead to fines, project closures, or development delays, resulting in increased costs and damage to the Company's reputation.

Construction that impacts the environment by creating dust, noise, and wastewater, if not managed according to environmental standards, may face opposition from the community and lead to litigation or a decrease in confidence in the Company's brand.

Violations of procurement rules or a lack of transparency in procurement may lead to legal risks and may affect the Company's credibility regarding corporate governance and law.

Requirements concerning the collection of customer data (Customer & Data Compliance), such as PDPA (Thailand) and GDPR (Europe), if violated, may lead to high fines and loss of confidence from customers.

5) Environmental, Social, and Governance Risk

Social Risk

Human Rights

- **Employee Rights:** For the risks regarding equal treatment of employees and labor, the Company employs labor legally and ensures equality and fairness without discriminating against the diversity of individuals, such as gender, race, or religion. Furthermore, the Company employs persons with disabilities and consistently contributes to the Fund for the Empowerment of Persons with Disabilities.

- **Community and Environmental Rights:** The management of dust and noise pollution from the construction process may pose risks to the Company, as disputes with neighboring communities or complaints from affected stakeholders could delay business operations and result in missed targeted revenues within the specified timeframe. The Company utilizes precast construction systems to reduce dust and waste generated from the construction process. Additionally, the Company provides channels for receiving complaints and consistently monitors their progress.
- **Customer Rights:** Regarding the maintenance of customer confidentiality and privacy, there is a risk of customer disputes in the event of data leaks that cause damage, which may lead to lawsuits and claims for damages against the Company. The Company has established risk management guidelines as follows:
 - Established the Company's Personal Data Protection Committee to control and oversee any actions related to customers' personal data to ensure strict compliance with the Personal Data Protection Policy and the Company's Privacy Notice.
 - Implemented strict personal data security measures and restricted data access only to relevant personnel.
 - Organized training on personal data protection laws to prevent violations and leaks of customer confidentiality and privacy during operations.
 - Provided a complaint channel via email at DPO@qh.co.th which is announced on the Company's website, to facilitate consistent status monitoring.
- **Partner and Contractor Rights:** Regarding the risks of fair, equal, and equitable treatment of partners and contractors, the Company has a clear procurement policy, maintains written contracts, strictly adheres to contractual terms, and pays remuneration appropriately and on time.

Governance Risk

Regarding the risk of non-transparent operations, which may affect credibility and lead to legal penalties, the Company has established risk management guidelines as follows:

- Established a clear Anti-Corruption Policy and measures for whistleblowing and whistleblower protection, with information disclosed on the Company's website.
- Provided an independent whistleblowing channel.

Environmental Risk

Risk from the transition to a low-carbon society and Climate Change: The Company has established policies and goals, which cover efficient resource utilization, the use of renewable energy, and the reduction of greenhouse gas emissions, to become a low-carbon organization in the future, such as:

- Designing or selecting construction materials that reduce energy consumption, such as using energy-saving light bulbs or solar-powered lights, as well as using environmentally friendly materials and equipment in the home construction process.
- Installing solar roofs for the housing projects' central clubhouse buildings.
- Designing projects in each segment to support the installation of electric vehicle chargers (EV Chargers).

2.2.2 Investment risk imposed on the securities holders.

None

2.2.3 Foreign investment risk

None

3. Driving Business for Sustainability

3.1 Policies and goals for sustainability management

Sustainability Policy Overview

The Company is committed to conducting business in building quality communities and societies to become a learning organization that creates innovation and technology for sustainable business operations with the aim to deliver a better quality of life. This would lead to the creation of economic values while preserving resources and the environment under good corporate governance in order to satisfy all stakeholders.

The Company believes that sustainable business operations must take into account all stakeholders and must be conducted under good corporate governance principles. Therefore, the Company has established policies and guidelines to cover the following 3 dimensions:

Environment

Be a part of environmental
care and preservation.



- Manage the use of resources cost-effectively.
- Reduce environmental impact with environmentally friendly construction.
- Greenhouse Gas Management.

Social

Take care of society
and nearby communities.



- Conduct business based on the principle of respect for human rights, including the equitable and fair treatment of employees and workers.
- Enhance the quality of life of society and communities.
- Sustainable human resource management.
- Responsible production and service for customers.

Corporate Governance and Economic

Conduct business ethically
with economic stability.



- Comply with good corporate governance and business ethics.
- Develop innovative products and services to meet the needs of customers in all aspects to create economic growth.
- Manage risks.

The Company has listed the full version of the sustainability policy and guidelines on the Company's website "www.gh.co.th" to increase channels for executives and employees to be able to access the guidelines and implement them effectively.

Corporate Sustainability Management Goals of the Company

To comply with the policies and guidelines, the Company's corporate sustainability management goals have been set by applying the sustainable development goals of the United Nations (SDGs), the Securities and Exchange Commission (SEC)/ the Stock Exchange of Thailand (SET), and the Thai Institute of Directors Association (IOD) in order to be in line with the direction and goals of international sustainable development.



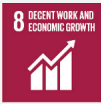

This is to build confidence and create benefits for all stakeholders in all 3 dimensions, namely the Environment (E), Social (S), and Governance and Economy (G).

Corporate sustainability management goals

Environment (E)

| Goals considered in setting sustainability goals | Company's Sustainability Issues | Supported Activities | Benefits to the Company, Society and Environment |
|---|---|---|--|
|  <p>Sustainable communities' settlements</p> | <ul style="list-style-type: none"> Reduce the environmental impact of construction. | <ul style="list-style-type: none"> Use Precast system for property construction. | <ul style="list-style-type: none"> Reduce dust/ noise pollution caused by construction. Reduce the number of complaints from the community. Create a positive image for the Company. |
|  <p>Having sustainable production and consumption patterns</p> | <ul style="list-style-type: none"> Reduce the environmental impact of hotel operations. | <ul style="list-style-type: none"> Campaign to promote Green Hotels. | <ul style="list-style-type: none"> To promote cost-effective and efficient consumption of energy resources as well as good environmental management. To raise service standards to be environmentally friendly. |
|  <p>Access to clean energy</p> | <ul style="list-style-type: none"> Use of environmentally friendly construction materials. | <ul style="list-style-type: none"> Promote procurement of environmentally friendly construction materials. | <ul style="list-style-type: none"> Reduce the destruction of natural resources. Be aware of the use of nature-friendly alternative materials. Protect the environment and natural resources. |
|  <p>Protect, restore and support sustainable use of terrestrial ecosystems</p> | | | |
|  <p>Tackling climate change and its impacts</p> | <ul style="list-style-type: none"> Greenhouse gas management and climate change risk management. | <ul style="list-style-type: none"> Use energy-saving LED lightbulbs. Use renewable energy from sunlight. Preparation of corporate carbon footprint report. Greenhouse gas training for employees. | <ul style="list-style-type: none"> Able to estimate the amount of greenhouse gases emitted from the Company's operating activities in order to establish ways to reduce the Company's greenhouse gas emissions for the benefit of society as a whole. |

Social (S)

| Goals considered in setting sustainability goals | Company's Sustainability Issues | Supported Activities | Benefits to the Company, Society and Environment |
|--|---|---|--|
|  Create gender equality | <ul style="list-style-type: none"> Respect for human rights and treat employees and workers equally and fairly. | <ul style="list-style-type: none"> Legal employment and non-violation of human rights. Equal employment. Without excluding the diversity of individuals such as gender, race, religion, etc. Employment of people with disabilities/disadvantaged. | <ul style="list-style-type: none"> Promote respect for human rights. Promote equality and gender equality. People with disabilities/disadvantaged can help themselves and their families. Promote equitable and non-discriminatory employment. |
|  Provide comprehensive and equitable quality education and support learning opportunities. | <ul style="list-style-type: none"> Sustainable human resource management. Occupational health and safety. | <ul style="list-style-type: none"> Conduct training to develop employees' skills. Clearly and appropriately announced career path policy. Define safety policies on occupational health and working environment. | <ul style="list-style-type: none"> Employees have more knowledge and skills. Employees are happy at work. Promote adequate health care and hygiene within the organization. |
|  Promote continuous, inclusive and sustainable economic growth | <ul style="list-style-type: none"> Responsibility to customers and consumers. | <ul style="list-style-type: none"> Customer satisfaction survey After-sales service satisfaction survey. | <ul style="list-style-type: none"> To be used as analytical data to improve and develop products and services to meet the needs of all groups of customers. |
|  Sustainable communities' settlements | <ul style="list-style-type: none"> Responsibility to communities and society. | <ul style="list-style-type: none"> Participate in donating items for community and social development. Organize activities for charity. together with the foundation. | <ul style="list-style-type: none"> Create a positive image for the Company regarding community and social responsibility. People in the community have a better quality of life. |

Corporate Governance and Economic (G)

| Goals considered in setting sustainability goals | Company's Sustainability Issues | Supported Activities | Benefits to the Company, Society and Environment |
|--|--|--|---|
|  <p>Promote a comprehensive and sustainable industrial development infrastructure and innovation.</p> | <ul style="list-style-type: none"> • Innovative development of products and services. • Sustainable supply chain management. | <ul style="list-style-type: none"> • Design and produce residential products by applying modern technology to respond to the daily life of today's customers. • Establish practices or codes of conduct for business partners that cover environmental, social and good governance issues. | <ul style="list-style-type: none"> • Continuous development of quality products and services that meet the needs of customers in all target groups. • Promote the production of quality products that reduce environmental impact and have fair prices for consumers. |
|  <p>Support a peaceful and just society, and build effective institutions.</p> | <ul style="list-style-type: none"> • Corporate governance and business ethics. | <ul style="list-style-type: none"> • Formulate policies related to good corporate governance. | <ul style="list-style-type: none"> • The Company operates its business under good corporate governance to build confidence among all stakeholders. |
| SET / SEC | <ul style="list-style-type: none"> • Risk management. | <ul style="list-style-type: none"> • Assess and manage risks under the supervision of the Risk Management Committee. | <ul style="list-style-type: none"> • Reduce/ prevent the Company's risk to an acceptable risk level. |
| Personal Data Protection Act (PDPA) | <ul style="list-style-type: none"> • Cybersecurity and personal data protection. | <ul style="list-style-type: none"> • Improve work process by having systems to request consents for the collection, use, and disclosure of personal data from customers and related parties. • Improve IT Policy to be in line with the law. | <ul style="list-style-type: none"> • Secured personal information access. |

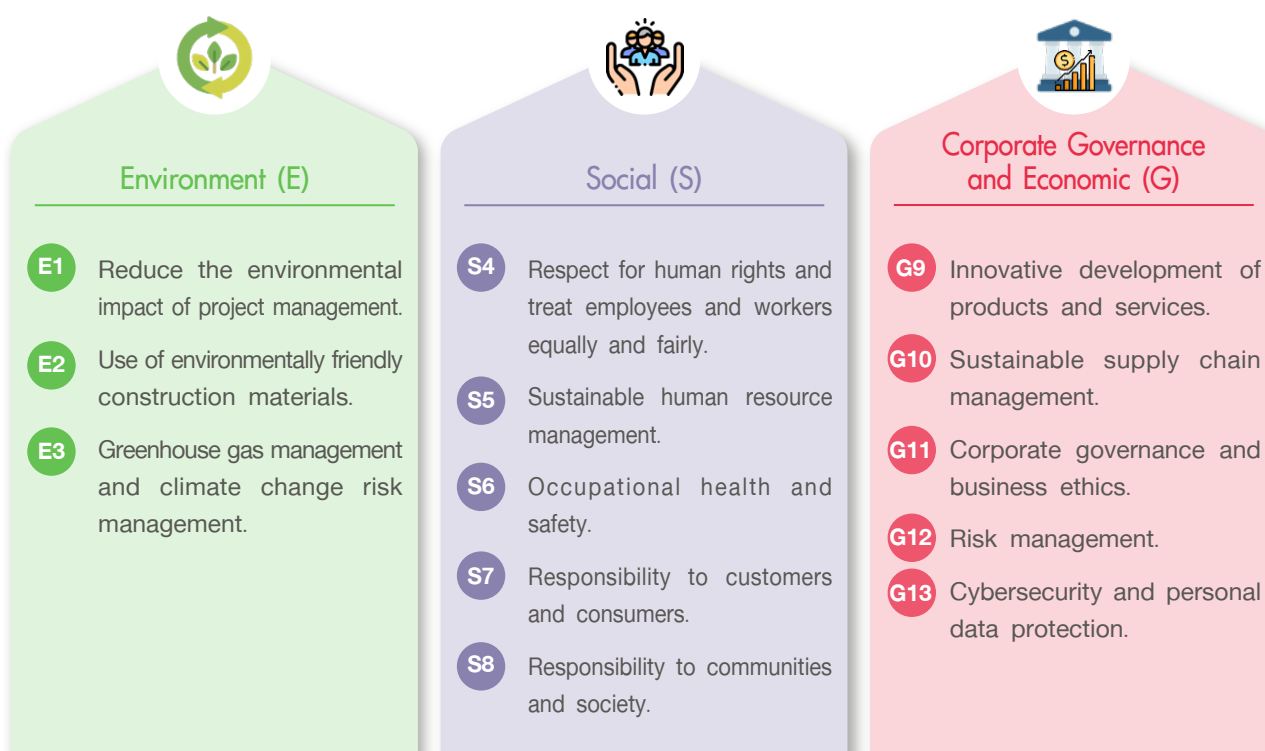
Key Sustainability Issues

Analysis Process for Sustainability Issues

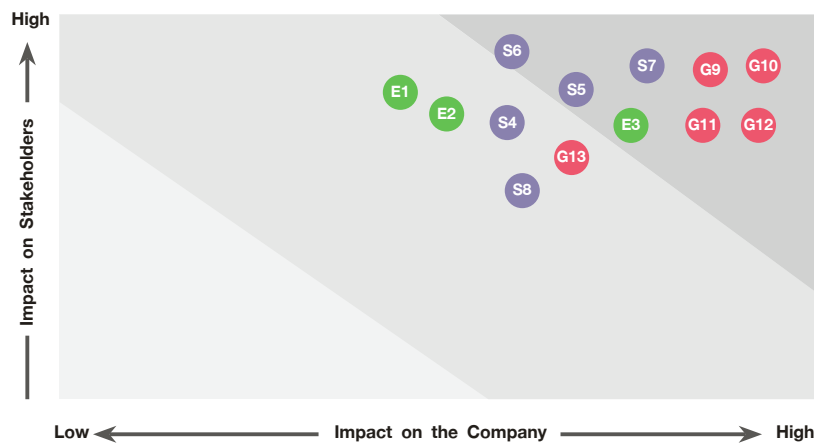
The Company has analyzed and determined issues that are important to the sustainable development of the economy, society, and environment by considering those that affect the organization and each group of stakeholders. The determination of such issues was carried out through a survey of the organization's management and relevant departments and the results of the assessment were prioritized using the principles of the Global Reporting Initiative (GRI) Standards which consist of 3 main steps as follows:



Key Sustainable Issues



Prioritization of Issues according to Corporate Strategy

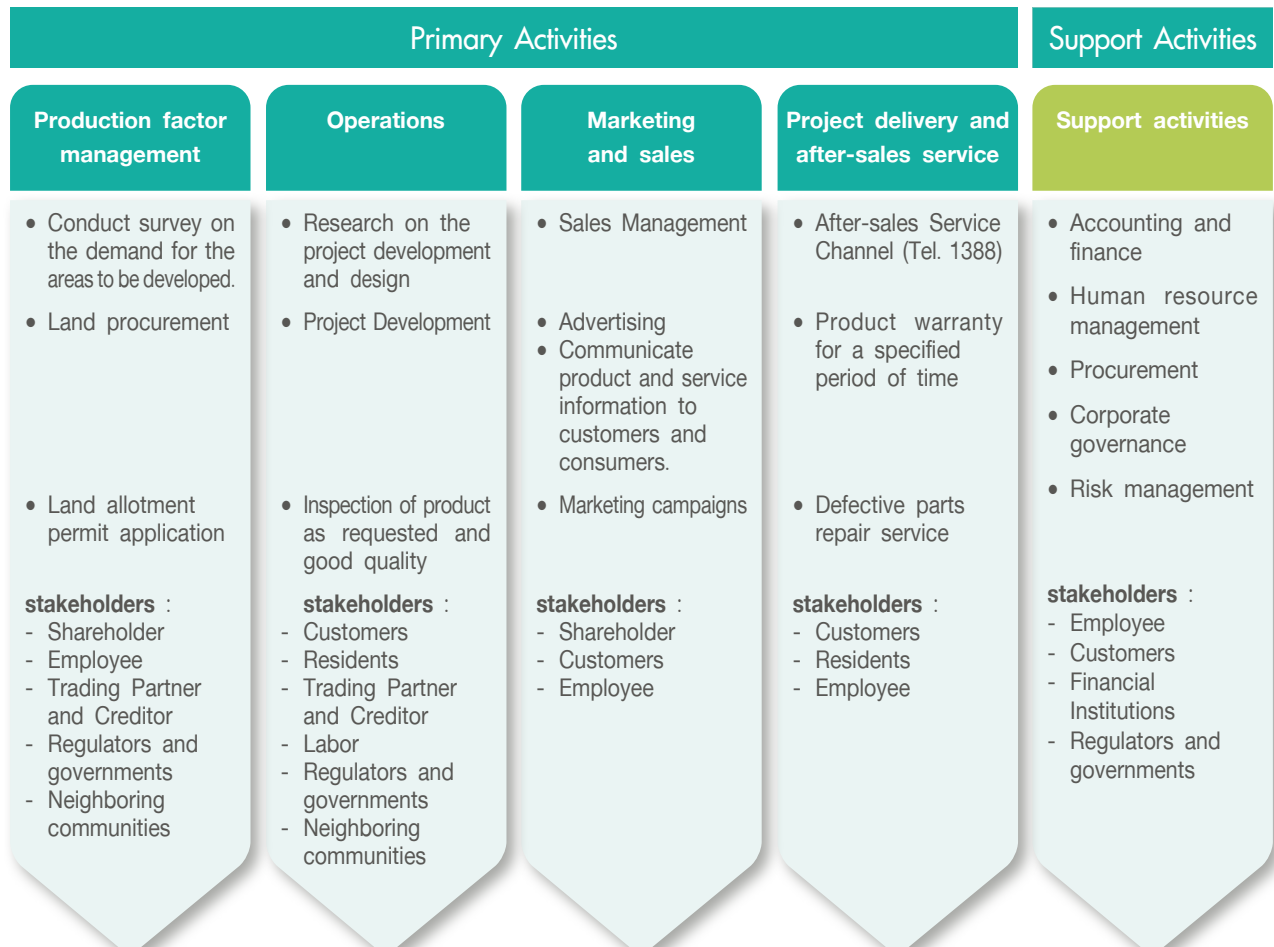


3.2 Managing impact on stakeholders in the business value chain

3.2.1 Business Value Chain




The nature of the business value chain that represents the relationship of key stakeholders in activities related to the Company's business operations can be divided into primary activities and support activities as follows:



Business Value Chain



3.2.2 Analysis of stakeholders in the business value chain

The Company's guidelines for meeting the expectations of stakeholders both inside and outside the organization are as follows:

| Stakeholders | Points of interest / expectations | Response to stakeholders and treatment | Communication and engagement channels |
|---|---|--|--|
|  Shareholder | <ul style="list-style-type: none"> Consistently generate appropriate profits and business growth Balance returns for the stakeholders of all groups Risk Management Adherence to good governance Anti-Corruption Socially and Environmentally Responsible | <ul style="list-style-type: none"> Appropriate and consistent dividend payment Treat all shareholders equally Establish sustainable development policies and practices consisting of corporate, environmental, and social governance principles Disclose information with transparency in a specified period of time Conduct business in accordance with relevant laws and regulations | <ul style="list-style-type: none"> Annual general meeting of shareholders Company website SET News Annual report Analyst meetings |
|  Neighboring communities and environment | <ul style="list-style-type: none"> Reduce the environmental impact from construction Construction Safety Promote energy savings Efficient use of resources Does not cause damage to nearby buildings | <ul style="list-style-type: none"> Design products with regards to environmental responsibility Blocking/enclosing construction zones Prevent noise, dust and reduce impact/prevent damage from construction Conduct business with a focus to prevent impact on communities and the environment Choose an eco-friendly partner Strictly comply with relevant laws Establish sustainable development policies and practices consisting of corporate, environmental, and social governance principles | <ul style="list-style-type: none"> Construction site signs Field visits to survey the impacts on communities Social responsibility activities |
|  Trading Partner and Creditor | <ul style="list-style-type: none"> Fair and appropriate compensation Clear procurement policy Safety at work Comply with the contracts | <ul style="list-style-type: none"> Record the contract in writing Strictly comply with the conditions of creditors Pay appropriate and on-time compensation Have protective equipment at work Treat all partners equally | <ul style="list-style-type: none"> Inspect the site and survey requirements Training arrangements Relationship building activities |

| Stakeholders | Points of interest / expectations | Response to stakeholders and treatment | Communication and engagement channels |
|--|--|--|--|
|  Customers / Residents | <ul style="list-style-type: none"> • Business Ethics and Transparency • High-quality products and services • Development of innovative and environmentally friendly products • Customer relationship management • Data security and privacy • Set up a unit to receive customer complaints | <ul style="list-style-type: none"> • Use of high-quality materials and promotion of environmentally friendly products • Continuously develop innovation for products and services • Maintain customer confidentiality • Establish sustainable development policies and practices consisting of corporate, environmental, and social governance principles • Provide appropriate after-sales services | <ul style="list-style-type: none"> • Non-exaggerated advertising • Satisfaction Survey • Call Center • Customer relations activities • Email for complaint notification |
|  Employee | <ul style="list-style-type: none"> • Happy at work • Have career advancement • Good quality of life • Appropriate compensation and benefits • Sustainable Business Growth • Continuous knowledge and skills development • Occupational Health and Safety | <ul style="list-style-type: none"> • Provide appropriate benefits • Take care and provide fair treatment in compensation and career advancement • Provide the necessary training for continuous development • Establish sustainable development policies and practices consisting of corporate, environmental, and social governance principles • Notification of Occupational Health and Safety Policy • Operational guidelines for employees | <ul style="list-style-type: none"> • Employee Manual • Intranet • Employees' Orientation • Trainings |
|  Regulators and governments | <ul style="list-style-type: none"> • Compliance of related rules and regulations • Transparent Disclosure • Business integrity and ethics • Cooperation with government agencies | <ul style="list-style-type: none"> • Conducting business correctly according to official requirements • Complete disclosure of information in a timely manner as required by the regulatory authorities • Cooperate and support operations that benefit all sectors | <ul style="list-style-type: none"> • Company Website • Government Agency Website • Annual Report • Corporate Governance Policy • Contacting government agencies |
|  Financial Institutions | <ul style="list-style-type: none"> • The number of the Company's customers applying for loans with the financial institutions increases | <ul style="list-style-type: none"> • Introduce financial institutions to approve loans to customers | <ul style="list-style-type: none"> • Contacting financial institutions • Financial Institutions Website • Facilitate customers to submit documents for loan applications. |

3.3 Environmental Sustainability Management

3.3.1 Policy and Guidelines on Environmental Issues

The Company is committed to maintaining the environment and making the most of natural resources, as well as reducing negative environmental impacts on issues such as energy, management of wastewater, waste, and dust generated from residential construction in line with the Company's business operations, and not taking any action that will damage the natural resources and the environment. In addition, the Company has policies to promote employees' awareness to participate in environmental responsibility with guidelines on environmental management as follows:

3.3.2 Guidelines and Results on Environmental Issues

1. Support energy-efficient home design approaches, by taking into account the direction of light and wind, to save energy.
2. Promote the use of energy-efficient and environmentally friendly construction materials and equipment.
3. Develop the construction system to reduce construction time and the impact of construction on the surrounding communities.
4. Promote the use of renewable materials in construction instead of natural materials to help reduce environmental impacts and save installation time, as well as support the use of materials from environmentally conscious manufacturers who use natural resources efficiently.
5. Encourage the separation of waste into categories.
6. Provide a water management process by having small wastewater treatment systems in homes and buildings and a combined wastewater treatment system to treat wastewater or used water before discharging into public pipes.
7. Promote training and educate employees on issues related to work that reduce environmental impact.

Environmental Activities in 2025:

- **Reduce environmental impacts by reducing energy consumption**
Use environmentally friendly construction materials

Given much of natural resources have been destroyed, choosing natural materials as alternatives is another option for the Company to help reduce natural destruction, such as:

- The Company utilizes reinforced concrete walls instead of conventional brick-and-mortar walls, a construction methodology that reduces construction time, labor requirements, construction waste, and environmental pollutants such as dust and noise.

The Company has established a target to utilize reinforced concrete walls in all 2-story townhouse projects.

In 2025, 100% of the Company's 2-story townhouse projects utilized reinforced concrete walls in their construction.

- The Company continues procurement from suppliers that offer environmentally friendly products, such as:
 - o Autoclaved Aerated Concrete bricks: High-efficiency thermal insulation materials that effectively reduce external heat transfer through walls, thereby promoting electrical energy savings.
 - o LED lighting: To enhance energy efficiency in the lighting systems.
 - o Split-type air conditioning units: Selecting units that meet the “No. 5 Energy Saving Label” standards.

In 2025, the approximate proportion of the value of products with environmental labels (Green) used per house was as follows: Townhouse group at 22%, Vararom at 44%, Laddarom at 43%, and Prukpirom at 44%.

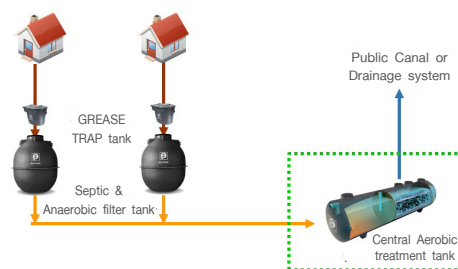
Construction Waste and Pollution Management

The Company manages and prevents construction impacts from both inside and outside project sites as follows:

1. Installing dust barriers
2. Washing the wheels of vehicles exiting the construction site
3. Spraying water to reduce dust within the construction site
4. Setting construction schedules to avoid impacting residents

Wastewater management

The Company’s wastewater treatment systems that meet the government standards will continue to be operated in every housing project. Wastewater from residential properties goes through a primary wastewater treatment system consisting of a grease trap tank, a septic tank, an anaerobic filter tank before being treated at the housing project’s wastewater treatment system to ensure of its compliance with the required standards prior to being released into canals or public drainage systems.



To systematically and appropriately manage wastewater treatment in accordance with environmental engineering guidelines, and to ensure machinery and various equipment run with efficiency, the Company has engaged an outside agency with a team of expert technicians and specialized engineers to supervise its wastewater treatment operations. The team monitors and analyzes the wastewater treatment system operations, collects water samples, and sends them to an ISO/IEC 17025 certified scientific laboratory every three months to check for parameter* values in treated wastewater and compare against standard values set by the government agencies.

The Company has set a target to ensure that the quality of its wastewater discharge complies with the standards prescribed by the relevant authorities for all projects.

In 2025, the Company's wastewater quality inspection results of all housing projects passed the government's required standards.

*Remark : * Parameters used to analyze water quality in scientific laboratories include:*

1. PH = measurement of the acidity or basicity of water
2. BOD = Biochemical Oxygen demand
3. TDS = number of organic and inorganic substances dissolved in water
4. SS = number of suspended solids in water
5. SULFIDE = anaerobic decomposition condition
6. SET.S = Settleable Solids
7. TKN = total amount of organic nitrogen
8. OGF = amount of oil and fat dissolved in water

Use of renewable energy

To reduce electrical energy consumption and to protect the environment in the long run, the Company has designed and installed a Solar Rooftop on the housing project clubhouses.

The goal is to install Solar Rooftop for all the clubhouses of every housing project developed and opened for sale from 2022 onwards.

In 2023 - 2025, the company completed the installation of Solar Rooftop systems across 19 projects, resulting in electricity consumption reductions throughout the year 2025, with details as follows:

| | | |
|-----------------------------------|---------|--------------------|
| Reducing electricity consumption | 165,246 | Kwh. |
| Reducing electricity costs | 799,892 | Baht |
| Reducing greenhouse gas emissions | 82.62 | TonCo ₂ |
| Equivalent to planting trees | 8,697 | trees |

Project examples



Laddarom Phutta Monthon Sai 2



Casa Ville
Don Mueang - Liap Khlong Prapa



Q District
Ratchaphruek - Rattanaibet

Additionally, the Company utilizes outdoor electrical equipment that generates electricity from solar power (Solar Cell) instead of using electricity from the grid to reduce electrical energy consumption and greenhouse gas emissions, such as the use of solar-powered lamp posts in public parks.

The utilization of electricity to replace fuel energy

The company supports the use of electricity instead of fossil fuels to promote energy conservation and reduce greenhouse gas emissions into the atmosphere. This includes the support for the use of electric vehicles by designing projects in each segment to accommodate the installation of Electric Vehicle (EV) chargers, with the following criteria:

- For residential designs equipped with a 30/100 Amp electricity meter, electrical wiring will be pre-installed to accommodate EV charger integration.
- For all housing product types that are equipped with electrical meters below 30/100 Amp—whether single-detached houses, twin houses, or townhouses—the Company provides a customer manual offering guidelines for EV Charger installation. This manual includes contact numbers for the Metropolitan Electricity Authority (MEA) and the Provincial Electricity Authority (PEA) to facilitate convenient coordination with government agencies for customers.

Furthermore, the Company has prepared a manual for maintenance and accident prevention during charging, as well as a preliminary emergency response manual in the event of a fire while charging.

This initiative is targeted for implementation in all residential projects developed and launched for sale from 2023 onwards.

Reduction of Electricity Consumption

Head Office: In 2025, the Company implemented the following measures:

- Distributed internal emails encouraging employees to turn off lights and electrical appliances during lunch breaks and/or after office hours.
- Delayed the morning start time for air conditioning systems.

The Company set a target to reduce electricity consumption units at the Head Office in 2026 by 10% compared to the 2024 base year. In 2025, the Company successfully reduced consumption by 10% compared to the year 2024.

Sales Offices and Show Units: Established operating schedules for air conditioning systems at sales offices and show units to align with the volume and behavior of visiting customers.

• Greenhouse Gas Management and Climate Change Risk Management

Climate change, which is a result of the continued increase in the amount of greenhouse gases in the atmosphere, has become an issue of global importance and the world sees the need for the preparation to respond in order to maintain a constant concentration of greenhouse gases in the atmosphere at a level that does not pose a danger to the global climate system to prevent economic losses that may arise from the effects of climate change.

In order to demonstrate the Company's social responsibility and contribute to environmental protection in accordance with Thailand's goals and to become a low-carbon organization in the future, in 2025, the company, with the approval of the Sustainable Development and Corporate Governance Committee, hired Advance Energy Plus Co.,Ltd., registered with the Thailand Greenhouse Gas Management Organization (TGO), as a consultant in preparing the organization's greenhouse gas emissions and recovery report and hired Bureau Veritas Thailand Co., Ltd., registered with the Thailand Greenhouse Gas Management Organization (TGO) and is accepted internationally, as an auditor.

In 2025, the Company defined the scope for the collection of resource and energy consumption data related to greenhouse gas emissions as follows:

1. Data Collection Areas:

- Head Office: Quality Houses PCL and its subsidiaries (12 companies located on the 6th and 7th floors).
- Housing and Condominium Business:
 1. Sales offices and clubhouses for housing and condominium projects of Quality Houses PCL and its subsidiaries, located in Bangkok and the Metropolitan area (33 projects).
 2. Construction offices for housing projects of Quality Houses Plc. and its subsidiaries, located in Bangkok and the Metropolitan area (32 projects). (Expanded scope from 2024)
- Hotel Business: (Expanded scope from 2024)
 1. Four hotels located in Bangkok:
 - Centre Point Plus Hotel Pratunam
 - Centre Point Hotel Sukhumvit 10
 - Centre Point Plus Hotel Silom
 - Centre Point Hotel Chidlom
 2. One hotel located in Chonburi Province:
 - Centre Point Prime Hotel Pattaya
- 2. Direct sources of greenhouse gas emissions (Scope 1) come from the consumption of vehicle fuel, leakage of refrigerant used, amount of fire extinguishing agent used, and methane emissions from septic tanks.
- 3. Indirect sources of greenhouse gas emissions (Scope 2) come from the organization's electricity-use activities.
- 4. Other indirect sources of greenhouse gas emissions (Scope 3–6) come from the use of water supply and paper, messenger trips, landfill of solid waste generated by the office, acquisition of electrical energy and the fuel used in the office, employee travel, and business-related trips of the Company.
- 5. The data collection period is January - December 2025.
- 6. The process is based on the ISO14064-1 standard.

The results of the company's data collection and calculation of greenhouse gas emissions in 2023 - 2025 are as follows:

1. Head Office Sales offices and clubhouses and Construction offices of Quality Houses Plc. and its subsidiaries in 2023 - 2025 are as follows:

| Greenhouse gas emission sources | Unit | Quantity | | |
|---------------------------------|------------------------------|-----------|-----------|---------|
| | | 2023 | 2024 | 2025 |
| Type 1 | Ton CO ₂ e | 518 | 193 | 168 |
| Type 2 | Ton CO ₂ e | 480 | 613 | 568 |
| Type 3-6 | Ton CO ₂ e | 253 | 577 | 4,731* |
| Totals (Type 1 and 2) | Ton CO ₂ e | 998 | 806 | 736 |
| Totals (Type 1 through 6) | Ton CO ₂ e | 1,251 | 1,383 | 5,467* |
| Product | Square meter (sq.m.) | 14,625.54 | 17,226.43 | 215,386 |
| Carbon Intensity (Type 1 and 2) | Ton CO ₂ e/ sq.m. | 0.0682 | 0.0468 | 0.0034 |
| Carbon Intensity (Type 1 to 6) | Ton CO ₂ e/ sq.m. | 0.0855 | 0.0803 | 0.0254 |

*Remark : * In 2025, the Company expanded the scope of data collection to include information on the sourcing of raw materials used in construction.*

2. Hotel Business of Quality Houses Plc. and its subsidiaries in 2025 are as follows:

| Greenhouse gas emission sources | Unit | Quantity | |
|---------------------------------|------------------------------|--------------------------------|----------------------------------|
| | | Four hotels located in Bangkok | Centre Point Prime Hotel Pattaya |
| Type 1 | Ton CO ₂ e | 1,701 | 130 |
| Type 2 | Ton CO ₂ e | 5,693 | 1,397 |
| Type 3-6 | Ton CO ₂ e | 1,445 | 373 |
| Totals (Type 1 and 2) | Ton CO ₂ e | 7,394 | 1,527 |
| Totals (Type 1 through 6) | Ton CO ₂ e | 8,839 | 1,900 |
| Product | Room Night | 290,915 | 105,858 |
| Carbon Intensity (Type 1 and 2) | Ton CO ₂ e/ sq.m. | 0.0254 | 0.0144 |
| Carbon Intensity (Type 1 to 6) | Ton CO ₂ e/ sq.m. | 0.0304 | 0.0179 |

*Remark : * In 2025, the hotel business group began collecting data to prepare its greenhouse gas emissions report for the first time.*

The Sustainable Development and Corporate Governance Committee has passed a resolution setting the Company's long-term greenhouse gas emissions targets in line with Thailand's targets: Carbon Neutral by 2050.

Additionally, the Company provided environmental training for employees in the hotel business group under the topic "Introduction to Climate Change and Carbon Footprint Reporting." The training covered the following core subjects:

- Evolution of Climate Change measures and various regulations.
- The relationship between Carbon Footprint, Carbon Credit, and Carbon Neutrality.
- Adaptation guidelines to achieve Carbon Neutrality and Net Zero goals.
- Data collection for Carbon Footprint reporting. A total of 25 executives and employees participated in the training.



CERTIFICATE

QUALITY HOUSES PUBLIC COMPANY LIMITED

1.Q. HOUSE LUMPINI BUILDING, 6TH-7TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHAMEK, SATHORN, BANGKOK 10120 THAILAND

Bureau Veritas Certification (Thailand) Ltd has carried out the verification of the quantity of Greenhouse gas emissions of the above organization in accordance with ISO 14064-3:2019

The greenhouse gas emission quantification and reporting is found to be in accordance with the requirements of the standard detailed below

ISO 14064-1:2018

SCOPE OF CERTIFICATION

For Organization Boundaries Covering :

Real estate development and related activities under its operational control

Sources of Greenhouse Gas Emissions :

| | | |
|---|-------|------------------------|
| Direct GHG Emissions and Removals | 168 | tonnes CO2 equivalent |
| Indirect GHG Emissions from Imported Energy | 568 | tonnes CO2 equivalent |
| Indirect GHG Emissions from Transportation | NS | tonnes CO2 equivalent |
| Indirect GHG Emissions from Products Used by the Organization | 4,731 | tonnes CO2 equivalent* |
| Indirect GHG Emissions from Use of Organization's Products | N/A | tonnes CO2 equivalent |
| Indirect GHG Emissions from Other Sources | N/A | tonnes CO2 equivalent |

Certificate number:

TH027103

REPORTING PERIOD

01 January 2025

TO

31 December 2025

LEVEL OF ASSURANCE

LIMITED

Version : 1

Issue date :

27 March 2026



Sign on behalf of BVC Thailand

* = Significant indirect GHG emission NS = Not significant indirect GHG emission N/A = Not applicable indirect GHG emission

Certification Decision Office:
Bureau Veritas Certification (Thailand) Ltd
10th Floor, Bangkok Tower, 2170 New Petchburi Road, Bangkok, Huaykwang, Bangkok 10310 Thailand

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirement, please call: 60 2 670 4800
Certificate template V.00

- **Project Landscape Design for biodiversity enhancement**

The design of gardens and green spaces within the projects aims to promote a healthy environment for residents, with an emphasis on creating shade, tranquility, and safety. Additionally, these spaces are designed to foster biodiversity and the sustainable use of green spaces by utilizing a variety of low-maintenance, climate-appropriate plant species that support local wildlife.

- **Innovation and technology development of products and services**

Develop a system for inspecting customers' homes before transferring

The Company has developed a customer service technology that allows for a home inspection, prior to the transfer, via telephone in order to reduce paper use and to promote systematic record-keeping system; the lists and data can be conveniently and quickly analyzed.

Innovation and technology development under the “Quality of Living” concept

The Company is committed to innovation and technology development to respond to customer needs under the “Quality of Living” concept.

Design for living

1. Working people

- Designing personal space in every segment of the houses that can be used for “work from home”
- Designing communal spaces for social activities
- Using materials that promote safety in the house

2. Young families

- Designing a multi-purpose room on the ground floor to accommodate young family lifestyle such as a bedroom (new projects launched from 2024 onwards)

3. Seniors

- Designing with convenience and safety for elderly in mind, including:
 - Elderly bathroom with floor that is leveled with the rest of the house for comfortable and smooth movements, and is suitable for wheelchair
 - Soft flooring materials used in elderly bedroom to reduce severity, in case of accident

Design for residents' better quality of life

1. Designing with ventilation in mind, including the Q.Health system, which brings in air from outside to create circulation while exhausting carbon dioxide which is toxic to the body; this helps to create healthy indoor air quality.
2. Designing with safety of the housing project in mind, including a license plate scanning system for vehicles that are registered with the juristic person only (High-end detached houses) and a CCTV camera system at the entrance and the main roads of the housing projects.
3. Designing with convenient living conditions in mind, including a digital door lock that homeowners can conveniently operate via Smart Phone, which also allows for monitoring of movements even when they are not at home (Mid-to-high-end detached houses).

3.4 Social Sustainability Management

3.4.1 Policy and Guidelines on Social Issues

The Company is committed to conducting business with integrity and ethics, including social responsibility, and the Company considers this as an important mission to improve every aspect of the quality of life of all stakeholders including employees, customers, and communities through activities as follows:

1. Support activities that benefit society, the community, and the environment.
2. The Company has a policy not to take any action that will damage the reputation of the country.
3. The Company will not cooperate with or support any person who conducts illegal business or poses a threat to society and national security.
4. The Company continuously instills a sense of responsibility to the community and society in the Company and employees at all levels.
5. The Company manages its operations to strictly comply with relevant laws.

3.4.2 Guidelines and Results

1. Fair business practices

- 1.1 The Company selects contractors on an equal and fair basis.
- 1.2 The Company provides appropriate assistance to business partners.
- 1.3 The Company is committed to treating banks, financial institutions, debenture holders, and loan creditors with integrity, repaying loans and interest payments on time, and complying with the conditions specified in the loan agreement.
- 1.4 The Company has a clearly written policy of not encouraging employees to act in violation of another person's intellectual property or copyright without permission.

2. Respect for Human Rights

Since human rights problems today are violent and affect society, and the freedom of individuals to work and conduct business, the Company has a policy against all human rights violations in line with a society with legal systems where people have the right and freedom under the provisions of the law as follows:

- 2.1 The Company will not commit any act that disregards human rights and the dignity of individuals and will not act in any way that impedes or discriminates against individuals on the basis of gender, race, religion, individual status, economic or social status, and will apply such criteria for employment, work assignment, promotion, compensation, and employment conditions.
- 2.2 The Company will resist any acts of exploitation of human trafficking, the use of child labor under the age specified by labor laws and will not conduct business with the manufacturer of goods or services that do so.
- 2.3 The Company will support, respect, and protect human rights by monitoring and controlling the Company's business operations so that no operation with third parties promotes and supports human rights violations. This includes not infringing on the rights of employees who are protected by law.

3. Fair Treatment of Workers

The Company will treat workers fairly in accordance with international norms as follows:

- 3.1 Employment is conducted with equity and equality, without discrimination or exclusion based on individual diversity, such as gender, race, or religion.
- 3.2 Provide appropriate compensation based on the knowledge, competencies, responsibilities, and performance of each employee.
- 3.3 Promote the development and enhancement of employees' knowledge and skills to have career advancement and security.
- 3.4 Promote employee participation in determining the direction of the Company's work and problem-solving.
- 3.5 Maintain a safe working environment for the employee's life, health, and properties.
- 3.6 Reward and punish employees based on facts and fairness.
- 3.7 Comply with laws and regulations relating to labor laws and employee welfare.
- 3.8 Avoid any unfair and incorrect actions that affect the progress and stability of the employee's career.
- 3.9 Treat employees based on respect for individual rights and duties.

4. Responsible Production and Service to Customers

The Company's guidelines are as follows:

- 4.1 Meet customer/consumer needs with quality products and services.
- 4.2 Disclose information about products and services fully, accurately, and fairly to customers without distorting facts.
- 4.3 Provide warranties of goods and services under appropriate terms.
- 4.4 Establish a complaint channel for customers to allow them to share opinions about products and services with the goal to respond quickly.

Social Issue related Activities in 2025 are as follows:

- **Respect for Human Rights, and Equal and Fair Treatment**

Equal employment

The Company has a policy of fair employment based on respect for human rights with no discrimination or impediment due to the diversity of individuals, including gender, nationality, race, religion, age etc.

As of December 31, 2025, the Company employs a total of 871 employees which can be separated by gender as follows:

| Gender | Year 2023 | Year 2024 | Year 2025 |
|--------------|------------|------------|------------|
| Male | 501 | 492 | 477 |
| Female | 410 | 401 | 394 |
| Total | 911 | 893 | 871 |

Labor disputes

In 2025, the company has no labor disputes with employees.

Provident Fund

The Company and its employees have jointly established a provident fund under the Provident Fund Act B.E. 2558 (2015) whereby employee voluntarily remits 2-15% of their salary into the fund, and at the same time, the Company also contributes 3-6% of the employee's salary. Employees will be paid upon termination of employment or withdrawal from the fund in accordance with the regulations governing the funds.

Additionally, the Provident Fund Committee maintains an investment policy that allows fund members to voluntarily change their investment plans (Fund Switching) once per year.

As of December 31, 2025, the number and proportion of the Company's employees participating in the provident fund are as follows:

| Item | Unit | Year 2023 | Year 2024 | Year 2025 |
|---|---------|-----------|-----------|-----------|
| Total number of employees | Persons | 911 | 893 | 871 |
| Number of employees eligible for the Provident Fund (PVD) | Persons | | | 791 |
| Number of employees participating in the PVD | Persons | 814 | 864 | 791 |
| Percentage of employees participating / Total Employees | % | 89 | 97 | 90.8% |
| Percentage of employees participating / in the Eligible employees | % | N/A | N/A | 100% |

- **Sustainable Human Resource Management**

Employee Development

The Company has a policy to promote the development of knowledge and skills of employees to ensure career advancement and stability. The Human Resources Department has prepared training courses for employees at all levels, including in-house training courses, by inviting speakers with knowledge and ability to train employees as detailed in Part 2, Corporate Governance, Section 6, Corporate Governance Policy.

In 2025, the average number of training hours of employees (hour/person/year) is as follows:

| Item | Unit | Year 2023 | Year 2024 | Year 2025 |
|-----------------------------------|------------------|-----------|-----------|-----------|
| Total number of employees | Persons | 911 | 893 | 871 |
| Number of employee training hours | Hour/person/year | 9.17 | 9.06 | 9.99 |

Percentage of employees who voluntarily resigned

| Details | Unit | 2023 | 2024 | 2025 |
|---|---------|------|------|------|
| Total number of employees who resigned voluntarily | Persons | 74 | 50 | 48 |
| Percentage of total employees who voluntarily resigned to total employees | % | 8 | 6 | 6 |
| Number of male employees who resigned voluntarily | Persons | 46 | 17 | 20 |
| Percentage of male employees who resigned voluntarily | % | 62 | 34 | 42 |
| Number of female employees who resigned voluntarily | Persons | 28 | 33 | 28 |
| Percentage of female employees who resigned voluntarily | % | 38 | 66 | 58 |

- **Employee Satisfaction Assessment**

In 2025, the company conducted an employee satisfaction and engagement survey and received a satisfaction score of 81 percent.

- **Occupational Safety and Health**

To comply with social policies and practices in compliance with laws and regulations on labor and employee welfare, the Company has established a Safety, Occupational Health, and Working Environment Committee with responsibilities to consider safety policies and plans to prevent and reduce workplace accidents and to monitor the performance and prepare reports on the performance of professional safety officers in accordance with the Ministerial Regulation on the Provision of Occupational Safety Officers, Personnel, Units, or Committees to Operate on Safety in the Workplace B.E. 2565 (2022) regarding the Safety of Employees at Work.

In 2025, the Safety, Occupational Health and Environment Committee (SOHEC) reviewed the safety policy and work plan for the prevention and reduction of work-related accidents, as well as monitored performance and submitted operational performance reports to the Labor Welfare and Protection Office twice.

The Company's threshold for work accidents is zero fatality and zero injury that requires time off from work. This is to comply with the Company's occupational safety, health and environment policy, which is deemed extremely important for its operations under the occupational safety, health and environment policy.

In 2023-2025 , the Occupational Safety, Health, and Environment Committee has prepared a report summarizing the statistics of employees' occupational injuries as follows:

In 2023 and 2024, the company did not record any fatalities resulting from the work of employees and contractors, nor any work-related injuries to employees and contractors that resulted in lost workdays as follows:

| Year | Total number of Employees (Person) | Number of employees who suffered injuries (persons) | | | | | | |
|------|--|---|-------|----------|------------------------|-------------------------------------|-------------------------------------|--------------|
| | | Total | Death | Disabled | Partial organs loss | Off work for more than 3 days | Off work for more than 3 days | Not off work |
| 2023 | 911 | - | - | - | - | - | - | - |
| 2024 | 893 | - | - | - | - | - | - | - |
| 2025 | 871 | - | - | - | - | - | - | - |

- **Responsibility to customers and consumers**

Cybersecurity

- Updated and reviewed the IT Policy, and adjusted work systems and procedures to enhance the security of personal data access and strengthen internal control systems for accessing such data.

In 2025, the Company monitored compliance with the IT Policy and the Personal Data Protection Policy and found no reported instances of executives or employees violating these policies.

Personal Data Protection

Quality House Public Company Limited (the “Company”) recognizes the importance of personal data protection and in order to implement the Personal Data Protection Act B.E. 2562 (2019) (the “Personal Data Protection Act”), the Company has established the Personal Data Protection Committee and the Personal Data Protection Officer in accordance with the resolutions of the Board of Directors’ Meeting No. 2/2022.

The Personal Data Protection Committee has established a personal data protection policy to promote and support the protection of personal information of customers, employees, and business partners that the Company has collected in order to comply with the laws and regulations relating to the protection of personal information.

In addition, the Company has a clearly written policy of not encouraging staff to perform any act that infringes the intellectual property or copyright of another person without permission, and in 2022, the Company has improved the regulations on the usage of information technology to comply with the Personal Data Protection Act B.E. 2562 (2019).

Assessment of Customer Satisfaction

The Company has prepared an overall satisfaction assessment form for residents living in the housing projects and a satisfaction assessment form for after-sales service (repair work) in order to continuously develop products and services for the greatest benefit of the customers.

Process used for customer satisfaction survey of after-sales services (house repair work)

- 1.1 Customers participate in the survey after the requested repair work is completed.
- 1.2 Satisfaction survey scores on speed, quality of work, and customer care are summarized.
- 1.3 Results are analyzed and complaints are addressed to maintain the customer satisfaction level over the coming years.

The Company has set a targeted minimum overall customer satisfaction score at 80 percent and the score was 87 percent in 2025. The Company will continue to enhance its after-sales services to further increase customer satisfaction.

Project Service Satisfaction Assessment

The Company has expanded its satisfaction survey to include specific evaluations of facility management services within its projects, covering: 1. Security Systems, 2. Public Lighting, 3. Waste Collection, and 4. Street Sweeping. The customer satisfaction score for these services was 86.00%.

- **Social and Community Responsibility**

In 2025, the Company supported various social, community, and environment activities as follows:

- Centre Point Hotels Group



- Centre Point Hotel Group donated essential items to the Royal Thai Air Force Disaster Relief Center to assist flood victims in Southern Thailand.

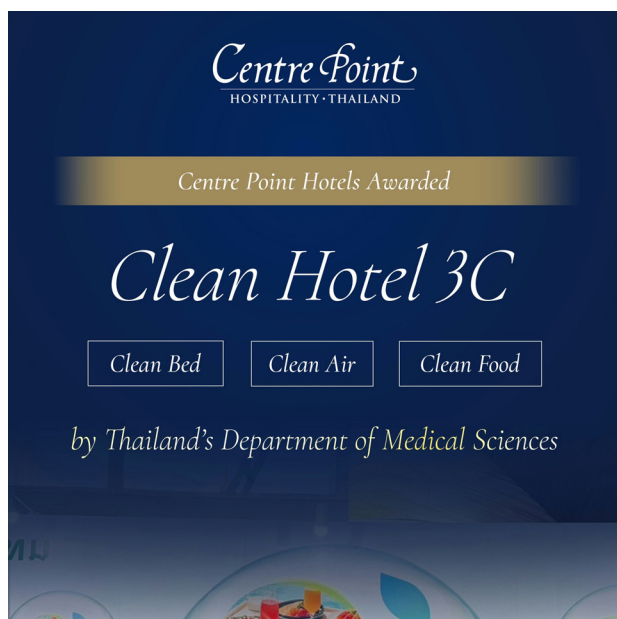
[As part of our commitment to... - Centre Point Hotels | Facebook](#)



- “Art with Heart: Filling Hearts with Art and Smiles” Project

Centre Point Hotel Group, in collaboration with the Autistic Thai Foundation, organized a canvas bag workshop and a pop-up store to sell products created by children with autism. Held under the “Centre Point Always Care” campaign, this initiative provided an opportunity for artists with autism to showcase their artistic talents, build self-confidence, and foster creative connections with society.

[Art with Heart. A Day Filled with... - Centre Point Hotels | Facebook](#)



- The group participated in the 3C project and was certified with the 3C Standard: Clean Bed, Clean Air, Clean Food by the Department of Medical Sciences, Ministry of Public Health.

This award is more than just a certificate; it is a testament to the Company's commitment to providing safe, hygienic, and high-quality stays. From clean and comfortable rooms and fresh air to meticulously prepared food-in both taste and cleanliness-every element is carefully managed to deliver the best experience for all guests.

[We are proud to share that Centre... - Centre Point Hotels | Facebook](#)



- Mitigate Global Warming through Group Hotels' initiatives, such as reducing plastic usage.

[At Centre Point Hotels x Earth Day... - Centre Point Hotels | Facebook](#)



- Centre Point Hotel Group participated in Earth Hour by turning off the hotel's lights for one hour to help reduce global warming.

[At Centre Point Hotels, creating a... - Centre Point Hotels | Facebook](#)

- Head Office
 - Sorting recyclable waste, such as paper and plastic water bottles, helped reduce the total volume of general waste sent to landfills by 403 kilograms, representing 3.7% of the Head Office's total landfill waste.
 - Plastic Water Bottles: The Company donated a total of 280 kilograms of plastic bottles to Wat Chak Daeng in Samut Prakan Province to be recycled into Buddhist robes, reducing the volume of general waste sent to landfills.
 - Calendar Donation: The Company donated 123 kilograms of calendars to the Educational Technology Center for the Blind (Soi Tiwanon-Pakkret 1, Nonthaburi Province), reducing the volume of general waste sent to landfills.
 - Participated in blood donation drives for the Thai Red Cross Society at the Q.House Lumpini Building 4 times in 2025.
 - Donated a total of 20 sets of computers and notebooks to Wat Bang Khwak School in Suphan Buri Province to support educational purposes.
 - Donated body temperature to Bang Bo Hospital and Samut Prakan Central Prison in Samut Prakan Province.

4 Management Discussion and Analysis

4.1 Analysis of Performance and Financial Position

4.1.1 Analysis of Performance

(A) Overview of Past Performance

For the performance of 2025, the Company and its subsidiaries had total revenue from core businesses of Baht 7,570 million, a decrease of Baht 869 million or 10% from 2024. Meanwhile, total cost of sale was Baht 5,581 million, a decrease of Baht 234 million or 4% from 2024. Net profits for 2025 and 2024 were Baht 1,728 million and Baht 2,150 million with gross profit margin of 26.3% and 31.1% for 2025 and 2024, respectively.

(B) Performance by Business Group

The Company's and its subsidiaries' results of operation are based on the country's economic situation and can be categorized by types of businesses as follows:

(1) Revenue from Sales and Services

- Real Estate for Sales Business

The Company and its subsidiaries recognizes the sales of real estate as revenue in the statement of comprehensive income once construction is completed under the contract and ownership have been transferred to the buyer after all payment have been received from the buyer (Completion Method).

In 2025, the Company and its subsidiaries had a revenue from sales of real estate of Baht 6,127 million, a decrease of Baht 830 million or 12% compared to 2024. This was due to a decrease in revenue from housing projects of Baht 1,548 million or 26% compared to 2024. While revenue from condominium projects increased by Baht 718 million or 77% compared to 2024.

In 2025, the Company and its subsidiaries launched 3 new housing projects with total project value of Baht 5,478 million and closed 4 sold-out housing and condominium projects.

- Hotel Business

In 2025, revenue from hotel business increased by Baht 31 million or 2% compared to 2024. This was due to an increase in tourists arrivals.

- Office Building for Rent Business

In 2025, revenue from rental office building business decreased by Baht 70 million or 59% compared to 2024. This was due to the land lease of Q House Sathorn building expired in December 2025.

(2) Sharing of Profit from Investments in Associates

The Company's share of profit from investments in associates under equity method increased by Baht 44 million or 3% compared to 2024 with details as follows:

(Unit : Million Baht)

| Company / Fund | 2024 | 2025 | Increase (Decrease) |
|--|--------------|--------------|---------------------|
| Home Products Center Public Company Limited | 1,292 | 1,200 | (92) |
| LH Financial Group Public Company Limited | 281 | 397 | 116 |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust * | 103 | 120 | 17 |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust** | 61 | 64 | 3 |
| Total | 1,737 | 1,781 | 44 |

*Remarks : ** Quality Houses Leasehold Property Fund has been converted to Quality Houses Business Complex Leasehold Real Estate Investment Trust on December 4, 2024

**** Quality Houses Hotel and Residence Freehold and Leasehold Property Fund has been converted to Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust on May 24, 2024

(3) Cost of Sales, Selling and Administrative Expenses, Financial Costs and Income Tax Expenses

A Cost of Sales

Total cost of sales in 2025 decreased by Baht 234 million or 4% compared to 2024, which aligned with a decrease in revenue in each business segment. Details of cost of sales proportion by business segment are as follows:

(Unit : %)

| Proportion of Cost of sales | 2023 | 2024 | 2025 |
|-----------------------------------|------|------|------|
| Real estate for sales business | 87 | 85 | 83 |
| Hotel Business | 12 | 14 | 17 |
| Office Building for Rent Business | 1 | 1 | - |

B Selling Expenses

In 2025, selling expenses were Baht 571 million, which was in line with 2024.

C Administrative Expenses

In 2025, administrative expenses were Baht 1,459 million, which was in line with 2024..

D Finance Cost

In 2025, finance cost decreased by Baht 42 million or 17% compared to 2024 due to loan repayments.

E Income Tax Expenses

In 2025, income tax expenses decreased by Baht 61 million or 32% compared to 2024 which was in line with the decrease of revenue (excluding share of profit from investments in associates).

(4) Gross Profit Margin

The gross profit margin from real estate for sales business , hotel business and office building for rent business are detailed below;

(Unit : %)

| Gross Profit Margin | 2023 | 2024 | 2025 |
|-----------------------------------|------|------|------|
| Real estate for sales business | 31.9 | 28.7 | 24.7 |
| Hotel Business | 41.1 | 40.3 | 32.1 |
| Office Building for Rent Business | 54.8 | 63.5 | 53.5 |

(5) Operating Results

In 2025, the Company and its subsidiaries recorded a net profit of Baht 1,728 million, decreasing by Baht 422 million or 20% compared to 2024. This was mainly due to a decrease in gross profit from sales of real estate by Baht 485 million, a decrease in gross profit from hotel business by Baht 102 million, a decrease in gross profit from office building for rent business by Baht 50 million, an increase in share of profit from investments in associates by Baht 44 million and an increase in other income increased by Baht 56 million. Administrative expenses decreased by Baht 4 million interest income increased by Baht 8 million, and financial cost decreased by Baht 42 million and income tax expenses decreased by Baht 61 million.

(6) Return on Equity

The 2023 Annual General Meeting of Shareholders held on April 21, 2023 approved a dividend payment from the operations in 2022 as cash dividend at the rate of Baht 0.14 per share, totaling Baht 1,500 million. On August 9, 2023, the Board of Directors approved an interim dividend from the operation result of first six months ending June 30, 2023 at the rate of Baht 0.05 per share, totaling Baht 536 million.

The 2024 Annual General Meeting of Shareholders held on April 19, 2024 approved a dividend payment from the operations in 2023 as cash dividend at the rate of Baht 0.15 per share, totaling Baht 1,607 million. On August 7, 2024, the Board of Directors approved an interim dividend from the operation result of first six months ending June 30, 2024 at the rate of Baht 0.03 per share, totaling Baht 321 million.

The 2025 Annual General Meeting of Shareholders held on April 22, 2025 approved a dividend payment from the operations in 2024 as cash dividend at the rate of Baht 0.11 per share, totaling Baht 1,179 million. On August 15, 2025, the Board of Directors approved an interim dividend from the operation result of first six months ending June 30, 2025 at the rate of Baht 0.02 per share, totaling Baht 214 million.

4.1.2 Financial Position

Financial Position as at December 31, 2024 and 2025

(1) Assets

As of December 31, 2024 and 2025, the Company and its subsidiaries had total assets of Baht 44,821 million and Baht 42,079 million, respectively. As of the end of 2025, the Company and its subsidiaries' total assets decreased by Baht 2,742 million or 3% compared to 2024. Details of important assets are as follow:

- **Cash and Cash Equivalent**

The Company and its subsidiaries have a policy to hold cash as needed. As of the end of 2024 and 2025, the Company and its subsidiaries had cash and cash equivalent of Baht 1,463 million and Baht 1,477 million, respectively. As of December 31, 2025, the Company and its subsidiaries' cash and cash equivalent increased by Baht 14 million or 1% compared to 2024.

- **Trade Account Receivables and Other Receivables**

As of December 31, 2024 and 2025, the Company and its subsidiaries had trade account receivables and other receivables of Baht 102 million and Baht 133 million respectively, increasing by Baht 31 million or 8 % compared to 2024. The increase mainly came from Hotel business.

The Company and its subsidiaries have a policy to provide 30-day credit terms to their customers, with a specific unit to monitor customers' payment pattern so that the receivables are not overdue for more than one month. Most account receivables are overdue for not more than three months.

- **Land and construction in progress/land and project development costs**

Land and construction in progress/land and project development costs as of December 31, 2024 and 2025 were Baht 26,865 million and Baht 23,773 million, respectively. As of December 31, 2025, land and construction in progress/land and project development costs decreased by Baht 3,092 million or 12% compared to 2024, mainly decreased from sales revenue. Land and construction in progress/land and project development costs accounted for 60% and 56% of total assets in 2024 and 2025, respectively.

As of December 31, 2024 and 2025, the Company and its subsidiaries had land and construction in progress accounted for current assets of Baht 20,860 million and Baht 19,022 million, respectively. Land and construction in progress is able to generate revenue for the Company and its subsidiaries in a period of 1- 3 years, depending on the type and size of the project. Land and construction in progress accounted for 92% of current assets.

Land and project development cost accounted as non-current assets as of December 31, 2024 and 2025 were Baht 6,005 million and Baht 4,751 million, respectively. Most of them were projects under development for sales and the rest were vacant land awaiting for development. Therefore, they were not the revenue generating assets under this entry. These assets would take 1 to 2 years of development prior to generating revenue depending on time taken for required land allocation and construction permits, type and size of the project.

- **Investment in Associate Companies**

As of December 31, 2024 and 2025, investment in associate companies under the cost method amounted to Baht 6,622 million and Baht 6,511 million, respectively, representing a decrease of Baht 111 million. This decrease was due to the Quality Houses Business Complex Leasehold Real Estate Investment Trust reducing its unit value and returning the reduced value to unit holders during 2025. Under the equity method, the investments were Baht 12,290 million and Baht 12,961 million in 2024 and 2025, respectively. The company's details of investment in associates are as follows:

(Unit: Million Baht)

| Investment in Associate Companies | Dec 31, 2024 | | Dec 31, 2025 | | Increase (Decrease) | |
|---|--------------|---------------|--------------|---------------|---------------------|---------------|
| | Cost Method | Equity Method | Cost Method | Equity Method | Cost Method | Equity Method |
| Home Product Center Public Company Limited | 760 | 5,542 | 760 | 5,671 | - | 129 |
| LH Financial Group Public Company Limited | 2,850 | 5,309 | 2,850 | 5,868 | - | 559 |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust * | 1,959 | 1,089 | 1,848 | 1,080 | (111) | (9) |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ** | 1,053 | 350 | 1,053 | 342 | - | (8) |
| Total | 6,622 | 12,290 | 6,511 | 12,961 | (111) | 671 |

*Remarks : * Quality Houses Leasehold Property Fund has been converted to Quality Houses Business Complex Leasehold Real Estate Investment Trust on December 4, 2024*

*** Quality Houses Hotel and Residence Freehold and Leasehold Property Fund has been converted to Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust on May 24, 2024*

- **Investment in Subsidiaries**

Investment in Subsidiaries under cost method as of December 31, 2024 and 2025 was unchanged at Baht 3,124 million. Meanwhile, under equity method, the investments were Baht 8,323 million and Baht 8,302 million , respectively.

- **Other Long Term Investments**

Q.H. International (BVI) Co., Ltd., a subsidiary of the Company, invested in Harbour View Corporation in the proportion of 14.15% (more details in section 2 "Risk Management", topic 2.2.1 Financial risk -- risk from investment, lending and guarantees made to the related companies Harbour View Corporation).

- **Real Estate for Investment**

The Company records real estate for investment net of accumulated depreciation and impairment allowance. As of December 31, 2024 and 2025, real estate for investment were Baht 450 million and Baht 436 million, respectively. As of December 31, 2025, real estate for investment decreased by Baht 14 million or 3% compared to 2024. Details are as follow :

(Unit: Thousand Baht)

| | Consolidated and Separate financial statements | |
|--------------------------------------|---|----------------|
| | 2024 | 2025 |
| Net book value at beginning of year | 464,432 | 450,291 |
| Depreciation charged | (14,141) | (14,111) |
| Net book value at end of year | 450,291 | 436,180 |

- **Land, Building and Equipment**

Land, building and equipment as of December 31, 2024 and 2025 were at Baht 1,373 million and Baht 1,304 million, respectively. As of December 31, 2025, land, building and equipment decreased by Baht 69 million or 5% decreased compared to 2024. This was mainly due to depreciatation for the year of Baht 81 million and a net increase from disposals during the year of Baht 12 million.

- **Right-of-use assets**

As of December 31, 2025, right-of-use assets decreased by Baht 222 million or 17% compared to 2024. Details are as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | | |
|--|-----------------------------------|----------------------|-------------------|------------------|
| | Land and Hotel buildings | Offices buildings | Motor Vehicles | Total |
| Net book value as at 31 December 2024 | 1,191,829 | 118,004 | 20,702 | 1,330,535 |
| Depreciation for the year | (194,078) | (24,859) | (2,650) | (221,587) |
| Net book value as at 31 December 2025 | 997,751 | 93,145 | 18,052 | 1,108,948 |

As of December 31, 2024 and 2025, the total value of land and construction in progress / land and project development costs / real estate for investment / land, building and equipment / leasehold rights were Baht 30,019 million and Baht 26,622 million, respectively, which accounted for 67% and 63% of total assets of the Company and its subsidiaries. They are short-term and long-term revenue generating assets of the Company and its subsidiaries and are recognized as net cost after being deducted by the provision for loss from project revaluation amounting to Baht 800 million.

In setting the provision for loss on diminution in value of projects, the Company and its subsidiaries computed the value by comparison of accounting costs and appraisal value by using Market Approach method and/or Hypothetical Development method. If accounting cost was higher than appraisal value, the different of accounting cost and appraisal value would be recorded as the provision for loss on diminution in value of projects in Statement of Comprehensive Income under the “Administrative Costs”.

(2) Liquidity

Cash flows from activities in the past is shown as follows:

(Unit: Million Baht)

| Cash flows | 2023 | 2024 | 2025 |
|--|---------|---------|---------|
| Net cash flows from operating activities | 1,136 | 629 | 3,643 |
| Net cash flows from investing activities | 1,251 | 1,304 | 1,391 |
| Net cash flows from financing activities | (2,570) | (1,817) | (5,020) |

Net cash flows from operating activities

In 2023, the Company and its subsidiaries had net cash flows from operating activities of Baht 1,136 million, which decreased compared to previous year. This was mainly due to the Company and its subsidiaries had less profit from operation and higher investment in project development compared to 2022.

In 2024, the Company and its subsidiaries had net cash flows from operating activities of Baht 629 million, which decreased compared to previous year. This was mainly due to the Company and its subsidiaries had less profit from operation and higher investment in project development and invested more in land compared to 2023.

In 2025, the Company and its subsidiaries had net cash flows from operating activities of Baht 3,643 million, which increased compared to previous year. This was mainly due to the Company and its subsidiaries had less investment in project development compared to 2024.

Net cash flows from investing activities

In 2023, the Company and its subsidiaries had net cash flows from investing activities of Baht 1,251 million, mainly due to dividend received from associates of Baht 1,265 million and interest income of Baht 3 million. Moreover, the Company and its subsidiaries had an investment in property, plant and equipment with an increase of Baht 17 million from previous year.

In 2024, the Company and its subsidiaries had net cash flows from investing activities of Baht 1,304 million, mainly due to dividend received from associates of Baht 1,258 million, interest income of Baht 5 million and cash received from decreasing of the company’s paid-up capital of associate company of Baht 58 million. Moreover, the Company and its subsidiaries had an investment in property, plant and equipment with an increase of Baht 17 million from previous year.

In 2025, the Company and its subsidiaries had net cash flows from investing activities of Baht 1,391 million, mainly due to dividend received from associates of Baht 1,279 million, interest income of Baht 12 million and cash received from decrease in the company's paid-up capital of an associate company of Baht 111 million. Moreover, the Company and its subsidiaries had an investment in property, plant and equipment with an increase of Baht 12 million from previous year.

Net cash flows from financing activities

In 2023, the company and its subsidiaries had net cash flows from financing activities of Baht 2,570 million, mainly due to the cash received from debenture issuance of Baht 1,912 million, short-term loan repayment of Baht 500 million, long-term loan repayment to financial institution of Baht 1,919 million, dividend payment of Baht 1,607 million, interest payment of Baht 259 million, financial fee payment of Baht 2 million and lease liability payment of Baht 195 million.

In 2024, the company and its subsidiaries had net cash flows from financing activities of Baht 1,817 million, mainly due to the cash received from short-term loan from financial institution of Baht 500 million, long-term loans of Baht 1,500 million, debenture issuance of Baht 3,865 million and long-term loan repayment of Baht 563 million, redemption of debentures of Baht 5,230 million, dividend payment of Baht 1,393 million, interest payment of Baht 270 million, financial fee payment of Baht 9 million and lease liability payment of Baht 217 million.

In 2025, the company and its subsidiaries had net cash flows from financing activities of Baht 5,020 million, mainly due to the cash received from debenture issuance of Baht 1,855 million, short-term loan repayment of Baht 1,000 million, long-term loan repayment to financial institution of Baht 1,061 million, redemption of debentures of Baht 3,270 million, dividend payment of Baht 1,071 million, interest payment of Baht 195 million, financial fee payment of Baht 2 million, payment for treasury stock repurchase of Baht 2 million and lease liability payment of Baht 272 million.

(3) Source of Funds

Suitability of Capital Structure

As the Company and its subsidiaries operate the business of real estate for sales and rent, the appropriateness of the capital structure must consider the source of funding, the proportion of funds from loans and shareholders' equity, as well as the management of the level of assets, liabilities and shareholders' equity.

Most of the Company's and its subsidiaries' total assets are short-term and medium-term revenue generating assets of 1 to 3 years. Therefore, the Company and its subsidiaries would manage its source of funds, namely, long-term investments will use long-term loan sources, while short-term investments will use short-term loan sources, for an appropriate capital structure.

The Company and its subsidiaries has a policy to utilize long-term loan sources which is mostly by issuing debentures to financial institutions and individuals with a maturity date of 3 - 5 years. As of December 31, 2023, the proportion of debentures to total loans was 85%, another 10% was from long-term loan and the other 5% was from short-term loan. As of December 31, 2024, the proportion of debentures to total loans was 73%, another 18% was from long-term loan and the other 9% was from short-term loan. As of December 31, 2025, the proportion of debentures to total loans was 87%, the remaining 13% was from long-term loan ,which carries a low interest rate. This is to manage interest cost at a lower average rate. The details of loans are described in topic (4) Liabilities.

As of December 31, 2023, 2024 and 2025, the Company and its subsidiaries had proportion of short-term to long-term loans and that of short-term to long-term liabilities as follows:

(Unit : %)

| Proportion of Loans | Dec 31, 2023 | Dec 31, 2024 | Dec 31, 2025 |
|---------------------|--------------|--------------|--------------|
| Short-term loans | 57 | 46 | 19 |
| Long-term loans | 43 | 54 | 81 |
| Total | 100 | 100 | 100 |

(Unit : %)

| Proportion of Liabilities | Dec 31, 2023 | Dec 31, 2024 | Dec 31, 2025 |
|---------------------------|--------------|--------------|--------------|
| Short-term liabilities | 58 | 47 | 30 |
| Long-term liabilities | 42 | 53 | 70 |
| Total | 100 | 100 | 100 |

As of December 31, 2023 and 2024 , the Company and its subsidiaries had total liabilities to shareholders' equity ratio of 0.53 and as of December 31, 2025, the Company and its subsidiaries had total liabilities to shareholders' equity ratio of 0.39, the ratio decreased since the Company and its subsidiaries had decrease in borrowings and increasing the shareholders' equity.

The Company and its subsidiaries recorded a decrease in borrowings while shareholders' equity increased."

According to the terms and conditions of debenture issuance, the Company must maintain the ratio of liabilities to shareholders' equity in the consolidated financial statements of the Company not more than 2:1 as of the end of the accounting period of each quarter. In this regard, liabilities means total liabilities as disclosed in the Borrower's audited or reviewed financial statement liabilities deducted by cash and cash equivalent reported in financial statement, but liabilities do not include the advanced receipt, rental income received in advance, deposit from customers, and liabilities guarantees by the Company with third parties and its subsidiaries, of which the liabilities are presented in their financial statements. Therefore, as of December 31, 2023, 2024 and 2025, the Company and its subsidiaries had total liabilities to shareholders' equity in accordance with the terms and conditions of debenture issuance at 0.47x , 0.46x and 0.33x , respectively , which is in accordance with the rights and obligations of the debenture issuer.

(4) Liabilities

As of December 31, 2023, 2024 and 2025, the Company and its subsidiaries had total debts mostly consisting of short-term loans from financial institutions / long-term loans and unsecured debentures at total amount of Baht 10,985 million, Baht 11,130 million and Baht 7,793 million, respectively accounting for 73%, 72% and 66% of total liabilities. Details are as follows:

(Unit : Million Baht)

| Loans | Dec 31, 2023 | Increase in Loans | Repayment | Dec 31, 2024 | Increase in Loans | Repayment | Dec 31, 2025 |
|---|-----------------|----------------------|-----------------|-----------------|----------------------|----------------|-----------------|
| Short-term loans from financial institutions | 497 | 6,899 | (6,400) | 996 | 2,000 | (2,996) | - |
| Long-term loans | 1,123 | 1,500 | (565) | 2,058 | - | (1,061) | 997 |
| Unsecured debentures | 9,365 | 3,941 | (5,230) | 8,076 | 1,990 | (3,270) | 6,796 |
| Total | 10,985 | 12,340 | (12,195) | 11,130 | 3,990 | (7,327) | 7,793 |

As of December 31, 2023, 2024 and 2025, the Company and its subsidiaries had total liabilities of Baht 15,070 million, Baht 15,517 million and Baht 11,841 million, respectively. In particular, at the end of 2025, current liabilities was at Baht 3,581million and non-current liabilities was at Baht 8,260 million.

(5) Shareholders' Equity

As of December 31, 2025, total shareholders' equity of the Company increased by Baht 934 million or 3% increase from the end of 2024 (as of December 31, 2024). This was because the Company recognized net profit of Baht 1,728 million for the year 2024. Meanwhile, the Company paid the dividend of Baht 857 million in May 2025 in accordance with the resolution of the Annual General Meeting of 2025 held on April 22, 2025 and paid an interim dividend of Baht 214 million in September 2025 in accordance with the resolution of the Board of Directors' Meeting No.5/2025 dated August 15, 2025 and payment for treasury stock repurchase amounted to Baht 2 million. Moreover, other components of shareholders' equity decreased by Baht 279 million from the share of other comprehensive income of associates.

(6) Commitments

As of December 31, 2023, 2024 and 2025, the Company and its subsidiaries had the following outstanding commitments and contingent liabilities as detailed below:

The Company and its subsidiaries had outstanding commitments with respect to contracts to purchase lands and to develop future projects as follows:

(Unit: Million Baht)

| Item | Dec 31, 2023 | Dec 31, 2024 | Dec 31, 2025 |
|--|--------------|--------------|--------------|
| Contracts for construction projects | 919 | 445 | 367 |
| Contracts to purchase land for future projects | 784 | - | - |

As of December 31, 2023, 2024 and 2025, the Company and its subsidiaries had a required minimum lease payment in the future under the operating lease contracts (Rent of cars and equipment) as detailed below:

(Unit: Million Baht)

| Payable (within) | Dec 31, 2023 | Dec 31, 2024 | Dec 31, 2025 |
|------------------|--------------|--------------|--------------|
| Within 1 year | 5 | 4 | 5 |

As of December 31, 2023 and 2024, the Company and its subsidiaries had commitments in respect of various service agreements in the amount of Baht 28 million and as of December 31, 2025 had Baht 46 million.

As of December 31, 2023, 2024 and 2025 the Company and its subsidiaries had servitude land in total amount of 55 rais. The mentioned amount of land in projects with servitude land was already included in project costs.

4.2 Major Factors and Influences on Future Financial Position or Performance

- None -

4.3 Disclose information from the financial statement and significant financial ratios

4.3.1 Financial Statement

A) Statement of Financial Position

| Assets | December 31, 2023 | | December 31, 2024 | | December 31, 2025 | |
|--|-------------------|------------|-------------------|------------|-------------------|------------|
| | Million Baht | % | Million Baht | % | Million Baht | % |
| Cash and cash equivalents | 1,347 | 3 | 1,463 | 3 | 1,477 | 4 |
| Trade and other receivables | 94 | 0 | 102 | 0 | 133 | 0 |
| Land and construction in progress | 20,312 | 47 | 20,860 | 47 | 19,022 | 45 |
| Other current assets ¹⁾ | 120 | 0 | 130 | 0 | 92 | 0 |
| Total current assets | 21,873 | 50 | 22,555 | 50 | 20,724 | 49 |
| Investments in associates | 11,695 | 27 | 12,290 | 27 | 12,961 | 31 |
| Investment properties | 464 | 1 | 450 | 1 | 436 | 1 |
| Property, plant and equipment | 1,435 | 3 | 1,373 | 3 | 1,304 | 3 |
| Right-of-use assets | 634 | 1 | 1,331 | 3 | 1,109 | 3 |
| Land and project development costs | 6,386 | 15 | 6,005 | 13 | 4,751 | 11 |
| Other non-current assets ²⁾ | 955 | 2 | 817 | 2 | 794 | 2 |
| Total non-current assets | 21,569 | 50 | 22,266 | 50 | 21,355 | 51 |
| Total assets | 43,442 | 100 | 44,821 | 100 | 42,079 | 100 |

| Liabilities and shareholders' equity | December 31, 2023 | | December 31, 2024 | | December 31, 2025 | |
|--|-------------------|------------|-------------------|------------|-------------------|-----------|
| | Million Baht | % | Million Baht | % | Million Baht | % |
| Short-term loans from financial institutions | 497 | 1 | 996 | 2 | - | - |
| Trade and other payables | 691 | 2 | 478 | 1 | 340 | 1 |
| Current portion of unsecured debentures | 5,229 | 12 | 3,269 | 7 | 1,000 | 2 |
| Other current liabilities ³⁾ | 2,384 | 5 | 2,627 | 6 | 2,241 | 5 |
| Total current liabilities | 8,801 | 20 | 7,370 | 16 | 3,581 | 9 |
| Unsecured debentures, net of current portion | 4,136 | 10 | 4,807 | 11 | 5,795 | 14 |
| Other liabilities ⁴⁾ | 2,133 | 5 | 3,340 | 7 | 2,465 | 6 |
| Total non-current liabilities | 6,269 | 14 | 8,147 | 18 | 8,260 | 20 |
| Total liabilities | 15,070 | 35 | 15,517 | 35 | 11,841 | 28 |
| Issued and fully paid-up | 10,714 | 25 | 10,714 | 24 | 10,714 | 25 |
| Share premium | 379 | 1 | 379 | 1 | 379 | 1 |
| Other components of shareholders' equity | (1,128) | (3) | (730) | (2) | (2) | 0 |
| Retained earnings - Appropriated statutory reserve | 1,072 | 2 | 1,072 | 2 | (278) | (1) |
| Retained earnings - Appropriated treasury shares reserve | - | - | - | - | 1,072 | 3 |
| Retained earnings - Unappropriated | 17,335 | 40 | 17,869 | 40 | 2 | 0 |
| Total shareholders' equity | 28,372 | 65 | 29,304 | 65 | 18,351 | 44 |
| Total liabilities and shareholders' equity | 43,442 | 100 | 44,821 | 100 | 30,238 | 72 |

Remarks : 1) Other current assets, including Advance for construction work, Advance for construction material, cost to obtain contracts and Other current assets.

2) Other non-current assets, including Deferred tax assets and Other non-current assets.

3) Other current liabilities, including Current portion of long-term loan, Current portion of lease liabilities, Income tax payable, Other current liabilities Advance received from customers, Deposits for rental and service, Retention guarantees, Current portion of rental income received in advance and Other current liabilities.

4) Other liabilities, including Long-term loan, net of current portion, Lease liabilities, net of current portion, Non-current provision for employee benefits, Other non-current provisions, Rental income received in advance, net of current portion, Deferred tax liabilities, Deferred compensatory damage income and Other non-current financial liability.

B) Statement of Comprehensive Income

| Profit or loss | 2023 | | 2024 | | 2025 | |
|--|--------------|------------|--------------|------------|--------------|------------|
| | Million Baht | % | Million Baht | % | Million Baht | % |
| Revenue from sales of real estate | 7,619 | 82 | 6,957 | 80 | 6,127 | 78 |
| Revenue from hotel operations | 1,215 | 13 | 1,363 | 16 | 1,394 | 18 |
| Revenue from office rental operations | 134 | 1 | 119 | 1 | 49 | 1 |
| Other income | 269 | 3 | 256 | 3 | 312 | 4 |
| Total revenues | 9,237 | 100 | 8,695 | 100 | 7,882 | 100 |
| Cost of real estate sold | 5,186 | 56 | 4,958 | 57 | 4,612 | 59 |
| Cost of hotel operations | 716 | 8 | 813 | 9 | 946 | 12 |
| Cost of office rental operations | 61 | 1 | 44 | 1 | 23 | 0 |
| Selling expenses | 583 | 6 | 570 | 7 | 571 | 7 |
| Administrative expenses | 1,487 | 16 | 1,463 | 17 | 1,459 | 19 |
| Total expenses | 8,033 | 86 | 7,848 | 90 | 7,611 | 97 |
| Profit from operating activities | 1,204 | 13 | 847 | 10 | 271 | 3 |
| Share of profit from investments in associates | 1,753 | 19 | 1,737 | 20 | 1,781 | 23 |
| Interest income | 4 | 0 | 5 | 0 | 12 | 0 |
| Finance cost | (238) | (3) | (247) | (3) | (205) | (3) |
| Profit before income tax expenses | 2,723 | 29 | 2,342 | 27 | 1,859 | 24 |
| Income tax expenses | (220) | (2) | (192) | (2) | (131) | (2) |
| Profit for the year | 2,503 | 27 | 2,150 | 25 | 1,728 | 22 |

C) Statement of Cash Flows

(Unit : Million Baht)

| Cash flows | 2023 | 2024 | 2025 |
|--|---------|---------|---------|
| Net cash flows from operating activities | 1,136 | 629 | 3,643 |
| Net cash flows from investing activities | 1,251 | 1,304 | 1,391 |
| Net cash flows used in financing activities | (2,570) | (1,817) | (5,020) |
| Net increase (decrease) in cash and cash equivalents | (183) | 116 | 14 |
| Cash and cash equivalents at beginning of year | 1,530 | 1,347 | 1,463 |
| Cash and cash equivalents at end of year | 1,347 | 1,463 | 1,477 |

4.3.2 Significant Financial Ratios

| Financial Ratios | Dec 31, 2023 | Dec 31, 2024 | Dec 31, 2025 |
|---|--------------|--------------|--------------|
| <u>Liquidity Ratios</u> | | | |
| Current Ratio (Time) | 2.49 | 3.06 | 5.79 |
| Quick Ratio (Time) | 0.16 | 0.21 | 0.45 |
| Current Ratio - Cash basis (Time) | 0.16 | 0.08 | 0.67 |
| Receivable Turnover (Time) | 216 | 143.81 | 135.86 |
| Avg Collection Period (Day) | 1.7 | 2.5 | 2.6 |
| Inventory Turnover (Time) | 0.26 | 0.24 | 0.23 |
| Inventory Day (Day) | 1,374 | 1,495 | 1,556 |
| Payable Turnover (Time) | 9.64 | 10.64 | 15.09 |
| Payable Day (Day) | 37 | 34 | 24 |
| Cash Cycle (Day) | 1,338 | 1,463 | 1,535 |
| <u>Profitability Ratios</u> | | | |
| Gross Profit Margin (%) | 33.51 | 31.10 | 26.26 |
| Operation Profit Margin (%) | 10.42 | 7.01 | (0.56) |
| Net Profit (%) | 27.09 | 24.73 | 21.92 |
| Return on Equity (%) | 8.91 | 7.46 | 5.8 |
| <u>Efficiency Ratios</u> | | | |
| Return on Asset (%) | 5.75 | 4.87 | 3.98 |
| Return on Fixed Asset (%) | 29.49 | 27.02 | 24.40 |
| Asset Turnover (Time) | 0.21 | 0.20 | 0.18 |
| <u>Financial Policy Ratios</u> | | | |
| Debts to Equity Ratio (Time) | 0.53 | 0.53 | 0.39 |
| Interest Coverage Ratio (Time) | 5.70 | 3.16 | 19.34 |
| Debt Service Coverage (Cash basis) (Time) | 0.52 | 0.53 | 1.35 |
| Dividend Payout Ratio (%)* | 64.22 | 54.82 | n.a. |

Remarks : * 1) The 2023 Annual General Meeting of Shareholders held on April 21, 2023 approved a dividend payment from the operations in 2022 at the rate of Baht 0.14 per share.

2) The Board of Directors' Meeting held on August 9, 2023 approved an interim dividend from the operation result of first six months ending June 30, 2023 at the rate of Baht 0.05 per share.

3) The 2024 Annual General Meeting of Shareholders held on April 19, 2024 approved a dividend payment from the operations in 2023 at the rate of Baht 0.15 per share.

4) The Board of Directors' Meeting held on August 7, 2024 approved an interim dividend from the operation result of first six months ending June 30, 2024 at the rate of Baht 0.03 per share.

5) The 2025 Annual General Meeting of Shareholders held on April 22, 2025 approved a dividend payment from the operations in 2024 at the rate of Baht 0.11 per share.

6) The Board of Directors' Meeting held on August 15, 2025 approved an interim dividend from the operation result of first six months ending June 30, 2025 at the rate of Baht 0.02 per share.

5. General information and Other Important Information

5.1. General information

- 1) Securities Registrar** : **Thailand Securities Depository Company Limited.**
No. 93, Stock Exchange of Thailand Building,
Ratchadaphisek Road, Dindaeng Sub-District, Dindaeng District,
Bangkok 10400
Tel : 0-2009-9999

- 2) Debentures registrar** : **Krungthai Bank Public Company Limited.**
Head Office
35 Sukhumvit Road, Khlong Toei Nuea Subdistrict,
Vadhana District, Bangkok 10110
Tel : 0-2111-1111

CIMB Thai Bank Public Company Limited.
Head Office
44 Langsuan Road, Lumpini, Pathum Wan, Bangkok 10330
Tel : 0-2638-8000

- 3) Auditor** : **Ms. Pimjai Manitkajohnkit**
Certified Public Accountant (Thailand) No. 4521
EY Office Limited
No. 1875, One Bangkok Tower 3, Level 34 - 37, Rama 4 Road,
Lumphini, Pathumwan Bangkok 10110
Tel : 0-2264-9090

- 4) Appraisal Company** : **Grand Asset Advisory Co., Ltd.**
238 Thai Rung Ruang Building, 16th Floor,
Naradhiwas Rajanagarindra Road, Chong Nonsi
Yan Nawa, Bangkok 10120
Tel : 0-2294-9099

5.2 Other Important Information

None

5.3 Legal disputes

As of December 31, 2025, the Company and its subsidiaries have no legal disputes in cases that may have a negative impact on the assets of the Company and its subsidiaries that amount to more than 5 percent of shareholders' equity.

5.4 Secondary market

None

5.5 Financial institution with regular contact (only in case of debt securities offeror)

Krungthai Bank : **Head Office**
Public Company Limited. 35 Sukhumvit Road, Khlong Toei Nuea Subdistrict,
Vadhana District, Bangkok 10110
Tel : 0-2111-1111

Head Office
44 Langsuan Road, Lumpini, Pathum Wan, Bangkok 10330
Tel : 0-2638-8000

United Overseas Bank (Thai) : **Head Office**
Public Company Limited. UOB Plaza Bangkok (Sukhumvit 26)
690 Sukhumvit Road, Khlong Tan, Khlong Toei, Bangkok 10110
Tel : 0-2343-3000

Part 2

Corporate Governance



6. Corporate Governance Policy

6.1 Overview on CG Policy and Guidelines

The Company has always aimed to develop its business based on the principle of good corporate governance, ethics and morality. Being well aware of how important they are and the preponderance of the roles and responsibilities assumed by the directors, executives and employees in light of business management, the Company therefore is not only committed to creating sustainable, added value to its shareholders, but focuses upon fair treatment to all stakeholders, as well.

The Board of Directors has set up a framework for conducting business based on the principles of good corporate governance with a resolution to establish a written “corporate governance policy” in 2003, and has continuously reviewed the policy annually.

The Company has stipulated that all directors, executives and employees must be informed of, understand and strictly adhere to the prescribed policies and code of conducts. The corporate governance policy and business ethics is presented on the Company’s website “www.qh.co.th” to provide additional channels of information for all executives and employees to learn more about the instructions, rules and regulations so that they be able to take actions and eventually achieve the business goals for the benefits of all stakeholders.

6.1.1 Policy and Guidelines for the Board

(1) Independence of the Board from the management

The Board of Directors has created a corporate governance policy as a reference for the directors with clear duty. In addition, the Board of Directors has assigned duty to the management as follows:

Management duties

1. Management comprises of the CEO and selected executives who are responsible for the company’s business direction and important decision making for the success of the company.
2. Management is responsible for providing business strategy and important policies as well as asking for the Board of Directors’ approval.
3. The CEO is the leader with highest responsibility on the company’s performance, preserving the good CG Code and attractive working environment. The CEO has an authority to follow the policy without intervention from the Board of Directors.
4. Management has a duty on the Board of Directors and shareholders. In particular, management has to report to related parties on a regular basis such as report to the Board of Directors for approval and other reports.

(2) Director Nomination Policy

The Board of Directors has assigned the Nomination and Remuneration Committee to consider the criteria and procedures for nominating qualified persons to serve as directors, as well as allow shareholders to propose the list of qualified candidates through the Nomination and Remuneration Committee. The Committee will consider the qualifications before presenting to the shareholders’ meeting for further appointment resolution.

Qualifications of Directors

1. The Director must have qualifications and must not have prohibited characteristics as specified by law on Public Limited Companies Limited Companies Act, Securities and Exchange Act and other related laws.
2. Independent director and audit committee member must be fully qualified as specified in the Capital Market Supervisory Board Announcement, requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand.
3. The Director must possess knowledge, capabilities and experience in at least one of the areas that is important to the Board of Directors (i.e. finance, accounting, marketing, law, real estate management, etc.) and have high level of professional expertise.
4. The Director must have business ethics as well as other appropriate personal qualifications.
5. The Director must be able to exercise honest discretion independently from management.
6. The Director must be able to dedicate sufficient time to the company and pay attention to the operations within his/her responsibilities.
7. The nomination and appointment of directors is based on competence and the use of selection criteria with consideration to the diversity of gender, age, education history and professional experience, which are considered to ensure alignment with the Company's business strategy.

Determination of the number of positions to be held in any of its other Board of Directors; nor has it done so pertaining to the positions to be held in other companies.

The Company has not prescribed the number of positions to be held in any of its other Board of Directors; nor has it done so pertaining to the positions to be held in other companies, because the Company is confident in each of the selected members of the Board of Directors and trusts that he/she must have carefully taken into account the matter of time constraints and the likes prior to making such important decision and that his/her work experience, knowledge, skills and competency in various disciplines must by all means be of use in terms of establishing the Company's business policy and in terms of providing solutions to problems which may arise, while simultaneously being in compliance with the corporate standards.

(3) Director Development Policy

The Board of Directors supervises each Director to understand the roles and responsibilities, nature of business and laws related to business operations, as well as supports all Directors to received trainings that enhance their skills and knowledge vital to their roles on a regular basis.

(4) Evaluation of Director Performance Policy

The Board of Directors holds an annual performance evaluation of the Board of Directors and Sub-Committees as follows:

1. The Board of Directors will conduct annual self-evaluations, both on a group and individual basis.
2. Each Sub-Committee will conduct an annual self-evaluation on a group basis.
3. The result of the Board of Directors' evaluation will be used to determine the suitability of the Board's composition.

(5) The Board of Directors Meeting Policy

- 5.1 The Board of Directors must meet at least 6 times per year with the date and venue set in advance to ensure that the Board of Directors' meeting has as many directors attending as possible.
- 5.2 The Chairman of the Board of Directors, or the person assigned by the Chairman has the authority to call the Board of Directors' meeting, or if two or more directors request a meeting of the Board of Directors, the Chairman of the Board of Directors or the person assigned by the Chairman must call the meeting within 14 days from the date of request.
- 5.3 The Chairman of the Board of Directors may organize a Board of Directors' meeting via electronic media which must comply with relevant laws.
- 5.4 Procedures for the Board of Directors' meetings are as follows:
- 5.4.1 The Board of Directors holds meetings regularly with results and resolutions of the meeting clearly recorded for reference.
- 5.4.2 At the Board of Directors' meetings, no less than half the total number of directors must be present to constitute a quorum. If the Chairman is not present at the meeting or unable to perform his duties, the vice chairman is to chair the meeting. If the Vice Chairman is not present, or unable to perform his duties, the directors who attend the meeting shall elect one among themselves to chair the meeting.
- 5.4.3 The Chairman of the Board of Directors act as the chair of the meeting, overseeing the scope, priority and time spent on each agenda, as well as setting the meeting agenda so that all important issues can be taken into full consideration. The Board of Directors focuses on reviewing and approving the strategies presented by the management as well as monitoring that the strategy has been implemented in accordance with the established guidelines and is under supervision of the Board.
- 5.4.4 The Chairman of the Board of Directors is responsible for allowing all directors to brainstorm ideas with each director having the same right to express opinion. The Chairman will process the opinions and sum up the best ideas from the meeting.
- 5.4.5 While the Board of Directors votes at the meeting, no less than two-thirds of the total number of directors must be present and the directors who are stakeholders in that agenda must not be in the meeting room and have no right to vote on that agenda.

(6) Director Remuneration Policy

The Board of Directors, with the approval of the Nomination and Remuneration Committee, sets and formulates compensation policies. The remuneration process is transparent, fits the responsibilities, and equals to the standards of the same business. The remuneration rate of the Board of Directors and Sub-Committees must be approved by the Shareholders' Meeting.

(7) Subsidiaries Supervision Policy

The Board of Directors has created a Subsidiaries Supervision Policy and mechanism for overseeing the policies and operations of subsidiaries and other entities in which the Company has significant investment, at the appropriate level for each business, as well as overseeing subsidiaries and other entities that the Company invests in to have the same understanding, including:

1. To have the internal control system of the subsidiaries that is appropriate and sufficiently concise and have various transactions that are according to the laws and relevant guidelines.
2. To disclose the information on financial position, performance of transactions with related parties, acquisition or disposition of assets, other important transactions, capital increase, capital reduction, dissolution of subsidiaries, etc.

6.1.2 Policy and guidelines related to shareholders and stakeholders

(1) Shareholders' rights

The Board of Directors has a policy to encourage shareholders' participation in the Company's important decision making.

1. Support of the shareholders' participation in the Company's important decision making

- 1.1 The rights to attend and cast votes in a shareholders' meeting so as in association with making important decisions on the topic of the Company's policy change and as an exercise of their rights to make approval (or not), for which the Board of Directors are required to request prior to giving resolutions;
- 1.2 The rights to elect and remove any of the directors from the position and to give approval in regard to the matter of the appointment of independent auditors;
- 1.3 The rights to receive share of profit;
- 1.4 The rights to take into account the topics of the approval of directors' remuneration and dividend payment;
- 1.5 The rights to propose issues under concern to be additionally included as part of the agenda during the Annual General Meeting of Shareholders in accordance with the Company's rules and regulations;
- 1.6 The rights to nominate a list of qualified candidates for the election of directors in accordance with the Company's rules and regulations;
- 1.7 The rights to submit their enquiries in advance prior to the appointed date of the Shareholders' Meeting by doing so in accordance with the Company's rules and regulations;
- 1.8 The rights to receive a sufficient amount of information in its suitable format and in timely manner for their consideration and decision making upon the critical matters to the Company and the shareholders;
- 1.9 All other rights as prescribed by law.

2. Rights to attend Shareholders' Meeting

The Company has implemented the policy to facilitate the participation of all shareholders including, both major and minor, as well as institutional shareholders, in the Company's shareholders' meeting.

In 2025, the Company held 1 Annual General Meeting of Shareholders on Tuesday, April 22, 2025 at 10.30 a.m. and assigned Thailand Securities Depository Co., Ltd. as a sender of invitation letter for the meeting to the shareholders on April 1, 2025. In addition, the Company also published an invitation letter for the meeting and details accompanying each agenda (both Thai and English) on the Company's website "www.qh.co.th" on March 21, 2025 in order for the shareholders to have time to study the information in advance of the meeting date.

The 2025 Annual General Meeting of Shareholders is an electronic meeting (e-AGM), pursuant to the Emergency Decree on Teleconferences through Electronic Means B.E. 2563(2020) , to provide convenience for shareholders to join the AGM via electronic meeting system without travelling to the meeting. Broadcast location: No.1 Q House Lumpini Building, South Sathorn Road, Thungmahamek, Sathorn, Bangkok.

The proposal of agendas for the Annual General Meeting of Shareholders, nomination of directors by minority shareholders and submission of advanced questions.

The Company has placed importance upon all shareholders so that they were provided with the opportunity to participate in the 2025 Annual General Meeting of Shareholders as follows:

- Proposing issues to be included as part of the agenda of the 2025 Annual General Meeting of Shareholders.
- Nominating a list of qualified candidates for the election of directors in the 2025 Annual General Meeting of Shareholders.
- Submitting enquiries prior to the 2025 Annual General Meeting of Shareholders.

The criteria for the aforementioned, therefore, had also been published and disseminated on the Company's website, whereby the duration of time for the additional agenda, the list of qualified candidates and the enquiries, was to be designated as from October 1, 2024 to December 31, 2024. However, there existed no information thereof having been directed towards the Company whatsoever.

Preparation of the invitation letter

The Company has prepared the invitation letter to the shareholders' meeting, in both Thai and English, in which the objectives, reasons, as well as the Board of Directors' professional opinions, were strategically included in supporting the deliberation of each of the meeting agenda in clear and the documents to the shareholders who participate in the event, in both cases of which the shareholders were to be present by themselves and which their proxies with the power of attorney were to make appearance during their absence, both cases also covering the shareholders categories of retail shareholder, juristic person and institutional shareholder.

Implementation of the Meeting

Before the meeting started, the Chairman of the meeting welcomed and opened the meeting, announcing the number and proportion of the shareholders and representatives. Before any agendas got started, Officer of Corporate Secretary Department informed the meeting of the voting procedures and vote-counting process, and identified the persons who were not entitled to vote due to conflicts of interest.

Rights to express opinions

This Meeting is an electronic meeting, if any shareholders have questions or opinions, they can process in 2 methods which are:

First method: Sending questions via the Inventech Connect e-Shareholder Meeting system that you have registered. Shareholders can ask questions or express opinions by typing a message in the question box on the screen of the Inventech Connect e-Shareholder Meeting system and the Directors will answer the questions at the end of each agenda before entering into the voting.

Second method: Shareholders who wish to ask questions via VDO Conference are requested to press the 'Video and Audio Question' button. The staff will arrange the order of the queue for questions. If shareholders have opinions and other inquiries about the Company that is not on the agenda, the Company would like to ask the shareholders to propose opinions or inquire in other agendas.

The 2025 Annual General Meeting of Shareholders proceeded with order in accordance with the regulations of the Company by agenda specified in the meeting invitation letter without adding or switching any agendas. In addition, there was no shareholder disputing the vote counting.

The company used the Inventech Connect system to count the voting and record the score for future inspection.

Disclosure of the meeting resolution and report on the shareholders' meeting

The Company has disclosed the resolution and voting from the shareholders' meeting through the Stock Exchange of Thailand's news system on April 22, 2025.

The meeting minute has recorded the names of all Directors who attended the meeting and precise resolution with voting score in every section, indicating the number of voting for Approve, Not Approve and Non-Voting. Shareholders with no voting right due to related personal interests with the issues would be recorded as well as the shareholders and representatives' questions and the Directors and Executives' answers.

In addition, the Company has sent a copy of report on the shareholders' meeting to the Stock Exchange of Thailand and uploaded on the company's website "www.qh.co.th" on May 6, 2025 with a notification through the Stock Exchange of Thailand's news system.

(2) Equitable treatment for the shareholders

At the 2025 Annual General Meeting of Shareholders, there were 11 out of 11 Directors, consisting of 4 Independent Directors, 3 Executive Directors and 4 Non-Executive Directors. In addition, certified public accountants of the Company and law firms were invited to attend the meeting as independent representatives and intermediaries in the counting of votes. All shareholders attending the meeting had equal rights in all respects.

During the meeting, each of the agenda was properly provided with a suitable amount of time strategically allocated so as to allow for the smooth operation throughout. Not any of the additional agenda was added to the list other than the ones having initially been delivered to the shareholders in the invitation letter. The Company also encouraged shareholders to express opinions and ask questions concerned with the relevant topics. Depending upon their shareholdings, the shareholders had the rights to cast one vote per share at the meeting. Vote counting was conducted through the implementation of Inventech Connect e-Shareholder Meeting system, the summary of which was prepared with transparency and accuracy; the result was displayed on a monitor. In addition, when voting was being carried out in light of the issue of the director appointment, it was implemented on a one-at-a-time basis.

In addition, the Company has provided supports for the shareholders in regard to their exercising of the rights to vote by means of the following facilitations:

- 1) Submitting to the shareholders the proxy form B, including the clear instructions and steps to take in regard to the matter. As for the proxy form A and C, the Company had provided them on the Company's website "www.qh.co.th";
- 2) The Power of Attorney form earlier mentioned would also allow for the directions to be planned and made in advance by the shareholders as to the manner by which their proxies would give consent or not or simply abstain accordingly;
- 3) Proposing that two independent directors were to serve with the power of attorney on behalf of the absent shareholders who might find it inconvenient to appoint their own proxies, thus whereby the details of the aforementioned independent directors would be specified in the Power of Attorney form.

For the year 2025, the Company utilized the e-Proxy Voting system—an electronic channel provided by Thailand Securities Depository Co., Ltd. (TSD)—to facilitate proxy voting to independent directors at the shareholders' meeting. This initiative was implemented to facilitate shareholders in exercising their voting rights when they are unable to attend the meeting in person, eliminating the need to mail proxy forms to the Company and thereby reducing paper consumption and mitigating global warming.

(3) Roles of stakeholders

The Board of Directors has supervised the company's operation with ethic as well as social and environment responsibility, taking into account other related parties and non-infringement. The Board of Directors has supervised policy regarding operation and responsibility to related parties under the Corporate Governance Policy. In addition, the Company has operated with responsibility to related parties as follows:

- **Employees**

The Company recognizes the significance of employees and that they are one of the key factors to the Company's continual success and development. Therefore, the Company has taken the policy to treat and responsible for the employees as following:

- 1) To provide appropriate short term employee benefits in accordance with each employee's knowledge, responsibilities, performance and corporates' profitability;

- 2) To support and promote, as well as enhance knowledge and skill sets of the employees for career growth and stability;
- 3) To support the participation of the employees in the Company's work direction and problem resolution;
- 4) To create work environment with safety for health, hygiene, bodies and properties of employees;
- 5) To reward and punish the employees based on the righteousness, justice and honesty;
- 6) To operate in accordance to laws and regulations relating to labor laws and employee welfare;
- 7) To manage employees without unfair and wrong acts, which impact the career growth and stability of employees;
- 8) To treat employees on the basis of the human rights as well as individual rights.

Furthermore, the Company has allowed communication channels to provide information on these benefits for employees and that on the Company's rules and regulations, all details of which may be reached via the Company's Intranet. The Company has also provided e-mail addresses for each employee so that online correspondence become another option for both internal and external communication.

In addition, in order to learn more about challenges and problems that the employees are facing in day-to-day operations, the Company has managed to set up a suggestion box via which written statements, factual information, suggestions and complaints, etc., regarding business-related matters, may be obtained from the staff members. All information and suggestions obtained are to be taken into account by the management committee so that proper resolutions be determined at best for the benefits of all involved.

Employee welfare

- The Company has established the workplace welfare committee to improve the quality of life of the employees. The committee was assigned from employee representatives in each department of the Company to discuss and exchange information regarding employee welfare to improve employee welfare and enhance the working atmosphere;
- To provide uniforms for receptionists and sales representatives on housing projects, office building for rent projects, hotels and serviced apartment projects;
- To provide welfare of medical expense reimbursement in the case of outpatients;
- To provide life insurances, group accident insurances and group health insurances (in case of in-patients);
- To establish a provident fund as morale in return for the employees' dedication to their works;
- To place importance upon the matter of employees' welfare and health, thus providing for nursing rooms in which with professional nurses are available for consultancy and giving first-aid advice to its employees, as well as conducting annual physical checkups;
- To provide for other elements of its employee welfare system, some of which cover the benefits for their family members, such as funeral service allowances in case of the employees and family members (spouses and children); welfare of scholarships for employees' children, etc.;

- To monitor the work environments, in order to provide good hygiene for the employees during operation, such as checking the cleanliness of the drinking water station in the office space;
- In 2025, the Company and subsidiaries had no employees injured due to accident from work resulting in absence of work.

Personnel development training

In accordance with its personnel development policy for ongoing business expansion and sustainable long-term development, the Company has established a series of operational plans and training sessions for both of its executive officers and staff members. Corporate guidelines have been established to help develop proper knowledge, skill sets and competency among employees in all levels. Several initiatives were created to encourage the Company's executives and employees to understand the importance of effective use of resources, which helps to indirectly protect the environment.

In 2025, the Company has established training courses, including core courses and special courses for operational units to be provided to employees in various levels per the Company's policy as follows:

Mobile Repair Notification Application: To provide employees with knowledge and an accurate understanding of how to use the new mobile repair notification application system.

Construction Standards: To ensure employees perform their duties correctly according to the law and meet the Company's quality standards.

Construction Safety: To build knowledge and understanding regarding the causes of accidents, prevention, and guidelines for managing the work environment safely to prevent danger to the life, body, mind, and health of personnel.

Generative AI Fundamentals for Work: To provide employees with knowledge and understanding of generative AI operational principles, benefits, risks, and limitations, as well as the ability to apply AI to their work appropriately.

Professional Relationship Management and Complaint Resolution Skills: To enhance knowledge, understanding, principles, and the importance of customer relationship management, and to develop techniques for complaint management and professional problem-solving to ensure long-term customer satisfaction and relationships, and promote a positive corporate image.

Professional Relationship Management and Service-Oriented Communication: To enhance knowledge, understanding, principles, and the importance of customer relationship management, and to develop communication and coordination skills for both internal teams and external agencies to be more efficient, ensuring accurate and rapid operations.

Closing Every Deal with the Science of Story Selling: To develop the knowledge and ability to apply storytelling techniques in sales presentations to effectively capture interest, leading to successful sales closures and increased sales volume. This also includes enhancing skills in applying Artificial Intelligence (AI) to accurately analyze customer needs, present products and services that meet requirements, and ensure maximum satisfaction.

Improving Construction Quality to Reduce Defects: To improve construction quality, reduce problems caused by defects occurring during construction, and manage construction work correctly and efficiently.

Improving Critical Thinking for Business Solutions: To provide employees with an understanding of thinking patterns, principles, and the processes of critical thinking and decision-making; to raise awareness of the importance of developing effective cognitive skills; and to enable the application of critical thinking in the workplace, fostering continuous learning and the mastery of diagnostic and decision-making skills.

Internal Risk Management (COSO ERM 2017): To help the Company's key personnel gain knowledge and understanding to link trends of change from internal and external factors to enterprise risk management and prepare risk assessment reports in accordance with COSO Enterprise Risk Management standards.

New Employee Orientation: To inform employees of the Company's history, business nature, and policies; introduce senior executives, the organizational structure, work regulations, goals, and Key Performance Indicators (KPIs); explain the use of various systems for welfare and payroll; introduce various employment benefits and rights; introduce regulations regarding the use of Company property; provide guidance on using computer programs, email, Information Technology security policies, Personal Data Protection Laws and the impact of legal violations; provide knowledge on corporate ethics to prevent wrongdoing; and provide knowledge on work safety regulations.

Basic Excel: To provide employees with knowledge and a basic understanding of using the program so they can apply it to their work correctly and reduce working time.

Advanced Excel: To enable employees to use complex formulas and functions to manage data more efficiently and apply this knowledge to their work correctly, helping to reduce working time.

Microsoft Excel Application for Executives: To develop skills in using Microsoft Excel for the efficient management, analysis, and presentation of data.

AI@Your Service: To provide employees with knowledge and understanding of digital technology and the ability to utilize digital technology to help them professionally increase work efficiency and elevate customer service in the current era.

Digital Literacy & Cyber Awareness: To train employees in digital skills for each of their projects and to bring the knowledge and techniques from the training back to transfer to and advise employees within their own projects.

Personality Inside-Out: To develop oneself in terms of grooming to create a good image, adjust the mindset for correct service delivery, and develop personality to create the best possible impression on customers.

Deep Listening: To increase deep listening skills, enhance problem-solving and decision-making abilities, and promote self-development through new skills.

Communication for Success (DISC Model): To develop the ability to adjust communication styles to suit the diverse personalities of individuals and situations, to reduce communication errors both within and outside the organization.

Always a Good Time & Always Professional: To inform employees of the Vision & Mission, organizational history, corporate culture, and CORE VALUES under the Centre Point brand, as well as the executives within the Centre Point Hotel Group. Additionally, employees can apply the knowledge from the training to their work, including improving their personality and attire to be appropriate for service work and prioritizing service excellence.

Fundamental Course in Hotel Engineering System: To provide employees with knowledge and understanding of the principles and skills in the hotel engineering system, both theoretical and practical; to learn how to operate and control systems correctly; and to aim to develop technicians to be proficient and have a foundation for actual practical application.

English Speaking for Front Office: To enhance the English language proficiency of Front Office staff, building confidence in communicating with foreign guests to ensure customer satisfaction.

Water Rescue Skills Review: To provide employees with various water rescue skills, skills in life-saving using an AED or performing CPR, and readiness in both body and mind when an emergency occurs.

Creating Programs to Promote Personnel Development and Workplace Environment

The Company has established programs for personnel development and workplace environment to practice hygiene and create healthy habits in the workplace. There are also programs that encourage executives and employees to gain knowledge from outside organizations and institutions to increase their skills and apply the knowledge gained to work, including:

Encouraging Employees to Receive External Training, according to the Company's policy to support employees to strengthen their skills and gain useful knowledge from outside organizations and institutions. This allows them to gain new perspectives and additional knowledge and apply the various knowledge gained to benefit the Company and increase work efficiency.

Granting Master's Degree Scholarships to Executives, to promote learning and self-development so they can achieve their maximum potential.

Initiating Internal Communication Project, as a channel for communication among the Company, Human Resources Department, executives, and employees. This provides all executives and employees with the opportunity to receive updates and new developments within the organization periodically. It also serves as a channel for the Human Resources Department to communicate various updates including Company policies, rules, regulations to executives and employees, through the Company's email and intranet systems.

Producing Work Anniversary Gifts, in accordance with the Company's policy for employees who have been with the Company for 10 years, 20 years, and 30 years as a token of appreciation for their physical and mental devotion to the Company. This helps to promote morale and encourage employees to continue performing assigned duties to their utmost ability.

Table illustrating the number of hours spent in training by employee position

| Level | Average time spent in training (Hour: Person: Year) | Objectives of personnel development |
|-------------------|---|---|
| Employee | 7.2 | To provide knowledge and various skill sets relating to business operations in practice, as well as better understanding in their roles, duties and robust corporate culture, while making best efforts at work. |
| Middle Management | 14.7 | To provide knowledge and various skill sets integral to team management and strategic planning, as well as allowing for systemic and effective implementation so as in accordance with the Company's policies. |
| Executive | 19 | To enable the executives to manage both operations and workforce under command in compliance with the Company's policies. The executives should also be able to become more visionary in terms of business administration and ready for the continual growth and expansion in the future. |

- **Customers**

The Company has prescribed its guidelines for treatment of customers in the Company's Code of Conduct, which is available at www.qh.co.th, and the Company has a policy to treat and responsible for customers as following:

- 1) To cater customers/consumer needs with quality of products and excellent services.
- 2) To completely disseminate information of products and services with righteousness and truthfulness.
- 3) To provide insurance for products and service under reasonable terms.
- 4) Not to deliver product and service to customer, while being aware that such products and services has defects, and damages which can harm the customers.

- 5) To provide customers service mechanism not only to be convenient for the customers for any complaints but also to be fast in responding to the customers.
- 6) To increase value-added to customer benefits continuously.
- 7) To notify customers in advance in case of agreement for customer terms cannot be made, in order to consider altogether for resolution and damage control.

For housing projects and condominium projects, customers who have any complaints may make a telephone contact to number 1388 during the working hours.

For the office building project or the residential building project for rent, customers are able to directly contact the building manager or responsible persons upon premises.

- **Business partners**

The Company and its subsidiaries believe in treating business partners with honesty, transparency and equality on the basis of fair competition for the highest collective benefits. At the same time, business partners must not act to damage the Company's reputations and must not breach laws, good morals and traditions. The purchase of products and operational procedures must be transparent and can be audited, and the business partner agreements must strictly be complied. The Company has used the Supply Chain system when ordering products to reduce steps, time and documents in the transaction allowing partners time to prepare and deliver products within agreed time frame.

- **Competitors**

Even in the competition, the Company and its subsidiaries remain adhered to the principle of transparency, fairness and equality upon the fair competition basis to create utmost benefits as follows:

- 1) Competing under fair business practice;
- 2) Avoiding illegal channels to get the inside information of competitor;
- 3) Not damaging competitors' reputation without truth.

In 2025, the Company and its subsidiaries had no disputes with the Company's competitors.

- **Banks, financial institutions, holders of debentures and loan creditors**

The Company believes in acting to banks, financial institutions, debenture holders and loan creditors with honesty, and it always repays principal and interest on a timely basis. The Company also strictly follows the terms and conditions and covenants that are specified in the lending contract.

In addition, the Company also adheres to the rules of good corporate governance, for instance:

- Adhering to the terms and conditions in the agreements with business partners and lenders. In the case that such agreement cannot be adhered to, the Company will consult with the counter parties and lenders at the earliest possible timeline in order to find solutions and damage prevention strategies;
- Providing accurate and complete financial information;
- Not demanding, accepting, or offering any dishonest advantages when contacting with the lenders;
- Ensuring that the money obtained from the lenders shall not be used against the loan objectives.

In the past 3 years, the Company has never made any late payment.

In order to take responsibilities for all groups of stakeholders, the Company is ready to receive any complaints and/or opinions of all groups of stakeholders through the following channels:

1. Contact by phone to the company's call center (1388)
2. E-mail directly to the Audit Committee (e-mail addresses can be found in the Company's website)
3. The Company's website: "www.qh.co.th" (for after sale services, recommendations/ complaints)
4. Submission of matters directly by hand or by post to the Corporate Secretary at the address shown below:

Quality Houses Plc.

No. 1, Q. House Lumpini Building, 7th Floor,

Thungmahamek Sub-district, Sathorn District, Bangkok 10120

• Relationship with Investors

The Company recognizes the importance of disclosure of information with transparency, including the Company's performance as well as significant information possibly affecting the prices of the Company's shares, by disseminating data and information through Set Community Portal or Setlink system of the Stock Exchange of Thailand and other channels to investors, analysts and related parties. In addition, the Company has disseminated the Company's information not only through its website "www.qh.co.th" but also via the telephone number 0-2677-7000.

In 2025 the Company has followed the government's policy of social distancing by presenting the Company's data to analysts, investors and fund managers through Online Meeting with details as follows:

- Roadshow to analysts and local fund managers as follows:
 - Analyst Meeting Annually and Quarterly totaling 4 times.
 - Analyst Meeting Business Plan 2025 totaling 1 time

(4) Supervision on the use of internal information

The Company has set a clear written policy to oversee the use of the Company's internal data for personal benefit as follows:

1. No use of the Company's internal information for personal benefit or providing any damages to the Company with intention. No distribution of the Company's internal information to customers, suppliers, service providers, competitors and outsiders, except general or public information.
2. No use of the Company's internal information for stock trading.
3. Directors and Executives have to report information regarding the Company's stock trading and holding according to the rules and regulations in the Board of Directors' Meeting.
4. The Company has a policy to prohibit the Company's Directors and Executives from trading the Company's stocks 1 month ahead of a public release of the Company's financial statement in order to prevent the use of Company's internal information for personal benefit.

(5) Conflict of interest

The company has disclosed all related transactions according to the rules and treated the transactions as transactions with outsiders to avoid conflict of interest.

(6) Anti-corruption Policy

The Company has an anti-corruption policy which requires Company's personnel to strictly comply with anti-corruption laws, policies and practices, as well as Company's anti-corruption rules, regulations, and codes of conduct to build confidence in the stakeholders that the Company will conduct business with honesty, integrity, and transparency, and support anti-corruption activities.

(7) Measures against person that do not comply with policies and guidelines

Anti-corruption policies and guidelines are part of the work discipline. Directors, executives, and employees who fail to comply will be subject to investigation and disciplinary actions in accordance with the Company's regulations, Charter, and related laws, which may include termination of employment.

6.2 Codes of Conduct

In order for the Company to conduct business with integrity and ethics, the Board of Directors has established the requirements regarding the Codes of Conduct in writing which was announced to the Directors, executives and employees for compliance in 2002. The Board of Directors' Meeting No. 6/2018 held on September 25, 2018 approved the latest revision of the Company's Code of Conduct which has been disclosed on the company's website (www.qh.co.th) and regular follow-ups on the implementation of such guidelines were conducted.

To communicate, raise awareness, and ensure compliance with the Code of Business Conduct, the Company distributed educational materials regarding the Code of Business Conduct to the Board of Directors, executives, and employees via email and the Intranet on October 3, 2025.

As a result, 100% of the Board of Directors, executives, and employees have received formal communication regarding the Code of Business Conduct.

In 2025, there were no instances of the Board of Directors, executives, or employees violating the Company's business ethics.

6.3 Important changes and developments in policies, practices, and corporate governance systems over the past year

The Company has established a framework for conducting its business operations based on the principles of good corporate governance with a resolution of the Board of Directors' Meeting No. 3/2003 on March 5, 2003 to establish a written "corporate governance policy" in 2003, and designated as the duties and responsibilities of the directors, executives and all employees to be aware, understand and strictly follow the established policies and rules.

In 2018, at the Board of Directors' Meeting No. 6/2018 on September 25, 2018, the Board of Directors resolved to further update the policy in accordance with the 2017's good corporate governance principles for Listed Companies (CG Code 2017) of the Securities and Exchange Commission. This policy will emphasize on the principles for the Board of Directors, which are the leaders or the ultimate responsible persons of the organization, to apply on their business supervision in order to ensure long term performance as well as to create a sustainable value for the business.

In 2025, the Board of Directors reviewed the application of the 2017 good corporate governance principles (CG Code 2017) to align with the Company's business context at the Board of Directors' Meeting No. 8/2025 held on December 23, 2025. Overall, the Company's Board of Directors has already implemented the majority of the principles. However, the following practices could not be applied:

- The policy of limiting independent directors' tenure to no more than 9 consecutive years, as all independent directors possess diverse knowledge, expertise, and experience that significantly contribute to the Company's development.
- The limitation on the number of listed companies where a director can hold a board position to a maximum of 5, as the Company believes that each director has assessed their time commitment and has sufficient time to dedicate to the Company.

The Company has recorded this review as part of the Board of Directors' meeting resolution.

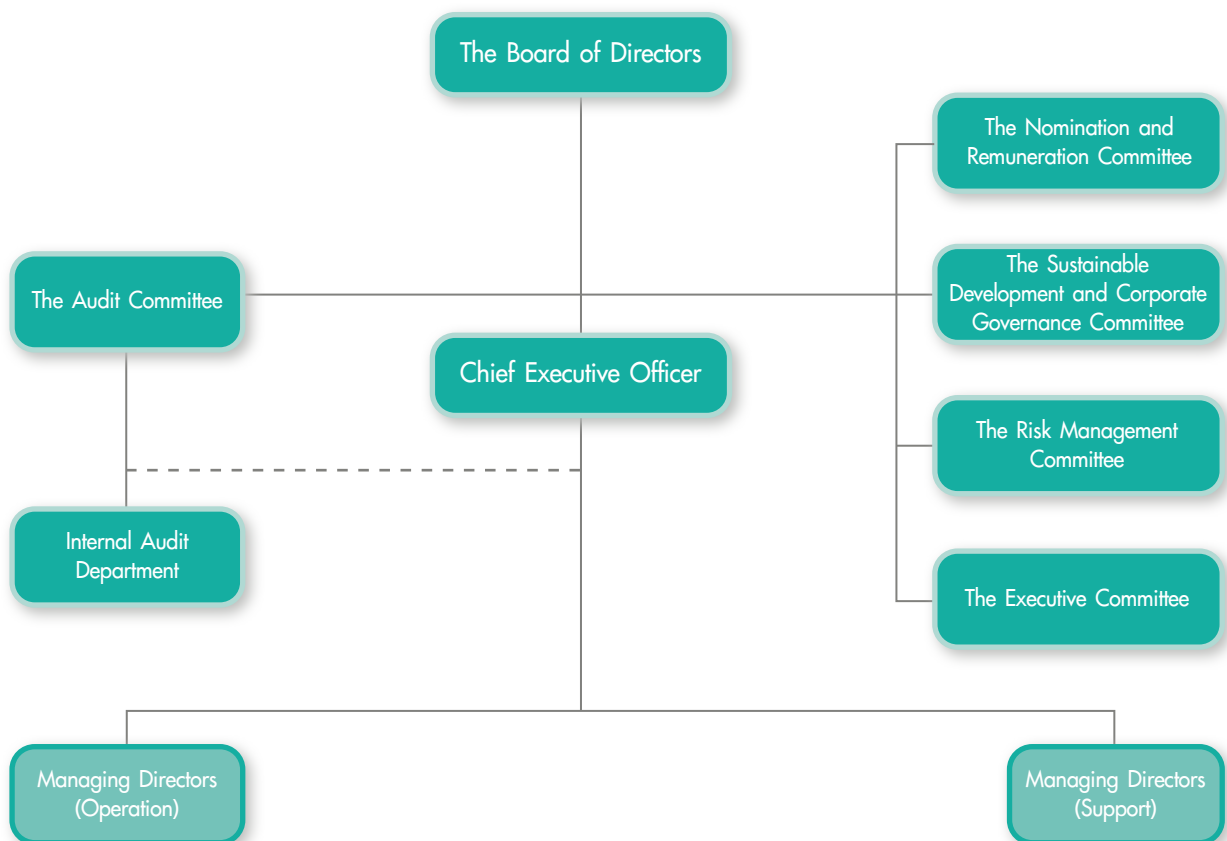
7. Corporate Governance Structure and Significant Information Related to the Board of Directors, Subcommittees, Executives, Employees and Others

7.1 Corporate Governance Structure

The Company's management structure as follows:

1. The Board of Directors
2. 4 Sub-committees
 - 2.1 The Audit Committee
 - 2.2 The Nomination and Remuneration Committee
 - 2.3 The Sustainable Development and Corporate Governance Committee
 - 2.4 The Risk Management Committee

Corporate Governance Structure chart as of December 31, 2025



The name list and position of the directors in the Board of Directors and Sub-committees:

| Name | Board of Directors | The Audit Committee | The Nomination and Remuneration Committee | The Sustainable Development and Corporate Governance Committee | The Risk Management Committee | The Executive Committee |
|---|--------------------|---------------------|---|--|-------------------------------|-------------------------|
| 1. Mr. Boonsom Lerdhirunwong | X / | | | | | |
| 2. Mrs. Tipawan Chayutimanta | / | X / | / | | | |
| 3. Ms. Vilasna Poonpatpibul | / | / | | | | |
| 4. Assoc. Prof. Dr. Narongdech Srukosit | / | / | | | | |
| 5. Mr. Naporn Sunthornchitcharoen | // | | // | | | |
| 6. Mr. Adisorn Thananan-narapool | // | | X // | | | |
| 7. Mrs. Suwanna Bhuddhaprasart | // | | | X // | // | // |
| 8. Mr. Achawin Asavabhokin | // | | | | | |
| 9. Mr. Chalerm Kiettitanabumroong | /// | | | | X /// | /// |
| 10. Mr. Pravit Choatewattanaphun | /// | | | /// | /// | /// |
| 11. Ms. Apinya Jarutrakulchai | /// | | | /// | /// | /// |

Remark : x = Chairman / = Independent Director // = Director /// = Executive Director

7.2 Information on the Board of Directors

The Board of Directors, as leaders creating sustainable value for the company, has the roles, duties, and responsibilities to oversee the company's operations to comply with the law, objectives, and regulations of the company, as well as the resolutions of shareholders' meetings, with responsibility, caution, integrity, and to safeguard the interests of the company, in accordance with the principles of good corporate governance. To ensure the utmost benefit for the company and all stakeholders, the company has established a Board of Directors Charter, which includes the composition of the Board of Directors, as well as the scope, duties, and responsibilities of the Board of Directors, among other things.

7.2.1 The composition of the Boards of Directors

In accordance of the Company's Articles of Association. The Company's Board of Directors shall consist of not less than 5 directors but not exceeding 15 directors while at least half of the directors must have their domiciles in the Kingdom of Thailand. In addition, all members of the Board of Directors must possess legitimately suitable qualifications in compliance with the law.

In general practice, each director shall remain in the position for the term of 3 years each. According to the Company's Memorandum of Association, 1 in 3 of the total number of directors on the Board of Directors is to be retired at every Annual General Meeting. If the total number of directors cannot be wholly divided into three, the number of director closest to one-third, shall be retired.

In addition to the expiry of the general term of office, the directors shall vacate the position upon the following reasons:

- (1) Death;
- (2) Resignation;
- (3) Disqualification or having any characteristics as prohibited by law;
- (4) Termination by the shareholders' meeting resolution;
- (5) Termination by the Court's order.

As of December 31, 2025, the Company's Board of Directors is comprised of 11 members as follows:

| | |
|-------------------------|---|
| Executive Directors | 3 persons |
| Non-executive Directors | 4 persons |
| Independent Directors | 4 persons equivalent to 36.36% of the total number of directors |

7.2.2 The information on each director

The Board of Directors as of December 31, 2025, are as follows:

| | Name | Position | Date of Appointment |
|-----|-------------------------------------|-----------------------------------|---------------------|
| 1. | Mr. Boonsom Lerdhirunwong | Chairman and Independent Director | September 21, 2015 |
| 2. | Mrs. Tipawan Chayutimanta | Independent Director | April 21, 2023 |
| 3. | Ms. Vilasna Poonpatpibul | Independent Director | May 1, 2023 |
| 4. | Assoc. Prof. Dr.Narongdech Srukhsit | Independent Director | June 27, 2023 |
| 5. | Mr. Naporn Sunthornchitcharoen | Director | June 27, 2017 |
| 6. | Mr. Adisorn Thananan-narapool | Director | April 9, 2003 |
| 7. | Mrs. Suwanna Bhuddhaprasart | Director * | July 1, 2000 |
| 8. | Mr. Achawin Asavabhokin | Director | December 26, 2017 |
| 9. | Mr. Chalerm Kiettitanabumroong | Director * | February 26, 2019 |
| 10. | Mr. Pravit Choatewattanaphun | Director * | April 20, 2010 |
| 11. | Ms. Apinya Jarutrakulchai | Director * | August 10, 2018 |

Remark * The authorized directors of the Company

Authorized directors

As of December 31, 2025, the authorized directors of the Company are Mr. Chalerm Kiettitanabumroong, or Mrs. Suwanna Bhuddhaprasart, or Mr.Pravit Choatewattanaphun, or Ms. Apinya Jarutrakulchai. To validate a document, two out of the four shall have signatories on behalf of the company together and affix the Company seal.

7.2.3 Authorities, duties and responsibilities of the Board of Directors

1. The Board of Directors has abided by law, objective, company's rule and resolution from the shareholders' meeting with honesty and caution for the best of company's benefit.
2. The Board of Directors has specified the policy, objective, target, strategy and business direction of the company as well as allocated important resources as well as monitored and supervised management to comply with the policy. The Board of Directors has reconsidered the policy annually in order to maximize economic value and shareholders' wealth.
3. The Board of Directors has abided by code of honesty and integrity.
4. The Board of Directors has accountability to shareholders, working for the best of shareholders' benefit with transparent and reliable data distributing to investors.
5. The Board of Directors comprises of directors who have knowledge and experience relevant to the business and are enthusiastic with the company's business.
6. The Board of Directors intends to continuously operate the business.

Objective and target of the business for sustainable growth

In order to preserve sustainable growth as an objective and target of the company and to create value to the company, customers, related parties and society as well as the company's unity, the Board of Directors has set the standard as follows:

1. To set vision, mission and core value for precise company's objectives, using to create business model and communicate within the company for unity with an annual revision.
2. To set business model, creating value to the company, related parties and society taking into account:
 - Changing environment and other factors as well as encouraging employees to develop innovation and technology with appropriate application.
 - Interest of customers and related parties.
 - Readiness, expertise and competitiveness of the company.

The Board of Directors has affirmed that the company's objective and target as well as middle-term strategy and annual strategy are consistent with the company's main target, using appropriate innovation and technology as follows:

1. To supervise and revise business strategy and annual business plan with regard to the company's main objective and target, taking into account current environment, opportunity and acceptable risk. To supervise and revise the company's objective, target and strategy for the next 3-5 years for longer-term analysis with reasonable accuracy.
2. To supervise annual strategy and business plan with analysis on environment, other factors and risks affecting related parties along the value chain and the company's main target.
3. To supervise strategy, supporting new innovation and technology to increase competitiveness and meet the need of related parties on the back of responsibility to society and environment. Details of an application of innovation and technology have been released under the topic "Social Responsibility".
4. To supervise target, complying with business environment and potential by supervising both monetary and non-monetary target. To acknowledge the risk of supervising the target that could lead to unethical conduct.
5. To supervise communication of the company's objective and target through strategy and business plan within the company.
6. To supervise resource allocation and business operation as well as monitor the performance based on the company's strategy and annual business plan with a possibility of assigning a department to be responsible for monitoring the performance.

Authority of the Board of Directors

The Company's Board of Directors has authority to approve any duties in all business affairs of the Company, in compliance with the Company's business objectives, with the exception of topics defined by law that require an approval from the shareholders.

Separation of responsibility between Chairman and Chief Executive Officer

The Chairman of the Board of Directors is an independent director with different person as a CEO in order to precisely separate responsibility between supervision and regular management.

Roles and duties of Chairman and Chief Executive Officer

1. The Company's Chairman is responsible as leader of the Board of Directors, serving as Chairman of the Board of Directors' Meeting and that of the Shareholders' Meeting.
2. The Chairman, elected by the Board of Directors, presides over the meeting and ensures that various issues under concern be properly taken into consideration, and that the Board of Directors be properly focusing on the right ones in regard to the revision and approval of the strategies earlier proposed by the management team, as well as ensuring that the aforementioned strategies be implemented.
3. The CEO, appointed by the Board of Directors, serves as leader of his or her management team in ensuring the implementation of the strategies already approved while ably regulating the actions within the framework stipulated by the Board of Directors.
4. The Chairman shall visualize the Company's overview of how the directors are operating; in addition, Chairman shall inspire confidence in the Company's business operation by which the Board of Directors and/or the Committees, who are comprised of personnel of high caliber, are able to effectively work as a group; while also ensuring that all directors, executive or non-executive, be eagerly supported in their implementations both in terms of business administration and supervision.
5. The CEO is one of the executives who knows the company the best with leadership and outstanding vision, organizing the Company as a whole.
6. The Company clearly separates the roles of the CEO and the Chairman with collaborative work to support each's other responsibilities.

7.3 Information on the Sub-committees

7.3.1 Sub-committees Structure

As of December 31, 2025, the Company has 5 Sub-committees to take into account its business-related matters, including:

- 1) The Audit Committee
- 2) The Nomination and Remuneration Committee
- 3) The Sustainable Development and Corporate Governance Committee
- 4) The Risk Management Committee
- 5) The Executive Committee

7.3.2 Sub-Committee

(1) The Audit Committee

The Audit Committee is comprised of 3 independent directors as of December 31, 2025 are as follow:

| Name | Position |
|--|---------------------------------|
| 1. Mrs. Tipawan Chayutimanta | Chairman of the audit committee |
| 2. Ms. Vilasna Poonpatpibul | Member of the audit committee |
| 3. Assoc. Prof. Dr.Narongdech Srukhsit | Member of the audit committee |

Remark : - Mrs. Tipawan Chayutimanta is a member of the audit committee with knowledge and professional experience in accounting or finance;
- The Audit Committee Secretary : Mrs. Suneerat Puntarikpan

- **Scope of authorities and duties of the Audit Committee**

1. To review and comment on adequacy and effectiveness of internal control on both business and information technology as well as compliance with other relevant laws, rules and regulations such as Securities and Exchange Law, Stock Exchange's Requirements and Laws relating to the Company's business;
2. To review and ensure that the Company's financial reports have been prepared accurately and adequately;
3. To review and ensure that the Company has appropriate and effective internal control system and internal audit system with access to relevant information and allow various parties to cooperate in clarifying the information. To consider the independence of the internal audit department and approve the appointment, transfer and termination of the head of the internal audit department or any departments responsible for the internal audit;
4. To give advice to the Company on improvements, compliance with laws, rules, other relevant regulations and internal control, including risk and internal control on information technology to be efficient and effective, useful and consistent with the principles of good corporate governance and sustainable development;
5. To consider, select nominate and terminate an independent professional to act as the Company's auditor and to propose the remuneration for the position and to attend meetings with the auditor for at least twice a year with no presence of the management team;
6. To consider the matter of the compliance with laws and with the Stock Exchange of Thailand's regulations in light of connected transactions or those which may incur conflicts of interest so as to ensure that those activities were reasonably performed for utmost benefits to the Company;
7. To prepare and disclose the Audit Committee report and have it revealed as part of the Company's annual report. The Audit Committee report, which is to be signed by the Chairman of the Audit Committee, must be comprised of the following items:
 - (A) Comments about the accuracy, completeness and reliability of the Company's financial statements;
 - (B) Comments about the adequacy of the internal control system in the Company;
 - (C) Comments about the Company's compliance with the applicable law and regulations i.e.: the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand and other laws that relate to the Company's business;
 - (D) Comments about the suitability of the Company's auditors;
 - (E) Comments on transactions which might incur conflict of interest;
 - (F) Number of the Audit Committee meetings and the attendances of each committee member;
 - (G) Comments or observations in general that the Audit Committee derived during their performing of duties under "The Charter of the Audit Committee";
 - (H) Other transactions which the committee considered that the Company's shareholders and public investors should be acknowledged within the boundaries of their duties and responsibilities assigned by the Board of Directors.
8. To perform other duties assigned by the Board of Directors with the consent of the Audit Committee;

- **Composition of the Audit Committee**

The composition of the Audit Committee is as follows:

1. A member of the Audit Committee must be independent directors with the qualifications as stipulated by the SET;
2. A member of the Audit Committee must be appointed by the Company's Board of Directors or the shareholders;
3. The Audit Committee must consist of not less than 3 members with at least 1 member having knowledge or experience about accounting;
4. The Company's Board of Director is to select and appoint 1 Audit Committee member as the Chairman;
5. The vice president of the internal audit department shall be the Audit Committee's secretary by position;
6. The Audit Committee must receive information in accordance with the framework of duties and responsibilities of the Audit Committee and review the performance of the Company, including technical guidelines, knowledge or new developments in internal auditing for the continuous development of the Audit Committee's knowledge so that the performance of the Audit Committee shall be effective.

(2) The Nomination and Remuneration Committee

The Nomination and Remuneration Committee is comprised of 3 directors as of December 31, 2025 are as follow:

| Name | Position |
|-----------------------------------|---|
| 1. Mr. Adisorn Thananan-narapool | Chairman of the Nomination and Remuneration Committee |
| 2. Mrs. Tipawan Chayutimanta | Member of the Nomination and Remuneration Committee |
| 3. Mr. Naporn Sunthornchitcharoen | Member of the Nomination and Remuneration Committee |

- **Authorities, duties and responsibilities of the Nomination and Remuneration Committee as prescribed in the Charter**

1. To determine procedures and criteria in nominating the Company's directors or the top management of the Company from the Managing Director position up, in alignment with the Good Corporate Governance policy;
2. To make selection of the qualified candidates for the position of new director or search for the top management of the Company from Managing Director position up, whose names are to be proposed for the Board of Directors' executive decision;
3. To determine procedures and criteria for fair and reasonable payments of remuneration and other fringe benefits to the Board of Directors and to other committees, the latter having been appointed by the Board of Directors, and propose the aforementioned remuneration scheme for approval during the Shareholders' meeting;
4. To consider, recommend and determine the remuneration and other fringe benefits based upon the duties and responsibilities of the top management of the Company from the position of Managing Director up and to take into account the criteria for performance appraisal in order to determine appropriate annual compensation;
5. To consider and review the structure and criteria relating to compensation under No. 3) and No. 4) so as to ensure that they be appropriate for the responsibilities required and the operating results of the Company, thus, in accordance with the market condition;

6. To consider budgets for pay raises, annual bonuses, and other benefits for the Company's employees;
7. To perform any other duties as assigned by the Board of Directors.

(3) The Sustainable Development and Corporate Governance Committee

The Sustainable Development and Corporate Governance Committee is comprised of 5 directors as of December 31, 2025 are as follow:

| Name | Position |
|----------------------------------|---|
| 1. Mrs. Suwanna Bhuddhaprasart | Chairman of the Sustainable Development and Corporate Governance Committee |
| 2. Mr. Pravitt Choatewattanaphun | Vice Chairman of the Sustainable Development and Corporate Governance Committee |
| 3. Ms. Apinya Jarutrakulchai | Member of the Sustainable Development and Corporate Governance Committee |
| 4. Mr. Adisak Srisook | Member of the Sustainable Development and Corporate Governance Committee |
| 5. Mr. Sommart Promkunakorn | Member of the Sustainable Development and Corporate Governance Committee |

- Authorities and duties of the Sustainable Development and Corporate Governance Committee

1.1 Corporate governance

- Set annual review of the implementation of policies, regulations, and best practices according to the Company's business context to comply with the principles of good corporate governance (CG CODE) and sustainable development.
- Internal evaluation using corporate governance criteria to identify issues that should be addressed.

1.2 Sustainable development

1.2.1 Develop and perform annual review of the:

- Organizational sustainability management and operational goals to ensure consistency with the policies and directions of business operations or corporate strategy.
- Important issues, prioritization, and guidelines for managing issues to respond to the needs of all stakeholders.

1.2.2 Assess trends, opportunities, and risks that affect the sustainability of business operations both at present and those that may arise in the future (Emerging Risk).

1.2.3 Follow up on the outcomes of sustainability management and corporate governance and communicate the results to stakeholders.

1.3 Perform any other duties as assigned by the Board of Directors within the relevant scope of work.

(4) The Risk Management Committee

The Risk Management Committee is comprised of 4 directors as of December 31, 2025 are as follow:

| Name | Position |
|-----------------------------------|---|
| 1. Mr. Chalerm Kiettitanabumroong | Chairman of the Risk Management Committee |
| 2. Mrs. Suwanna Bhuddhaprasart | Member of the Risk Management Committee |
| 3. Mr. Pravitt Choatewattanaphun | Member of the Risk Management Committee |
| 4. Ms. Apinya Jarutrakulchai | Member of the Risk Management Committee |

- **Authorities and Duties of the Risk Management Committee**

1. Define the scope, policies, and guidelines for managing risk that may arise in the Company's business operations.
2. Define risk types, make assessment, and manage risks to be at acceptable levels.
3. Monitor and evaluate risk management performance and report the results to the Board of Directors and the Audit Committee, as well as provide recommendations as appropriate.
4. Represent the Company in communicating and conducting risk management activities with various executives, including employees and external agencies.
5. Perform any other operations assigned by the Board of Directors with the approval of the Risk Management Committee.

(5) The Executive Committee

The Executive Committee is comprised of 6 directors as of December 31, 2025 are as follow:

| Name | | Position |
|----------------|--------------------|-------------------------------------|
| 1. Mr. Chalerm | Kiettitanabumroong | Chairman of the Executive Committee |
| 2. Mrs.Suwanna | Bhuddhaprasart | Member of the Executive Committee |
| 3. Mr. Pravit | Choatewattanaphun | Member of the Executive Committee |
| 4. Ms. Apinya | Jarutrakulchai | Member of the Executive Committee |
| 5. Mr. Adisak | Srisook | Member of the Executive Committee |
| 6. Mr. Sommart | Promkunakorn | Member of the Executive Committee |

- **Scope of authorities and duties of the Executive Committee**

1. To monitor the Company's monthly performance compared with the Company's operating plan and report any issues and propose solutions to the Board of Directors as appropriate.
2. To review and screen matters requiring preliminary consideration, such as land acquisition and project development, before proposing them to the Board of Directors for approval.
3. To perform any other duties as assigned by the Board of Directors.

7.4 Information on the Executive

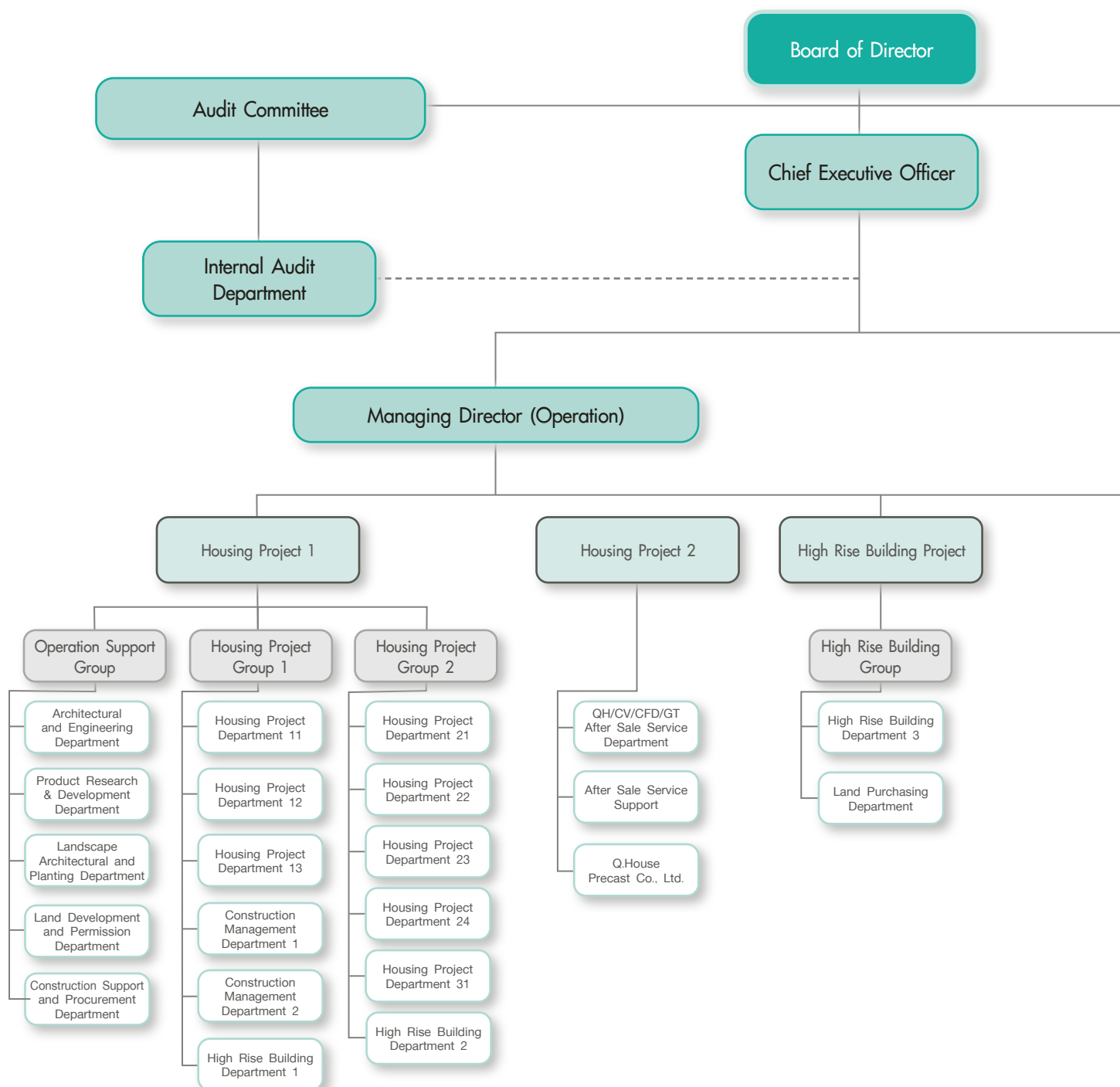
7.4.1 Name and position of the Executive

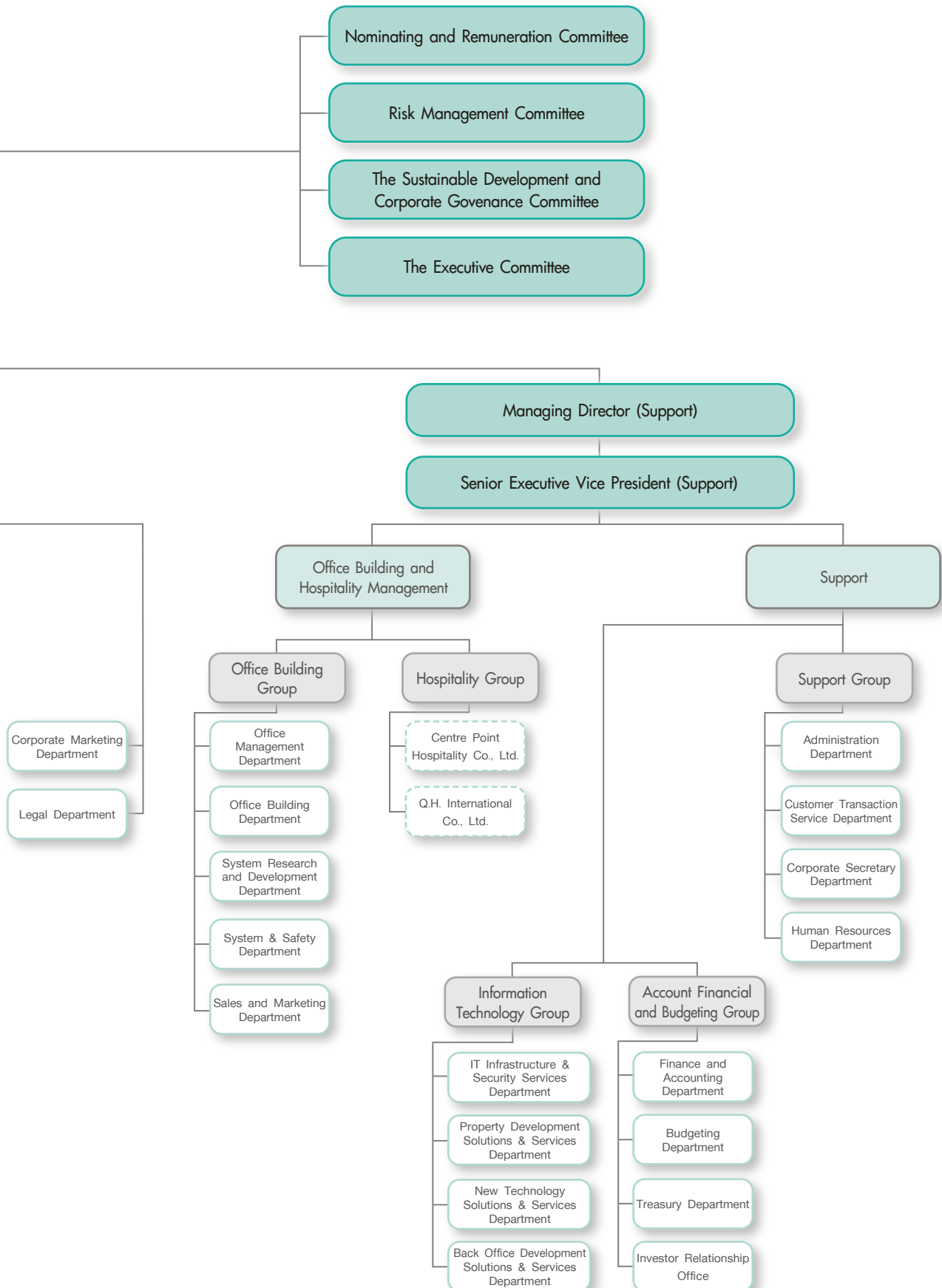
The Company's Executives as of December 31, 2025, are as follows:

| Name | | Position |
|-------------------|--------------------------|---|
| 1. Mr. Chalerm | Kiettitanabumroong | Chief Executive Officer |
| 2. Mr. Pravit | Choatewattanaphun | Managing Director |
| 3. Ms. Apinya | Jarutrakulchai | Senior Executive Vice President |
| 4. Mr. Sommart | Promkunakorn | Executive Vice President |
| 5. Mr. Adisak | Srisook | Executive Vice President |
| 6. Ms. Chuleeporn | Moonsawat ⁽¹⁾ | Assistant Vice President, Financial and Accounting Department |

Remark : (1) Ms. Chuleeporn Moonsawat was appointed as Chief Accountant on December 8, 2022. "Executive" is based on the definition from an announcement of the Securities and Exchange Commission.

Organization Chart As of December 31, 2025





7.4.2 Executive Remuneration Policy

The Board of Directors oversees the establishment of an appropriate structure and remuneration as follows :

- (1) The Board of Directors will consider the criteria for the evaluation of the performance of senior executives from the position of managing director and above on an annual basis. The evaluation criteria will be consistent with the interests of the Company.
- (2) The Nomination and Remuneration Committee will evaluate the performance of the Company's top executive, and determine the remuneration in connection with the executive's performance and the performance of the Company, and propose to the Board of Directors for further approval. The compensation will be at the same level as other businesses in the same industry.

7.4.3 Remuneration of Executives

In 2023-2025, the total remuneration : salary , bonus and provident fund : of the Chief Executive Officer and the next top 4 executives and that for any person holding equivalent position as the fourth executives, including those at the level of Executive Vice President upward was Baht 51.6 million, Baht 53.7 million and Baht 51.9 million, respectively.

7.5 Information on the employees

7.5.1 Number of employees

- (1) As of the end of 2023-2025, the Company and its Subsidiaries had 911 persons, 893 persons and 871 persons, respectively, as detailed below;

(Unit : person)

| Business Line | Dec 31, 2023 | Dec 31, 2024 | Dec 31, 2025 |
|---------------|--------------|--------------|--------------|
| 1. Operation | 800 | 780 | 759 |
| 2. Supports | 111 | 113 | 112 |
| Total | 911 | 893 | 871 |

- (2) Labor disputes in the past 3 years (Jan 1, 2023 - Dec 31, 2025)
 - None -

7.5.2 Remuneration

The Company and its subsidiaries provide remuneration for employees in a fair manner according to their duties, responsibilities and annual performance appraisal. Payments include salary, annual bonus, and provident fund and other types of remuneration include training expenses, medical expenses, health & life insurance premiums and other benefits. The remuneration in 2023 - 2025 was Baht 664.3 million, Baht 650.8 million and Baht 620.4 million, respectively.

7.5.3 Provident Fund

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2558. The employees voluntarily contributed to the fund at the rate of 2% - 15% of basic salary, while the Group contributed to the rate of 3% - 6% of basic salary. The fund, which is managed by Land and House Fund Management Co., Ltd., will be paid to employees upon termination in accordance with the fund rules.

7.6 Other significant information

7.6.1 Corporate Secretary , Assigned person directly responsible for overseeing accounting and head of Internal Audit

(1) Corporate Secretary

The Company's Board of Directors' meeting No. 4/2016 on May 31, 2016, has resolved to appoint Ms. Apinya Jarutrakulchai as the Corporate Secretary, who has responsibility to ensure that activities performed by the Board of Directors be in compliance with relevant legislations, regulations and orders relating to the new version of Securities and Exchange Act. Details of profile and training history information appears in Attachment 1

Duties and responsibilities of the Corporate Secretary

- 1) To provide basic consultancy and advice for directors in regard to legal issues and legislations, rules and regulations of the Company, including significant changes therein, so that the Board of Directors shall be able to operate smoothly with sufficient information whereby to take into account and make decisions with great care and honesty with responsibilities;
- 2) To prepare and compile the following documents
 - List of Directors Registration
 - The Board of Directors' Meeting: Invitation to Meeting, Minutes of the Board of Directors Meeting and Annual Reports of the Company
 - Shareholders' Meeting: Invitation to Meeting and Minutes of the Shareholders' Meeting
- 3) To supervise the disclosure of information and informational reports under the responsibilities of the supervisory units in light of corporate governance and ensure that they be in compliance with governmental rules and regulations;
- 4) To maintain reports on the interest of the directors or executives and to submit copies of the aforementioned reports to the Chairman and the Chairman of the Audit Committee for their examination within 7 days commencing from the date upon which the Company has received the documents;
- 5) To provide a system for keeping documents and related pieces of evidence in an accurate and verifiable manner;
- 6) To make business contacts and communicate with the shareholders in regard to their rights and the company-related news.

(2) The person assigned to take direct responsible for accounting supervision

The person assigned to be directly responsible for overseeing the Company's accounting is the Assistant Vice President, Finance and Accounting Department, currently Ms. Chuleeporn Moonsawat, who is an accountant with qualifications and meet the requirements for accounting in accordance with the criteria set out in the announcement of the Department of Business Development. The training history information appears in Attachment 1.

(3) Head of Internal Audit

The person assigned to be responsible for the Company's internal audit supervisor is currently Mrs. Suneerat Puntarikphan. The training history information appears in Attachment 3.

7.6.2 The Office of Investor Relations

The Company designates the Office of Investor Relations as the office responsible for disseminating important information that affects the price of the Company's securities, as well as other important information. Investors can contact the Office of Investor Relations at "www.qh.co.th" in the section "Investor Relations", sub-section "Information Inquiry" under the item "IR Contact" or by e-mail : ir@qh.co.th.

7.6.3 Remuneration for the Auditor

- **Audit Fee**

The Company and its subsidiaries paid an audit fee to the auditor of Baht 5,970,000 in 2023 Baht 6,130,000 in 2024 and Baht 6,430,000 in 2025.

- **Non-Audit Fee**

- None -

8. Report on Key Operating Results Related to Corporate Governance

8.1 Summary of duty performance of the Board of Directors in the past year

8.1.1 Selection development and evaluation of duty performance of the Board of Directors

(1) Independent Directors

Qualifications of Independent Directors

The independent directors have important roles in enhancing investors' confidence, imposing a balance on major shareholders' power and promoting the good corporate governance under the principle of international standard. The Company therefore defines the following requirements for its "independent directors", which is in accordance with the minimum regulations prescribed by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Below shown are the requirements:

- (A) An independent director must hold no more than 1% of shares with voting rights in the Company, parent company, subsidiaries, associated companies or parties with possible conflict of interest including the shareholding of related individuals of that independent director.
- (B) An independent director must not be or had not been the Company's executive directors, nor served as permanent employees, advisors on regular payroll, and authorized persons of the Company, parent company, subsidiaries, associated companies and same level subsidiaries of the parent company except when the previous association has been terminated at least for more than two years prior to the submission to request for permission from SEC.
- (C) Independent directors must not be a "blood relative" or by legal registration in the nature of father, mother, husband, wife, sibling, child, son or daughter-in-law of the management, major shareholders, authorized persons, or individuals who are about to be nominated as the management or authorized persons who have control over the Company or its subsidiaries.
- (D) Independent directors must not or have not had business relationship with the Company, parent company, subsidiaries, associated companies or parties with possible conflicts of interest in a way that will prevent independent judgment. Furthermore, independent directors must not be or had been major shareholders, directors that were not independent directors, or the management of any party who has a business relationship with the Company, parent company, subsidiaries, associated companies or parties with possible conflicts of interest except when the previous association has been terminated at least for more than two years prior to the submission to request for permission from SEC.

The business relationship earlier mentioned in Clause I includes transactions of normal trading business of rental or real estate for rent, transactions relating to assets or services or the giving or receiving of financial assistance in terms of loans, guarantees, using assets as loan collateral including other similar practices that can result in permit seeker or contractual partner having to take liability that must be repaid to the other party of more than 3% of net tangible asset of the permit seeker or more than Baht 20 million, whichever amount is lower. For the calculation of that loan, it is granted to use the method of calculating value of related transactions according to the Notification of the Stock Exchange of Thailand (SET) under the topic : Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transaction. However, in light of summing up the liability, it must take in all liabilities that occurred during one year prior to the starting date of the business relationship with the same individual.

- (E) Independent directors must not be or had not been auditors of the Company, parent company, subsidiaries, associated companies or parties with possible conflict of interest. Independent directors must not be or had not been major shareholders, directors that are not independent directors, the management, or managing partners of auditors' company in which auditors of the Company, parent company, subsidiaries, associated companies or parties with possible conflict of interest, belong to, except when the previous association has been terminated for at least for more than two years prior to submission to request for permission from SEC.
- (F) Independent directors must not be or have been servicing professionals including legal advisors and financial advisors, receiving more than Baht 2 million per annum in remuneration for the service from the Company, parent company, subsidiaries, associated companies or parties with possible conflicts of interest. If the servicing professional is a legal entity, it must include major shareholders, directors that are not independent directors, the management, or managing partners of those servicing professionals, except when the previous association was terminated for at least for more than two years prior to submission to request for permission from SEC.
- (G) Independent directors must not be directors who are representative of directors of the Company, major shareholders, or shareholders that are related to major shareholders of the Company.
- (H) Independent directors do not engage in a business of the same nature as and which is significantly competitive to that of the Company, or a Subsidiary. An Independent Director is not a significant partner to a partnership or a director with involvement in the management, employees, staff, consultant with monthly salary, or, who holds more than 1% of all shares with voting rights of another company which is engaged in a business of the same nature as and which is significantly competitive to that of the Company or a Subsidiary.
- (I) Independent directors must not have other characteristics prohibiting independent judgment on the Company's operation

After being appointed as independent directors whose characteristics meet the requirements earlier mentioned in the (A) through (I) clauses, independent directors will be assigned by the Board of Directors to make collective decisions together on business operation of the Company, parent company, subsidiaries, associated companies or same level subsidiaries of the parent company or parties with possible conflict of interest.

(2) Nomination of Directors and Top Executive

(2.1) Nomination of Directors

The Nomination and Remuneration Committee will consider the nomination of directors in accordance with the nomination policy and the qualifications of directors as presented in item 6.1.1 Policy and Guidelines for the Board (2) Director Nomination Policy and propose to the Board of Directors for consideration. The list of such directors will then be proposed to the Shareholders' Meeting for further consideration and approval.

In 2025, the Company's Board of Directors conducted an assessment of the Board Skills Matrix. The assessment found that the Board consists of individuals with diverse knowledge, capabilities, experience, and training in various professions necessary for the real estate business, such as engineering, accounting, finance/banking, economics, law, marketing, and management. Furthermore, the Company has set a target for having at least one director who is an expert in each of the following professions: engineering, accounting, and law.

Additionally, seven non-executive directors possess work experience related to the real estate development business, which is appropriate for the nature of the Company's business operations.

Board Skills Matrix showing Skills, Knowledge and Experience of the Board of Directors (Board Skills Matrix)

| The Board of Directors | Skills, Knowledge, and Experience Relevant to the Company's Real Estate Development Business. | Skills, Knowledge and Experience of the Board of Directors | | | | | | | | | | Internal Audit | Risk Management |
|--|---|--|--------------------------------|-------|------------------------|--|---------------------------|----------|-----------|----------------------|---|----------------|-----------------|
| | | Engineering | Accounting/ Finance/ Economics | Legal | Information Technology | Business Administration and Management | Human Resource Management | Taxation | Marketing | Corporate Governance | | | |
| 1. Mr. Boonsom Lerdhirunwong | ✓ | ✓ | | ✓ | ✓ | | | | | ✓ | ✓ | ✓ | |
| 2. Mrs. Tipawan Chayutimanta | ✓ | | ✓ | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 3. Ms. Vilasna Poonpatpibul | ✓ | ✓ | | ✓ | ✓ | | | | ✓ | ✓ | ✓ | | |
| 4. Assoc. Prof. Dr.Narongdech Srukhsot | | | ✓ | ✓ | | | | | ✓ | ✓ | | | |
| 5. Mr. Naporn Sunthornchitcharoen | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | | ✓ | |
| 6. Mr. Adisorn Thananan-narapool | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 7. Mrs.Suwanna Bhuddhaprasart | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | | ✓ | |
| 8. Mr. Achawin Asavabhokin | ✓ | ✓ | ✓ | | ✓ | | | | ✓ | ✓ | | ✓ | |
| 9. Mr. Chalerm Kietitanabumroong | ✓ | ✓ | | | ✓ | | | | | ✓ | | ✓ | |
| 10. Mr. Pravit Choatewattanaphun | ✓ | ✓ | | | ✓ | | | | ✓ | ✓ | | ✓ | |
| 11. Ms. Apinya Jarutrakulchai | ✓ | | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | | ✓ | |

In 2025, 4 of the Company's directors must leave their positions after completing their terms are as follow;

1. Mrs.Suwanna Bhuddhaprasart Director
2. Mr. Pravit Choatewattanaphun Director
3. Ms. Vilasna Poonpatpibul Independent Director
4. Assoc.Prof.Dr.Narongdech Srukhsit Independent Director

The Company had made an announcement on its website allowing shareholders to propose a list of qualified persons to be nominated for the director positions from October 1, 2024 to December 31, 2024, however, none of the shareholders proposed a list of candidate for the director positions.

The Nomination and Remuneration Committee has considered that all 4 existing directors, who are retired by rotation proposed in 2025 have fully qualified as specified in the Public Limited Company Act B.E. 2535 and have knowledge, capability and business experience relating to the Company's operation and are aligned with the Company's business strategy. Therefore, the Nomination and Remuneration Committee would like to re-appoint three directors to be directors of the Company for another term.

However, the appointment of directors must be voted on by the majority of shareholders attending the meeting and casting vote.

(2.2) Nomination of Top Executive / Succession Plan

Nomination and Appointment of Top Executive

The Nomination and Remuneration Committee will determine the qualifications of the person who will hold the position of the Company's top executive in accordance with the principles of good governance, and in accordance with the scope of authority and duties of the Nomination and Remuneration Committee as defined in the Charter with details in item 7.3 on the information of Sub-Committees, under the section of the Nomination and Remuneration Committee, and propose to the Board of Directors for further consideration.

Succession plan of Chief Executive Officer, Managing Director and Senior Executive Vice President

The Company has prepared a succession plan of Chief Executive Officer, Managing Director and Senior Executive Vice President in the case that they are unable to perform their duties or has come to the end of their terms in order to reduce the risk or impact from the lack of continuity of management. Therefore, the Nomination and Remuneration Committee will select and recruit qualified persons, which outsiders or insiders can be selected for this position, to suit the situation of the Company at a particular time and propose to the Board of Directors for further approval of the appointment.

(3) Directors and Executives development

- Training Courses for Directors and Executives**

The Company has implemented a policy whereby the directors and executives are encouraged to undergo training courses so as to enhance their work-related knowledge on continual basis such as the ones awarded by the Thai Institute of Directors (IOD) and other renowned institutes.

Below shown is the list of directors and executives who have undergone training courses in 2025 :

| Name of directors and executives | Training course |
|--|---|
| 1. Mr. Boonsom Lerdhirunwong | - IOD Forum ; “The Evolving Role of AC in Fostering Trust and Transparency” “Adapting to Emerging Risks and Evolving Competencies” - ESG in the Boardroom (ESG) |
| 2. Mrs. Tipawan Chayutimanta | - Board Nomination & Compensation Program (BNCP) Class 22/2025 |
| 3. Assoc. Prof. Dr.Narongdech Srukhsit | - ESG in the Boardroom : A Practical Guide for Board (ESG 11/2025) |
| 4. Mrs. Suwanna Bhuddhaprasart | - Practical Workshop on Enterprise Risk Management (ERM) - The Board's Role in Mergers and Acquisitions (BMA) 12/2025 |
| 5. Ms. Apinya Jarutrakulchai | - Practical Workshop on Enterprise Risk Management (ERM) - The Board's Role in Mergers and Acquisitions (BMA) 12/2025 - TLCA CFO Professional Development Program <ul style="list-style-type: none"> • No.1/2025 “Economic Update for CFO” • No.3/2025 “Update! IFRS 18 IFRS 19” • No.4/2025 “Climate- Related Risks” • No.5/2025 “Accounting System Setup Program” (Session 1 and Session 2) |
| 6. Mr. Achawin Asavabhokin | - TLCA CFO Professional Development Program <ul style="list-style-type: none"> • No.1/2025 “Economic Update for CFO” • No.2/2025 “Digital Asset: Utility Token” • No.3/2025 “Update! IFRS 18 IFRS 19” • No.7/2025 “IFRS S1, IFRS S2” • No.8/2025 “Three Lines of Defense model for CFO” |
| 7. Mr. Pravitt Choatewattanaphun | - Practical Workshop on Enterprise Risk Management (ERM) |
| 8. Mr. Adisak Srisook | - Practical Workshop on Enterprise Risk Management (ERM) |
| 9. Mr. Sommart Promkunakorn | - Practical Workshop on Enterprise Risk Management (ERM) |

- Directors Orientation**

The Committee has assigned the Corporate Secretary to organize the orientation session for all new committee members in which the following documents are to be provided as well:

- 1) Major legislations and regulations issued by authorities;
- 2) Certificates, objectives , rules and regulations of the Company;
- 3) Good corporate governance policy;
- 4) Director's handbook;
- 5) Organization chart and the Company's business;
- 6) Other necessary documents.

(4) Performance evaluation of the Board of Directors

The Board of Directors conducts self-assessment both on a group basis and individual basis at least once a year to review work performance, issues and obstacles during the past year as well as enhance the effectiveness of the work of the Board of Directors.

The Board of Directors has collectively assessed the performance of the year 2025, using 2 assessment forms, “the Board of Directors’ Group Self-Assessment Form” and “the Board of Directors’ Individual Self-Assessment Form”. These 2 forms were prepared by the Company under the principle of corporate governance and the SET guidelines. The topics in each assessment form are listed as follows:

1. The Board of Directors’ Group Self-Assessment Form comprises of following 6 main areas:
 - 1) Structure and qualifications of Directors
 - 2) Roles, duties and responsibilities of the Board of Directors
 - 3) Board of Directors’ Meetings
 - 4) Performance of the Board of Directors
 - 5) Relationship with the Management
 - 6) Self-development of directors and development of executives
2. The Board of Directors’ Individual Self-Assessment Form comprises of following 3 main areas:
 - 1) Structure and qualifications of Directors
 - 2) Board of Directors’ Meetings
 - 3) Roles, duties and responsibilities of the Board of Directors

Process of performance evaluation of the Board of Directors as a group and an individual

The Company Secretary Department will submit the 2 forms of performance evaluation of the Board of Directors to all directors to evaluate the annual performance. After the assessment was completed, the form is returned to the Secretary of the Sustainable Development and Corporate Governance Committee, who collects the evaluation score of each member, and concludes the Board of Directors’ assessment results, then reports to the Sustainable Development and Corporate Governance Committee for acknowledgement, so that the Chairman of the Sustainable Development and Corporate Governance will report the evaluation results to the Board of Directors. The criteria of performance evaluation grade are as follows:

| | |
|---------------------|------------------------|
| Greater than | 85% = Excellent |
| Greater than | 75% = Very Good |
| Greater than | 65% = Good |
| Greater than | 50% = Fair |
| Equal or Lower than | 50% = Need Improvement |

The results of the assessment of the Board of Directors as a group and an individual in 2025 as follows :

- The results of the assessment of the Board of Directors as a group was considered Excellent.
- The results of the assessment of the Board of Directors as an individual was considered Excellent.

(5) Performance evaluation of the Sub-committees

(5.1) Self - Assessment of the Audit Committee

The Audit Committee has collectively conducted self-assessment as a group for the year 2025, using the “Audit Committee’s Self-Assessment Form” prepared by the company under the principle of corporate governance and the SET guidelines. There were 5 main areas having been taken into account as follows:

- Composition of Audit Committee;
- Training and human resources;
- Meeting;
- Audit Committee’s activities;
- Relationship with the Internal Audit Director, auditor and the management.

The self-assessment result has revealed that the Audit Committee performed their duties well and met all requirements under the Audit Committee’s charter in accordance.

(5.2) Self - Assessment of the Nomination and Remuneration Committee as a group

The Nomination and Remuneration Committee has evaluated self-performance as a group in 2025, based on “The Nomination and Remuneration Committee’s Self-Assessment Form” prepared by the company under the principle of good corporate governance and the SET guidelines. There were 4 main areas having been taken into account as follows:

1. Structure and qualifications of the Nomination and Remuneration Committee
2. The Nomination and Remuneration Committee’s meetings
3. Roles, duties and responsibilities of the Nomination and Remuneration Committee
4. Others

(5.3) Self - Assessment of the Sustainable Development and Corporate Governance Committee as a group

The Sustainable Development and Corporate Governance Committee has evaluated self-performance as a group in 2025, based on “The Sustainable Development and Corporate Governance Committee’s Self-Assessment Form” prepared by the company under the principle of corporate governance and the SET guidelines. There were 3 main areas having been taken into account as follows:

1. Structure and qualifications of the Sustainable Development and Corporate Governance Committee
2. Roles, duties and responsibilities of the Sustainable Development and Corporate Governance Committee
3. The Sustainable Development and Corporate Governance Committee’s meetings

(5.4) Self - Assessment of the Risk Management Committee as a group

The Risk Management Committee's has evaluated self-performance as a group in 2025, based on "The Risk Management Committee's Self-Assessment Form" prepared by the company under the principle of good corporate governance and the SET guidelines. There were 3 main areas having been taken into account as follows:

1. Structure and qualifications of the Risk Management Committee
2. Roles, duties and responsibilities of the Risk Management Committee
3. The Risk Management Committee's meetings

Process of performance evaluation of the Sub-committee

Each sub-committee's secretary shall submit the performance evaluation form of the committee to individual committee member for annual performance evaluation assessment. After the assessment is completed, the form shall be returned to the secretary of each sub-committee, who collects the evaluation score of each committee member, and concludes the committee's assessment results, then reports to each sub-committee for acknowledgement. Afterwards, the Sustainable Development and Corporate Governance Committee secretary shall gather the evaluation score of each sub-committee, summarize and report to the Sustainable Development and Corporate Governance Committee. Therefore, the Chairman of the Sustainable Development and Corporate Governance Committee shall report the performance evaluation results in the next Board of Directors' Meeting.

The criteria of performance evaluation grade are as follows :

| | |
|---------------------|------------------------|
| Greater than | 85% = Excellent |
| Greater than | 75% = Very Good |
| Greater than | 65% = Good |
| Greater than | 50% = Fair |
| Equal or Lower than | 50% = Need Improvement |

The results of the assessment of the Sub-committee in 2025 as follows :

| The Sub-committee | The results of the assessment |
|---|-------------------------------|
| 1. The Audit Committee | Excellent |
| 2. The Nomination and Remuneration Committee | Excellent |
| 3. The Sustainable Development and Corporate Governance Committee | Excellent |
| 4. The Risk Management Committee | Excellent |

Performance evaluation for the Chief Executive Officer

The Nomination and Remuneration Committee shall conduct performance evaluation for the Chief Executive Officer, as well as taking into account the matter of remuneration, and then have the instrument submitted to the Board of Directors for the latter's approval once a year based upon the following key issues:

1. Finance
2. Customer
3. Internal business operation of the company
4. Learning and human resources development

8.1.2 Meeting attendance and remuneration payment to the Board of Directors

(1) Board of Directors' Meeting

The Company has convened the Board of Directors' meeting so as to approve the vision, strategies, goals, policies, business plans and budgets of the Company, as well as to follow up on the management team's administrative operations and ensure that the Company's goals and business plans are incessantly achieved. The company has scheduled meetings in advance throughout the year.

The Board of Directors held 8 meetings in 2025. The corporate secretary will dispatch an invitation letter to the meeting together with meeting agendas and all relevant documents to the directors 7 days in advance, in order that the directors had enough time to study the data/information prior to participating in the meeting, whereupon all directors would be able to independently express their professional opinions while not being subject to any person's will or that of a group of persons. Minutes of each of those meetings, including directors' opinions, will be recorded clearly in writing. And held 1 Annual General Meeting of Shareholders on April 22 , 2025. (e-AGM), in accordance with the Royal Decree on Electronic Meetings B.E. 2563, the Company has utilized the shareholder meeting system provided by Inventech Systems (Thailand) Co., Ltd.

The detail of the Board of Directors' Meeting on 2025 are as follows:

| Name | Position | Meeting attendance / Total number of attendances | | | |
|--|-----------------------------------|---|-----|--|-----|
| | | Board of Directors' Meeting | | Annual General Meeting of Shareholders | |
| | | Times | % | Times | % |
| 1. Mr. Boonsom Lerdhirunwong | Chairman and Independent Director | 8/8 | 100 | 1/1 | 100 |
| 2. Mrs. Tipawan Chayutimanta | Independent Director | 8/8 | 100 | 1/1 | 100 |
| 3. Ms. Vilasna Poonpatpibul | Independent Director | 8/8 | 100 | 1/1 | 100 |
| 4. Assoc. Prof. Dr.Narongdech Srukhsit | Independent Director | 8/8 | 100 | 1/1 | 100 |
| 5. Mr. Naporn Sunthornchitcharoen | Director | 8/8 | 100 | 1/1 | 100 |
| 6. Mr. Adisorn Thananan-narapool | Director | 8/8 | 100 | 1/1 | 100 |

| Name | Position | Meeting attendance / Total number of attendances | | | |
|-----------------------------------|----------|---|-----|--|-----|
| | | Board of Directors' Meeting | | Annual General Meeting of Shareholders | |
| | | Times | % | Times | % |
| 7. Mrs. Suwanna Bhuddhaprasart | Director | 8/8 | 100 | 1/1 | 100 |
| 8. Mr. Achawin Asavabhokin | Director | 8/8 | 100 | 1/1 | 100 |
| 9. Mr. Chalerm Kiettitanabumroong | Director | 8/8 | 100 | 1/1 | 100 |
| 10. Mr. Pravit Choatewattanaphun | Director | 8/8 | 100 | 1/1 | 100 |
| 11. Ms. Apinya Jarutrakulchai | Director | 8/8 | 100 | 1/1 | 100 |

Meetings of non-executive directors

Non-executive directors meet, without the presence of management, to discuss various important issues. In 2025 there was one meeting held on December 11, 2025 (while one meeting was held in 2024 on December 20, 2024) and the important meeting agenda items were reported to the Board of Directors' meeting. Management was requested to consider those important items for their further actions as deemed appropriate.

(2) Remuneration of the Board of Directors

The Nomination and Remuneration Committee shall take into account the remuneration scheme for directors based upon their responsibilities and performance, the Company's business type and the size of the business, market situations including competition, by ensuring that it be established at a suitable level and the incentives be good enough to attract and retain the talent pool of superior quality.

The Nomination and Remuneration Committee shall prescribe how the remuneration scheme should be and the type, the method of payment, and the suitable amount of such payment, all of which then shall be proposed to the Board of Directors for their consideration and approval, and to the shareholders during the Annual General Shareholders' Meeting for their approval. The package shall be disclosed to the public as well.

1. Monthly Remuneration and Meeting Allowance

- Monthly Remuneration**

This type of payment is made payable to the Company's directors on monthly basis whether or not there be directors' meeting.

- Meeting Allowance**

This type of payment is made payable to non-executive directors for each of the meetings they attend; note that payment shall be made to those who participate in the meeting only in order to reward those who take part in meetings on regular basis.

During the 2025 Annual General Meeting of Shareholders held on April 22, 2025 a resolution has approved the Remuneration and Meeting Allowance effective from May 2025 onwards, in the amount of not exceeding Baht 12 million the details are as follows :

| Position | Monthly Compensation Board of Directors (Per Month) | Meeting Allowance (Per Meeting) | | | |
|--------------------|--|---------------------------------|------------------------|--|--|
| | | The Board of Directors | The Audit Committee | The Nomination and Remuneration Committee | The Sustainable Development and Corporate Governance Committee |
| Chairman | 50,000 | 38,000 | 38,000 | 38,000 | 38,000 |
| Directors | 40,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Executive director | 40,000 | - | - | - | - |

Remark : In any case, the executive directors of the Company shall not receive the Meeting fee.

In 2025 the Company paid the directors' monthly remuneration and meeting allowance in total amount of Baht 8.4 million.

2 Directors' bonus

The 2025 Annual General Meeting of Shareholders held on April 22, 2025 had a resolution to approve the directors' bonus for the year 2024 to all directors in total amount not exceeding Baht 12 million.

In 2025, the Company paid the directors' bonus for the year 2024 to all directors in total amount of Baht 12 million

Details of remuneration categories are shown as follows:

(Unit : Thousand Baht)

| Name | Position | Monthly Remuneration | Meeting Allowance | | | | Total | Bonus ⁽¹⁾ | Other |
|--|--|----------------------|------------------------|---------------------|---|--|---------|----------------------|-------|
| | | | The Board of Directors | The Audit Committee | The Nomination and Remuneration Committee | The Sustainable Development and Corporate Governance Committee | | | |
| 1. Mr. Boonsom Lerthirunwong | Chairman and Independent Director | 600.0 | 304.0 | - | - | - | 904.0 | 1,333.3 | - |
| 2. Mrs. Tipawan Chayutimanta ⁽²⁾ | Independent Director, Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee | 480.0 | 240.0 | 228.0 | 90.0 | - | 1,038.0 | 1,066.7 | - |
| 3. Ms. Vilasna Poonpatpibul ⁽³⁾ | Independent Director, Member of the Audit Committee | 480.0 | 240.0 | 180.0 | - | - | 900.0 | 1,066.7 | - |
| 4. Assoc. Prof. Dr. Narongdech Srukosit ⁽⁴⁾ | Independent Director, Member of the Audit Committee | 480.0 | 240.0 | 180.0 | - | - | 900.0 | 1,066.7 | - |
| 5. Mr. Napom Sunthornchitcharoen ⁽⁷⁾ | Director and Member of the Nomination and Remuneration Committee | 480.0 | 240.0 | - | 90.0 | - | 810.0 | 1,066.7 | - |
| 6. Mr. Adisorn Thananan-narapool | Director and Chairman of the Nomination and Remuneration Committee | 480.0 | 240.0 | - | 114.0 | - | 834.0 | 1,066.7 | - |
| 7. Mrs. SuwannaBhuddhaprasart | Director, Chairman of the Sustainable Development and Corporate Governance Committee and Member of the Risk Management Committee | 480.0 | 240.0 | - | - | 152.0 | 872.0 | 1,066.7 | - |

(Unit : Thousand Baht)

| Name | Position | Monthly Remuneration | Meeting Allowance | | | | Total | Bonus ⁽¹⁾ | Other |
|-----------------------------------|--|-------------------------|---------------------------|------------------------|--|---|-------|----------------------|-------|
| | | | The Board of Directors | The Audit Committee | The Nomination and Remuneration Committee | The Sustainable Development and Corporate Governance Committee | | | |
| 8. Mr. Achawin Asavabhokin | Director | 480.0 | 240.0 | - | - | - | 720.0 | 1,066.7 | - |
| 9. Mr. Chalerm Kiettitanabumroong | Director and Chairman of the Risk Management Committee | 480.0 | - | - | - | - | 480.0 | 1,066.7 | - |
| 10. Mr. Pravit Choetawattanaphun | Director , Member of the Risk Management Committee and Vice Chairman of the Sustainable Development and Corporate Governance Committee | 480.0 | - | - | - | - | 480.0 | 1,066.7 | - |
| 11. Ms. Apinya Jarutrakulchai | Director , Member of the Sustainable Development and Corporate Governance Committee and Member of the Risk Management Committee | 480.0 | - | - | - | - | 480.0 | 1,066.7 | - |

Remarks : (1) Bonus according to the information was the compensation paid in the previous year as approved by the Annual General Meeting of Shareholders.

8.1.3 Governance of Subsidiaries

The Company's directors shall approve the establishment of vision, strategies, policies, business plan and budget of the Company to be used as frameworks or goals of the management for operation to achieve the result prescribed by the Company's Board of Directors. All of the approvals by the Company's Board of Directors include the subsidiaries and associated companies as appropriate in management. The detail of the Corporate Governance Policy of Subsidiaries presented on Section 6.1.1 Policy and Guidelines for the Board (7) Subsidiaries Supervision Policy.

8.1.4 Monitoring of compliance with the corporate governance policy and guidelines

(1) Prevention of conflicts of interest

The Audit Committee regularly reviews connected or related transactions to ensure that the conditions for the transactions serve the best interest of the Company by treating them as though they were ones being conducted with outsiders on an "arm's length basis". The Audit Committee also supervises the Company and ensures that the latter proceed and disclose relevant information of these related transactions completely and in compliance with official regulations prescribed by the authorities as per details shown in Connected Transactions section.

The Company has organized the corporate structure of the Company, its subsidiaries, associated companies, and related companies to avoid potential conflicts of interest.

To communicate and reinforce knowledge and understanding of how to prevent conflict of interest, the Company prepared and distributed educational materials on the subject to the Board of Directors, executives, and employees via email and the Intranet on October 3, 2025.

One hundred percent of directors, executives, and employees were communicated with regarding the prevention of conflicts of interest.

Furthermore, in 2025, the Company found no misconduct or received any complaints regarding conflicts of interest.

(2) Use of inside information to seek benefits

The Company has the policy to control the use of the Company's internal data for personal benefits by prohibiting the directors and/or executives to use the Company's data for personal benefits. Disclosed details of the use of internal information policy in Topic 6.1.2 Policy and guidelines related to shareholders and stakeholders (4) Supervision on the use of internal information.

In case directors and/or executives has breached the law and caused damage to the Company and the third parties, the Company shall cooperate and coordinate with the regulatory authorities to take legal actions.

To communicate and reinforce knowledge and understanding of how to prevent insider trading for personal gain, the Company prepared and distributed educational materials on the subject to the Board of Directors, executives, and employees via email and the Intranet on October 3, 2025.

One hundred percent of directors, executives, and employees were communicated with regarding the prevention of insider trading.

In 2025, the Company found no misconduct and there were no instances of stock trading using inside information by the Company's directors and executives.

(3) Anti-corruption action

The Board of Directors approved "the Anti-Bribery and Corruption Policy and Measures" , was specified as the duties and responsibilities of the directors, executives and all employees which should be acknowledged, understood and strictly conformed to the policy and code of practice.

The Anti-Bribery and Corruption Policy

- **Resolutions and policies of the Board of Directors regarding business operations not related to corruption and scope of operations**

According to the Board of Directors' Meeting No.1/2015 held on February 24, 2015, the Board of Directors approved the Anti-Bribery and Corruption Policy by including in "the Corporate Governance Policy" and "Business Ethics" of the Company.

The Board of Directors meeting No.1/2016 held on February 26, 2016 approved "the Anti-Bribery and Corruption Policy and Measures" separately from "the Corporate Governance Policy" and "Business Ethics" of the Company. The Company presented this policy and code of practice including "the Corporate Governance Policy" and "Business Ethics" on the Company's website. This shall increase the channels for the executives and employees to acknowledge the code of practice and implement effectively. All stakeholders are also to know the intention and determination of the Company in developing the Company and the nation to be free from corruption onwards.

In addition, the Board of Director has approved the "Anti-Corruption Policy" with latest update according to the resolution from the Board of Director Meeting No. 2/2022 on March 24, 2022.

The measures and guidelines on Anti-Bribery and Corruption cover the following operation of the Company:

1. The Company has conducted bribery and corruption risk assessment and set out the measures that match the risks and comply with internal control system;
2. The Company has defined the operational process that is adequate for implementation according to the policy which can prevent bribery and corruption in business operation;

3. The Company has provided orientation and training to the personnel in order to let them realize and understand the policies, measures and procedures on anti-bribery and corruption;
4. The Company has established an internal control system in order to ensure the efficiency and effectiveness of the Anti-Bribery and Corruption Policy that covers the process of financial and accounting data collection, as well as other processes involving the Company's operation;
5. The Company has conducted the reporting, monitoring and reviewing of the Anti-Bribery and Corruption Policy compliance, with a proper process to ensure that the policy is complete, adequate and up-to-date;
6. The Company has provided secure communication channels for its employees and all stakeholders, in order to request for suggestion, report the suspected behaviors, recommend or file complaints about bribery and corruption, with the right protection measure for aforementioned people;
7. The Company has provided the communication of the Anti-Bribery and Corruption Policy both internally and externally, in order to let all stakeholders learn more about the policy, including the notification to subsidiaries, associates and other companies under the Company's control, as well as the business representatives, to adopt the Anti-Bribery and corruption policy of the Company;

- **Participation in Thai Private Sector Collective Action Coalition Against Corruption**

The Company has emphasized and promoted honest and transparent business operation, as well as strict compliance with the law. In addition, the Company realizes that apart from negative impacts on business operation, reputation and image of the Company, bribes and corruptions are also the obstacles for sustainable growth of the Company.

The Board of Directors of the Company resolved that the Company must show its intention to participate in Thailand's Private Sector Collective Action Coalition Against Corruption and the Chairman of the committee of Thailand's Private Sector Collective Action Coalition Against Corruption acknowledged our participation in the project on December 26, 2014.

To be in accordance with and meet the Company's anti-corruption objective, the Company established an Anti-Corruption Working Group comprising of representatives from all departments with the Chief Executive Officer as the chairman. On December 8, 2016, the Company completed and submitted the "Self-Evaluation Tool for Countering Bribery" form to be certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption.

On October 5, 2025 the Company has been renewed the "Certification of Membership of the Private Sector Collective Action Coalition Against Corruption" for 3 years (the Third time).

Implementation

- Business Risk Assessment

The Company shall assess the risks in various transactions of the Company that may contain procedures or processes that constitute corruption by reviewing the Company's corruption risk management policy at least once a year, as well as reviewing the existing risk management measures in order to be appropriate to prevent or reduce the risk to an acceptable level.

- Guidelines for Anti-Bribery and Corruption

The Company has the following guidelines for anti-bribery and corruption:

1. Political Aid

- 1.1 The Company remains in its politically neutral state, with no supports for any political party in particular ;
- 1.2 In the event that the Company may have an intent to provide political support in the name of democracy, such action shall not fail to comply with the laws related to the issue; nor shall the Company be doing so in expectation of being provided with special treatment. Company procedures in light of the matter must be strictly observed ;
- 1.3 Employees are free to participate in political activities under the Thai Constitutional laws, the Company's property or anything including tools, equipment, etc., belonging to the Company, shall not be cited to strategically produce satisfactorily political results or benefits; in addition, good care must be taken to ensure that no miscomprehension be made in regard to the Company's non-partisan, good principle.

2. Donation for Charity

- 2.1 The Company has a policy on donation for charity both in terms of financial support and others such as donation of goods, participating in various activities, etc., so as in remaining adhered to its ethical framework of social responsibility;
- 2.2 Employees must take precautions and ensure that donations for charity not be directed towards corruptive behaviors such as bribery and the likes, and that their good deeds be done with transparency and in compliance with the laws;
- 2.3 The Company's money or property must be spent or used in light of donation for charity 'only' in the Company's name, typically for the good of such establishments as foundation, public charity organization, temple, hospital or other social benefit organizations, all of which must also be in possession of official certificate and verifiable in entity; implementations are to be made according to the Company's rules and regulations.

3. Monetary Support

- 3.1 Being a sponsor may be a public relations instruments rightfully adopted by the Company;
- 3.2 Employee must ensure with good care that, in case of donation, it be made strictly for charity purpose in order that the Company's sponsorship shall not be misused as another means of avoiding being labeled as giving bribes, and so that actions have been taken with transparency in accordance with the laws;

3.3 Employee must ensure with good care that the Company's money or property spent or used in providing supports for certain projects be credited to the Company's name only, and that the aforementioned actions must have been taken strictly for the benefits of the Company's reputation and positive brand image, etc.

4. Gifts/presents, service fees and other expenses

4.1 Directors, Executives and Employees shall not accept or ask for gifts or other benefits from trading partners, contractors, advisors and other related parties in all situations that could lead to unfair decision making or conflict of interests.

4.2 Directors, Executives and Employees shall avoid giving or accepting gifts or benefits from trading partners and related parties, except gifts for traditional festivals with reasonable prices unrelated to bonding or decision making. In addition, giving or accepting gifts with transparency and formal are acceptable.

4.3 Directors, Executives and Employees shall avoid giving or accepting unusual reception from related parties.

5. Facilitation Payments

5.1 The Company has a strict policy against making facilitation payments to government officials under any circumstances.

5.2 When employees are requested to make payments on behalf of the Company, they must ensure that such payments are not intended to induce government officials to act improperly in their duties or to influence any decisions for the Company's business benefit.

6. Conflict of Interest

The Company maintains a Conflict of Interest policy to ensure that the conduct of directors, executives, and employees remains transparent. In accordance with Corporate Governance principles and the Code of Conduct, personnel must not seek personal gain for themselves or related parties. Furthermore, they must ensure that all transactions serve the Company's best interests and strictly avoid any activities that create a potential conflict of interest.

7. Hiring of Government Employees

The Company has a policy regarding the hiring of government employees to serve as directors, executives, employees, or consultants. Such individuals must undergo a formal selection, approval, and compensation-setting process to ensure that their hiring is not an exchange for past favors and does not provide an undue advantage to the Company.

The Company shall disclose information regarding former government employees appointed as directors, executives, or consultants through the Company's official publications or various communication channels.

- Employees' Communication and Training

1. Provide orientation and training on anti-corruption policies and measures to directors, employees, and executives at least once a year.
2. Encourage directors and executives to be involved in educating employees to set a good example of operating in compliance with anti-corruption policies and measures.

- Monitoring and Evaluation

To ensure that anti-corruption policies and measures are implemented thoroughly throughout the organization and have clear oversight, the Company has set out the responsibilities of the management as follows :

- Provide internal control mechanisms and systems that support the implementation of anti-corruption policies and measures.
- Present urgent issues regarding corruption (if any) to the Audit Committee and the Board of Directors.
- Regularly report the results of the audit in accordance with anti-corruption policies and measures to the Audit Committee and the Board of Directors .
- Encourage subordinates at all levels to recognize the importance of complying with anti-corruption policies and measures.

- **Operating process after receiving clues / complaints**

1. The Audit Committee sends the clues / complaints to an Internal Audit Department for preliminary inspection. Any intimidate activities leading to damages would be a disciplinary offense.
2. If the clues / complaints in No.1 are real, an Internal Audit Department will direct the clues / complaints to related departments, and the process will be monitored by an Internal Audit Department and presented to the Audit Committee for consideration.

- **Protection of whistleblower or complainant**

Whistleblower or complainant, including the company's employees, customers and sub-contractors or other related parties, shall be protected by law or the company's regulation.

(4) Whistleblowing

The Company has instated that superiors in each and every level within the organization take actions on ensuring that their subordinates be informed, understand and comply with the Company's business ethics, rules and regulations stipulated in the articles of association, the corporate governance, as well as a series of legislations and legal codes. In addition, employees must not ignore any corruption-related activities. Any intimidate activities leading to damages would be a disciplinary offense. The Company has established guidelines for deliberation and interrogation with transparency and verifiability in light of complaints and such.

In order for all stakeholders are to be treated equally and in fairness, the Company has established a series of channels through which petitions and complaints, as well as suggestions and feedbacks, may be directed in the event that - from the Company's business operations or to its employees' possible misconducts related with suspicious behaviors deemed bribery and corruption.

In 2025, there were no reported cases of fraud or corruption. Furthermore, the Company has established communication channels to inform its business partners of its Anti-Corruption Policy and guidelines.

The petitioners can submit the clues and complaints including related evidences by following channel :

e-mail : auditcommittee@qh.co.th

By Post : Quality Houses Public Company Limited.

No.1 Q House Lumpini Building, Floor 7, South Sathorn Rd.,
Tungmahamek , Sathorn , Bangkok 10120

Such the Company's email and address could be found on the Company's website

(5) Report of stake holding of directors

At the Board of Directors' Meeting No.6/2009 convened on June 25, 2009, the Board of Directors has approved the criteria and procedures of reporting interest with respect to its directors and executives, whereby they are required to disclose all information relating to their interests (stake-holding), those belonging to their Connected Transactions, and then have it all submitted to the Company, as shown below:

- 1) Directors and executives must report their stake holding and/or that of their Connected Transactions, to the Company by utilizing the form of reporting as prescribed by the Company;
- 2) Directors and executives must report under 1) as follows:
 - Within 30 days after the date of appointment;
 - Within 30 days upon change of data in the latest report;
- 3) The person who is required to report under 1) must submit a written report to the Corporate Secretary within 3 working days from the date of report preparation;
- 4) The Corporate Secretary shall submit a copy of the report of stake holding under 3) to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 working days from the date the Company has received the document.

Report of Changes in Shareholding of the Directors/Executives as of December 31, 2025

| Name | Position | Dec 31, 2024 | | Change in 2025 | | Dec 31, 2025 | |
|---|---|------------------|-------------|-------------------|-------------------|------------------|-------------|
| | | Number of shares | Portion (%) | Acquired (shares) | Disposed (shares) | Number of shares | Portion (%) |
| 1. Mr. Boonsom Lerdhirunwong | Chairman and Independent Director | - | - | - | - | - | - |
| 2. Mrs. Tipawan Chayutimanta | Independent Director, Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee | - | - | - | - | - | - |
| 3. Assoc. Prof. Dr.Narongdech Srukhosit | Independent Director, Member of the Audit Committee | - | - | - | - | - | - |
| 4. Ms. Vilasna Poonpatpibul | Independent Director, and Member of the Audit Committee | - | - | - | - | - | - |
| 5. Mr. Naporn Sunthornchitcharoen | Director and Member of the Nomination and Remuneration Committee | 100,000 | 0.00093 | - | - | 100,000 | 0.00093 |
| 6. Mr. Adisorn Thananan-narapool | Director and Member of the Nomination and Remuneration Committee | 1,101 | 0.00001 | - | - | 1,101 | 0.00001 |

| Name | Position | Dec 31, 2024 | | Change in 2025 | | Dec 31, 2025 | |
|-----------------------------------|--|------------------|----------------|-------------------|-------------------|------------------|----------------|
| | | Number of shares | Portion (%) | Acquired (shares) | Disposed (shares) | Number of shares | Portion (%) |
| 7. Mrs. Suwanna Bhuddhaprasart | Director, Chairman of the Sustainable Development and Corporate Governance Committee, Member of the Risk Management Committee and Member of the Executive Committee | 7,013,754 | 0.06546 | - | - | 7,013,754 | 0.06546 |
| 8. Mr. Achawin Asavabhokin | Director | - | - | - | - | - | - |
| 9. Mr. Chalerm Kiettitanabumroong | Director, Chief Executive Officer, Chairman of the Risk Management Committee and Chairman of the Executive Committee | - | - | - | - | - | - |
| Mrs. Wipha Kiettitanabumroong | Spouse | 136,500 | 0.00127 | - | - | 136,500 | 0.00127 |
| 10. Mr. Pravit Choatewattanaphun | Director, Managing Director, Member of the Risk Management Committee, Vice Chairman of the Sustainable Development and Corporate Governance Committee and Member of the Executive Committee | - | - | - | - | - | - |
| 11. Ms. Apinya Jarutrakulchai | Director, Senior Executive Vice President, Member of the Sustainable Development and Corporate Governance Committee, Member of the Risk Management Committee and Member of the Executive Committee | - | - | - | - | - | - |
| 12. Mr. Adisak Srisook | Executive Vice President, Member of the Sustainable Development and Corporate Governance and Member of the Executive Committee | 33 | 0.00000 | - | - | 33 | 0.0000 |
| 13. Mr. Sommart Promkunakorn | Executive Vice President, Member of the Sustainable Development and Corporate Governance Committee and Member of the Executive Committee | - | - | - | - | - | - |
| | Total | 7,251,388 | 0.06767 | - | - | 7,251,388 | 0.06767 |

8.2 Report on the results of duty performance of the Audit Committee

8.2.1 Number of the Audit Committee's meetings and the attendance of each member

Number of meeting attendances of each committee member in 2025 are shown as follows:

| Name | Position | Meeting attendance (Times) |
|--|---------------------------------|----------------------------|
| 1. Mrs. Tipawan Chayutimanta | Chairman of the Audit Committee | 6/6 |
| 2. Ms. Vilasna Poonpatpibul | Member of the Audit Committee | 6/6 |
| 3. Assoc. Prof. Dr.Narongdech Srukhsit | Member of the Audit Committee | 6/6 |

The Audit Committee has convened 6 meetings in 2025 with the Company's auditors without the presence of the Company's management team.

8.2.2 Describe the results of duty performance of the Audit Committee

Details of the results of duty performance of the Audit Committee are reported in page 7

8.3 Report on the results of duty performance of the other Sub-committee

8.3.1 Number of the Sub-committee's meetings and the attendance of each sub-committee member

Number of meeting attendances of each Sub-committee member in 2025 are shown as follows:

| Name | Meeting attendance (Times) | | | |
|-----------------------------------|---|-------------------------------|--|-------------------------|
| | The Nomination and Remuneration Committee | The Risk Management Committee | The Sustainable Development and Corporate Governance Committee | The Executive Committee |
| 1. Mrs. Tipawan Chayutimanta | 3/3 | | | |
| 2. Mr. Adisorn Thananan-narapool | 3/3 | | | |
| 3. Mr. Naporn Sunthornchitcharoen | 3/3 | | | |
| 4. Mr. Chalerm Kiettitanabumroong | | 2/2 | | 3/3 |
| 5. Mrs. Suwanna Bhuddhaprasart | | 2/2 | 4/4 | 3/3 |
| 6. Ms. Apinya Jarutrakulchai | | 2/2 | 4/4 | 3/3 |
| 7. Mr. Pravut Choatewattanaphun | | 2/2 | 4/4 | 3/3 |
| 8. Mr. Adisak Srisook | | | 4/4 | 3/3 |
| 9. Mr.Sommart Promkunakorn | | | 4/4 | 3/3 |

8.3.2 Describe the results of duty performance of the Sub-committee

Details of the results of duty performance of the Nomination and Remuneration Committee are reported in page 10

Details of the results of duty performance of the Sustainable Development Corporate Governance Committee are reported in page 11

Details of the results of duty performance of the Risk Management Committee are reported in page 13

9. Internal Control and Related party Transactions

9.1 Internal Control

At the Company's Board of Directors' Meeting No.1/2025 held on February 25, 2025, all four independent directors, including three Audit Committee members, attended the meeting. The Board of Directors evaluated the internal control system using the "Internal Control Sufficiency Evaluation Form", available on the SEC website. They reviewed and raised questions on certain issues to management, in order to evaluate the Company's internal control system in five disciplines including;

1. Internal Control Environment
2. Risk Assessment
3. Operational Control
4. Information and Communication
5. Monitoring Activities

The Board of Directors determined that the Company's internal control system is sufficient and appropriate. The Company has sufficient personnel to effectively implement the system, with internal control system established to supervise and monitor business operations of the subsidiaries to prevent the Company's resources or those of the subsidiaries from being misused by members of the Board of Directors or executives, including conducting transactions with potential conflict of interest and with related parties. As for internal control in other subjects, the Board of Directors opined that the control was sufficient.

The independent directors and members of the Audit Committee had the same opinion with the Board of Directors.

The details of the 5 disciplines are summarized below;

1. Internal Control Environment

The management team and employees have proven optimistic and in possession of positive attitudes rightfully in favor of the internal control criteria. The management team have placed the importance upon business ethics and integrity; therefore, in the event that there stood a breach of the codes of conduct, thus affecting the elements of business ethics and integrity, the incidents were to be treated with fairness and transparency in response to the given circumstances and in accordance with the audit report on the case-by-case basis.

In general, the Company's internal control system has been found suitable and efficient in favor of its implementation as a whole as exemplified in the following examples:

- The Board of Directors have managed to ensure that the Company has a set of well-defined business goals, all of which are assessable and practically utilized as guidelines for performance appraisal and business conducts by both the management team and employees at operational level;

- The Board of Directors have managed to ensure that the Company prescribes the duties and responsibilities of both the committees and executive officers in compliance with the law and the charter;
- The Board of Directors have proven knowledgeable in the Company's business operations and in possession of expertise of use accordingly, or at least resourceful enough to solicit professional pieces of advice and opinions by specialists with no difficulty. In addition, the Board of Directors are comprised of independent directors of note with knowledge, competency, trustworthiness and are able to independently operate as well;
- The Company has provided for an instrument of the organizational chart which is proven of great use to the Management team/executive officers' tasks in terms of both effectiveness and efficiency;
- Duties and responsibilities have been determined and assigned properly while authority has been addressed in strictly legitimate manner, which allows for operations to have been as optimally carried out within the organization as possible, i.e. among the Board of Directors, executive officers and management team, as well as the employees at operational level;
- The Company has reviewed its operational goals to ensure that they are properly and prudently prescribed in addition to a well-defined paradigm of performance appraisal process, incentive scheme, as well as disciplinary actions upon tardiness and ineffectiveness when and where necessary, all of which are to be communicated and made known to the employees and their superiors (including executive officers and management team);
- The Company has defined and established the Code of Conduct in writing to be properly observed by both management team and employees, as well as monitored their observance accordingly. This includes prohibiting the aforementioned groups from acquitting in such manner that may cause conflicts of interest with the Company's businesses, as well as preventing from any of corruptive behaviors and misconducts, with which failure to comply shall be addressed in form of disciplinary actions;
- The Company has established a written Anti-Corruption Policy to be used as a guideline, operations process for the operational personnel's adoption to be in alignment with anti-corruption measures. It also acts as a communication tool for both inside and outside of the Company for all stakeholders to acknowledge the serious stance the Company has taken on anti-corruption.
- The Company has prescribed the rules and regulations, as well as policies, all in writing, in dealing with risk-prone transactions including financial, procurement and administrative ones, etc., in aims at preventing corruptions and damages that could have incurred;
- The Company has managed to provide the operation control and monitor systems for those in charge, including the Internal Audit Department, the latter of which retains autonomy in auditing and reporting directly to the Audit Committee, whose duties include making inspection in accordance with business risk priority, covering critical work processes within the Company and its subsidiaries.

The Audit Committee has independently oversaw the internal audit function, approved the annual audit plans, acknowledged the audit results, provided guidance on how to strengthen internal control system in order to prevent or mitigate potential risks, and guidelines on how to effectively report and follow up on improvements following the internal audit. In 2025, no material internal control deficiencies have been found.

2. Risk Assessment

The Company prioritizes risk management in accordance with Good Corporate Governance principles, while also recognizing the importance of personal data, and social and environmental responsibility to achieve Sustainable Development. The Company has adopted the COSO Enterprise Risk Management – Integrating with Strategy and Performance framework as a guideline for its risk management practices. Furthermore, a ‘Risk Management Committee’ has been established to identify risks across the Company’s business operations, and to regularly assess and monitor the overall risk profile and the specific risk management plans of various departments. In addition, the Company has managed to ensure that the systems of risk management report must be implemented in proper and timely manner. The Company’s executives have evaluated the situations and risks and analyzed the incidents which may have had impacts on, and caused damage to, the Company. In response, the Company has prescribed the preventive and corrective measures against those risks while assiduously monitored and followed up with the incidents attributed to the risk factors, as well as implemented the measures in aims at reducing the risks accordingly. Furthermore, the Risk Management Committee has approved and initiated communications of risk management policy with the executive officers/management team and all staff members for their acknowledgement and actions to such an extent that it will have become a part of the organization as a whole. The Risk Management Committee also reports the performance on a regular basis to the Audit Committee.

The Company has proven to be in compliance with generally certified accounting standards, which is of good use to its business operations. In regard to this matter, the Company has specified a list of essential items of financial transactions by taking into account such important factors as users of those financial transactions, transaction size and business trends.

The Company’s financial report reflects upon how its business operations and activities have been implemented in practice whereby a complete list of financial transactions are revealed, as well as the rights and obligations to be honored by the Company, all of which are accurately and completely manifested.

3. Operational Control

Supervising the management’s operations is important for gaining trust from the Company and its shareholders that the direction set by management has been accepted and executed by all employees including :

- The Company uses key performance indicators (KPI) as a planning and controlling tool.
- The Company has clearly defined, in writing, the scope of authority and monetary approval limit of each level of management. This is specified in the Company's policy for payment authorization.
- The Company has segregated applicable duties into 3 parts as follows:
 - (1) Approval duty
 - (2) Record keeping duty
 - (3) Asset control duty

This is to create check and balance mechanism.

- Control measures on the safety of technology system includes Personal Identifiable Information, which grants access control by user level and by scope of responsibilities, together with several control mechanism related to usage rights of various programs applicable for the duties of employees in each level.
- In case of business transactions being carried out with the related parties, the Company has established a set of concise measures in light of monitoring and ensuring that the aforementioned activities must be performed in compliance with the processes prescribed by the authorities while being strictly treated as a case of normal transactions conducted with external parties, thus upon the so-called arm's length basis for the Company's highest benefits;
- In the event that business transactions with the related parties are to be approved in such manner that they shall become bound with the Company on a long term basis, the Company has managed to audit and monitor on regular basis as to whether or not the terms and conditions upon which both or all parties have been agreed are being strictly observed;
- In the event that the Company has made investments in subsidiaries or associated companies, the Company shall ensure that their performances must be analyzed and evaluated on a regular basis;
- The Company has established controlling measures in light of its business operations to ensure compliance with the related laws to reduce operational risks and preserve the Company's great name and reputation.

4. Information and Communication

The Company has continuously developed and improved its Information Technology systems in order to support the company's operations, increase work efficiency, reduce manual work, have better control, as well as improve compliance with government regulations.

The Company's information technology systems support multi-company operations with payment control that is consistent with budget plans and approval authority. All receivable and payable systems are connected, from the front office to the financial accounting systems, which allows for efficient, accurate, and timely work process that can be audited in all steps. Reports are automatically sent to executives, relevant employees, merchants, and contractors, with e-mail alert capability to ensure smooth and timely operations. In addition, the system also supports human resources management through employee's self-service system.

Additionally, the Company prioritizes compliance with the Personal Data Protection Act (PDPA) by implementing a consent management system for disclosing the personal data of customers and relevant parties. The Company has also established an Information Security Policy (IT Security), which is disclosed to all executives and employees via the corporate Intranet to serve as an operational guideline. This policy is regularly reviewed and updated to remain consistent with the PDPA. Furthermore, work systems and procedures have been enhanced to increase the security of personal data access and strengthen internal controls. Key measures include access restrictions, data masking, and the cessation of certain types of data collection. The Company employs external auditors to review its information systems and report findings to the Audit Committee and management.

As for the data access security controls, systems are connected to the central login system, which will automatically disable the account when the employee resigns and utilize one-time passwords in critical work systems where the system will send an SMS message to the number that was declared with the human resource department.

Data Backup is carried out in 3 aspects:

1. Back up data daily on another device.
2. Back up data on external media and store it daily in a safe place outside the organization.
3. Automatically send data to the backup center every 30 minutes and perform checks on the latest data sent to the backup center by automatically sending an email back to the responsible person.

For various applications, they are to be replicated and transferred to a Data Backup Center on daily basis. Additionally, the 'disaster recovery' backup program must be tested at Data Backup Center 1 time a year, and offsite testing is increased to at least once a year. Additional testing will be conducted in the event of significant changes, such as a database upgrade.

5. Monitoring Activities

The Company has monitored the internal control system in use and conducted an evaluation accordingly. In addition, performance appraisal has also been carried out whereby practice guidelines are prescribed while the internal control system is monitored on a continual basis. This constitutes part of the normal business operation of the management team, supervisors and those involved in the process.

Additionally, the Company conducted an internal control assessment based on reports from the Internal Audit Department, an independent unit that operates in accordance with the International Professional Practices Framework (IPPF) and reports its audit results directly to the Audit Committee.

In the event that there are incidents or doubts in which gross misconduct, acts against the law or any other irregularities have been committed, which could significantly affect the Company's reputation and financial status, the executives/management team would report the Board of Directors immediately, as well as properly provide corrective measures for the Board of Directors/the Audit Committee for their further consideration.

In 2025, the Audit Committee has convened six meetings to consider, follow up on the financial status and operational results on a regular basis and make significant recommendations which had impacts on the “organization and executive officers” periodically, while simultaneously monitor and ensure that the corporate goals would be attained. The internal control system would be continually reviewed and improved promptly in response to the ever-changing situations.

Furthermore, the Company’s auditor, EY Office Company Limited, represented by Ms. Pimjai Manitkajohnkit, who served as the auditor for the financial statements for the year 2025, had no opinion on a note in the Auditor’s Report that the Company had any defects related to the issue of internal control system.

The Audit Committee has directed the Internal Audit Department to operate independently, impartially and ethically, and approved Mrs. Suneerat Puntarikpan as acting head of the Internal Audit Department of the Company since July 16, 2021 due to her eligibility, accounting knowledge, her experience in internal audit operations, including information technology systems, and her understanding of the Company’s operational activities. In addition, She has participated in training programs on risk management, anti-corruption and anti-bribery practices, as well as other relevant compliance-related subjects.

The consideration of appointment, withdrawing and transfer of the Head of Internal Audit will require an approval from the Audit Committee.

9.2 Connected Transactions

9.2.1 Connected transaction with persons with potential conflicts

The Company and its subsidiaries conducted a number of connected transactions with persons with potential conflicts in the past year (please consider with notes in the financial statement). The Company’s and its subsidiaries connected transactions details are summarized below:

| Relationship As at 31 Dec 25 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee |
|--|---|----------------------|-----------|-----------|--|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | |
| 1) Land and Houses Fund Management Co., Ltd. | | | | | |
| - QH and LH are the shareholders of LH Financial Group Plc. (“LHFG”), holding 13.74% and 21.88% of the total shares,respectively and in turn, the LHBANK is holding 99.99% | Renting the office space in Q. House Sathorn Building | | | | The Audit Committee expressed that such rental and service fees of the aforementioned office building’s rental space were deemed reasonable to do the transaction with fair market price, compared to its peers with similar size. |
| | - Revenue from rental and service fee | 11.98 | 14.70 | 6.17 | |
| | - Deposit from rental and service fee | 2.38 | 2.38 | - | |
| | - Account receivables | 0.21 | 0.46 | - | |

| Relationship As at 31 Dec 25 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee |
|---|--|----------------------|-----------|-----------|---|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | |
| 2) Land and Houses Bank Plc. (“LHBANK”) | | | | | |
| <p>- QH and LH are the shareholders of LH Financial Group Plc. (“LHFG”), holding 13.74% and 21.88% of the total shares, respectively. Meanwhile, LHFG is the shareholder of Land and Houses Bank Plc. (LHBANK), holding 99.99% of the total shares</p> <p>- The joint Directors is Mr. Naporn Sunthornchitcharoen.</p> <p><u>Remark:</u> Below shown are the subsidiaries, with both direct and indirect shareholdings: Q.H. Management Co., Ltd., Q.H. International Co., Ltd., The Confidence Co., Ltd., Casa Ville Co., Ltd., Q House Precast Co., Ltd., Casa Ville (Petchburi 2553) Co., Ltd., Casa Ville (Rayong 2553) Co., Ltd., Casa Ville (Chonburi 2554) Co., Ltd., Casa Ville (Prachuabkhirikhan 2554) Co., Ltd., Property Host Co., Ltd., Gusto Village Co., Ltd. and Centre Point Hospitality Co., Ltd.</p> | (A) Bank transaction: | | | | <p><u>Bank transaction</u></p> <p>The Audit Committee expressed that the opening of each type of bank accounts, rates of interest income and normal bank charges were normal and implemented in the same manner as other persons or companies as has been generally announced.</p> <p><u>Rental of spaces in office buildings</u></p> <p>The Audit Committee expressed the rates of rentals and service fees of spaces for rent were reasonable and thus suitable for entering into transaction. In addition, the fees were found comparable to other operators with similar size of spaces, thus constituting those of fair market value as well.</p> <p><u>Sales promotion expenses incurred from the activities related to customers who bought properties</u></p> <p>The Audit Committee expressed that the transactions of sales promotion expenses incurred from the activities related to customers who bought properties and had repaid principal and interest expenses, which is in accordance with the ordinary course of business as usual and also found to be in the approximate value to that of other sales promotion campaigns given to other real-estate customers. Thus, it was deemed proper and reasonable to carry out the aforementioned transactions</p> |
| | - Bank deposit | 707.79 | 1,160.60 | 1,090.41 | |
| | - Interest income | 1.91 | 3.32 | 12.26 | |
| | - Bank charge | 1.16 | 1.15 | 1.38 | |
| | (B) Leasing of space in Q. House Sathorn Building. | | | | |
| | - Revenue from rental and service fees | 36.46 | 28.80 | 2.60 | |
| | - Receivables (rental and service fees) | 0.56 | 0.17 | - | |
| | - Deposit for rental and service fee | 7.48 | 7.48 | - | |
| | | | | | |
| | | | | | |

| Relationship As at 31 Dec 25 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee |
|--|---|----------------------|-----------|-----------|--|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | |
| 3) Home Products Center Public Company Limited (“HMPRO”) | | | | | |
| <div>- LH is the major joint shareholder of QH and HMPRO, holding 24.98% and 30.23% respectively.</div> <div>- QH is the major shareholder of HMPRO, holding 19.87%.</div> <div>- The joint directors are Mr. Boonsom Lerthirunwong, Mrs. Suwanna Bhuddhaprasart, Mr. Naporn Sunthornchitcharoen and Mr. Achawin Asavabhokin</div> | Purchasing products and services. | | | | The Audit expressed that such transaction was deemed reasonable and based on the principle of fair market value. In addition, QH and its subsidiaries are entitled to opt for products and construction materials from other companies in the event that the rivals’ offers are found more reasonably priced. |
| | - Value of purchased products and services. | 21.18 | 26.02 | 24.80 | |
| | - Other payables. | 3.32 | 3.98 | 2.83 | |
| 4) Quality Construction Products Public Company Limited (“Q-CON”) | | | | | |
| <div>- The major joint shareholder is LH, holding shares of both QH and Q-CON at the ratio of 24.98% and 21.16% respectively.</div> <div>- The joint director is Mr. Naporn Sunthornchitcharoen.</div> | Purchasing products. | | | | The Audit Committee expressed that it was justifiable to enter into the aforementioned transactions since it was in accordance with the terms and conditions stipulated under the Q-CON Share Agreement. Both QH and its subsidiaries also benefited from the profit obtained from selling Q-CON shares. Meanwhile, both QH and its subsidiaries were still utilizing a larger number of light-weight bricks in construction of housing projects than contractually prescribed by the product sales agreement. In addition, the price range of the products appeared relatively similar to the fair market value at that time. Upon completion of the contractual period, QH and its subsidiary would be entitled to make purchase of the same products from other companies that might make more attractive offers in terms of pricing. |
| | - Value of purchased products and services. | 85.15 | 40.56 | 15.97 | |
| | - Trade payables | 14.23 | 2.82 | 1.47 | |
| | <u>Remark:</u> QH and its subsidiaries (Q.H. International Co., Ltd.) held 25.78% and 1.45% of the total shares in Q-CON (as of Dec 31, 2009) respectively. On Feb 23, 2010, QH and its subsidiary had entered into business agreement upon the shares of Q-CON with SCG Construction Products Co., Ltd., the latter of whose shares were being held in total of 100% by Siam Cement Plc. The entire amount of payment was implemented and all shares were transferred on Feb 24, 2010. In addition, on Mar 2, 2010, QH had signed the Product Sales Agreement with Q-CON, with the terms of Agreement being the period of 3 years. QH also agreed to purchase light-weight bricks at the minimum quantity and for the prices as prescribed in the aforementioned instrument, the obligation being incorporated as part of the terms and conditions of the Q-CON Share Agreement. | | | | |

| Relationship As at 31 Dec 25 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee | | | | | | | | | | | | |
|---|---|----------------------|-----------|-----------|-----------------------------------|------|-----|-------|-------|-------|-----|-------|-------|---|--|--|--|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | | | | | | | | | | | | | |
| 5) Quality Houses Business Complex Leasehold Real Estate Investment Trust ("QHBREIT") (Quality Houses Leasehold Property Fund ("QHPPF") has been converted to Quality Houses Business Complex Leasehold Real Estate Investment Trust ("QHBREIT") on December 4, 2024.) | | | | | | | | | | | | | | | | | |
| - QH is the major shareholder of QHBREIT, holding 25.66% of total shares. | (A) Long-term leasehold right. QH gives the leasehold right for land and building, as well as other relevant equipment of Q. House Ploenchit Project for 30 years (Dec 8, 2006 - Dec 7, 2036), for which QH received the rental fee of Baht 819 million in full. - Advance received from leasehold right - Rental revenue (B) QH and QHI (QH holding 99.99% shares) were hired to manage 3 office buildings for rent, including Q. House Lumpini, Q. House Ploenchit and Wave Place. - Management fees - Other receivables. (C) QH rented office spaces from Q.House Lumpini Building - Space rental fee - Other payables - Deposit for rental and service fees <u>Notes</u> : The estimated value of Q. House Ploenchit ("PJ") and the Q. House Lumpini ("LU") reported at that time by 2 independent appraisers were as follows: Unit : Million Baht <table><tr><td></td><td>PJ</td><td>LU</td><td>Total</td></tr><tr><td>CBRE</td><td>838</td><td>5,566</td><td>6,404</td></tr><tr><td>BKKAP</td><td>800</td><td>5,240</td><td>6,040</td></tr></table> - CB Richard Ellis (Thailand) Co., Ltd. ("CBRE"). - Bangkok Property Appraisal Co., Ltd. ("BKKAP") | | PJ | LU | Total | CBRE | 838 | 5,566 | 6,404 | BKKAP | 800 | 5,240 | 6,040 | 351.46 27.15 56.78 16.39 33.12 0.21 7.555 | 324.23 27.22 68.51 24.31 33.07 0.21 7.55 | 297.08 27.15 63.98 21.52 32.47 0.17 7.51 | The Audit Committee expressed that the distribution and/or giving of the leasehold right for land, building and the related equipment of the 2 projects, namely, Q.House Ploenchit and Q.House Lumpini, to QHBREIT have been carried out in accordance with the resolution of the Board of Directors' Meeting No.10/2006 convened on Oct 19, 2006. The transaction was carried out at fair market value whereby the Company has already made price comparison with that being offered by each prospective buyer and thus has selected the bidder who has offered the best proposals, as well as most attractive terms and conditions, including the highest return to the Company . The Audit Committee has taken into account the reports submitted at that time by 2 independent appraisers, as well. Therefore, the Audit Committee has come to draw the conclusion that the aforementioned transaction was justifiable with the fair market value that also covered the rental fee rates and service fees payable to QHBREIT. |
| | PJ | LU | Total | | | | | | | | | | | | | | |
| CBRE | 838 | 5,566 | 6,404 | | | | | | | | | | | | | | |
| BKKAP | 800 | 5,240 | 6,040 | | | | | | | | | | | | | | |

| Relationship As at 31 Dec 24 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee | | | | | | | | | | | | | | | |
|---|--|----------------------|-----------|-----------|-----------------------------------|-------|-----|-------|-------|-----|-------|-----|-------|-------|-----|-------|---------------------------------------|-------------------------------------|-------------------------------------|---|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | | | | | | | | | | | | | | | | |
| 6) Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ("QHHRREIT") (Quality Houses Hotel and Residence Freehold and Leasehold Property Fund ("QHHR") has been converted to Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ("QHHRREIT") on May 24, 2024.) | | | | | | | | | | | | | | | | | | | | |
| - QH had sold the assets used in the operation of the Centre Point Hotel Projects in Pratunam, Sukhumvit 10 and Chidlom ("assets"), and proceeded to enable QHHRREIT to enter into the property lease agreement for Centre Point Hotel Chidlom. Accordingly, QH received payment in total of Baht 3,342 million as consideration. In addition, on Jul 18, 2012, the Company had made investment in QHHRREIT for 31.33%, that is 105.28 million units of QHHR at the unit price of Baht 10, amounting to Baht 1,053 million. The Centre Point Hospitality Co., Ltd. ("CPH") (QH holding 99.99% shares) has leased the property from QHHRREIT for its hotel business. | (A) Hotel leasing CPH has taken a lease and sublease of properties from QHHRREIT for its hotel business, which included the Centre Point Hotel projects at Pratunam, Sukhumvit 10 and Chidlom. - Rental fees - Other service revenue - Accrued rental fees - Other receivables. (B) QH guaranteed the minimum rental income for QHHRREIT from selling the assets to QHHRREIT and CPH to make a lease agreement for such assets for the period of 3 years from the date on which QHHRREIT invested in the asset at the amount not exceeding Baht 837 million. On Jul 19, 2015, the aforementioned agreement of minimum guarantee for rental fees was terminated, and QH had completely paid such rental fees. <u>Remark</u> : The estimated value of the Centre Point Hotel Pratunam ("CP1"), the Centre Point Hotel Sukhumvit 10 ("CP2") and the Centre Point Hotel Chidlom ("CP3") reported at that time by the 2 independent appraisers were as follows: Unit : Million Baht <table><tr><td></td><td>CP1</td><td>CP2</td><td>CP3</td><td>Total</td></tr><tr><td>GAA</td><td>1,144</td><td>1,549</td><td>725</td><td>3,418</td></tr><tr><td>TAP</td><td>1,204</td><td>1,700</td><td>724</td><td>3,628</td></tr></table> - Grand Asset Advisory CO., Ltd. ("GAA"). - TAP Valuation Co., Ltd. ("TAP") | | CP1 | CP2 | CP3 | Total | GAA | 1,144 | 1,549 | 725 | 3,418 | TAP | 1,204 | 1,700 | 724 | 3,628 | 251.19 4.17 132.79 10.32 | 375.26 8.72 62.09 9.33 | 500.31 3.05 81.44 3.26 | The Audit Committee expressed that the distribution of properties together with fixture and related equipment and/or providing for leasehold right and/or transferring of leasehold right over the properties to QHHRREIT was implemented in accordance with the resolution of the Board of Directors' Meeting No. 4/2012 dated Jun 19, 2012, thus approving the Company and its subsidiary to distribute the real estate property, fixture and the related equipment and/or to give the leasehold right and/or to transfer the leasehold right of real estate property for the following (three) hotel operated by the Company: Centre Point Hotel Pratunam, Centre Point Hotel Sukhumvit 10 and Centre Point Hotel Chidlom. In addition, these transactions were also collectively deemed reasonable and conducted within a fair price range due to the fact that QH had already taken into account the price comparison of quotations and the offers made by each and every one of the prospective buyers, and thus selected the bidder who offered the best proposals, terms and conditions, including the highest return to the Company. Furthermore, the appraisal reports produced at that time by 2 independent appraisers were also taken into account by QH. Consequently, the Audit Committee was of the opinion that, during such period, the transactions were deemed reasonable and conducted within a fair price range. |
| | CP1 | CP2 | CP3 | Total | | | | | | | | | | | | | | | | |
| GAA | 1,144 | 1,549 | 725 | 3,418 | | | | | | | | | | | | | | | | |
| TAP | 1,204 | 1,700 | 724 | 3,628 | | | | | | | | | | | | | | | | |

| Relationship As at 31 Dec 24 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee |
|---|---|--|--|--|---|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | |
| 7) LH Hotel Leasehold Real Estate Investment Trust ("LHRREIT") | | | | | |
| (Land and Houses Freehold and Leasehold Property Fund ("LHPF") has been converted to LH Hotel Leasehold Real Estate Investment Trust ("LHRREIT") on November 28, 2024.) | | | | | |
| Joint major shareholders are LH, holding 24.98% of QH shares and holding 26.96% of LHRREIT shares. | QH and QHI (QH holding 99.99% shares) have entered into a service agreement for building management, accounting, brokerage for residential occupancy, and granting LHRREIT the right to use the "Centre Point Resident" trademark, along with other services as detailed below: (A) Centre Point Sukhumvit-Thonglor Service Apartment Project. 1. Property management - Building management income - Other receivables - Other payables 2. Personnel fees - Service revenue 3. Project management and administration contract - Service revenue (B) Centre Point Residence Promphong Residential Building for rent. - Building management income - Personnel service revenue - Other receivables (C) L&H Villa Sathorn House for Rent Project - Building management income - Personnel service revenue - Other receivables | 7.45 1.23 0.03 2.12 2.06 2.68 1.05 0.06 2.55 0.98 0.06 | 8.31 3.79 0.01 2.23 2.06 2.76 0.80 0.28 2.62 0.77 0.28 | 8.32 3.00 0.01 2.27 2.16 2.84 0.87 0.08 2.70 0.84 0.07 | The Audit Committee expressed that it was deemed justifiable to enter into the aforementioned transactions and thus beneficial to the commerce of residential buildings for rent of QH and/or its subsidiaries as in business as usual, whereby QH and its subsidiaries would benefit from revenues generated by their services in building (project) management and brokerage in regard to all of the aforementioned projects. |
| 8) Harbour View Corporation ("HVC") | | | | | |
| - Q.H. International Co., Ltd. ("QHI") (QH holding 99.99% shares) holds 99% shares of Q.H. International (BVI) Co., Ltd. ("QHI (BVI)"), while QHI (BVI) holds 14.15% of HVC shares. | (A) Loan provision - Loans - Accrued interest (B) Loan guarantee. QH has served as the loan guarantor for HVC in proportion with shareholding in QHI (BVI) (21%), amounting to US\$ 1.3 million from the year 1997 to present. However, due to an increment in capital by HVC for the benefits of its current shareholders whereas QHI (BVI) has not made purchase thereof, the proportion of shareholding has been decreased to the current proportion of 14.15% while burden of guarantee remains unchanged. Such burden is also subjected to fluctuation depending upon HVC's ability to make repayment of both principal and interest accordingly. During 2017, HVC had already paid back both principal and interest owned to financial institutions and the Company withdrew such guarantees. | 77.15 1.47 | 76.63 1.46 | 71.17 21.68 | The Audit Committee expressed that the provision and guarantee of loans for HVC was justifiable in accordance with the proportion of shareholding. |

| Relationship As at 31 Dec 25 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee |
|---|---|----------------------|-----------------------|----------------|---|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | |
| 9) The Mandarin Hotel Plc. | | | | | |
| - Mr. Anant Asavabhokhin holds a 10.03% share in Mandarin Hotel Public Company Limited and is the father of Mr. Archwin Asavabhokhin, a director of QH. | Q.H. International Co., Ltd. ("QHI") (QH holding 99.99% shares) has entered into building management contract. - Project management fee - Other receivables | 7.25 2.03 | 11.13 4.78 | 10.70 2.35 | The Audit Committee expressed that it was deemed justifiable to enter into the aforementioned transactions and thus beneficial to the Company's operations in regard to the business as usual. The Company and its subsidiaries would benefit from income generated in light of the service charges obtained from the hotel customers. In addition, all these activities are most likely to be of use in terms of enhancing corporate brand awareness of "The Mandarin Hotel Public Company Limited". |
| - Ms. Suwanna Buddhprasart is the Chairperson of Mandarin Hotel Public Company Limited and a director of QH. | | | | | |
| 10) Land and Houses Securities Public Company Limited | | | | | |
| - QH and LH are the shareholders of LH Financial Group Plc. ("LHFG"), holding 13.74% and 21.88% of the total shares, respectively. In addition, LHFG is the shareholder of Land and Houses Securities Public Company Limited, holding 99.90% shares. | Renting the office space in Q. House Sathorn Building - Revenue from rental and service fees - Receivables from rental and service fees - Deposit for rental and service fees | 9.16 0.22 1.68 | 14.70 0.21 1.68 | 6.17 - - | The Audit Committee expressed that such rental and service fees of the aforementioned office building's rental space were deemed reasonable to do the transaction with fair market price, compared to its peers with similar size. |
| | | | | | |
| 11) LH Financial Group Public Company Limited ("LHFG") | | | | | |
| - Both QH and LH is shareholders of LH Financial Group Public Company Limited, ("LHFG"), holding 13.74% and 21.88%, respectively. - The joint Directors are Mr. Naporn Sunthornchitchaoren and Mr. Archwin Asavabhokhin | LHFG was granted leasing right of Q.House Sathorn transferred from one company which was effective since Jan 1, 2020. - Revenue from rental and service fees - Deposit for rental and service fees - Account receivables | 7.96 1.65 0.12 | 7.88 1.65 0.09 | 3.82 - - | The Audit Committee expressed that such rental and service fees of the aforementioned office building's rental space were deemed reasonable to do the transaction with fair market price, compared to its peers with similar size. |
| | | | | | |
| 12) Land and Houses Advisory Co., Ltd. | | | | | |
| - QH and LH are the shareholders of LH Financial Group Plc. ("LHFG"), holding 13.74% and 21.88% of the total shares, respectively. In addition, LHFG is the shareholder of Land and Houses Securities Public Company Limited, holding 99.90% shares whereas Land and Houses Securities Public Company Limited are currently holding 99.99% shares of Land and Houses Advisory Co., Ltd. | Renting the office space in Q.House Sathorn Building - Revenue from rental and service fees - Deposit for rental and service fees | 0.22 0.05 | 0.22 0.05 | 0.09 - | The Audit Committee expressed that such rental and service fees of the aforementioned office building's rental space were deemed reasonable to do the transaction with fair market price, compared to its peers with similar size. |
| | | | | | |

| Relationship As at 31 Dec 25 | Nature of Transaction | Value (Baht million) | | | Opinion of the Audit Committee |
|--|---|----------------------|-----------|-----------|---|
| | | 31 Dec 23 | 31 Dec 24 | 31 Dec 25 | |
| 13) Siam Retail Development Company Limited | | | | | |
| Mr. Anant Asavabhokhin is a major shareholder in Siam Retail Development Company Limited, holding a total of 27% of the shares, and is related as the father of Mr. Archwin Asavabhokhin, who is a director of QH. | - QH services for system including system consultation, VPN and DRC system of Centre Point Hotel Terminal 21 Korat by Siam Retail Development Company Limited for 3 years, Jan 1, 2021 - Dec 31, 2023 (with a 3 years contract renewal, from January 1, 2024, to December 31, 2026). | | | | The Audit Committee expressed that such transaction was deemed reasonable with fair market price. |
| | - Other Revenue | 0.44 | 0.60 | 0.60 | |
| | - Other receivables | 0.04 | 0.06 | 0.05 | |
| | - QH services for management and hotel business management of Centre Point Hotel, Terminal 21 at Korat and Siam Retail Development Company Limited for Sep 1, 2022 - Dec 31, 2022. | | | | |
| | - Human resources management fee | - | - | - | |
| | - Q.H. International Co., Ltd. (“QHI”) (QH holds 99.99% shares) was contracted to be an advisor to Siam Retail Development Company Limited to manage Centre Point Terminal 21 Korat for over 3 years, Jan 1, 2021 - Dec 31, 2023. (with a 3-year contract renewal, from January 1, 2024, to December 31, 2026). | | | | |
| | - Building management fee | 2.11 | 2.35 | 2.44 | |
| | - Other receivables | 0.46 | 0.51 | 0.49 | |
| | - Casa Ville (Chonburi 2554) Co., Ltd. Casa Ville Co., Ltd. (“CSV”) holds 99.99% stake and QH holds 99.99% stake in CSV, services for customer provider to Centre Point Prime Pattaya for 1 year, Aug 1, 2021 - July 31, 2022. | | | | |
| | - Other service fees | - | - | - | |
| | - Other payables | - | - | - | |
| | - Casa Ville (Chonburi 2554) Co., Ltd. Casa Ville Co., Ltd. (“CSV”) holds 99.99% stake and QH holds 99.99% stake in CSV, services for management and hotel business management of Centre Point Hotel, Terminal 21 at Korat and Siam Retail Development Company Limited for Sep 1, 2022 - Jul 31, 2023 | | | | |
| | - Human resources management fee | 0.88 | - | - | |

Opinions of the Audit Committee on Parties with Mutual Benefits and Connected Transactions

According to the Audit Committee, the structure of shareholding between the Company, its subsidiaries, associated companies and related companies does not have any conflict of interest between the Company, directors and executives of the Company; nor does the aforementioned paradigm necessarily entail any incident of nominee shares.

The Audit Committee has undergone a series of deliberation and come to conclude in favor that the connected transactions currently taking place between the Company and the parties/persons with potential conflicts as legally defined by the Announcement of the Securities and Exchange Commission (Ref: Gor. Jor.17/2008) on the Definition in the Announcement of the Issuance and Proposal of Securities dated December 15, 2008, have been conducted at fair market value. In addition, the Audit Committee and the Company shall jointly monitor and supervise the aforementioned operations (connected transactions) which may occur in the future as well as ensuring that they be carried out at fair market value while simultaneously disclosing the types and value of those connected transactions under the announcements and regulations of the Securities and Exchange Commission.

9.2.2 Measures or Procedures for Approving the Connected Transactions

Prior to entering into any connected transactions, an official procedure is to be undergone whereby petitions for approval are submitted to the Audit Committee as to whether or not they be deemed suitable and in compliance with the law governing securities and stock exchange, regulations, announcements, orders or requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission. The Audit Committee shall cite the aforementioned topic and provide its collectively professional opinion during the Board of Directors' meeting or the shareholders' meeting for their consideration and approval, provided that parties with potential conflicts of interest or stakeholders of such connected transactions be not entitled to cast their votes in order to pass the resolution accordingly.

9.2.3 Policies and Possibilities of Future Connected Transactions

The Company and its subsidiaries have a policy to continue the connected transactions as those at present and in the future depending upon the suitability and necessities for the business operations. In addition, a number of terms and conditions shall be prescribed in accordance with the nature of normal business operation which can be compared with the market prices. Alternatively, should the reference to market price be unavailable, the Company and its subsidiaries are to apply the cost prices plus the gross profits. Each and every connected transactions shall be proposed to the Audit Committee for its consideration and approval to ensure that they be in accordance with the law governing securities and stock exchange, regulations, announcements, orders or requirements of the Stock Exchange of Thailand and the Office of Securities and Exchange Commission, as well as in compliance with the requirements on the disclosure of data of related transactions and acquisition or disposal of major assets of the Company or its subsidiaries.

In addition, should any of the connected transactions carried out by the Company or its subsidiaries with parties with conflict of interest or potential conflict of interest ever take place, the Company and its subsidiaries are to submit the aforementioned to the Audit Committee for its collectively professional opinion on the reasons, necessities and suitability of such commercial activities. In the event that the Audit Committee may be in possession of no specific expertise or knowledge of such potential transactions, the Company and its subsidiaries shall provide an independent expert or auditor of the Company and its subsidiaries accordingly so that professional opinions as well as all related data and information be presented to the Audit Committee for its consideration, whereupon the latter shall in turn make submission thereof to the Board of Directors and/or shareholders, during the Board of Directors' meeting and/or the shareholders' meeting for their consideration on case-by-case basis. The Company and its subsidiaries shall disclose the connected transaction in the Annual Report and Notes to the Financial Statements audited by the auditor of the Company and its subsidiaries.

9.2.4 Reasons that parties with potential conflict of interest hold more than 10% of the total shares in the subsidiaries or the associated companies and that the Company may have had the major shareholders who could become competitors

Quality Houses Public Company Limited has organized the structure of shareholding between the Company, its subsidiaries, associated companies and related companies to prevent any conflict of interest (between the Company, directors and executives of the Company). The Company shall not allow for the structure of shareholding or management of the group companies that include nominative-shares scheme. However, a party which might incur conflict of interest is Land and Houses Plc., the major shareholder of the Company holding 24.98% of the total shares (as of December 31, 2025) due to the following reasons:

- Land and Houses Public Company Limited operates the businesses in real estate development for sales and rent which are of the same nature of business as the Company's;
- Mr. Naporn Sunthornchitcharoen holds the position of Chairman of the Board of Directors and Chairman of the Executive Committee and Mr. Achawin Asavabhokin holds the position of Director and Managing Director in Land and Houses Public Company Limited. Both are directors of Quality Houses Public Company Limited, in the capacity of a representative from Land and Houses Public Company Limited which is a major shareholder of the Company, from a total of 11 directors.
- Land and Houses Public Company Limited holds 30.23% in Home Products Center Public Company Limited (as of December 31, 2025) which is more than 10% and the Company holds 19.87% (as of December 31, 2025) in the affiliated company. The reason for holding such shares is to co-invest in the affiliated company since establishment in 1995. In the beginning, Q.H. International Co., Ltd. (QH holding 99.99% shares) held shares in the affiliated company of 30%, then in 2001, the Company bought shares of the affiliated company from Q.H. International Co., Ltd. which held 27%. This is to support businesses relating to construction and interior decorative and to be held as a long term investment.

In order to prevent or minimize the conflict of interest which might incur from the fact that Land and Houses Public Company Limited is the major shareholder of the Company and that the executive director and directors of Land and Houses Public Company Limited are also joint directors of the Company, the following guidelines have been set:

1. The structure of shareholders of the Company includes the group of shareholders who are institutional investors and/or funds, all of which hold a total number of shares more than that being held by Land and Houses Public Company Limited; therefore, in case of any conflict of interest or potential conflict of interest which might cause any damages to the interest of shareholders, the aforementioned group of institutional investors and/or funds shall be able to cast their votes during the General Shareholders' Meeting in aims at preventing the incidents;
2. The structure of Company's Board of Directors has a check-and-balance mechanism from independent directors. Currently, more than half of Company's Board of Directors are independent directors and executive directors from the Company,
3. Directors representing the major shareholder does not have the right to vote on transactions with potential conflict of interests with the major shareholder,
4. The Internal Audit Department reports directly to the Audit Committee and not the management; therefore, the Audit Committee has direct overseeing capabilities in transactions with potential conflict of interests,
5. The Company's executives can independently manage and make decisions on all matters. Moreover, there are no directors, executive committee members, executives or employees of Land and Houses Public Company Limited in the aforementioned group of executives; therefore, business is operated independently from each other,
6. Regarding the possibility of any connected transactions of the Company or its subsidiaries with parties with conflict of interest or potential conflict of interest to be occurring in the future, the Company and its subsidiaries shall request in advance for consideration and professional opinion from the Audit Committee, all of whose members are to be independent directors, so as to address the situation in terms of necessities and suitability of such transactions accordingly. In the event that the Audit Committee has no sufficient expertise thereof, the Company and its subsidiaries shall provide an independent expert or auditor of the Company and its subsidiaries so that professional opinions on the related data and information shall be given in turn to the Audit Committee for the latter's further consideration. This practice will also include any transactions that are critical to or have high impact on the Company's businesses.

Part 3

Financial Statements



Independent Auditor's Report

To the Shareholders of Quality Houses Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Quality Houses Public Company Limited and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Quality Houses Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Quality Houses Public Company Limited and its subsidiaries and of Quality Houses Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

Recognition of revenue from sales of real estate

The Group has disclosed its accounting policy relating to recognition of revenue from sales of real estate in Note 4.1 to the financial statements. Revenue from sales of real estate is the most significant account in the statements of comprehensive income and it is one of key performance indicator to which the management and the users of the financial statements pay particular attention. In addition, the Group has a number of property development projects for sale and a large number of property sales agreements. I therefore considered revenue recognition to be a key audit matter, with particular focus on the occurrence of revenue.

I examined the recognition of revenue from sales of real estate of the Group by:

- Assessing and testing the Group's IT systems and its internal controls with respect to the cycle of revenue from sales of real estate by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls, and placing particular emphasis on controls related to occurrence of transactions by expanding the scope of testing.
- Applying a sampling method to select land and house sale agreements or condominium sale agreements to assess whether recognition of revenue from sales was consistent with the conditions of the relevant agreements, and whether it was in compliance with the Group's policy.
- On a sampling basis, examining supporting documents for actual sales transactions occurring during the year and near the end of the accounting period.
- Performing analytical procedures on disaggregated data to detect possible irregularities in revenue from sale of real estate transactions throughout the period, particularly for accounting entries made through journal vouchers.

Recognition of revenue from hotel operations

The Group recognizes revenue from hotel operations in accordance with the accounting policy disclosed in Note 4.1 to the financial statements. Revenue from hotel operations represents a source of income that is secondary in importance to revenue from sales of real estate, and it is one of the key performance indicators to which the management and the users of the financial statements pay particular attention. The Group operates several hotels, and room revenue constitutes the primary source of income from hotel operations. I therefore considered the occurrence and business relevance of room revenue recognition to be a key audit matter.

I examined the recognition of room revenue from hotel of the Group by:

- Assessing and testing the effectiveness of the Group's IT systems and internal controls relating to the hotel revenue cycle, by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls, and placing particular emphasis on controls related to occurrence of transactions by expanding the scope of testing.
- Applying a sampling method to select room revenue transactions to assess whether the revenue recognition was in accordance with the specified terms and consistent with the Group's revenue recognition policy.
- On a sampling basis, examining supporting documents for revenue transactions occurring during the year and near the end of the accounting period.
- Reviewing credit notes and revenue reversals occurring after the end of the accounting period.
- Performing analytical procedures on disaggregated data to detect possible irregularities in revenue from sale of real estate transactions throughout the period, particularly for accounting entries made through journal vouchers.

Provision for loss on diminution in value of land and construction in progress and land and project development costs

The Group presented details of land and construction in progress, land and project development costs and provision for loss on diminution in value of projects in Notes 9 and 16 to the financial statements. In determining the loss on diminution in value of land and construction in progress and land and project development costs, management had to exercise judgement with respect to the nature of the project, the economic situation and the competitive environment in the market. There is thus a risk with respect to the amount of provision for land and construction in progress and land and project development costs.

I examined the determination of provision for diminution in value of the Group's real estate project by

- Gaining an understanding of the basis used in determining the provision for diminution in value of land and construction in progress and land and project development costs, and reviewing the consistency of the use of such basis, and the rationale for the recognition of specific provisions.
- Comparing data on project holding periods and movements in real estate project unit sales and reviewing the gross profit margins of projects in which units were sold during the current year to identify projects with indicators of lower than normal unit turnover.
- Comparing cash receipts from sales transactions after the date of the financial statements with the cost of land and construction in progress and land and project development costs.
- Comparing the net book value of land and construction in progress and land and project development costs with the expected net realisable values from sales of units in the projects.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Pimjai Manitkajohnkit

Certified Public Accountant (Thailand) No. 4521

EY Office Limited

Bangkok: 24 February 2026

Statement of financial position

Quality Houses Public Company Limited and its subsidiaries

As at 31 December 2025

(Unit: Baht)

| | | Consolidated financial statements | | Separate financial statements | |
|---|------|-----------------------------------|-----------------------|-------------------------------|-----------------------|
| | Note | 2025 | 2024 | 2025 | 2024 |
| Assets | | | | | |
| Current assets | | | | | |
| Cash and cash equivalents | 6, 7 | 1,477,137,650 | 1,463,215,048 | 299,953,222 | 397,556,405 |
| Trade and other current receivables | 6, 8 | 132,771,825 | 102,246,871 | 49,634,434 | 32,623,624 |
| Land and construction in progress | 9 | 19,022,417,444 | 20,859,900,457 | 9,747,404,219 | 11,891,371,740 |
| Advance for construction work | | 1,553,371 | 2,530,565 | 1,508,539 | 1,530,565 |
| Advance for construction material | | 12,087,124 | 38,729,165 | 4,570,844 | 30,376,248 |
| Cost to obtain contracts | 10 | - | 10,088,683 | - | 10,088,683 |
| Other current assets | | 78,360,931 | 78,611,759 | 3,666,451 | 4,790,065 |
| Total current assets | | 20,724,328,345 | 22,555,322,548 | 10,106,737,709 | 12,368,337,330 |
| Non-current assets | | | | | |
| Investments in subsidiaries | 11 | - | - | 8,301,640,187 | 8,323,409,727 |
| Investments in associates | 12 | 12,960,767,114 | 12,290,074,592 | 12,960,767,114 | 12,290,074,592 |
| Long-term loans to and interest receivables | | | | | |
| - related party | 6 | - | - | 6,794,049,415 | 7,687,992,073 |
| Investment properties | 13 | 436,179,643 | 450,291,448 | 436,179,643 | 450,291,448 |
| Property, plant and equipment | 14 | 1,304,158,183 | 1,373,462,092 | 180,089,213 | 183,869,704 |
| Right-of-use assets | 15 | 1,108,947,771 | 1,330,535,194 | 105,391,602 | 132,043,294 |
| Land and project development costs | 16 | 4,750,619,243 | 6,005,094,408 | 490,875,000 | 518,774,784 |
| Deferred tax assets | 27 | 771,629,521 | 790,964,826 | 229,684,364 | 213,915,146 |
| Other non-current assets | 6 | 22,670,152 | 25,540,661 | 17,517,272 | 18,459,852 |
| Total non-current assets | | 21,354,971,627 | 22,265,963,221 | 29,516,193,810 | 29,818,830,620 |
| Total assets | | 42,079,299,972 | 44,821,285,769 | 39,622,931,519 | 42,187,167,950 |

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Quality Houses Public Company Limited and its subsidiaries

As at 31 December 2025

(Unit: Baht)

| | Note | Consolidated financial statements | | Separate financial statements | |
|---|--------|-----------------------------------|-----------------------|-------------------------------|-----------------------|
| | | 2025 | 2024 | 2025 | 2024 |
| Liabilities and shareholders' equity | | | | | |
| Current liabilities | | | | | |
| Short-term loan from financial institution | 17 | - | 995,613,245 | - | 995,613,245 |
| Trade and other current payables | 6, 18 | 339,921,510 | 478,105,891 | 169,208,351 | 257,863,255 |
| Current portion of long-term loans | 19 | 499,071,934 | 873,351,839 | 499,071,934 | 873,351,839 |
| Current portion of unsecured debentures | 20 | 999,890,074 | 3,268,929,392 | 999,890,074 | 3,268,929,392 |
| Current portion of lease liabilities | 6, 15 | 224,138,244 | 226,995,379 | 30,443,406 | 39,502,186 |
| Income tax payable | | 43,222,680 | 35,168,855 | 30,784,382 | 21,182,274 |
| Other current provisions | 22 | 770,340,288 | 728,041,759 | 435,237,302 | 393,176,016 |
| Advance received from customers | | 82,250,026 | 80,218,214 | 48,667,741 | 46,225,730 |
| Deposits for rental and service | 6 | 13,775,937 | 34,291,782 | 7,547,375 | 25,781,695 |
| Retention guarantees | | 253,015,501 | 281,160,313 | 108,132,694 | 128,603,949 |
| Current portion of rental income received in advance | 6 | 27,224,000 | 27,224,000 | 27,224,000 | 27,224,000 |
| Other current liabilities | 6 | 328,318,312 | 340,967,875 | 95,402,933 | 133,139,022 |
| Total current liabilities | | 3,581,168,506 | 7,370,068,544 | 2,451,610,192 | 6,210,592,603 |
| Non-current liabilities | | | | | |
| Long-term loans, net of current portion | 19 | 499,071,934 | 1,185,121,710 | 499,071,934 | 1,185,121,710 |
| Unsecured debentures, net of current portion | 20 | 5,795,254,406 | 4,807,274,267 | 5,795,254,406 | 4,807,274,267 |
| Lease liabilities, net of current portion | 6, 15 | 1,011,588,225 | 1,235,726,469 | 91,871,968 | 122,315,374 |
| Non-current provision for employee benefits | 21 | 297,140,611 | 279,183,564 | 181,015,956 | 170,700,305 |
| Other non-current provisions | 22 | 332,817,606 | 291,303,848 | 41,892,790 | 38,701,388 |
| Rental income received in advance, net of current portion | 6 | 269,858,526 | 297,008,033 | 269,858,526 | 297,008,033 |
| Deferred tax liabilities | 27 | 44,411 | 145,064 | - | - |
| Deferred compensatory damage income | 34 | 40,850,000 | 40,850,000 | 40,850,000 | 40,850,000 |
| Other non-current financial liability | 35, 36 | 12,921,455 | 10,087,075 | 12,921,455 | 10,087,075 |
| Total non-current liabilities | | 8,259,547,174 | 8,146,700,030 | 6,932,737,035 | 6,672,058,152 |
| Total liabilities | | 11,840,715,680 | 15,516,768,574 | 9,384,347,227 | 12,882,650,755 |

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Quality Houses Public Company Limited and its subsidiaries

As at 31 December 2025

(All amounts in Baht)

| | | | | (Unit: Baht) | |
|---|------|--|-----------------------|--------------------------------------|-----------------------|
| | | Consolidated financial statements | | Separate financial statements | |
| | Note | 2025 | 2024 | 2025 | 2024 |
| Shareholders' equity | | | | | |
| Share capital | | | | | |
| Registered | | | | | |
| 10,714,426,091 ordinary shares of Baht 1 each | | 10,714,426,091 | 10,714,426,091 | 10,714,426,091 | 10,714,426,091 |
| Issued and fully paid | | | | | |
| 10,714,381,645 ordinary shares of Baht 1 each | | 10,714,381,645 | 10,714,381,645 | 10,714,381,645 | 10,714,381,645 |
| Share premium | | 379,246,114 | 379,246,114 | 379,246,114 | 379,246,114 |
| Treasury shares | 23 | (2,113,560) | - | (2,113,560) | - |
| Retained earnings | | | | | |
| Appropriated - statutory reserve | 24 | 1,071,442,609 | 1,071,442,609 | 1,071,442,609 | 1,071,442,609 |
| Appropriated - treasury shares reserve | 23 | 2,113,560 | - | 2,113,560 | - |
| Unappropriated | | 18,351,213,926 | 17,869,434,467 | 18,351,213,926 | 17,869,434,467 |
| Other components of shareholders' equity | | (277,700,002) | (729,987,640) | (277,700,002) | (729,987,640) |
| Total shareholders' equity | | 30,238,584,292 | 29,304,517,195 | 30,238,584,292 | 29,304,517,195 |
| Total liabilities and shareholders' equity | | 42,079,299,972 | 44,821,285,769 | 39,622,931,519 | 42,187,167,950 |

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income

Quality Houses Public Company Limited and its subsidiaries

For the year ended 31 December 2025

(Unit: Baht)

| | Note | Consolidated financial statements | | Separate financial statements | |
|---|--------|-----------------------------------|----------------------|-------------------------------|----------------------|
| | | 2025 | 2024 | 2025 | 2024 |
| Profit or loss: | | | | | |
| Revenues | | | | | |
| Revenue from sales of real estate | 25 | 6,126,612,218 | 6,957,129,751 | 3,609,864,835 | 4,161,544,685 |
| Revenue from hotel operations | 25 | 1,394,262,116 | 1,362,705,179 | - | 112,689,449 |
| Revenue from office rental operations | 6, 25 | 48,595,708 | 119,365,347 | 48,595,708 | 119,365,347 |
| Other income | | | | | |
| Income from forfeiture of booking and down payments | | 644,944 | 1,187,696 | 163,461 | 729,301 |
| Others | 6 | 311,691,046 | 254,881,828 | 177,850,257 | 126,390,550 |
| Total revenues | | 7,881,806,032 | 8,695,269,801 | 3,836,474,261 | 4,520,719,332 |
| Expenses | | | | | |
| Cost of real estate sold | 6 | 4,612,251,258 | 4,958,086,014 | 2,635,106,888 | 2,863,893,338 |
| Cost of hotel operations | 6 | 946,534,285 | 813,113,652 | - | 57,564,284 |
| Cost of office rental operations | 6 | 22,597,995 | 43,559,186 | 22,597,995 | 43,559,186 |
| Selling expenses | | 570,657,469 | 570,461,987 | 244,686,812 | 258,431,107 |
| Administrative expenses | 6 | 1,459,480,466 | 1,462,583,220 | 835,502,777 | 808,545,718 |
| Total expenses | | 7,611,521,473 | 7,847,804,059 | 3,737,894,472 | 4,031,993,633 |
| Profit from operating activities | | 270,284,559 | 847,465,742 | 98,579,789 | 488,725,699 |
| Share of profit (loss) from investments in subsidiaries | 11 | - | - | (21,769,540) | 128,687,719 |
| Share of profit from investments in associates | 12 | 1,780,746,484 | 1,736,989,700 | 1,780,746,484 | 1,736,989,700 |
| Interest income | 6 | 12,685,618 | 4,173,922 | 210,724,338 | 193,959,561 |
| Finance cost | 6, 26 | (205,343,013) | (246,778,725) | (283,380,653) | (287,168,379) |
| Profit before income tax expenses | | 1,858,373,648 | 2,341,850,639 | 1,784,900,418 | 2,261,194,300 |
| Income tax expenses | 28 | (130,555,147) | (191,745,598) | (57,081,917) | (111,089,259) |
| Profit for the year | | 1,727,818,501 | 2,150,105,041 | 1,727,818,501 | 2,150,105,041 |
| Other comprehensive income: | | | | | |
| Other comprehensive income to be reclassified to profit or loss in subsequent periods: | | | | | |
| Share of other comprehensive income of associates - net of income tax | 12, 28 | 67,397,987 | 132,169,831 | 67,397,987 | 132,169,831 |
| Other comprehensive income to be reclassified to profit or loss in subsequent periods - net of income tax | | 67,397,987 | 132,169,831 | 67,397,987 | 132,169,831 |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods: | | | | | |
| Share of other comprehensive income of associates - net of income tax | 12, 28 | 212,394,793 | 42,533,485 | 212,394,793 | 42,533,485 |
| Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax | | 212,394,793 | 42,533,485 | 212,394,793 | 42,533,485 |
| Other comprehensive income for the year | | 279,792,780 | 174,703,316 | 279,792,780 | 174,703,316 |
| Total comprehensive income for the year | | 2,007,611,281 | 2,324,808,357 | 2,007,611,281 | 2,324,808,357 |
| Earnings per share: | 29 | | | | |
| Basic earnings per share | | | | | |
| Profit attributable to equity holders of the Company | | 0.16 | 0.20 | 0.16 | 0.20 |

The accompanying notes are an integral part of the financial statements.

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity (continued)

Quality Houses Public Company Limited and its subsidiaries

For the year ended 31 December 2025

| Separate financial statements | | | | | | | | | | | | (Unit: Baht) |
|---------------------------------------|------|----------------------------------|---------------|-----------------|----------------------------------|-------------------------|-----------------|---|---|--|-----------------|----------------------------|
| | Note | Issued and paid-up share capital | Share premium | Treasury shares | Retained earnings | | | Other components of equity | | | | Total shareholders' equity |
| | | | | | Appropriated - statutory reserve | Treasury shares reserve | Unappropriated | Surplus on changes in value of financial assets | Share of other comprehensive income of associates | Total other components of shareholders' equity | | |
| | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Balance as at 1 January 2024 | | | | | | | | | | | | |
| | | 10,714,381,645 | 379,246,114 | - | 1,071,442,609 | - | 17,335,441,214 | 2,150,105,041 | 1,294 | (1,127,983,017) | (1,127,981,723) | 28,372,529,859 |
| | | - | - | - | - | - | 2,150,105,041 | - | - | - | - | 2,150,105,041 |
| | | - | - | - | - | - | - | - | - | 174,703,316 | 174,703,316 | 174,703,316 |
| | | - | - | - | - | - | 2,150,105,041 | - | - | 174,703,316 | 174,703,316 | 2,324,808,357 |
| | | - | - | - | - | - | (223,290,767) | - | - | 223,290,767 | - | (1,392,821,021) |
| 32 | | - | - | - | - | - | (1,392,821,021) | - | - | - | - | (1,392,821,021) |
| Balance as at 31 December 2024 | | | | | | | | | | | | |
| | | 10,714,381,645 | 379,246,114 | - | 1,071,442,609 | - | 17,869,434,467 | 2,150,105,041 | 1,294 | (729,988,934) | (729,987,640) | 29,304,517,195 |
| | | 10,714,381,645 | 379,246,114 | - | 1,071,442,609 | - | 17,869,434,467 | 2,150,105,041 | 1,294 | (729,988,934) | (729,987,640) | 29,304,517,195 |
| | | - | - | - | - | - | 1,727,818,501 | - | - | - | - | 1,727,818,501 |
| | | - | - | - | - | - | - | - | - | 279,792,780 | 279,792,780 | 279,792,780 |
| | | - | - | - | - | - | 1,727,818,501 | - | - | 279,792,780 | 279,792,780 | 2,007,811,281 |
| 23 | | - | - | (2,113,560) | - | 2,113,560 | (2,113,560) | - | - | - | - | (2,113,560) |
| | | - | - | - | - | - | (172,494,858) | - | - | 172,494,858 | - | - |
| | | - | - | - | - | - | (1,071,430,624) | - | - | - | - | (1,071,430,624) |
| 32 | | - | - | - | - | - | 18,351,213,926 | 2,113,560 | 1,294 | (277,701,296) | (277,700,002) | 30,238,584,292 |
| Balance as at 31 December 2025 | | | | | | | | | | | | |

The accompanying notes are an integral part of the financial statements.

Statement of cash flows

Quality Houses Public Company Limited and its subsidiaries

For the year ended 31 December 2025

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|--|-----------------------------------|-----------------|-------------------------------|-----------------|
| | 2025 | 2024 | 2025 | 2024 |
| Cash flows from operating activities | | | | |
| Profit before tax | 1,858,373,648 | 2,341,850,639 | 1,784,900,418 | 2,261,194,300 |
| Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities: | | | | |
| Decrease in land and construction in progress as a result of transfer to cost of sales | 4,556,125,386 | 4,916,351,438 | 2,544,332,287 | 2,777,758,146 |
| Depreciation | 95,535,166 | 98,916,652 | 19,017,577 | 20,507,890 |
| Depreciation of right-of-use assets | 221,587,423 | 192,976,125 | 26,651,692 | 26,724,710 |
| Reversal of allowance for expected credit losses | (305,804) | (1,858,835) | - | (527,156) |
| Unrealised exchange losses | 9,067,384 | 1,028,456 | - | - |
| Loss on change in fair value of derivative | 2,834,380 | 10,087,075 | 2,834,380 | 10,087,075 |
| Share of loss (profit) from investments in subsidiaries | - | - | 21,769,540 | (128,687,719) |
| Share of profit from investments in associates | (1,780,746,484) | (1,736,989,700) | (1,780,746,484) | (1,736,989,700) |
| Income from forfeiture of booking and down payments | (644,944) | (1,187,696) | (163,461) | (729,301) |
| Interest income | (12,685,618) | (4,173,922) | (210,724,338) | (193,959,561) |
| Gain on sales of equipment | (50,451) | (6,304,594) | (136,573) | (6,166,527) |
| Provision for loss arising from litigations | 47,088,552 | 71,203,344 | 7,651,855 | 5,489,503 |
| Reversal of provision for loss arising from litigations | (721,556) | (1,351,349) | (544,964) | (1,117,807) |
| Provision for loss on diminution in value of projects | 81,764,858 | 25,713,765 | 30,573,214 | - |
| Reversal of provision for loss on diminution in value of projects | (75,927,825) | (90,452,684) | (5,184,550) | (14,577,576) |
| Provision for housing repairment | 86,206,661 | 60,145,057 | 54,178,533 | 33,893,425 |
| Provision for long-term employee benefits | 25,821,314 | 24,608,815 | 14,561,050 | 14,373,575 |
| Transfer deferred financial fees to finance cost | 5,730,034 | 5,049,301 | 5,730,034 | 5,049,301 |
| Interest expenses | 145,979,117 | 186,847,827 | 266,472,552 | 267,154,365 |
| Interest expenses from lease liabilities | 44,964,308 | 44,286,357 | 5,446,276 | 7,014,997 |
| Profit from operating activities before changes in operating assets and liabilities | 5,309,995,549 | 6,136,746,071 | 2,786,619,038 | 3,346,491,940 |
| Decrease (increase) in operating assets | | | | |
| Trade and other current receivables | (39,286,534) | (7,100,803) | (17,010,810) | (10,551,998) |
| Land and construction in progress | (793,032,315) | (2,328,229,195) | (342,388,158) | (1,467,302,841) |
| Advance for construction work | 977,194 | - | 22,026 | - |
| Advance for construction material | 26,642,041 | 3,007,681 | 25,805,404 | 2,944,889 |
| Other current assets | 35,787,138 | 15,017,920 | 11,212,297 | 1,062,911 |
| Land and project development costs | (504,196,163) | (2,325,815,337) | (2,673,430) | (302,779,195) |
| Deposits for lease of land and building | - | 10,800,000 | - | 10,800,000 |
| Deposits for purchase of land | - | (122,808,450) | - | - |
| Other non-current assets | 2,870,509 | 1,144,490 | 942,580 | 105,141 |

The accompanying notes are an integral part of the financial statements.

Statement of cash flows (continued)

Quality Houses Public Company Limited and its subsidiaries

For the year ended 31 December 2025

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|-----------------------------------|------------------------|-------------------------------|------------------------|
| | 2025 | 2024 | 2025 | 2024 |
| Increase (decrease) in operating liabilities | | | | |
| Trade and other current payables | (125,222,372) | (207,365,871) | (75,692,895) | (182,780,971) |
| Advance received from customers | (24,472,751) | (42,454,591) | (24,544,035) | (45,028,208) |
| Deposits for rental and service | (20,515,845) | 2,030,372 | (18,234,320) | (1,179,188) |
| Retention guarantees | (28,144,813) | 9,217,414 | (20,471,255) | 6,176,067 |
| Other current liabilities | (56,557,695) | (131,596,843) | (49,853,336) | (38,712,614) |
| Cash paid for litigation compensation | (4,853,237) | (152,870,252) | (3,915,487) | (29,654,103) |
| Paid for long-term employee benefits | (7,864,267) | (5,278,600) | (4,245,400) | (4,762,600) |
| Cash flows from operating activities | 3,772,126,439 | 854,444,006 | 2,265,572,219 | 1,284,829,230 |
| Cash paid for income tax | (128,714,297) | (225,900,370) | (63,249,027) | (138,499,546) |
| Net cash flows from operating activities | 3,643,412,142 | 628,543,636 | 2,202,323,192 | 1,146,329,684 |
| Cash flows from investing activities | | | | |
| Dividends received from associates | 1,279,001,237 | 1,257,952,981 | 1,279,001,237 | 1,257,952,981 |
| (Increase) decrease in long-term loans to related party | - | - | 894,000,000 | (953,500,000) |
| Interest income | 12,685,618 | 4,173,922 | 210,666,996 | 192,907,528 |
| (Increase) decrease in property, plant and equipment - net of disposals | (12,069,001) | (16,812,581) | (988,708) | 1,782,275 |
| Cash received from decreasing of the company's paid-up capital of associate company | 110,845,504 | 58,285,920 | 110,845,504 | 58,285,920 |
| Net cash flows from investing activities | 1,390,463,358 | 1,303,600,242 | 2,493,525,029 | 557,428,704 |
| Cash flows from financing activities | | | | |
| Increase (decrease) in short-term loan from financial institution | (1,000,000,000) | 500,000,000 | (1,000,000,000) | 500,000,000 |
| Cash received from long-term loans | - | 1,500,000,000 | - | 1,500,000,000 |
| Repayment of long-term loans | (1,062,500,000) | (562,500,000) | (1,062,500,000) | (562,500,000) |
| Cash received from issuance of debentures | 1,855,313,720 | 3,864,832,465 | 1,855,313,720 | 3,864,832,465 |
| Cash paid for redemption of debentures | (3,270,000,000) | (5,230,000,000) | (3,270,000,000) | (5,230,000,000) |
| Cash paid for treasury shares | (2,113,560) | - | (2,113,560) | - |
| Dividend paid | (1,071,430,624) | (1,392,821,021) | (1,071,430,624) | (1,392,821,021) |
| Cash paid for financial fees | (2,257,700) | (8,693,400) | (2,257,700) | (8,693,400) |
| Cash paid for interest expenses | (195,005,047) | (270,144,085) | (195,514,778) | (273,725,967) |
| Cash paid for lease liabilities | (271,959,687) | (217,302,287) | (44,948,462) | (44,948,463) |
| Net cash flows used in financing activities | (5,019,952,898) | (1,816,628,328) | (4,793,451,404) | (1,647,856,386) |
| Net increase (decrease) in cash and cash equivalents | 13,922,602 | 115,515,550 | (97,603,183) | 55,902,002 |
| Cash and cash equivalents at beginning of year | 1,463,215,048 | 1,347,699,498 | 397,556,405 | 341,654,403 |
| Cash and cash equivalents at end of year (Note 7) | 1,477,137,650 | 1,463,215,048 | 299,953,222 | 397,556,405 |

The accompanying notes are an integral part of the financial statements.

Statement of cash flows (continued)

Quality Houses Public Company Limited and its subsidiaries

For the year ended 31 December 2025

(Unit: Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|-----------------------------------|---------------|-------------------------------|---------------|
| | 2025 | 2024 | 2025 | 2024 |
| Supplemental cash flows information | | | | |
| Non-cash transactions | | | | |
| Transfer of land and project development costs to land and construction in progress | 1,725,992,194 | 2,921,026,103 | - | 1,948,592,856 |
| Transfer of deposit for purchase of land to land and project development costs | - | 209,905,750 | - | - |
| Interest expenses recorded as cost of projects | 172,775,762 | 154,380,809 | 52,792,058 | 77,656,154 |
| Increase in share of other comprehensive income of associates - net of income tax | 279,792,780 | 174,703,316 | 279,792,780 | 174,703,316 |
| Increase in right-of-use assets due to new lease agreements | - | 889,988,295 | - | - |

The accompanying notes are an integral part of the financial statements.

Notes to financial statements

Quality Houses Public Company Limited and its subsidiaries
For the year ended 31 December 2025

1. General information

Quality Houses Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the property development. The registered office of the Company is at 7th Floor, Q. House Lumpini Building, No. 1 South Sathorn Road, Tungmahamek, Sathorn, Bangkok.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Quality Houses Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”):

| Subsidiary companies | Nature of business | Country of incorporation | Percentage of shareholding | |
|---|-------------------------------------|--------------------------|----------------------------|------|
| | | | 2025 | 2024 |
| | | | % | % |
| Casa Ville Co., Ltd. | Real estate development | Thailand | 100 | 100 |
| Q.H. International Co., Ltd. | Managing of building | Thailand | 100 | 100 |
| Property Host Co., Ltd. | Lease of land | Thailand | 100 | 100 |
| Centre Point Hospitality Co., Ltd. | Hotel operations | Thailand | 100 | 100 |
| The Confidence Co., Ltd.* | Real estate development | Thailand | - | - |
| Q.H. Management Co., Ltd. | Managing of public utilities of | Thailand | 81 | 81 |
| (19% held through The Confidence Co., Ltd.) | real estate business and land owner | | | |
| Q.H. International (BVI) Co., Ltd.** | Holding company | British Virgin Island | - | - |

| Subsidiary companies | Nature of business | Country of incorporation | Percentage of shareholding | |
|--|--|--------------------------|----------------------------|------|
| | | | 2025 | 2024 |
| | | | % | % |
| Casa Ville (Rayong 2553) Co., Ltd.* | Real estate development | Thailand | - | - |
| Casa Ville (Petchburi 2553) Co., Ltd.* | Real estate development | Thailand | - | - |
| Q. House Precast Co., Ltd.* | Manufacture and distribution of precast concrete | Thailand | - | - |
| Gusto Village Co., Ltd.* | Real estate development | Thailand | - | - |
| Casa Ville (Chonburi 2554) Co., Ltd.* | Real estate development and hotel operations | Thailand | - | - |
| Casa Ville (Prachuapkhirikhan 2554) Co., Ltd.* | Real estate development | Thailand | - | - |

* 100% held through Casa Ville Co., Ltd.

** 100% held through Q.H. International Co., Ltd.

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group has been eliminated from the consolidated financial statements.

2.3 The separate financial statements present investments in subsidiaries and associates under the equity method.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2026

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2026. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standard.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. Accounting policies

4.1 Revenue and expense recognition

(a) Revenue from sales of real estate

Revenue from sales of land and houses and residential condominium units are recognised at the point in time when control of the real estate is transferred to the customer, generally upon transfer of the legal ownership. Revenue from sales of real estate is measured at the amount of the consideration received after deducting discounts and considerations payable to the customer. The terms of payment are in accordance with the payment schedule specified in the customer contract. Considerations received before transferring control of the real estate to the customer are presented under the caption of "Advance received from customers" in the statement of financial position.

(b) Revenue from hotel operations

Revenue from hotel operations, mainly comprises room revenues, food and beverage sales and revenue from auxiliary activities. Room sales are recognised over time as the services are provided when the rooms are occupied. Food and beverage sales and revenue from auxiliary activities are recognised at a point in time when food and beverages are sold and the services are rendered. Sales are the invoiced value, excluding value added tax, of goods supplied and services rendered after deducting discounts.

(c) Revenue from office rental

Rental of units in office buildings are recognised on an accrual basis over the period of contracts.

(d) Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

(e) Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and are recognised on an accrual basis.

(f) Dividends

Dividends are recognised when the right to receive the dividends is established.

4.2 Cost of real estate sold

In determining the cost of land and houses sold and cost of residential condominium units sold, the anticipated total development costs (taking into account actual costs incurred to date) are attributed to land and houses sold on the basis of the salable area and to residential condominium units sold on the basis of the salable area weighted to the selling price of the unit, and then recognised as costs in profit or loss concurrently with revenue from sales.

Development costs are stated at cost, consisting of cost of land, design fees, utilities, construction and related interest. The management estimates these costs based on their business experience and revisits the estimations on a periodical basis or when the actual costs incurred significantly vary from the estimated costs.

The Group provided promotional items such as furniture and decoration items to customers without any charge when the customers register a transfer of a house or a condominium unit. The management of the Group has determined that these items are the Company's major commitment and considered part of a house or a condominium unit to be transferred to the customers in accordance with the contract. Therefore, the costs of these items must be recorded under cost of real estate sold.

Selling expenses associated with the project sales, such as specific business tax and ownership transfer fees, are recognised as expenses when the sale occurs.

4.3 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand, cash at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.4 Land and construction in progress/Land and project development cost

Land and construction in progress/Land and project development cost are stated at cost less provision for loss on diminution in value of projects. The details of cost calculation are as follows:

- Land - Cost of land using the weighted average method, calculating it separately for each project.
- Construction in progress - Construction in progress and project development costs consist of the cost of construction, public utility costs and interest capitalised to cost of projects by records cost of construction and public utilities based on the actual cost incurred.

4.5 Cost to obtain contracts

The Group recognises a commission paid to obtain a customer contract as an asset and amortises it to expenses on a systematic basis that is consistent with the pattern of revenue recognition. An impairment loss is recognised to the extent that the carrying amount of an asset recognised exceeds the remaining amount of the consideration that the entity expects to receive less direct costs.

4.6 Investments in subsidiaries and associates

Investments in associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries and associates are accounted for in the separate financial statements using the equity method.

4.7 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 15 - 60 years. Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

4.8 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on a straight-line basis over the following estimated useful lives:

| | |
|------------------------------------|--------------|
| Land improvement | 10 years |
| Leasehold improvement | 5 - 20 years |
| Buildings and building improvement | 5 - 60 years |
| Equipment and operating equipment | 5 years |
| Motor vehicles | 5 years |

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

4.9 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applied a single recognition and measurement approach for all leases except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

| | |
|------------------------------------|--------------|
| Land | 30 years |
| Buildings and building improvement | 3 - 30 years |
| Motor vehicles | 10 years |

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

Right-of-use assets which are classified as investment properties are presented as part of investment properties in the statement of financial position.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.10 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Capitalisation rates are calculated based on the weighted average of the interest expenses incurring during the year on loans for development of projects.

4.11 Deferred financial fees

Financial expenses related to borrowings that are typically incurred on or before signing facility agreements and before actual draw down of the loans are recorded as deferred financial fees. A portion of deferred financial fees proportionate to the amount of the loan facility already drawn is presented as a deduction against the related loan account and amortised using the effective interest rate method over the term of the loans.

The amortisation of deferred financial fees is included in determining income.

4.12 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates and, individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

4.13 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

4.14 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the investment properties, property, plant and equipment, right-of-use assets and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

4.15 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments they must make to employees upon retirement under labour law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

4.16 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.17 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.18 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade accounts receivable, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.19 Derivatives

The Group uses derivatives, such as interest rate swaps to hedge its interest rate risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivatives are presented as non-current assets or non-current liabilities if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

4.20 Treasury shares

The Group's own equity instruments that have been reacquired (treasury shares) are recognised at cost and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount and the consideration received, if reissued, is recognised in share premium.

4.21 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Provision for diminution in value of land and construction in progress and land and project development costs

The Group records provision for diminution in value of land and construction in progress and land and project development costs when there have been significant or prolonged declines in the fair value below their cost. The management determines the devaluation of land and construction in progress and land and project development costs based on their net realisable value. The determination of such devaluation requires management to make subjective judgements and estimates.

Litigations

The Group has contingent liabilities as a result of litigations. The management has exercised judgement to assess of the results of the litigations and recorded certain provision as at the end of reporting period. However, actual results could differ from the estimates.

6. Related party transactions

- 6.1 During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Million Baht)

| | Consolidated | | Separate | | |
|---|----------------------|-------|----------------------|-------|--|
| | financial statements | | financial statements | | Transfer pricing policy |
| | 2025 | 2024 | 2025 | 2024 | |
| <u>Transactions with subsidiaries</u> | | | | | |
| (eliminated from the consolidated financial statements) | | | | | |
| Interest income | - | - | 205 | 193 | 2.51% to 3.21% per annum |
| Material cost | - | - | 13 | 100 | Market price |
| Interest expense | - | - | 1 | 4 | 3.10% to 3.20% per annum (2024: 2.80% to 3.20% per annum) |
| <u>Transactions with associates</u> | | | | | |
| Goods and service cost | 25 | 26 | 13 | 16 | Market price |
| Rental expenses | 533 | 408 | 32 | 33 | Contract value |
| Building management income | 64 | 68 | 15 | 23 | Contract value |
| Office rental income | 34 | 64 | 34 | 64 | Contract value |
| Other service income | 3 | 9 | 3 | 9 | Contract value |
| Interest income | 12 | 3 | 5 | 1 | 0.15% to 1.31% per annum (2024: 0.15% to 1.90% per annum) |
| Dividend income | 1,279 | 1,258 | 1,279 | 1,258 | As declared |
| Bank fees | 1 | 1 | 1 | 1 | Market price |

(Unit: Million Baht)

| | Consolidated | | Separate | | Transfer pricing policy |
|--|----------------------|------|----------------------|------|-------------------------|
| | financial statements | | financial statements | | |
| | 2025 | 2024 | 2025 | 2024 | |
| Transactions with related companies | | | | | |
| Material cost | 16 | 41 | - | 26 | Market price |
| Building management income | 31 | 32 | 4 | 5 | Contract value |
| Office rental income | 10 | 24 | 10 | 24 | Contract value |
| Other service income | 4 | 4 | - | - | Contract value |

As at 31 December 2025 and 2024, the balances of the accounts between the Group and those related companies are as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|---|-----------------------------------|---------------|-------------------------------|---------------|
| | 2025 | 2024 | 2025 | 2024 |
| Deposits at financial institution (shown under cash and cash equivalents) | | | | |
| Associate | | | | |
| Land and Houses Bank Plc. | 1,090,410 | 1,160,603 | 214,461 | 328,487 |
| Trade and other current receivables - related parties (Note 8) | | | | |
| <u>Trade accounts receivable - related parties</u> | | | | |
| Associates | - | 261 | - | 261 |
| Related companies (Common directors or common shareholders) | - | 668 | - | 668 |
| Total trade accounts receivable | | | | |
| - related parties | - | 929 | - | 929 |
| <u>Other current receivables - related parties</u> | | | | |
| Subsidiaries | - | - | 1,643 | 10,201 |
| Associates | 25,144 | 33,644 | 3,968 | 16,138 |
| Related companies (Common directors or common shareholders) | 6,045 | 9,702 | 551 | 2,770 |
| Total other current receivables - related parties | 31,189 | 43,346 | 6,162 | 29,109 |
| Total | 31,189 | 44,275 | 6,162 | 30,038 |
| Deposits for rental and service - related party (shown under other non-current assets) | | | | |
| Associate | 7,511 | 7,553 | 7,511 | 7,553 |
| Trade and other current payables - related parties (Note 18) | | | | |
| <u>Trade accounts payable - related parties</u> | | | | |
| Subsidiary | - | - | 301 | 1,528 |
| Associate | 2,241 | - | - | - |
| Related company (Common directors or common shareholders) | 1,466 | 2,823 | 270 | 905 |
| Total trade accounts payables | | | | |
| - related parties | 3,707 | 2,823 | 571 | 2,433 |

| (Unit: Thousand Baht) | | | | |
|--|-----------------------------------|----------------|-------------------------------|----------------|
| | Consolidated financial statements | | Separate financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| <u>Other current payables - related parties</u> | | | | |
| Subsidiary | - | - | 591 | 591 |
| Associates | 3,001 | 4,189 | 1,380 | 1,937 |
| Related company (Common directors or common shareholders) | 5 | 13 | - | - |
| Total other current payables - related parties | 3,006 | 4,202 | 1,971 | 2,528 |
| Total | 6,713 | 7,025 | 2,542 | 4,961 |
| <u>Deposits for rental and service - related parties</u> | | | | |
| Associates | - | 9,131 | - | 9,131 |
| Related companies (Common directors or common shareholders) | - | 4,115 | - | 4,115 |
| Total | - | 13,246 | - | 13,246 |
| <u>Accrued expenses - related parties (shown under other current liabilities)</u> | | | | |
| Subsidiaries | - | - | - | 14 |
| Associate | 81,437 | 62,095 | - | - |
| Total | 81,437 | 62,095 | - | 14 |
| <u>Rental income received in advance - related party</u> | | | | |
| Associate (Note 6.3) | | | | |
| Current portion | 27,224 | 27,224 | 27,224 | 27,224 |
| Non-current portion | 269,859 | 297,008 | 269,859 | 297,008 |
| Total | 297,083 | 324,232 | 297,083 | 324,232 |
| <u>Lease liabilities - related parties</u> | | | | |
| <u>Associates</u> | | | | |
| Lease payments | 1,335,464 | 1,591,673 | 121,436 | 152,285 |
| Less: Deferred interested | (113,309) | (157,502) | (8,462) | (13,371) |
| Total | 1,222,155 | 1,434,171 | 112,974 | 138,914 |
| Less: Current portion | (219,670) | (212,016) | (27,461) | (25,940) |
| Lease liabilities - net of current portion | 1,002,485 | 1,222,155 | 85,513 | 112,974 |

| | (Unit: Thousand Baht) | | | | |
|--|-----------------------|----------|----------------------|-----------|----------------------------------|
| | Consolidated | | Separate | | |
| | financial statements | | financial statements | | Interest policy |
| | 2025 | 2024 | 2025 | 2024 | (% p.a.) |
| Long-term loans to and interest receivables - related parties | | | | | |
| <u>Subsidiary</u> | | | | | |
| Casa Ville Co., Ltd. | - | - | 6,794,049 | 7,687,992 | 2.51% to 3.21% |
| <u>Related party</u> | | | | | |
| Harbour View Corporation | 72,527 | 78,086 | - | - | SOFR + 3.43%, 4.00% and 8.00% |
| Total | 72,527 | 78,086 | 6,794,049 | 7,687,992 | |
| Less: Allowance for expected credit losses | (72,527) | (78,086) | - | - | |
| Net | - | - | 6,794,049 | 7,687,992 | |

Loans to related parties and loan from related party

As at 31 December 2025 and 2024, the balance of loans between the Company and those related companies and the movement are as follows:

(Unit: Thousand Baht)

| | Consolidated financial statements | | | |
|--|-----------------------------------|----------|----------|------------------|
| | 1 January 2025 | Increase | Decrease | 31 December 2025 |
| Long-term loans to and interest receivables - related party | | | | |
| <u>Related party</u> | | | | |
| Harbour View Corporation | 78,086 | - | (5,559) | 72,527 |
| Less: Allowance for expected credit losses | (78,086) | - | 5,559 | (72,527) |
| Net | - | - | - | - |

(Unit: Thousand Baht)

| | Separate financial statements | | | |
|---|-------------------------------|----------------|------------------|------------------|
| | 1 January 2025 | Increase | Decrease | 31 December 2025 |
| Long-term loans to and interest receivables - related party | | | | |
| <u>Subsidiary</u> | | | | |
| Casa Ville Co., Ltd. | 7,687,992 | 227,270 | 1,121,213 | 6,794,049 |
| Short-term loans from and interest receivables - related parties | | | | |
| <u>Subsidiaries</u> | | | | |
| Q.H. International Co., Ltd. | - | 870,503 | (870,503) | - |
| Centre Point Hospitality Co., Ltd. | - | 110,029 | (110,029) | - |
| Total | - | 980,532 | (980,532) | - |

Directors and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to their directors and management as below:

(Unit: Million Baht)

| | Consolidated and separate financial statements | |
|------------------------------|--|-----------|
| | 2025 | 2024 |
| Short-term employee benefits | 61 | 63 |
| Post-employment benefits | 1 | 1 |
| Total | 62 | 64 |

6.2 The Group has the following long-term agreements with Real Estate Investment Trust funds in which it or its related companies hold investment units.

| | | (Unit: Million Baht) | |
|--|--|----------------------|------|
| | | Contract amount | |
| | Counterparty | 2025 | 2024 |
| a) Agreement to lease immovable properties - Q. House Ploenchit Project | Quality Houses Business Complex Leasehold Real Estate Investment Trust | 819 | 819 |
| b) Agreement relating to the lease and sublease of building and assets - Centre Point Hotel Pratunam, Sukhumvit 10 and Chidlom | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | 512* | 512* |
| c) Agreement relating to the lease and sublease of property - Centre Point Hotel Silom | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | 139* | 139* |

* Contract amount is not included variable rental fee.

6.3 On 21 November 2006, the Company entered into an agreement to lease immovable properties of Q.House Ploenchit project to Quality Houses Leasehold Property Fund. The fund was converted into the Quality House Business Complex Leasehold Real Estate Investment Trust. Under the agreement, the Company leased land, buildings and other related equipment to the REIT and in return received 30 years' rental for the land, building, public utilities and other related equipment of the project totaling Baht 819 million. The Company recorded this rental fees as "Rental income received in advance" in the statements of financial position, and it will be recognised as income on a straight line over the period of the lease contract.

7. Cash and cash equivalents

| | | (Unit: Thousand Baht) | |
|---------------|--|-----------------------|----------------------|
| | | Consolidated | Separate |
| | | financial statements | financial statements |
| | | 2025 | 2024 |
| Cash | | 3,048 | 3,403 |
| Bank deposits | | 1,474,089 | 1,459,812 |
| Total | | 1,477,137 | 1,463,215 |

As at 31 December 2025, bank deposits in current accounts, saving accounts and fixed deposits carried interests between 0.15% to 1.10% per annum (2024: between 0.15% and 1.10% per annum).

8. Trade and other current receivables

| (Unit: Thousand Baht) | | | | |
|---|----------------------|---------|----------------------|--------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| <u>Trade accounts receivable - related parties</u> (Note 6) | | | | |
| Aged of receivables | | | | |
| Up to 3 months | - | 929 | - | 929 |
| Total trade accounts receivable - related parties | - | 929 | - | 929 |
| <u>Trade accounts receivable - unrelated parties</u> | | | | |
| Aged of receivables | | | | |
| Up to 3 months | 54,314 | 57,159 | 97 | 1,604 |
| 3 - 6 months | 78 | 63 | - | - |
| 6 - 12 months | 5 | 14 | - | - |
| Over 12 months | 275 | 782 | - | - |
| Total trade accounts receivable - unrelated parties | 54,672 | 58,018 | 97 | 1,604 |
| Less: Allowance for expected credit losses | (941) | (1,247) | - | - |
| Total trade accounts receivable - unrelated parties, net | 53,731 | 56,771 | 97 | 1,604 |
| Total trade accounts receivable - net | 53,731 | 57,700 | 97 | 2,533 |
| <u>Other current receivables</u> | | | | |
| Other current receivables - related parties (Note 6) | 31,189 | 43,346 | 6,162 | 29,109 |
| Other current receivables - unrelated parties | 47,852 | 1,201 | 43,375 | 982 |
| Total other current receivables | 79,041 | 44,547 | 49,537 | 30,091 |
| Total trade and other current receivables - net | 132,772 | 102,247 | 49,634 | 32,624 |

Set out below is the movement in the allowance for expected credit losses of trade receivables.

| (Unit: Thousand Baht) | | | | |
|--------------------------------------|----------------------|---------|----------------------|-------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Beginning balance | 1,247 | 3,106 | - | 527 |
| Provision for expected credit losses | 495 | 314 | - | - |
| Reversal of the provision | (801) | (2,173) | - | (527) |
| Ending balance | 941 | 1,247 | - | - |

9. Land and construction in progress

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|-------------------|----------------------|-------------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Construction material | 7,671 | 12,594 | - | - |
| Land | 9,014,854 | 9,200,756 | 4,344,240 | 5,247,707 |
| Interest cost | 1,128,928 | 1,180,883 | 621,381 | 666,632 |
| Construction under development | 9,406,478 | 11,040,088 | 4,917,083 | 6,117,517 |
| Total | 19,557,931 | 21,434,321 | 9,882,704 | 12,031,856 |
| Less: Provision for loss on diminution | | | | |
| in value of projects | (535,514) | (574,421) | (135,300) | (140,484) |
| Land and construction in progress - net | <u>19,022,417</u> | <u>20,859,900</u> | <u>9,747,404</u> | <u>11,891,372</u> |

During the current year, the Group included borrowing costs of Baht 161 million as cost of “Land and construction in progress” (the Company only: Baht 53 million) (2024: Baht 150 million, the Company only: Baht 78 million). These were determined by applying a capitalisation rate of 1.8% (the Company only: 0.5%) (2024: 1.3%, the Company only: 0.7%).

Movements in the provision for loss on diminution in value of projects during the years ended 31 December 2025 and 2024 are summarised below:

| | (Unit: Thousand Baht) | | | |
|--|-----------------------|----------------|----------------------|----------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Beginning balance | 574,421 | 533,611 | 140,484 | 49,513 |
| Transfer from land and project development | | | | |
| costs | - | 105,549 | - | 105,549 |
| Additional provision during the year | 37,021 | 25,714 | - | - |
| Provision reversal related to revenue | | | | |
| recognition from sales during the year | (75,928) | (90,453) | (5,184) | (14,578) |
| Ending balance | <u>535,514</u> | <u>574,421</u> | <u>135,300</u> | <u>140,484</u> |

During the current year, the Group had appraised the fair value of the Group's land and construction in progress for low turnover projects, using the market approach and/or the hypothetical development method. The Group recorded the provision for loss on diminution in value of projects amounting to Baht 37 million (the Company only: Nil).

Additional information of the Group's projects.

| | (Unit: Million Baht) | | | |
|--|----------------------|---------|----------------------|--------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Total estimated sales value of projects on hand of which contracts have been signed | 105,256 | 108,275 | 53,697 | 55,952 |
| Total value of contracts signed according to the letters reserving plots of land and structures thereon | 64,099 | 65,170 | 33,427 | 31,373 |
| Percentage of total estimated sales value of projects | 61% | 60% | 62% | 56% |
| Total value of contracts signed according to the letters reserving plots of land and structures thereon not yet recognised as income | 413 | 357 | 323 | 204 |

10. Cost to obtain contracts

| | (Unit: Thousand Baht) | |
|------------------------------|---------------------------|--------|
| | Consolidated and separate | |
| | financial statements | |
| | 2025 | 2024 |
| Balance at beginning of year | 10,089 | 10,089 |
| Amortise | (10,089) | - |
| Balance at end of year | - | 10,089 |

11. Investments in subsidiaries

11.1 Details of investments in subsidiaries as presented in separate financial statements are as follows:

(Unit: Thousand Baht)

| Company's name | Separate financial statements | | | | | | | |
|---|-------------------------------|-----------|--------------|------|-----------|-----------|---|-----------|
| | Paid-up capital | | Shareholding | | Cost | | Carrying amounts based on equity method | |
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| | | | (%) | (%) | | | | |
| Casa Ville Co., Ltd. | 3,000,000 | 3,000,000 | 100 | 100 | 2,999,999 | 2,999,999 | 7,840,999 | 7,953,153 |
| Q.H. International Co., Ltd. | 25,000 | 25,000 | 100 | 100 | 25,000 | 25,000 | 485,132 | 411,323 |
| Property Host Co., Ltd. | 5,000 | 5,000 | 100 | 100 | 5,000 | 5,000 | 3,856 | 4,122 |
| Centre Point Hospitality Co., Ltd. | 5,000 | 5,000 | 100 | 100 | 4,999 | 4,999 | (55,821) | (72,947) |
| The Confidence Co., Ltd.* | 1,000,000 | 1,000,000 | - | - | - | - | - | - |
| Q.H. Management Co., Ltd. (and 19% held through The Confidence Co., Ltd.) | 110,000 | 110,000 | 81 | 81 | 88,635 | 88,635 | 27,474 | 27,759 |
| Q.H. International (BVI) Co., Ltd.** | 30,796 | 30,796 | - | - | - | - | - | - |
| Casa Ville (Rayong 2553) Co. Ltd.* | 5,000 | 5,000 | - | - | - | - | - | - |
| Casa Ville (Petchburi 2553) Co. Ltd.* | 5,000 | 5,000 | - | - | - | - | - | - |
| Q.House Precast Co., Ltd.* | 5,000 | 5,000 | - | - | - | - | - | - |
| Gusto Village Co., Ltd.* | 500,000 | 500,000 | - | - | - | - | - | - |
| Casa Ville (Chonburi 2554) Co., Ltd.* | 3,005,000 | 3,005,000 | - | - | - | - | - | - |
| Casa Ville (Prachuapkhirikhan 2554) Co., Ltd.* | 5,000 | 5,000 | - | - | - | - | - | - |
| Total | | | | | 3,123,633 | 3,123,633 | 8,301,640 | 8,323,410 |

* 100% held through Casa Ville Co., Ltd.

** 100% held through Q.H. International Co., Ltd.

11.2 Share of comprehensive income

During the year, the Company has recognised its share of profit (loss) from investments in subsidiaries in separate financial statement as follows:

(Unit: Thousand Baht)

| Company's name | Separate financial statements | | | |
|---|---|---------|---|------|
| | Share of profit (loss) from investments in subsidiaries | | Share of other comprehensive income of subsidiaries | |
| | 2025 | 2024 | 2025 | 2024 |
| Casa Ville Co., Ltd. and its subsidiaries | (112,154) | 33,704 | - | - |
| Q.H. International Co., Ltd. and its subsidiary | 73,809 | 63,591 | - | - |
| Property Host Co., Ltd. | (266) | (57) | - | - |
| Centre Point Hospitality Co., Ltd. | 17,126 | 31,722 | - | - |
| Q.H. Management Co., Ltd. | (285) | (272) | - | - |
| Total | (21,770) | 128,688 | - | - |

12. Investments in associates

12.1 Details of associates

(Unit: Thousand Baht)

| Company's name | Nature of business | Country of incorporation | Consolidated and separate financial statements | | | | | |
|---|------------------------------------|--------------------------|--|------|-----------|-----------|---|------------|
| | | | Shareholding | | Cost | | Carrying amounts based on equity method | |
| | | | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| | | | (%) | (%) | | | | |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust ⁽¹⁾ | Investment in immovable properties | Thailand | 26 | 26 | 1,848,563 | 1,959,409 | 1,079,750 | 1,089,147 |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ⁽²⁾ | Investment in immovable properties | Thailand | 31 | 31 | 1,052,800 | 1,052,800 | 341,833 | 350,411 |
| Home Product Center Plc. | Trading | Thailand | 20 | 20 | 759,959 | 759,959 | 5,670,787 | 5,541,651 |
| LH Financial Group Plc. (held 100% in Land and Houses Bank Plc.) | Holding company | Thailand | 14* | 14* | 2,849,800 | 2,849,800 | 5,868,397 | 5,308,866 |
| Total | | | | | 6,511,122 | 6,621,968 | 12,960,767 | 12,290,075 |

⁽¹⁾ Carrying amounts are based on the equity method, and presented net of unrealised gain on sales of buildings and transfers of leasehold rights to land by Q. House Lumpini project to the REIT.

⁽²⁾ Carrying amounts are based on the equity method, and presented net of unrealised gains on sales of properties of Centre Point Hotel Pratunam, Centre Point Hotel Sukhumvit 10, and Centre Point Hotel Silom, and the transfer of leasehold rights to the building of Centre Point Hotel Chidlom to the REIT.

* The management determined that the Company has significant influence over LH Financial Group Plc. even though the Company holds less than 20% of its shares. This is because the Company has influence via key representative on the Board of Director of that company.

12.2 Share of comprehensive income and dividend received

During the years, the Company has recognised its share of comprehensive income from investments in associates as follows:

(Unit: Thousand Baht)

| Company's name | Consolidated and separate financial statements | | | |
|--|--|-----------|---|---------|
| | Share of profit from investments in associates | | Share of other comprehensive income of associates | |
| | 2025 | 2024 | 2025 | 2024 |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust | 120,060 | 102,566 | - | - |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | 64,065 | 60,928 | - | - |
| Home Product Center Plc. | 1,200,162 | 1,292,281 | 313 | 30 |
| LH Financial Group Plc. | 396,459 | 281,215 | 279,480 | 174,673 |
| Total | 1,780,746 | 1,736,990 | 279,793 | 174,703 |

During the years, the Company received dividends from associates as follows:

| Company's name | (Unit: Thousand Baht) | |
|--|------------------------------------|-----------|
| | Dividend received during the years | |
| | 2025 | 2024 |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust | 18,611 | 69,534 |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | 72,643 | 55,904 |
| Home Product Center Plc. | 1,071,339 | 1,045,209 |
| LH Financial Group Plc. | 116,408 | 87,306 |
| Total | 1,279,001 | 1,257,953 |

12.3 Fair value of investments in listed associates

In respect of investments in associates that are listed companies on the Stock Exchange of Thailand, their fair values are as follows:

| Company's name | (Unit: Million Baht) | |
|--|-------------------------------|--------|
| | Fair values as at 31 December | |
| | 2025 | 2024 |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust | 699 | 969 |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | 679 | 716 |
| Home Product Center Plc. | 17,246 | 24,432 |
| LH Financial Group Plc. | 2,590 | 2,241 |
| Total | 21,214 | 28,358 |

12.4 Summarised significant financial information of associates

Summarised information about financial position

(Unit: Million Baht)

| | Quality Houses Business Complex Leasehold Real Estate Investment Trust | | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | | Home Product Center Plc. | | LH Financial Group Plc. | |
|---|---|--------------|---|--------------|-----------------------------|---------------|----------------------------|---------------|
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| Total assets | 7,566 | 8,101 | 6,174 | 5,771 | 72,004* | 69,665 | 398,811 | 346,863 |
| Total liabilities | 856 | 861 | 1,552 | 1,253 | 44,551 | 42,862 | 356,094 | 308,219 |
| Net assets | 6,710 | 7,240 | 4,622 | 4,518 | 27,453 | 26,803 | 42,717 | 38,644 |
| Shareholding percentage (%) | 26 | 26 | 31 | 31 | 20 | 20 | 14 | 14 |
| Share of net assets | 1,722 | 1,858 | 1,448 | 1,416 | 5,455 | 5,326 | 5,868 | 5,309 |
| Unrealised (gain) loss on revaluation of investments | 427 | 253 | (197) | (214) | - | - | - | - |
| Unrecognised gain on sales of assets | (523) | (523) | (603) | (603) | - | - | - | - |
| Record depreciation and amortisation of assets | (719) | (672) | (98) | (41) | - | - | - | - |
| Distribution of the trust units arising as a result of the exchange to the Fund's unitholders | 173 | 173 | (208) | (208) | - | - | - | - |
| Goodwill | - | - | - | - | 216 | 216 | - | - |
| Carrying amounts of associates based on equity method | 1,080 | 1,089 | 342 | 350 | 5,671 | 5,542 | 5,868 | 5,309 |

* The associate's total assets included treasury shares with a carrying amount of Baht 1,355 million.

Summarised information about comprehensive income

(Unit: Million Baht)

| | For the year ended 31 December | | | | | | | |
|----------------------------|--|-------|--|------|-----------------------------|--------|----------------------------|--------|
| | Quality Houses Business Complex Leasehold Real Estate Investment Trust | | Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust | | Home Product Center Plc. | | LH Financial Group Plc. | |
| | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | 2024 |
| Revenue | 1,030 | 1,010 | 506 | 383 | 70,570 | 72,577 | 15,990 | 14,793 |
| Profit (loss) | (25) | (348) | 336 | 450 | 6,011 | 6,504 | 2,886 | 2,047 |
| Other comprehensive income | - | - | - | - | 2 | - | 2,034 | 1,271 |
| Total comprehensive income | - | - | - | - | 6,013 | 6,504 | 4,920 | 3,318 |

Quality House Business Complex Leasehold Real Estate Investment Trust “QHBREIT”

On 28 February 2025, the Quality Houses Business Complex Leasehold Real Estate Investment Trust announced a capital reduction by Baht 0.0830, from the previously par value of Baht 9.1517 per unit to Baht 9.0687 per unit. This capital reduction does not affect the existing number of investment units. The Company received a total of Baht 17 million from this reduction in March 2025.

On 25 June 2025, the Quality Houses Business Complex Leasehold Real Estate Investment Trust announced a capital reduction by Baht 0.0840, from the previously par value of Baht 9.0687 per unit to Baht 8.9847 per unit. This capital reduction does not affect the existing number of investment units. The Company received a total of Baht 17 million from this reduction in July 2025.

On 15 August 2025, the Quality Houses Business Complex Leasehold Real Estate Investment Trust announced a capital reduction by Baht 0.1000, from the previously par value of Baht 8.9847 per unit to Baht 8.8847 per unit. This capital reduction does not affect the existing number of investment units. The Company received a total of Baht 20 million from this reduction in September 2025.

On 29 October 2025, the Quality Houses Business Complex Leasehold Real Estate Investment Trust announced a capital reduction by Baht 0.0800, from the previously par value of Baht 8.8847 per unit to Baht 8.8047 per unit. This capital reduction does not affect the existing number of investment units. The Company received a total of Baht 17 million from this reduction in November 2025.

On 3 December 2025, the Quality Houses Business Complex Leasehold Real Estate Investment Trust announced a capital reduction by Baht 0.1950, from the previously par value of Baht 8.8047 per unit to Baht 8.6097 per unit. This capital reduction does not affect the existing number of investment units. The Company received a total of Baht 40 million from this reduction in December 2025.

Home Product Center Public Company Limited “HMPRO”

During the current period, Home Product Center Public Company Limited has repurchased some of its ordinary shares, resulting in an increase in the Company's shareholding proportion in HMPRO compared to the number of shares held by external shareholders. However, the Company has not recognized any profit or loss from the repurchase of HMPRO shares, as the repurchase is solely for financial management purposes.

13. Investment properties

The net book value of investment properties as at 31 December 2025 and 2024 is presented below:

| | (Unit: Thousand Baht) | |
|---|--|-----------|
| | Consolidated and separate financial statements | |
| | 2025 | 2024 |
| Office building for rent | | |
| Cost | 888,958 | 1,442,203 |
| Less: Accumulated depreciation | (431,501) | (964,556) |
| Less: Allowance for diminution in value | (21,277) | (27,356) |
| Net book value - net | 436,180 | 450,291 |

A reconciliation of the net book value of investment properties for the years 2025 and 2024 is presented below:

| | (Unit: Thousand Baht) | |
|-------------------------------------|--|----------|
| | Consolidated and separate financial statements | |
| | 2025 | 2024 |
| Net book value at beginning of year | 450,291 | 464,432 |
| Depreciation charged | (14,111) | (14,141) |
| Net book value at end of year | 436,180 | 450,291 |

As at 31 December 2025, the net book value of outstanding rental income received in advance from lessee is Baht 297 million (2024: Baht 324 million), and the fair value of the investment properties has been determined based on valuations performed by an accredited independent valuer was Baht 586 million (2024: Baht 683 million). The fair value has been determined using the income approach. Key assumptions used in the valuation are yield rate, inflation rate, long-term vacancy rate and long-term growth in rental rates which has been determined based on rental information of tenants of building.

14. Property, plant and equipment

(Unit: Thousand Baht)

| | Consolidated financial statements | | | | | | Total |
|---|-----------------------------------|--------------------------|---|--|-------------------|---------------------------------|-----------|
| | Land and land improvement | Leasehold improvement | Buildings and building improvement | Equipment and operating equipment | Motor Vehicles | Assets under installation | |
| Cost | | | | | | | |
| 1 January 2024 | 518,149 | 505,510 | 1,055,850 | 879,194 | 36,872 | 461 | 2,996,036 |
| Additions | - | 75 | 2,675 | 24,437 | - | 326 | 27,513 |
| Transfer in (out) | - | - | 280 | 317 | - | (597) | - |
| Disposals/write-off | - | (492,586) | - | (98,401) | (11) | - | (590,998) |
| 31 December 2024 | 518,149 | 12,999 | 1,058,805 | 805,547 | 36,861 | 190 | 2,432,551 |
| Additions | - | - | 2,034 | 10,640 | - | - | 12,674 |
| Disposals/write-off | - | - | (11,977) | (17,407) | - | (190) | (29,574) |
| 31 December 2025 | 518,149 | 12,999 | 1,048,862 | 798,780 | 36,861 | - | 2,415,651 |
| Accumulated depreciation | | | | | | | |
| 1 January 2024 | 6,236 | 505,034 | 235,846 | 697,506 | 34,420 | - | 1,479,042 |
| Depreciation for the year | - | 142 | 41,210 | 41,762 | 1,662 | - | 84,776 |
| Depreciation on disposals/ write-off | - | (492,585) | - | (94,006) | (11) | - | (586,602) |
| 31 December 2024 | 6,236 | 12,591 | 277,056 | 645,262 | 36,071 | - | 977,216 |
| Depreciation for the year | - | 151 | 39,310 | 41,452 | 511 | - | 81,424 |
| Depreciation on disposals/ write-off | - | - | (11,976) | (17,044) | - | - | (29,020) |
| 31 December 2025 | 6,236 | 12,742 | 304,390 | 669,670 | 36,582 | - | 1,029,620 |
| Allowance for impairment loss | | | | | | | |
| 1 January 2024 | 81,873 | - | - | - | - | - | 81,873 |
| 31 December 2024 | 81,873 | - | - | - | - | - | 81,873 |
| 31 December 2025 | 81,873 | - | - | - | - | - | 81,873 |
| Net book value | | | | | | | |
| 31 December 2024 | 430,040 | 408 | 781,749 | 160,285 | 790 | 190 | 1,373,462 |
| 31 December 2025 | 430,040 | 257 | 744,472 | 129,110 | 279 | - | 1,304,158 |
| Depreciation for the year | | | | | | | |
| 2024 (Baht 66 million included in cost of operations, and the balance in administrative expenses) | | | | | | | 84,776 |
| 2025 (Baht 64 million included in cost of operations, and the balance in administrative expenses) | | | | | | | 81,424 |

(Unit: Thousand Baht)

| | Separate financial statements | | | | | | |
|---|---------------------------------|--------------------------|---|--|-------------------|---------------------------------|-----------|
| | Land and land improvement | Leasehold improvement | Buildings and building improvement | Equipment and operating equipment | Motor Vehicles | Assets under installation | Total |
| <u>Cost</u> | | | | | | | |
| 1 January 2024 | 255,664 | 492,586 | 27,645 | 283,159 | 19,399 | 131 | 1,078,584 |
| Additions | - | - | - | 8,547 | - | - | 8,547 |
| Transfer in (out) | - | - | - | 131 | - | (131) | - |
| Disposals/write-off | - | (492,586) | - | (89,170) | - | - | (581,756) |
| 31 December 2024 | 255,664 | - | 27,645 | 202,667 | 19,399 | - | 505,375 |
| Additions | - | - | - | 1,127 | - | - | 1,127 |
| Disposals/write-off | - | - | (11,977) | (8,737) | - | - | (20,714) |
| 31 December 2025 | 255,664 | - | 15,668 | 195,057 | 19,399 | - | 485,788 |
| <u>Accumulated depreciation</u> | | | | | | | |
| 1 January 2024 | 4,557 | 492,585 | 23,835 | 271,885 | 17,996 | - | 810,858 |
| Depreciation for the year | - | - | 876 | 4,387 | 1,104 | - | 6,367 |
| Depreciation on disposals/ write-off | - | (492,585) | - | (85,008) | - | - | (577,593) |
| 31 December 2024 | 4,557 | - | 24,711 | 191,264 | 19,100 | - | 239,632 |
| Depreciation for the year | - | - | 724 | 3,883 | 298 | - | 4,905 |
| Depreciation on disposals/ write-off | - | - | (11,976) | (8,735) | - | - | (20,711) |
| 31 December 2025 | 4,557 | - | 13,459 | 186,412 | 19,398 | - | 223,826 |
| <u>Allowance for impairment loss</u> | | | | | | | |
| 1 January 2024 | 81,873 | - | - | - | - | - | 81,873 |
| 31 December 2024 | 81,873 | - | - | - | - | - | 81,873 |
| 31 December 2025 | 81,873 | - | - | - | - | - | 81,873 |
| <u>Net book value</u> | | | | | | | |
| 31 December 2024 | 169,234 | - | 2,934 | 11,403 | 299 | - | 183,870 |
| 31 December 2025 | 169,234 | - | 2,209 | 8,645 | 1 | - | 180,089 |
| Depreciation for the year | | | | | | | |
| 2024 (Baht 1 million included in cost of sales, and the balance in administrative expenses) | | | | | | | 6,367 |
| 2025 (including in the balance in administrative expenses) | | | | | | | 4,905 |

As at 31 December 2025, certain plant and equipment items of the Group were fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation and allowance for impairment loss) of those assets amounted to approximately Baht 529 million (the Company only: Baht 210 million) (2024: Baht 509 million, the Company only: Baht 212 million).

15. Lease

The Group as a lessee

The Group entered into lease contracts for various items of land, buildings, motor vehicles and equipments used in its operations. Land and buildings leases have lease terms of approximately 30 years, while motor vehicles and equipments leases have lease terms of generally between 1 and 5 years.

15.1 Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

| | Consolidated financial statements | | | | Separate financial statements | | | |
|---------------------------|-----------------------------------|--------------------|-------------------|-----------|-------------------------------|--------------------|-------------------|----------|
| | Land and hotel building | Office building | Motor vehicles | Total | Land and hotel building | Office building | Motor vehicles | Total |
| 1 January 2024 | 467,232 | 142,931 | 23,360 | 633,523 | - | 142,931 | 15,837 | 158,768 |
| Additions | 889,988 | - | - | 889,988 | - | - | - | - |
| Depreciation for the year | (165,391) | (24,927) | (2,658) | (192,976) | - | (24,927) | (1,798) | (26,725) |
| 31 December 2024 | 1,191,829 | 118,004 | 20,702 | 1,330,535 | - | 118,004 | 14,039 | 132,043 |
| Depreciation for the year | (194,078) | (24,859) | (2,650) | (221,587) | - | (24,859) | (1,792) | (26,651) |
| 31 December 2025 | 997,751 | 93,145 | 18,052 | 1,108,948 | - | 93,145 | 12,247 | 105,392 |

15.2 Lease liabilities

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|--|--------------------------------------|-----------|----------------------------------|----------|
| | 2025 | 2024 | 2025 | 2024 |
| Lease payments | 1,349,843 | 1,621,803 | 131,341 | 176,289 |
| Less: Deferred interest expense | (114,117) | (159,081) | (9,026) | (14,472) |
| Total | 1,235,726 | 1,462,722 | 122,315 | 161,817 |
| Less: Current portion | (224,138) | (226,995) | (30,443) | (39,502) |
| Lease liabilities - net of current portion | 1,011,588 | 1,235,727 | 91,872 | 122,315 |

Movements of the lease liabilities account during the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

| | Consolidated financial statements | | Separate financial statements | |
|------------------------------|--------------------------------------|-----------|----------------------------------|----------|
| | 2025 | 2024 | 2025 | 2024 |
| Balance at beginning of year | 1,462,722 | 745,750 | 161,818 | 199,751 |
| Additions | - | 889,988 | - | - |
| Accretion of interest | 44,964 | 44,286 | 5,446 | 7,015 |
| Repayments | (271,960) | (217,302) | (44,949) | (44,948) |
| Balance at end of year | 1,235,726 | 1,462,722 | 122,315 | 161,818 |

15.3 Expenses relating to leases that are recognised in profit or loss

| | (Unit: Thousand Baht) | | | |
|--|-----------------------|---------|----------------------|--------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Depreciation expense of right-of-use assets | 221,587 | 192,976 | 26,651 | 26,725 |
| Interest expense on lease liabilities | 44,964 | 44,286 | 5,446 | 7,015 |
| Expense relating to short-term leases | 13,471 | 42,609 | 6,007 | 34,963 |
| Expense relating to leases of low-value assets | 1,775 | 206 | - | 26 |
| Expense relating to variable lease payments | | | | |
| that do not depend on an index or a rate | 274,955 | 186,214 | - | - |

A subsidiary has lease contracts for building that contains variable payments based on operation. The lease term is 3 years.

15.4 Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 478 million (the Company only: Baht 50 million) (2024: Baht 383 million, the Company only: Baht 79 million), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that do not depend on an index or a rate.

16. Land and project development costs

| | (Unit: Thousand Baht) | | | |
|--|-----------------------|-----------|----------------------|----------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Land | 4,496,093 | 5,821,418 | 527,811 | 527,811 |
| Interest cost | 31,803 | 21,893 | 2,992 | 2,992 |
| Construction under development | 383,864 | 278,180 | 30,477 | 27,804 |
| Total | 4,911,760 | 6,121,491 | 561,280 | 558,607 |
| Less: Provision for loss on diminution | | | | |
| in value of projects | (161,141) | (116,397) | (70,405) | (39,832) |
| Land and project development costs - net | 4,750,619 | 6,005,094 | 490,875 | 518,775 |

During the current year, the Group included borrowing costs of Baht 12 million as cost of "Land and project development costs" (the Company only: Nil) (2024: Baht 4 million, the Company only: Nil). These were determined by applying a capitalisation rate of 1.8% (the Company only: 0.5%) (2024: 1.3%, the Company only: 0.7%).

Movements in the provision for loss on diminution in value of projects during the years ended 31 December 2025 and 2024 are summarised below:

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|-----------|----------------------|-----------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Beginning balance | 116,397 | 221,946 | 39,832 | 145,381 |
| Increase during the year | 44,744 | - | 30,573 | - |
| Transfer to land and construction in progress | - | (105,549) | - | (105,549) |
| Ending balance | 161,141 | 116,397 | 70,405 | 39,832 |

17. Short-term loan from financial institution

| | (Unit: Thousand Baht) | | | |
|--|---------------------------|----------|----------------------|-----------|
| | Consolidated and separate | | | |
| | financial statements | | financial statements | |
| | Interest rate | | 2025 | 2024 |
| | 2025 | 2024 | | |
| | (% p.a.) | (% p.a.) | | |
| Bill of exchange | - | 2.60 | - | 1,000,000 |
| Less: Deferred interest | | | - | (4,387) |
| Bill of exchange - net | | | - | 995,613 |
| Total short-term loan from financial institution | | | - | 995,613 |

18. Trade and other current payables

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|---------|----------------------|---------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Trade accounts payable - related parties (Note 6) | 3,707 | 2,823 | 571 | 2,433 |
| Trade accounts payable - unrelated parties | 242,047 | 362,874 | 111,848 | 197,207 |
| Other current payables - related parties (Note 6) | 3,006 | 4,202 | 1,971 | 2,528 |
| Other current payables - unrelated parties | 57,806 | 69,235 | 21,462 | 16,723 |
| Accrued interest | 33,356 | 38,972 | 33,356 | 38,972 |
| Total trade and other current payables | 339,922 | 478,106 | 169,208 | 257,863 |

19. Long-term loans

| | | | (Unit: Thousand Baht) | |
|---|---------------------------|---|--|-----------|
| | | | Consolidated and separate financial statements | |
| Loan | Interest rate (% p.a.) | Repayment schedule | 2025 | 2024 |
| 1 | 3.20 | Repayment semi-annual installments as from July 2023 to January 2026 (Fully paid before the scheduled maturity in September 2025) | - | 562,500 |
| 2 | 3.165 | Repayment semi-annual installments as from July 2024 to June 2027 | 1,000,000 | 1,500,000 |
| Total | | | 1,000,000 | 2,062,500 |
| Less: Unamortised portion of deferred transaction costs | | | (1,856) | (4,026) |
| Less: Current portion | | | (499,072) | (873,352) |
| Long-term loans - net of current portion | | | 499,072 | 1,185,122 |

Movement of the long-term loans account during the year ended 31 December 2025 are summarised below:

| | | (Unit: Thousand Baht) |
|--|--|--|
| | | Consolidated and separate financial statements |
| Beginning balance | | 2,058,474 |
| Less: Repayment | | (1,062,500) |
| Amortisation of deferred transaction costs during the year | | 2,170 |
| Ending balance | | 998,144 |

The loans agreement contains several covenants which, among other things, requires the Company to maintain debt-to-equity ratio at a rate not exceeding 2:1.

20. Unsecured debentures

| | | | | Consolidated and separate financial statements | | | |
|---|--------------------------|----------------------|------------------|--|-----------|------------------------|-------------|
| | | | | Number of debenture (Unit) | | Amount (Thousand Baht) | |
| Type of debenture | Interest rate | Age | Maturity date | 2025 | 2024 | 2025 | 2024 |
| Unsubordinated and unsecured debentures | | | | | | | |
| - No. 1/2022 | Fixed rate of 2.78% p.a. | 3 years | 5 May 2025 | - | 1,000,000 | - | 1,000,000 |
| - No. 2/2022 (Lot 2) | Fixed rate of 3.38% p.a. | 3 years | 21 November 2025 | - | 720,000 | - | 720,000 |
| - No. 3/2022 | Fixed rate of 3.33% p.a. | 3 years | 11 December 2025 | - | 550,000 | - | 550,000 |
| - No. 1/2023 | Fixed rate of 3.32% p.a. | 2 years and 9 months | 18 December 2025 | - | 1,000,000 | - | 1,000,000 |
| - No. 2/2023 | Fixed rate of 3.43% p.a. | 3 years | 25 April 2026 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| - No. 1/2024 | Fixed rate of 3.17% p.a. | 3 years | 28 February 2027 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| - No. 2/2024 | Fixed rate of 3.18% p.a. | 3 years | 9 December 2027 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| - No. 1/2025 | Fixed rate of 2.52% p.a. | 3 years | 9 May 2028 | 2,000,000 | - | 2,000,000 | - |
| Total debentures - at face value | | | | 7,000,000 | 8,270,000 | 7,000,000 | 8,270,000 |
| Less: Unamortised portion of deferred transaction costs | | | | | | (4,273) | (5,575) |
| Less: Discount on debentures | | | | | | (200,582) | (188,222) |
| Debentures - net | | | | | | 6,795,145 | 8,076,203 |
| Less: Current portion of debentures | | | | | | (999,890) | (3,268,929) |
| Debentures - net of current portion | | | | | | 5,795,255 | 4,807,274 |

Movements in debentures accounts during the years ended 31 December 2025 and 2024 are summarised below:

| | (Unit: Thousand Baht) | |
|--|--|------------------|
| | Consolidated and separate financial statements | |
| | 2025 | 2024 |
| Beginning balance | 8,270,000 | 9,500,000 |
| Add: Issuance of debentures during the year | 2,000,000 | 4,000,000 |
| Less: Redemption of debentures during the year | (3,270,000) | (5,230,000) |
| Ending balance | <u>7,000,000</u> | <u>8,270,000</u> |

All of unsecured debentures include covenants and restrictions. These pertain to, among other things, dividend payment and the maintenance of certain financial ratios.

21. Provision for employee benefits

Provision for employee benefits, which represents compensation payable to employees after they retire, is as follows:

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|----------------|----------------------|----------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Provision for employee benefits at beginning of year | 279,184 | 259,853 | 170,700 | 161,089 |
| Included in profit or loss: | | | | |
| Current service cost | 18,479 | 17,501 | 10,295 | 10,091 |
| Interest cost | 7,342 | 7,108 | 4,266 | 4,283 |
| Benefits paid during the year | <u>(7,864)</u> | <u>(5,278)</u> | <u>(4,245)</u> | <u>(4,763)</u> |
| Provision for employee benefits at end of year | <u>297,141</u> | <u>279,184</u> | <u>181,016</u> | <u>170,700</u> |

As at 31 December 2025, the Group expected to pay Baht 21 million of long-term employee benefits during the next year (the Company only: Baht 15 million) (2024: Baht 8 million, the Company only: Baht 5 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit was 10 years (the Company only: 10 years) (2024: 10 years, the Company only: 10 years).

Significant actuarial assumptions are summarised below:

| | Consolidated and separate financial statements | |
|----------------------|---|----------|
| | 2025 | 2024 |
| | (% p.a.) | (% p.a.) |
| Discount rate | 2.8 | 2.8 |
| Salary increase rate | 5.0 | 5.0 |
| Turnover rate | 0 - 25.0 | 0 - 25.0 |

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

| | As at 31 December 2025 | | | | | |
|-----------------------------------|------------------------|----------|----------------------|----------|---------------|----------|
| | Discount rate | | Salary increase rate | | Turnover rate | |
| | Increase | Decrease | Increase | Decrease | Increase | Decrease |
| | 0.5% | 0.5% | 0.5% | 0.5% | 10% | 10% |
| | | | | | | |
| Consolidated financial statements | (12,638) | 13,542 | 15,953 | (14,953) | (8,376) | 8,975 |
| Separate financial statements | (7,346) | 7,864 | 9,323 | (8,748) | (4,776) | 5,094 |

(Unit: Thousand Baht)

| | As at 31 December 2024 | | | | | |
|-----------------------------------|------------------------|----------|----------------------|----------|---------------|----------|
| | Discount rate | | Salary increase rate | | Turnover rate | |
| | Increase | Decrease | Increase | Decrease | Increase | Decrease |
| | 0.5% | 0.5% | 0.5% | 0.5% | 10% | 10% |
| | | | | | | |
| Consolidated financial statements | (12,630) | 13,559 | 14,562 | (13,671) | (7,476) | 8,005 |
| Separate financial statements | (7,409) | 7,946 | 8,576 | (8,061) | (4,289) | 4,575 |

22. Provisions

(Unit: Thousand Baht)

| Consolidated financial statements | | | | | |
|-----------------------------------|--|--|--|------------------------------|-----------|
| | Provision for public utility maintenance | Provision for housing repairment | Provision for compensation for Housing Estate Juristic Persons | Provision for litigations | Total |
| As at 1 January 2024 | 249,481 | 312,419 | 126,608 | 374,322 | 1,062,830 |
| Increase during the year | 27,908 | 60,146 | 14,858 | 71,492 | 174,404 |
| Reversed during the year | - | - | - | (1,640) | (1,640) |
| Utilised | (18,991) | (30,999) | (13,388) | (152,870) | (216,248) |
| As at 31 December 2024 | 258,398 | 341,566 | 128,078 | 291,304 | 1,019,346 |
| Increase during the year | 21,423 | 86,206 | 11,417 | 47,089 | 166,135 |
| Reversed during the year | - | - | (512) | (722) | (1,234) |
| Utilised | (39,899) | (24,495) | (11,842) | (4,853) | (81,089) |
| As at 31 December 2025 | 239,922 | 403,277 | 127,141 | 332,818 | 1,103,158 |
| 2025 | | | | | |
| Current | 239,922 | 403,277 | 127,141 | - | 770,340 |
| Non-current | - | - | - | 332,818 | 332,818 |
| | 239,922 | 403,277 | 127,141 | 332,818 | 1,103,158 |
| 2024 | | | | | |
| Current | 258,398 | 341,566 | 128,078 | - | 728,042 |
| Non-current | - | - | - | 291,304 | 291,304 |
| | 258,398 | 341,566 | 128,078 | 291,304 | 1,019,346 |

(Unit: Thousand Baht)

| Separate financial statements | | | | | |
|-------------------------------|--|--|--|------------------------------|----------|
| | Provision for public utility maintenance | Provision for housing repairment | Provision for compensation for Housing Estate Juristic Persons | Provision for litigations | Total |
| As at 1 January 2024 | 119,766 | 171,716 | 76,585 | 63,984 | 432,051 |
| Increase during the year | 16,346 | 33,894 | 8,077 | 5,489 | 63,806 |
| Reversed during the year | - | - | - | (1,118) | (1,118) |
| Utilised | (10,117) | (14,844) | (8,247) | (29,654) | (62,862) |
| As at 31 December 2024 | 125,995 | 190,766 | 76,415 | 38,701 | 431,877 |
| Increase during the year | 10,632 | 54,178 | 4,206 | 7,652 | 76,668 |
| Reversed during the year | - | - | - | (545) | (545) |
| Utilised | (13,027) | (11,554) | (2,374) | (3,915) | (30,870) |
| As at 31 December 2025 | 123,600 | 233,390 | 78,247 | 41,893 | 477,130 |

(Unit: Thousand Baht)

| Separate financial statements | | | | | |
|-------------------------------|--|--|--|------------------------------|----------------|
| | Provision for public utility maintenance | Provision for housing repairment | Provision for compensation for Housing Estate Juristic Persons | Provision for litigations | Total |
| 2025 | | | | | |
| Current | 123,600 | 233,390 | 78,247 | - | 435,237 |
| Non-current | - | - | - | 41,893 | 41,893 |
| | <u>123,600</u> | <u>233,390</u> | <u>78,247</u> | <u>41,893</u> | <u>477,130</u> |
| 2024 | | | | | |
| Current | 125,995 | 190,766 | 76,415 | - | 393,176 |
| Non-current | - | - | - | 38,701 | 38,701 |
| | <u>125,995</u> | <u>190,766</u> | <u>76,415</u> | <u>38,701</u> | <u>431,877</u> |

Provision for public utilities maintenance/housing repairment

In estimating the Group's provision for public utilities maintenance/housing repairment, the management considers historical data and/or currently available information about the costs of various types of repairment work.

Provision for compensation for Housing Estate Juristic Persons

The Group estimates the provision for compensation for Housing Estate Juristic Persons using the rate specified by the law and regulations and the budgeted of public utilities as a basis for the calculation.

23. Treasury shares

On 9 May 2025, a meeting of the Company's Board of Directors passed a resolution approving a treasury share repurchase scheme for financial management purposes. The total repurchase number of shares shall not exceed 750 million shares, representing approximately 7% of the total issued and paid-up shares, and the value shall not exceed Baht 1,200 million. The shares will be repurchased on the Stock Exchange of Thailand within a 6-month period, from 4 June 2025 to 28 November 2025.

As at 31 December 2025, the Company repurchased 1.7 million ordinary shares under this treasury share scheme, representing 0.02 of the total issued and paid-up shares, amounting to Baht 2.1 million. The Company appropriated retained earnings in an equivalent amount to the treasury share reserve.

24. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

25. Revenue from contracts with customers

25.1 Disaggregated revenue information

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|------------------|----------------------|------------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Type of goods or service: | | | | |
| Revenue from sales of real estate | 6,126,612 | 6,957,130 | 3,609,865 | 4,161,545 |
| Revenue from hotel operations | 1,394,262 | 1,362,705 | - | 112,689 |
| Other service income | 6,497 | 27,160 | 6,497 | 27,160 |
| Other income | 219,181 | 220,085 | 92,547 | 99,044 |
| Total revenue from contracts with customers | <u>7,746,552</u> | <u>8,567,080</u> | <u>3,708,909</u> | <u>4,400,438</u> |
| Timing of revenue recognition: | | | | |
| Recognise revenue at a point in time | 6,165,039 | 6,995,675 | 3,609,865 | 4,162,788 |
| Recognise revenue over time | 1,581,513 | 1,571,405 | 99,044 | 237,650 |
| Total revenue from contracts with customers | <u>7,746,552</u> | <u>8,567,080</u> | <u>3,708,909</u> | <u>4,400,438</u> |

Set out below is a reconciliation of the revenue from contracts with customers with the amounts disclosed in Note 30 relating to the segment information:

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|------------------|----------------------|------------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Revenue from external customers | 7,746,552 | 8,567,080 | 3,708,909 | 4,400,438 |
| Inter-segment revenue | 80,878 | 216,280 | - | - |
| | 7,827,430 | 8,783,360 | 3,708,909 | 4,400,438 |
| Adjustments and eliminations | (80,878) | (216,280) | - | - |
| Total revenue from contracts with customers | <u>7,746,552</u> | <u>8,567,080</u> | <u>3,708,909</u> | <u>4,400,438</u> |

25.2 Revenue recognised in relation to contract balances

During the current year, amounts of Baht 39 million (the Company only: Baht 14 million) (2024: Baht 35 million, the Company only: Baht 13 million) that were included in advances received from customers at the beginning of the year were recognised as revenue.

25.3 Revenue to be recognised for the remaining performance obligations

As at 31 December 2025, revenue totaling Baht 413 million (the Company only: Baht 323 million) (2024: Baht 357 million, the Company only: Baht 204 million) is expected to be recognised in the future in respect of performance obligations under contracts with customers that are unsatisfied (or partially unsatisfied). The Group expects to satisfy these performance obligations within 1 year.

26. Finance cost

| | (Unit: Thousand Baht) | | | |
|--|-----------------------|----------------|----------------------|----------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Interest expenses on borrowings | 145,979 | 186,848 | 266,473 | 267,154 |
| Interest expenses on lease liabilities | 44,964 | 44,286 | 5,446 | 7,015 |
| Other fees | 14,400 | 15,645 | 11,462 | 12,999 |
| Total | 205,343 | 246,779 | 283,381 | 287,168 |

27. Expenses by nature

Significant expenses classified by nature are as follows:

| | (Unit: Thousand Baht) | | | |
|--|-----------------------|-----------|----------------------|-----------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Purchase of land and payment of construction during the year | 1,545,932 | 5,057,356 | 403,038 | 1,862,316 |
| Changes in land and construction in progress | 1,800,462 | (547,774) | 2,143,967 | (730,372) |
| Changes in land and project development costs | 1,209,730 | 381,057 | (2,673) | 1,645,813 |
| Salaries and wages and other employee benefits | 644,783 | 678,509 | 352,981 | 397,195 |
| Depreciation | 317,122 | 291,893 | 45,667 | 47,233 |

28. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|----------------|----------------------|----------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Current income tax: | | | | |
| Current income tax charge | 111,320 | 152,383 | 72,851 | 108,337 |
| Deferred tax: | | | | |
| Relating to origination and reversal of temporary differences | 19,235 | 39,362 | (15,769) | 2,752 |
| Income tax expense reported in the statement of comprehensive income | 130,555 | 191,745 | 57,082 | 111,089 |

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

| | (Unit: Thousand Baht) | | | |
|---|-----------------------|---------------|----------------------|---------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Deferred tax on share of other comprehensive income of associates | 53,205 | 49,502 | 53,205 | 49,502 |
| | 53,205 | 49,502 | 53,205 | 49,502 |

The reconciliation between accounting profit and income tax expense is shown below:

| | (Unit: Thousand Baht) | | | |
|--|-----------------------|-----------|----------------------|-----------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Accounting profit before tax | 1,858,374 | 2,341,851 | 1,784,900 | 2,261,194 |
| Applicable tax rate | 0% - 20% | 0% - 20% | 20% | 20% |
| Accounting profit before tax multiplied by | | | | |
| income tax rate | 371,674 | 468,370 | 356,980 | 452,238 |
| Effects of: | | | | |
| Change in value of investments accounted for the equity method | (106,183) | (96,569) | (96,052) | (121,599) |
| Exempt income and non-deductible expenses | (134,920) | (180,041) | (203,830) | (219,537) |
| Additional expenses deduction allowed | (16) | (15) | (16) | (13) |
| Total | (241,119) | (276,625) | (299,898) | (341,149) |
| Income tax expense reported in the statement of comprehensive income | 130,555 | 191,745 | 57,082 | 111,089 |

The components of deferred tax assets (liabilities) are as follows:

(Unit: Thousand Baht)

| | Statement of financial position | | | |
|--|---------------------------------|----------------|----------------------|----------------|
| | Consolidated | | Separate | |
| | financial statements | | financial statements | |
| | 2025 | 2024 | 2025 | 2024 |
| Deferred tax assets (liabilities) | | | | |
| Provision for loss on diminution in value of projects | 155,980 | 158,573 | 70,115 | 65,037 |
| Allowance for diminution in value of investment properties | 4,255 | 5,471 | 4,255 | 5,471 |
| Allowance for impairment of property, plant and equipment | 16,374 | 16,374 | 16,374 | 16,374 |
| Provision for employee benefits | 58,822 | 55,519 | 36,203 | 34,140 |
| Provision for public utility maintenance | 47,428 | 51,680 | 24,720 | 25,199 |
| Provision for housing repairment | 77,677 | 68,313 | 46,678 | 38,153 |
| Provision for litigations | 66,564 | 58,261 | 8,379 | 7,740 |
| Borrowing cost of projects | 186,295 | 186,187 | 16,769 | 16,657 |
| Recognition of installment income | 5,871 | 6,327 | - | - |
| Cost to obtain contracts | - | (2,018) | - | (2,018) |
| Accumulated depreciation of investment properties | (6,752) | (4,984) | (6,752) | (4,984) |
| Income from rental of land | (44) | (145) | - | - |
| Unutilised tax losses | 131,169 | 164,855 | - | - |
| Leases | 14,118 | 13,093 | 3,415 | 3,878 |
| Others | 13,828 | 13,314 | 9,528 | 8,268 |
| Deferred tax assets - net | 771,585 | 790,820 | 229,684 | 213,915 |
| Reflected in the statements of financial position as follows: | | | | |
| Deferred tax assets | 771,629 | 790,965 | 229,684 | 213,915 |
| Deferred tax liabilities | (44) | (145) | - | - |
| Deferred tax assets - net | 771,585 | 790,820 | 229,684 | 213,915 |

As at 31 December 2025, the Group had deductible temporary differences totaling Baht 284 million (the Company only: Nil) (2024: Baht 52 million, the Company only: Nil). No deferred tax assets had been recognised on these amounts as the Group considered that the temporary differences will not be utilised in the future.

29. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

| | For the year ended 31 December | |
|---|--------------------------------|------------|
| | Consolidated and separate | |
| | financial statements | |
| | 2025 | 2024 |
| Profit for the year (Thousand Baht) | 1,727,819 | 2,150,105 |
| Weighted average number of ordinary shares (Thousand shares)* | 10,714,145 | 10,714,382 |
| Basic earnings per share (Baht per share) | 0.16 | 0.20 |

*Number of ordinary shares net of treasury shares

30. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Group are organised into business units based on its products and services and have four reportable segments as follows:

- Real estate business segment which consists of sales of land and houses and condominium units.
- Hotel business segment relates to service of residential buildings.
- Rental business segment relates to rental of office buildings.
- Others segment which consists of providing management services for buildings and investing business.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements. However, the Group's income taxes are managed on a Group basis and are not allocated to operating segments.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue, profit and total assets information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Million Baht)

| | For the year ended 31 December 2025 | | | | | | | |
|--|-------------------------------------|----------------------------|----------------|-----------------|----------------|---------------------------|------------------------|--------------|
| | Real estate business | | | | | | Other transactions and | |
| | Sales of land and houses | Sales of condominium units | Hotel business | Rental business | Other business | Total reportable segments | eliminations | Consolidated |
| Revenue from external customers | 4,478 | 1,648 | 1,394 | 49 | 97 | 7,666 | - | 7,666 |
| Inter-segment revenue | 25 | - | - | - | 56 | 81 | (81) | - |
| Interest income | 2 | 1 | 5 | - | 5 | 13 | - | 13 |
| Finance cost | (120) | (27) | (39) | - | (5) | (191) | - | (191) |
| Depreciation and amortisation | (14) | - | (258) | (39) | (6) | (317) | - | (317) |
| Provision for loss on diminution in value of projects | (44) | (38) | - | - | - | (82) | - | (82) |
| Reversal of provision for loss on diminution in value of projects | 48 | 28 | - | - | - | 76 | - | 76 |
| Segment profit | 154 | 71 | 36 | 8 | 89 | 358 | - | 358 |
| Other income | | | | | | | | 6 |
| Administrative expenses | | | | | | | | (273) |
| Share of profit from investments in associates | | | | | | | | 1,781 |
| Finance cost | | | | | | | | (14) |
| Income tax expenses | | | | | | | | (131) |
| Profit for the year | | | | | | | | 1,727 |
| Segment total assets | | | | | | | | |
| Investments in associates accounted for the equity method | - | - | 342 | 1,080 | 11,539 | 12,961 | - | 12,961 |
| Additions to non-current assets other than financial instruments and deferred tax assets | 507 | - | 10 | - | - | 517 | - | 517 |

(Unit: Million Baht)

| | For the year ended 31 December 2024 | | | | | | | |
|--|-------------------------------------|----------------------------|----------------|-----------------|----------------|---------------------------|-------------------------------------|--------------|
| | Real estate business | | | | | | Other transactions and eliminations | |
| | Sales of land and houses | Sales of condominium units | Hotel business | Rental business | Other business | Total reportable segments | | Consolidated |
| Revenue from external customers | 6,026 | 931 | 1,363 | 119 | 102 | 8,541 | - | 8,541 |
| Inter-segment revenue | 169 | - | 2 | - | 45 | 216 | (216) | - |
| Interest income | 1 | - | 2 | - | 1 | 4 | - | 4 |
| Finance cost | (123) | (66) | (39) | - | (3) | (231) | - | (231) |
| Depreciation and amortisation | (17) | - | (230) | (39) | (6) | (292) | - | (292) |
| Provision for loss on diminution in value of projects | (19) | (7) | - | - | - | (26) | - | (26) |
| Reversal of provision for loss on diminution in value of projects | 54 | 36 | - | - | - | 90 | - | 90 |
| Segment profit (loss) | 673 | (49) | 132 | 65 | 87 | 908 | - | 908 |
| Other income | | | | | | | | 2 |
| Administrative expenses | | | | | | | | (294) |
| Share of profit from investments in associates | | | | | | | | 1,737 |
| Finance cost | | | | | | | | (11) |
| Income tax expenses | | | | | | | | (192) |
| Profit for the year | | | | | | | | 2,150 |
| Segment total assets | | | | | | | | |
| Investments in associates accounted for the equity method | - | - | 350 | 1,089 | 10,851 | 12,290 | | 12,290 |
| Additions to non-current assets other than financial instruments and deferred tax assets | 2,649 | - | 909 | - | 5 | 3,563 | | 3,563 |

The following table presents segment assets of the Group's operating segments as at 31 December 2025 and 2024.

(Unit: Million Baht)

| | Real estate business | | | | | Total reportable segments | Unallocated assets | Consolidated |
|------------------------|--------------------------|----------------------------|----------------|-----------------|----------------|---------------------------|--------------------|--------------|
| | Sales of land and houses | Sales of condominium units | Hotel business | Rental business | Other business | | | |
| Segment assets | | | | | | | | |
| As at 31 December 2025 | 22,503 | 7,777 | 2,202 | 480 | - | 32,962 | 9,117 | 42,079 |
| As at 31 December 2024 | 24,434 | 8,988 | 2,480 | 500 | - | 36,402 | 8,419 | 44,821 |

Geographic information

The Group operates in Thailand only. As a result, all the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customers

For the years 2025 and 2024, the Group has no major customer with revenue of 10% or more of an entity's revenues.

31. Provident fund

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2558. The employees voluntarily contributed to the fund at the rate of 2% - 15% of basic salary, while the Group contributed to the rate of 3% - 6% of basic salary. The fund, which is managed by Land and House Fund Management Co., Ltd., will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2025 amounting to approximately Baht 21 million (the Company only: Baht 12 million) (2024: Baht 21 million, the Company only: Baht 12 million) were recognised as expenses.

32. Dividend paid

Dividends declared in 2025 and 2024 consist of the following:

| | Approved by | Total dividends (Thousand Baht) | Dividend per share (Baht) | Paid on |
|---|--|------------------------------------|------------------------------|-------------------|
| Year 2025 | | | | |
| Interim dividend for the operating results of six-month period ended 30 June 2025 | Board of Directors' Meeting of the Company on 15 August 2025 | 214,285 | 0.02 | 15 September 2025 |
| Dividend for the operating results of six-month period ended 31 December 2024 | Annual General Meeting of the Shareholders on 22 April 2025 | 857,146 | 0.08 | 20 May 2025 |
| Total dividend paid | | 1,071,431 | 0.10 | |

| | Approved by | Total dividends (Thousand Baht) | Dividend per share (Baht) | Paid on |
|---|---|---------------------------------------|---------------------------------|------------------|
| Year 2024 | | | | |
| Interim dividend for the operating results of six-month period ended 30 June 2024 | Board of Directors' Meeting of the Company on 7 August 2024 | 321,431 | 0.03 | 5 September 2024 |
| Dividend for the operating results of six-month period ended 31 December 2023 | Annual General Meeting of the Shareholders on 19 April 2024 | 1,071,390 | 0.10 | 16 May 2024 |
| Total dividend paid | | 1,392,821 | 0.13 | |

33. Commitments and contingent liabilities

The Group has the following outstanding commitments and contingent liabilities.

- 33.1 The Group has the following outstanding commitments in respect of agreements to purchase of land and construction of projects.

| | | |
|--------------------------------|----------------------|------|
| | (Unit: Million Baht) | |
| | As at 31 December | |
| | 2025 | 2024 |
| Project construction contracts | 367 | 445 |

- 33.2 As at 31 December 2025, the Group has entered into several lease agreements to lease motor vehicles and equipment, with a terms of generally 1 year (2024: 1 year).

The Group had future minimum lease payments required under those operating leases contracts as follows:

| | | |
|-----------------|----------------------|------|
| | (Unit: Million Baht) | |
| | As at 31 December | |
| | 2025 | 2024 |
| Payable: | | |
| in up to 1 year | 5 | 4 |

- 33.3 As at 31 December 2025, the Group had commitments in respect of various service commitments totaling Baht 46 million (2024: Baht 28 million)

- 33.4 As at 31 December 2025 and 2024, the Group had servitude over land of approximately 55 rai of which the cost is included in the cost of projects.

34. Bank guarantees

There were outstanding bank guarantees issued by the banks on behalf of the Group in respect of certain performance bonds as required in the normal course of business as follows:

| (Unit: Million Baht) | | |
|--|-------|-------|
| As at 31 December | | |
| | 2025 | 2024 |
| Letters of guarantee for arrangement and maintenance of public utilities | 1,291 | 1,799 |
| Letters of guarantee for electricity usage | 6 | 7 |
| Other letters of guarantee | 29 | 39 |
| Total | 1,326 | 1,845 |

35. Litigations

35.1 Between 2017 and 2025, various customers sued the Company and its subsidiaries for compensatory damages from purchase of land and houses of their projects, as at 31 December 2025, totaling Baht 1,289 million (2024: Baht 1,135 million). The lawsuits are currently in the judicial process. For reasons of prudence, the Company and its subsidiaries have set aside provisions totaling Baht 257 million (2024: Baht 219 million), which the Company and its subsidiaries deemed appropriate.

35.2 In 2017, the Company was filed as a defendant by a construction contractor company, plaintiff, for breach of hire of work agreement, with the plaintiff demanding outstanding payment and compensatory damages as at 31 December 2025, totaling Baht 135 million (2024: Baht 135 million). In October 2019, the Court of First Instance dismissed the case and rendered a judgement ordering that plaintiff pay the compensatory damages arising from the counterclaim of Baht 77 million together with interest.

The Company demanded that the bank, as an issuer of the letter of guarantees, settle the payment on behalf of the plaintiff in accordance with the judgement of the Court and subsequently received the amount of Baht 41 million in May 2020 in accordance with the facilities stated in the letter of guarantee. The amount received was presented as “Deferred compensatory damage income” in the statement of financial position and will be recognised in profit or loss when the lawsuit is finalised.

In October 2022, the Court of Appeal overturned the prior judgement and ordered the Company to pay the outstanding payment and retention to the plaintiff. After offsetting the debt with the plaintiff's obligation to pay the compensatory damages, the Company was required to pay an additional amount of Baht 3 million together with interest and return the letter of guarantee to the plaintiff.

In 2024, the Company and the plaintiff filed an appeal against the judgment of the Court of Appeal. Subsequently, the Supreme Court issued an order to accept the appeal. The case is currently under consideration by the Supreme Court. However, the Company believes that there will be no material impact on its financial statements.

35.3 Between 2018 and 2025, Housing Estate Juristic Persons sued the Company and its subsidiaries as a defendant/co-defendant for a breach of agreement under the Land Development Act B.E. 2543, demanding compensatory damages of the Company and its subsidiaries, as at 31 December 2025, totaling Baht 899 million (2024: Baht 694 million). The lawsuits are currently in the judicial process. For reasons of prudence, the Company and its subsidiaries have set aside provision of Baht 76 million (2024: Baht 72 million) for the loss arising from these litigations, which the Company and its subsidiaries deemed to be an appropriate amount.

35.4 As of 31 December 2025, the complainant filed a lawsuit against the Nonthaburi Provincial Land Allocation Committee (the respondent) in the Central Administrative Court, regarding their permission for land allocation of the Company. The Company was involved in a lawsuit as an interpleader.

The Company believes that it has fully complied with the permits issued by the Land Allocation Committee of Nonthaburi Province. Consequently, the Company has not recognised any potential damages arising from this lawsuit in the financial statements.

36. Fair value hierarchy

As at 31 December 2025 and 2024, the Group had the assets and liabilities that were disclosed at fair value using different levels of inputs as follows:

| (Unit: Million Baht) | | | | |
|---|---------|---------|---------|--------|
| Consolidated and separate financial statements | | | | |
| As at 31 December 2025 | | | | |
| | Level 1 | Level 2 | Level 3 | Total |
| Assets for which fair value are disclosed | | | | |
| Investments in associates | 21,214 | - | - | 21,214 |
| Investment properties | - | - | 586 | 586 |
| Liability for which fair value are disclosed | | | | |
| Unsecured debentures | - | 6,861 | - | 6,861 |
| Derivative | - | 13 | - | 13 |

(Unit: Million Baht)

| | Consolidated and separate financial statements | | | |
|---|--|---------|---------|--------|
| | As at 31 December 2024 | | | |
| | Level 1 | Level 2 | Level 3 | Total |
| Assets for which fair value are disclosed | | | | |
| Investments in associates | 28,358 | - | - | 28,358 |
| Investment properties | - | - | 683 | 683 |
| Liability for which fair value are disclosed | | | | |
| Unsecured debentures | - | 8,100 | - | 8,100 |
| Derivative | - | 10 | - | 10 |

37. Financial instruments

37.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, accounts receivable, loans to, investments, deposits, accounts payable, retention guarantees, short-term loan, long-term loans, lease liabilities and debentures. The financial risks associated with these financial instruments and how they are managed in described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade accounts receivable, loans to and deposit with banks. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Trade accounts receivable

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade accounts are regularly monitored and any shipments to major customers are generally covered by letters of credit or other forms of credit insurance obtained from reputable banks and other financial institutions. In addition, the Group does not have high concentrations of credit risk since it has a large customer base in various industries.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by product type and customer type. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and not subject to enforcement activity.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Board of Directors on an annual basis and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, short-term loans, debentures and long-term borrowings. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2025 and 2024, significant financial assets and liabilities classified by type of interest rate, are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

| | As at 31 December 2025 | | | | | |
|-------------------------------------|------------------------|-----------|---------------|--------------|-------|-------------|
| | Fixed interest rates | | | | | |
| | Within | | Floating | Non-interest | | Interest |
| | 1 year | 1-5 years | interest rate | Bearing | Total | rate |
| | | | | | | (% p.a.) |
| <u>Financial assets</u> | | | | | | |
| Cash and cash equivalents | - | - | 1,275 | 202 | 1,477 | 0.15 - 1.10 |
| Trade and other current receivables | - | - | - | 133 | 133 | - |
| <u>Financial liabilities</u> | | | | | | |
| Trade and other current payables | - | - | - | 340 | 340 | - |
| Long-term loans | 499 | 499 | - | - | 998 | 3.165 |
| Deposits for rental and service | - | - | - | 14 | 14 | - |
| Retention guarantees | - | - | - | 253 | 253 | - |
| Unsecured debentures | 1,000 | 5,795 | - | - | 6,795 | 2.52 - 3.43 |

(Unit: Million Baht)

| | As at 31 December 2024 | | | | | |
|--|------------------------|-----------|---------------------------|-------------------------|-------|------------------------------|
| | Fixed interest rates | | | | | |
| | Within 1 year | 1-5 years | Floating interest rate | Non-interest bearing | Total | Interest rate (% p.a.) |
| <u>Financial assets</u> | | | | | | |
| Cash and cash equivalents | - | - | 1,311 | 152 | 1,463 | 0.15 - 1.10 |
| Trade and other current receivables | - | - | - | 102 | 102 | - |
| <u>Financial liabilities</u> | | | | | | |
| Short-term loan from financial institution | 996 | - | - | - | 996 | 2.60 |
| Trade and other current payables | - | - | - | 478 | 478 | - |
| Long-term loans | 873 | 1,185 | - | - | 2,058 | 3.165 - 3.20 |
| Deposits for rental and service | - | - | - | 34 | 34 | - |
| Retention guarantees | - | - | - | 281 | 281 | - |
| Unsecured debentures | 3,269 | 4,807 | - | - | 8,076 | 2.78 - 3.43 |

Foreign currency risk

As at 31 December 2025 and 2024, the Group had no material financial instruments which denominated in foreign currency.

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of short-term loan from financial institution, trade and other payables, lease liabilities, long-term loans, deposits for rental and services, retention guarantees and unsecured debentures. Approximately 14% of the Group's debt will mature in less than one year at 31 December 2025 (2024: 46%) (the Company only: 10%, 2024: 48%) based on the carrying value of borrowings reflected in the financial statements. The Group has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Million Baht)

| Consolidated financial statements | | | | |
|-----------------------------------|------------------|--------------|-------------------|--------------|
| As at 31 December 2025 | | | | |
| On demand | Less than 1 year | 1 to 5 years | More than 5 years | Total |
| Non-derivatives | | | | |
| Trade and other current payables | - | 340 | - | 340 |
| Lease liabilities | - | 262 | 966 | 1,350 |
| Long-term loans | - | 500 | 500 | 1,000 |
| Deposits for rental and services | 14 | - | - | 14 |
| Retention guarantees | 253 | - | - | 253 |
| Unsecured debentures | - | 1,000 | 6,000 | 7,000 |
| Total non-derivatives | 267 | 2,102 | 122 | 9,957 |

(Unit: Million Baht)

| Consolidated financial statements | | | | |
|--|------------------|--------------|-------------------|---------------|
| As at 31 December 2024 | | | | |
| On demand | Less than 1 year | 1 to 5 years | More than 5 years | Total |
| Non-derivatives | | | | |
| Short-term loan from financial institution | - | 1,000 | - | 1,000 |
| Trade and other current payables | - | 478 | - | 478 |
| Lease liabilities | - | 272 | 1,037 | 1,622 |
| Long-term loans | - | 875 | 1,188 | 2,063 |
| Deposits for rental and services | 34 | - | - | 34 |
| Retention guarantees | 281 | - | - | 281 |
| Unsecured debentures | - | 3,270 | 5,000 | 8,270 |
| Total non-derivatives | 315 | 5,895 | 313 | 13,748 |

(Unit: Million Baht)

| Separate financial statements | | | | |
|----------------------------------|------------------|--------------|-------------------|--------------|
| As at 31 December 2025 | | | | |
| On demand | Less than 1 year | 1 to 5 years | More than 5 years | Total |
| Non-derivatives | | | | |
| Trade and other current payables | - | 169 | - | 169 |
| Lease liabilities | - | 35 | 96 | 131 |
| Long-term loans | - | 500 | 500 | 1,000 |
| Deposits for rental and services | 8 | - | - | 8 |
| Retention guarantees | 108 | - | - | 108 |
| Unsecured debentures | - | 1,000 | 6,000 | 7,000 |
| Total non-derivatives | 116 | 1,704 | - | 8,416 |

(Unit: Million Baht)

| | Separate financial statements | | | | |
|--|-------------------------------|------------------|--------------|-------------------|---------------|
| | As at 31 December 2024 | | | | |
| | On demand | Less than 1 year | 1 to 5 years | More than 5 years | Total |
| Non-derivatives | | | | | |
| Short-term loan from financial institution | - | 1,000 | - | - | 1,000 |
| Trade and other current payables | - | 258 | - | - | 258 |
| Lease liabilities | - | 45 | 132 | - | 177 |
| Long-term loans | - | 875 | 1,188 | - | 2,063 |
| Deposits for rental and services | 26 | - | - | - | 26 |
| Retention guarantees | 129 | - | - | - | 129 |
| Unsecured debentures | - | 3,270 | 5,000 | - | 8,270 |
| Total non-derivatives | 155 | 5,448 | 6,320 | - | 11,923 |

37.2 Fair values of financial instruments

The methods and assumptions used by the Group in estimating the fair value of financial instruments are as follows:

- For financial assets and liabilities which have short-term maturity, including cash and cash at financial institutions, accounts receivable, accounts payable, deposits, retention guarantees and short-term loans, their carrying amounts in the statement of financial position approximate their fair value.
- For fixed rate debentures and long-term loans, their fair value is estimated by discounting expected future cash flow by the current market interest rate of the loans with similar terms and conditions.

Since the majority of the Group's financial instruments bear floating interest rates, their fair value except unsecured debentures are not expected to be materially different from the amounts presented in the statement of financial position. The estimated fair value of unsecured debentures, in comparison with the related amounts carried in the statement of financial position, is as follows:

(Unit: Million Baht)

| | As at 31 December 2025 | | As at 31 December 2024 | |
|----------------------------|------------------------|------------|------------------------|------------|
| | Carrying amount | Fair value | Carrying amount | Fair value |
| <u>Financial liability</u> | | | | |
| Unsecured debentures | 6,795 | 6,861 | 8,076 | 8,100 |

During the current year, there were no transfers within the fair value hierarchy.

Derivative not designated as hedging instrument

Interest rate swap agreement

The Company entered into interest rate swap agreement in order to manage some of the interest rate risks associated with its long-term loans from banks with principal balance of Baht 1,500 million. The contracts are entered into for periods consistent with interest rate exposure of the underlying transactions of 3 years, to be terminated on 25 July 2027.

38. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods.

As at 31 December 2025, the Group's debt-to-equity ratio was 0.39:1 (2024: 0.53:1) and the Company's was 0.31:1 (2024: 0.44:1).

39. Event after reporting period

The Company

On 24 February 2026, the Board of Directors' meeting resolved to approve of the following

- Approved the Company's investment in the newly issued trust units of Quality Houses Hotel and Residence Freehold and Leasehold Property Trust.
- Approved a treasury share repurchase scheme for financial management purposes. The total repurchase number of shares shall not exceed 750 million shares, representing approximately 7% of the total issued and paid-up shares, and the value shall not exceed Baht 1,200 million. The shares will be repurchased on the Stock Exchange of Thailand within a 6-month period, from 16 March 2026 to 15 September 2026.

In addition, the Board of Director passed a resolution to propose to the annual general meeting of the Company's shareholders for an approval of a dividend payment from the operating results of the year 2025 at a rate of Baht 0.09 per share or a total of approximately Baht 964 million. The Company had made payment of an interim dividend of Baht 0.02 per share to its shareholders on 15 September 2025, remained a final dividend of Baht 0.07 per share or a total of approximately Baht 750 million, which will be paid on 19 May 2026.

The associate

Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust “QHHRREIT”

On 17 February 2026, the meeting of Investment Committee of Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust approved the payment of distribution of Baht 0.1800 per unit to the unitholders from operating result for the period as from 1 January to 31 December 2025, a total of Baht 60.5 million. The distribution will be paid on 20 March 2026.

Home Product Center Public Company Limited

On 24 February 2026, the meeting of the Board of Directors of Home Product Center Public Company Limited passed the resolution to propose to the Annual General Meeting of the shareholders for approval of dividend payment from operating results from July 2025 to December 2025. The dividend will be paid by cash at the rate of Baht 0.22 per share or in the total amount not exceeding Baht 2,893.2 million. The payment of cash dividend will be made within 7 May 2026. However, the meeting of the Board of Directors of Home Product Center Plc. held on 26 August 2025 has the resolution to approve interim dividend payment to the shareholders as cash dividend of Baht 0.16 per share. The interim dividend was paid on 24 September 2025. As a result, total dividend per share for the year 2025 is Baht 0.38 per share.

LH Financial Group Public Company Limited “LHFG”

On 23 February 2026, the meeting of the Board of Directors of LH Financial Group Public Company Limited passed the resolution to propose to the Annual General Meeting of the shareholders for approval of dividend payment from its operating results for the year 2025. The dividend will be paid by cash at the rate of Baht 0.05 per share, totally Baht 1,059.1 million. The payment of cash dividend will be made on 15 May 2026.

40. **Approval of financial statements**

These financial statements were authorised for issue by the Company’s Board of Directors on 24 February 2026.

Attachments



Attachment

1. Details of Directors, Executives, Controlling Persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision and the Company's secretary

1.1 Details of Directors, Executive, Controlling Persons, the person assigned to take the highest responsibility in Accounting and Finance and the Company's secretary

| | |
|---|--------------|
| Mr. Boonsom Lerdhirunwong | Age 72 Years |
| Position | |
| <ul style="list-style-type: none"> Independent Director Chairman of the Board of Directors | |
| Directorship | |
| September 21, 2015 - present | |
| Education | |
| <ul style="list-style-type: none"> Ph.D. of Civil Engineering, INSA, Toulouse, France Master Degree of Civil Engineering, Chulalongkorn University Bachelor Degree of Civil Engineering, Chulalongkorn University | |
| Training | |
| Thai Institute of Directors Association (IOD) Training Course | |
| 2025 ESG in the Boardroom (ESG) 2022 Advanced Audit Committee Program (AACP) 2019 <ul style="list-style-type: none">Board Matters and Trends (BMT)Ethical Leaderships Program (ELP) 2016 Anti-Corruption : The Practical Guide (ACPG) 2014 Role of Chairman Program (RCP) 2013 Successful Formulation & Execution of Strategy (SFE) 2012 <ul style="list-style-type: none">Directors Certification Program (DCP)Financial Statement for Directors (FSD)Audit Committee Program (ACP)Monitoring Fraud Risk Management (MFM)Monitoring of the Quality of Financial Reporting (MFR)Monitoring the Internal Audit Function (MIA)Monitoring the System of Internal Control and Risk (MIR) | |
| IOD Forum | |
| 2025 <ul style="list-style-type: none">The Evolving Role of AC in Fostering Trust and TransparencyAdapting to Emerging Risks and Evolving Competencies 2024 Maximizing Board Effectiveness : "The Role of Lead Independent Directors in Thai Business" 2018 Digital Transformation : A Must for All Companies 2017 <ul style="list-style-type: none">The Role of Chairman in Leading Strategic Risk OversightUpdate COSO Enterprise Risk Management : Integrating with Strategy and Performance 2016 Corporate Governance VS Corporate Performance : Duty or Choice? | |
| Others | |
| 2014 Corporate Governance: Effectiveness and Accountability in the Boardroom, Kellogg School of Management, Northwestern University 2013 Certificate in Top Executives in the Energy Academy Program (Class of 3 rd) 2006 Diploma, National Defense College, The Joint State-Private Sector Course (Class of 19 th) | |
| Family relationship with director and management | |
| None | |
| Shareholding (%) (As 31 Dec 2025) | |
| - | |
| Working Experience in the 5 preceding years | |
| Listed company | |
| 2014-Present Independent Director and Chairman of Audit Committee, Home Product Center Plc. (Retail) | |
| Other organization / institution | |
| 2010-Present Director and Chairman of Executive Directors of Building and Infrastructure Committee, The Thai Red Cross Society (Charitable Organization) 2015-2021 President, Shinawatra University (Educational Institution) | |

Mrs. Tipawan Chayutimanta

Age 68 Years

Position

- Independent Director
- Chairman of the Audit Committee
- Member of the Nomination and Remuneration Committee

Directorship

April 21, 2023 - Present

Education

- Master Degree of Business Administration (MBA), Kasetsart University
- Bachelor Degree of Accounting, Thammasat University

Training

Thai Institute of Directors Association (IOD) Training Course

- 2025 2025 - Board Nomination & Compensation Program (BNCP), (Class of 22/2025)
- 2020 IT Governance and Cyber Resilience Program (ITG)
- 2019 Directors Certification Program (DCP)

IOD Forum

- 2024 Maximizing Board Effectiveness : "The Role of Lead Independent Directors in Thai Business"

Others

- Senior Executive Program by London Business School, United Kingdom
- Anti - Money Laundering by UD Internal Revenue Services
- Development of Management Skills and Leaderships Program by National Graduate Institutes for Policy Studies (GRIPS), Japan
- International Taxation Course by Japan International Cooperation Agency (JICA), Japan
- Transfer Pricing by Australian Taxation Office, Australia
- The Civil Service Executive Development Program, (Class of 82nd)
- Accounting and Taxation by Federation of Accounting Professions

Family relationship with director and management

None

Shareholding (%) (As 31 Dec 2025)

-

Working Experience in the 5 preceding years

- Nov 2025- Present Member of the Nomination and Remuneration Committee,
Gunkul Engineering Public Co., Ltd. (Energy and High Voltage Equipment)
- Aug 2025- Present Independent Director,
Gunkul Engineering Public Co., Ltd. (Energy and High Voltage Equipment)
- Apr 2025- Present Chairman of the Audit Committee/ Independent Director,
MDX Public Co., Ltd. (Industrial estates development, infrastructure, and energy)
- 2024-Present Chairman of the Audit Committee,
Delta Electronics (Thailand) Public Co., Ltd. (Power management solutions)
- 2023-Present • Member of the Nomination & Compensation Committee,
Delta Electronics (Thailand) Public Co., Ltd. (Power management solutions)
- Chairman of the Audit Committee/ Independent Director,
JaneKongklai Public Co., Ltd. (Parking Management)
- 2021-Present Member of Privilege Committee,
Delta Electronics (Thailand) Public Co., Ltd. (Power management solutions)
- 2018-Present Independent Director and Member of the Audit Committee
Delta Electronics (Thailand) Public Co., Ltd. (Power management solutions)
- Non-listed company
- 2019-Present Chairman / Independent Director,
S REIT Management Co., Ltd. (Consultant)

| | |
|--|--|
| Ms. Vilasna Poonpatpibul | Age 52 Years |
| Position | |
| <ul style="list-style-type: none"> Independent Director Member of the Audit Committee | |
| Directorship | |
| May 1, 2023 - Present | |
| Education | |
| <ul style="list-style-type: none"> Master Degree of Electrical Engineering (EE), Industrial Engineering and Engineering Management (IEEM), Stanford University, USA Bachelor Degree of Computer Engineering, (First Class Honors), King Mongkut's Institute of Technology Ladkrabang | |
| Training | |
| Thai Institute of Directors Association (IOD) | |
| <u>Training Course</u> | |
| 2024 | Financial Statements for Directors (FSD 53/2024) |
| 2023 | <ul style="list-style-type: none"> Advance Audit Committee Program (AACP 49/2023) Directors Certification Program (DCP 341/2023) |
| <u>IOD Forum</u> | |
| 2024 | Maximizing Board Effectiveness : "The Role of Lead Independent Directors in Thai Business" |
| 2023 | Independent Director Forum : "Preventing corruption in organizations: Whose role is it?" |
| Others | |
| 2023 | Audit Committee Member, Ernst & Young Corporate Services Limited |
| Family relationship with director and management | |
| None | |
| Shareholding (%) (As 31 Dec 2025) | |
| - | |

Working Experience in the 5 preceding years
Listed company

-

Non-listed companies

2017-Present Partner and Business Strategy Consultant,
Full of Reasons Co., Ltd.
(Management and Brand Consulting)

2004-Present Partner and Managing Director,
Vilasna & Company Co., Ltd. (Management Consulting)

Assoc. Prof. Dr.Narongdech Srukhosit

Age 47 Years

Position

- Independent Director
- Member of the Audit Committee

Directorship

June 27, 2023 - Present

Education

- Ph.D. of Laws, University of Edinburgh, UK
- Master Degree of Laws (LL.M.),
University of Cambridge, UK
- Bachelor Degree of Laws (LL.B.)
(First Class Honors), Chulalongkorn University

Training

Thai Institute of Directors Association (IOD) Training Course

- 2025 ESG in the Boardroom : A Practical Guide for Board (ESG 11/2025)
- 2023 Advance Audit Committee Program (AACP 52/2024)
- 2022 • Financial Statement for Director (FSD 45/2022)
- Directors Certification Program (DCP)

IOD Forum

- 2024 Maximizing Board Effectiveness : "The Role of Lead Independent Directors in Thai Business"

Family relationship with director and management

None

Shareholding (%) (As 31 Dec 2025)

-

Working Experience in the 5 preceding years

Listed companies

- 2023-Oct Member of the Audit Committee,
- 2025 PTT Public Company Limited (natural gas, gas transmission, international trading, and infrastructure business)
- 2021-Oct Independent Director,
- 2025 PTT Public Company Limited (natural gas, gas transmission, international trading, and infrastructure business)

- 2021-2023 Member of the Corporate Governance and Sustainability Committee,
Member of the Enterprise Risk Management Committee,
PTT Public Company Limited (natural gas, gas transmission, international trading, and infrastructure business)

Non-listed companies

- 2021-Present Director,
Patanadej (2019) Company Limited
(Tobacco dealer, Tobacco Authority of Thailand)
- 2016-Present Director,
C & C International Venture Company Limited
(Technical and Management Consulting)

Other organization / institution

- 2022-Present • Member (legal expert),
Promotion and Development for Digital Economy and Society Committee
- 2019-Present • Director, Committee of Evaluation of University Executive Performance,
Suan Dusit University Council
- Member, Subcommittee of Law, Neighbouring Countries Economic Development Cooperation Agency
- 2018-Present • Member, Subcommittee on Appeal Screening,
Accounting Professions Governance Committee, Department of Business Development, Ministry of Commerce
- Member, Subcommittee on the Regulatory Screening Relating to Political Parties, The Election Commission of Thailand
- 2001-Present • Tenured Lecturer (Chairman of Public Law Division), Faculty of Law Chulalongkorn University
- 2022-2025 • Member (legal expert), Committee of Complaints Management Office of the Prime Minister
- 2019-2024 • Counsel (Administrative Law), The Stock Exchange of Thailand

| | |
|---|---|
| Mr. Naporn Sunthornchitcharoen Age 67 Years | |
| Position | |
| <ul style="list-style-type: none"> Director Member of the Nomination and Remuneration Committee | |
| Directorship | |
| June 27, 2017 - Present | |
| Education | |
| <ul style="list-style-type: none"> Master Degree of Business Administration (MBA), Thammasat University Bachelor Degree of Civil Engineering, Chiang Mai University | |
| Training | |
| Thai Institute of Directors Association (IOD) | |
| 2011 | Financial Institutions Governance Program (FGP) 2/2011 |
| 2005 | Director Certification Program (DCP) 53/2005 |
| 2004 | Director Accreditation Program (DAP) 25/2004 |
| Others | |
| 2022 | Real Estate and Urban Development Training Courses Class 6 (Real Engineer CMU) / Chiang Mai University Alumni Association |
| 2006 | Diploma, National Defense College, The Joint State-Private Sector Course (Class of 19 th) |
| Family relationship with director and management | |
| None | |
| Shareholding (%) (As 31 Dec 2025) | |
| 100,000 Shares (0.00093%) | |
| Working Experience in the 5 preceding years | |
| <u>Listed companies</u> | |
| 2023-Present | Chairman of the Nomination and Remuneration Committee, Home Product Center Plc. (Retail) |
| 2017-Present | Chairman of the Board of Directors and Chairman of the Executive Board, Land & Houses Plc. (Property Development) |
| 2011-Present | Director, LH Financial Group Plc. (Holding Company) |
| 2001-Present | Director and Executive Director, Home Product Center Plc. (Retail) |
| 1994-Present | Director, Quality Construction Products Plc. (Construction) |

| | |
|-----------------------------|---|
| 2015-2023 | Member of the Nomination and Remuneration Committee, Home Product Center Plc. (Retail) |
| <u>Non-listed companies</u> | |
| 2012-Present | Director, Land and Houses USA, Inc. (Property Development) |
| 2005-Present | Director, Executive Director, Land and Houses Bank Plc. (Commercial Bank) |
| 2004-Present | Director, LH Asset Co., Ltd. (Property Development) |
| 2003-Present | Director, LH Mall Co., Ltd. (Property Development) |
| 2002-Present | Director, Land & Houses Property Fund 2 (Asset Management) |
| 2000-Present | Director, Land & Houses Property Fund 1 (Asset Management) |
| 1995-Present | <ul style="list-style-type: none"> Director, Land & Houses Northeast Co., Ltd. (Property Development) Director, Land & Houses North Co., Ltd. (Property Development) Director, LH Muang Mai Co., Ltd. (Property Development) |
| 1993-Present | Director, Siam Tanee Real Estate Co., Ltd. (Property Development) |
| 1990-Present | Director, Siam Tanee Property Co., Ltd. (Property Development) |
| 1987-Present | Director, Atlantic Real Estate Co., Ltd. (Property Development) |
| 1986-Present | Director, LH Mall & Hotel Co., Ltd. (Property Development) |
| 2013-May 2023 | Director, Land and Houses Securities Plc. (Securities) |

| | |
|---|--|
| Mr. Adisorn Thananan-narapool Age 71 Years | <div>2004-2021</div> <ul style="list-style-type: none"> Director, LH Asset Co., Ltd. (Property Development) Director, LH Realstate Co., Ltd. (Property Development) <div>2002-2021</div> <ul style="list-style-type: none"> Director, Land and Houses Property Fund II (Property Fund) <div>2001-2021</div> <ul style="list-style-type: none"> Director, LH Muang Mai Co., Ltd. (Property Development) <div>1991-2021</div> <ul style="list-style-type: none"> Director, LH Mall & Hotel Co., Ltd. (Property Development) |
| Position <ul style="list-style-type: none"> Director Chairman of the Nomination and Remuneration Committee | |
| Directorship April 9, 2003 - Present | |
| Education <ul style="list-style-type: none"> Stanford Executive Program (SEP), Graduate School of Business, Stanford University Master Degree of Business Administration (MBA), Thammasat University Bachelor Degree of Accounting, Thammasat University | |
| Training <p>Thai Institute of Directors Association (IOD)</p> <div>2004</div> <ul style="list-style-type: none"> Directors Certification Program (DCP) Directors Accreditation Program (DAP) <p>Others</p> <p>Capital Market Academy (CMA 2)</p> | |
| Family relationship with director and management None | |
| Shareholding (%) (As 31 Dec 2025) 1,101 Shares (0.00001%) | |
| Working Experience in the 5 preceding years <p><u>Listed company</u></p> <div>2013-2021</div> <p>Director and Managing Director, Land and Houses Plc. (Property Development)</p> <p><u>Non-listed companies</u></p> <div>2013-2021</div> <ul style="list-style-type: none"> Director, Land and Houses USA, Inc. (Property Development) <div>2005-2021</div> <ul style="list-style-type: none"> Director, L&H Property Co., Ltd. (Property Development) | |

| | | | |
|---|--|-------------------|---|
| Mrs. Suwanna Bhuddhaprasart Age 70 Years | | Aug 2017-May 2023 | Director, Land and Houses Fund Management Co., Ltd. (Fund Management) |
| Position | | 2017-Present | Director, L&H Property Co., Ltd. (Property Development) |
| <ul style="list-style-type: none"> Director Chairman of the Sustainable Development and Corporate Governance Committee Member of the Risk management Committee | | 2016-Present | <ul style="list-style-type: none"> Director and Chief Executive Officer, LH Mall & Hotel Co., Ltd. (Property Development) Director, L&H Retail Management Co., Ltd. (Retail) Director, Gusto Village Co., Ltd. (Property Development) Director, Casa Ville (Rayong 2553) Co., Ltd. (Property Development) Director, Casa Ville (Prachuabkhirikhan 2554) Co., Ltd. (Property Development) Director, Casa Ville (Petchburi 2553) Co., Ltd. (Property Development) |
| Directorship | | | |
| July 1, 2000 - Present | | | |
| Education | | | |
| <ul style="list-style-type: none"> Master Degree of Business Administration (MBA), Chulalongkorn University Bachelor Degree of Accounting, Chulalongkorn University | | | |
| Training | | | |
| Thai Institute of Directors Association (IOD) | | | |
| 2025 | The Board's Role in Mergers and Acquisitions (BMA) 12/2025 | | |
| 2023 | Director Leadership Certification Program (DLCP 9/2023) | | |
| 2011 | Financial Institutions Governance Program (FGP) | | |
| 2007 | Directors Certification Program (DCP) | | |
| 2004 | Directors Accreditation Program (DAP) | | |
| Others | | 2013-Present | <ul style="list-style-type: none"> Director, Property Host Co., Ltd. (Property Development) Director, Casa Ville (Chonburi 2554) Co., Ltd. (Property Development) |
| 2025 | Practical Workshop on Enterprise Risk Management (ERM) / Quality Houses Plc. | | |
| Family relationship with director and management | | | |
| None | | | |
| Shareholding (%) (As 31 Dec 2025) | | 2012-Present | <ul style="list-style-type: none"> Director, Centre Point Hospitality Co., Ltd. (Property Leasing) Director, L&H Hotel Management Co., Ltd. (Hotel) |
| 7,013,754 Shares (0.06546%) | | | |
| Working Experience in the 5 preceding years | | | |
| <u>Listed companies</u> | | | |
| Feb 2022-Present | Chairperson, Mandarin Hotel Plc. (Hotel) | 2010-Present | Director, Q.House Precast Co., Ltd. (Manufacture and sale of construction materials) |
| 2021-Feb 2022 | Vice Chairperson Mandarin Hotel Plc. (Hotel) | | Director, L&H Management Co., Ltd. (Hotel) |
| 2018-Present | Executive Director, Mandarin Hotel Plc. (Hotel) | 2008-Present | |
| 2003-Present | Director, Home Product Center Plc. (Retail) | 2003-Present | <ul style="list-style-type: none"> Director, Casa Ville Co., Ltd. (Property Development) Director, Q.H. Management Co., Ltd (Service) |
| <u>Non-listed companies</u> | | 2000-Present | <ul style="list-style-type: none"> Director, Q.H. International Co., Ltd. (Property Leasing) Director, The Confidence Co., Ltd. (Property Development) |
| June 2024-May 2025 | Consultant (contract 1 year), Land and Houses Fund Management Co., Ltd. (Fund Management) | | |
| Mar 2021-May 2023 | Chairman of Executive Committee, Land and Houses Fund Management Co., Ltd. (Fund Management) | | |

| | | |
|--|--|--------------|
| Mr. Achawin Asavabhokin | | Age 50 Years |
| Position | | |
| Director | | |
| Directorship | | |
| December 26, 2017-Present | | |
| Education | | |
| <ul style="list-style-type: none">• Bachelor Degree of Industrial engineering, University of Pennsylvania, USA• Bachelor Degree of Finance, University of Pennsylvania, USA | | |
| Training | | |
| Thai Institute of Directors Association (IOD) | | |
| 2014 | Directors Certification Program (DCP) | |
| Others | | |
| 2025 | <ul style="list-style-type: none">• TLCA CFO Professional Development Program 2025<ul style="list-style-type: none">- No.1/2025 “Economic Update for CFO”- No.2/2025 “Digital Asset: Utility Token”- No.3/2025 “Update! IFRS 18 IFRS 19”- No.7/2025 “IFRS S1, IFRS S2”- No.8/2025 “Three Lines of Defense model for CFO” | |
| 2024 | <ul style="list-style-type: none">• TLCA CFO Professional Development Program 2024<ul style="list-style-type: none">- “Guidelines for developing the quality of financial reports of listed companies”- “Economic Update for CFO”- “Tax Governance”- “Accounting Standards Related to the Issuance of ESG securities” | |
| 2023 | <ul style="list-style-type: none">• Corporate Governance Training, Center of Global Best Practices• CFO’S Orientation Course, The Stock Exchange of Thailand• TLCA CFO Professional Development Program 2023<ul style="list-style-type: none">- No. 6/2023 “What is the future of the CFO role?” | |
| 2022 | Fund Manager Refresher, Association of Investment Management Companies | |

Family relationship with director and management

None

Shareholding (%) (As 31 Dec 2025)

-

Working Experience in the 5 preceding years

Listed companies

| | |
|--------------|--|
| Jan 2026- | Managing Director, |
| Present | Land and Houses Plc. (Property Development) |
| Aug 2025 - | Director, |
| Present | LH Financial Group PLC |
| 2018-Present | Director, |
| | Land and Houses Plc. (Property Development) |
| 2014-Present | Director, |
| | Home Product Center Plc. (Retail) |
| 2023-2025 | Senior Executive Vice President, Member of the Risk Management and Sustainable Development Committee, Chief Finance Officer, |
| | Land and Houses Plc. (Property Development) |

Non-listed companies

| | |
|--------------|---|
| 2024-Present | <ul style="list-style-type: none"> Director, |
| | Atlantic Real Estate Co.,Ltd. (Property Development) |
| | <ul style="list-style-type: none"> Director, |
| | LH Asset Co., Ltd. (Property Development) |
| | <ul style="list-style-type: none"> Director, |
| | Siam Tanee Real Estate Co., Ltd. (Property Development) |
| | <ul style="list-style-type: none"> Director, |
| | Siam Tanee Property Co., Ltd. (Property Development) |
| | <ul style="list-style-type: none"> Director, |
| | Land and Houses North Co., Ltd. (Property Development) |
| | <ul style="list-style-type: none"> Director, |
| | Land and Houses Northeast Co., Ltd. (Property Development) |
| | <ul style="list-style-type: none"> Director, |
| | Land and Houses USA Inc. (Property Investment) |
| | <ul style="list-style-type: none"> Director, |
| | L&H Management Co., Ltd. (Management) |
| | <ul style="list-style-type: none"> Director, |
| | L&H Retail Management Co., Ltd. (Management) |

| Mr. Achawin Asavabhokin (Cont.) | |
|---------------------------------|--|
| | <ul style="list-style-type: none"> • Director, L&H Hotel Management Co., Ltd. (Hotel) • Director, LH Mall and Hotel Co., Ltd. (Property Development) |
| 2023-Present | Director, LH Mall Co., Ltd. (Property Development) |
| 2018-2023 | Senior Executive Vice President, Chief Marketing Officer, SCB Asset Management Co.,Ltd. (Asset Management) |

| Mr. Chalerm Kiettitanabumroong Age 73 Years | |
|---|--|
| Position | |
| | <ul style="list-style-type: none"> • Director • Chief Executive Officer • Chairman of the Risk management Committee • Chairman of Executive Committee |
| Directorship | |
| February 26, 2019 - Present | |
| Education | |
| | <ul style="list-style-type: none"> • Master Degree of Business Administration (MBA), Chulalongkorn University • Bachelor Degree of Civil Engineering, Chulalongkorn University |
| Training | |
| Thai Institute of Directors Association (IOD) | |
| 2005 | <ul style="list-style-type: none"> • Directors Certification Program (DCP) Class 54/2005 • Director Diploma Examination Class 16/2005 |
| Family relationship with director and management | |
| None | |
| Shareholding (%) (As 31 Dec 2025) | |
| 136,500 Shares (0.0013%) (Held by spouse) | |
| Working Experience in the 5 preceding years | |
| <u>Listed company</u> | |
| - | |
| <u>Non-listed company</u> | |
| - | |

Mr. Pravit Choatewattanaphun Age 68 Years

Position

- Director
- Managing Director
- Member of the Risk management Committee
- Vice Chairman of the Sustainable Development and Corporate Governance Committee

Directorship

April 20, 2010 - Present

Education

- Master Degree of Business Administration (MBA), Thammasat University
- Bachelor Degree of Civil Engineering, Chiang Mai University

Training

Thai Institute of Directors Association (IOD)

- 2016 • How to Develop Risk Management (HRP)
- 2011 • Directors Certification Program (DCP)

Family relationship with director and management

None

Shareholding (%) (As 31 Dec 2025)

-

Working Experience in the 5 preceding years

Listed company

-

Non-listed companies

- 2016-Present • Director,
Gusto Village Co., Ltd.
(Property Development)
- Director,
The Confidence Co., Ltd.
(Property Development))
- Director,
Centre Point Hospitality Co., Ltd.
(Property Leasing)
- Director,
Casa Ville (Prachuabkhirikhan 2554)
Co., Ltd. (Property Development)

- Director,
Casa Ville (Rayong 2553) Co.,Ltd.
(Property Development))
- Director,
Casa Ville (Chonburi 2554) Co., Ltd.
(Property Development)
- 2011-Present • Director,
Property Host Co., Ltd.
(Property Development)
- 2010-Present • Director,
Q.House Precast Co., Ltd. (Manufacture
and sale of construction materials)
- Director,
Casa Ville (Petchburi 2553) Co., Ltd.
(Property Development)
- 2005-Present • Director,
Q.H. International Co., Ltd.
(Property Leasing)
- Director,
Casa Ville Co., Ltd. (Property Development)
- 2003-Present • Director,
Q.H. Management Co., Ltd (Service)

Ms. Apinya Jarutrakulchai Age 63 Years

Position

- Director
- Member of the Risk management Committee
- Member of the Sustainable Development and Corporate Governance Committee
- Senior Executive Vice President
- CFO
- Company Secretary

Directorship

August 10, 2018 - Present

Education

- Master Degree of Business Administration (MBA), National Institute of Development Administration (NIDA)
- Bachelor Degree of Business Administration, University of the Thai Chamber of Commerce

Training

Thai Institute of Directors Association (IOD)

- 2025 The Board's Role in Mergers and Acquisitions (BMA) 12/2025
- 2016
- How to Develop Risk Management (HRP)
 - Director Accreditation Program : (DAP)

Others

- Fundamentals for Corporate Secretaries (FCS)
- Strategic CFO in Capital Markets (Class of 1st)

Continuing Professional Development

- 2025
- TLCA CFO Professional Development Program 2025
 - No. 5/2025 "Accounting System Setup Program"(Session 1 and Session 2)
 - No.4/2025 "Climate- Related Risks"
 - No.3/2025 "Update! IFRS 18 IFRS 19"
 - No.1/2025 "Economic Update for CFO"

- 2024
- TLCA CFO Professional Development Program 2024

- No.8/2024 "How AI will transform the CFO's role"
- No.7/2024 "Economic Update for CFO (2nd)"
- No.6/2024 "Cybersecurity & Risk Management for CFO"

- 2023
- TLCA CFO Professional Development Program 2023

- No.4/2023 "Green Assets: Opportunities for Sustainable Development"
- No.6/2023 "What is the future of the CFO role?"
- No.7/2023 "Economic Update for CFO" (2nd)

Family relationship with director and management

None

Shareholding (%) (As 31 Dec 2025)

-

Working Experience in the 5 preceding years

Listed company

-

Non-listed companies

2018-Present Director,

Q.H. International Co., Ltd.
(Property Leasing)

2016-Present

- Director,

Gusto Village Co., Ltd.
(Property Development)

- Director,

The Confidence Co., Ltd.
(Property Development)

- Director,

Centre Point Hospitality Co., Ltd.
(Property Leasing)

- Director,

Casa Ville (Prachuabkhirikhan 2554)
Co., Ltd. (Property Development)

Ms. Apinya Jarutrakulchai (Cont.)

- Director,
Casa Ville (Rayong 2553) Co., Ltd.
(Property Development)
- Director,
Casa Ville (Chonburi 2554) Co., Ltd.
(Property Development)
- Director,
Q.House Precast Co., Ltd. (Manufacture
and sale of construction materials)
- Director,
Casa Ville (Petchburi 2553) Co., Ltd.
(Property Development)
- Director,
Casa Ville Co., Ltd. (Property Development)
- Director,
Q.H. Management Co., Ltd (Service)

Remarks: 1. No director or executive has a criminal record in the past 10 years in connection with:

- 1) Being convicted of a criminal offense or in the process of being prosecuted for a criminal offense, except for an offense arising from a traffic violation, misdemeanor, or other offenses of similar nature.
- 2) Being sentenced to bankruptcy or asset protection.
- 3) Being an executive or controlling person in a company and partnership that has been sentenced to bankruptcy or asset protection.

2. The Company Secretary has performed the duties prescribed in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551 (2008), which came into force on August 31, 2008, with responsibility, caution, and honesty, in accordance with the law, the Company's objectives, Articles of Association, the Board of Directors resolutions, as well as the resolutions of the shareholders' meeting. The legal duties of the Company Secretary are discussed in Section 7.6 Other Important Information Section 7.6.1 Company Secretary.

1.2 Details of Executives

| | |
|---|--------------|
| Mr. Adisak Srisook | Age 60 Years |
| Position | |
| <ul style="list-style-type: none"> Executive Vice President | |
| Education | |
| <ul style="list-style-type: none"> Bachelor of Engineering (Civil), King Mongkut's University of Technology Thonburi | |
| Family relationship with director and management | |
| None | |
| Shareholding (%) (As 31 Dec 2025) | |
| 33 shares (0.00000%) | |
| Working Experience in the 5 preceding years | |
| 2016-Present Executive Vice President Quality Houses Plc. (Property Development) | |
| 2016-Present | |
| <ul style="list-style-type: none"> Director, The Confidence Co., Ltd. (Property Development) Director, Casa Ville Co., Ltd. (Property Development) Director, Casa Ville (Chonburi 2554) Co., Ltd. (Property Development) Director, Casa Ville (Prachuabkhirikhan 2554) Co., Ltd. (Property Development) Director, Casa Ville (Petchburi 2553) Co., Ltd. (Property Development) Director, Gusto Village Co., Ltd. (Property Development) Director, Q.H. Management Co., Ltd. (Service) Director, Casa Ville (Rayong 2553) Co., Ltd. (Property Development) Director, Q.House Precast Co., Ltd. (Manufacture and sale of construction materials) | |

| | |
|---|--------------|
| Mr. Sommart Promkunakorn | Age 58 Years |
| Position | |
| <ul style="list-style-type: none"> Executive Vice President | |
| Education | |
| <ul style="list-style-type: none"> Bachelor of Engineering, Chiang Mai University MBA, Chulalongkorn University | |
| Family relationship with director and management | |
| None | |
| Shareholding (%) (As 31 Dec 2025) | |
| - | |
| Working Experience in the 5 preceding years | |
| 2015-Present Executive Vice President Quality Houses Plc. (Property Development) | |
| 2016-Present | |
| <ul style="list-style-type: none"> Director, The Confidence Co., Ltd. (Property Development) Director, Casa Ville Co., Ltd. (Property Development) Director, Casa Ville (Chonburi 2554) Co., Ltd. (Property Development) Director, Casa Ville (Prachuabkhirikhan 2554) Co., Ltd. (Property Development) Director, Casa Ville (Petchburi 2553) Co., Ltd. (Property Development) Director, Gusto Village Co., Ltd. (Property Development) Director, Casa Ville (Rayong 2553) Co., Ltd. (Property Development) Director, Q.H. Management Co., Ltd. (Service) | |
| 2014-Present Director, Q.House Precast Co.,Ltd. (Manufacture and sale of construction materials) | |

1.3 Detail of the person assigned to take direct responsibility for accounting supervision

| | | | | | | | |
|---|--|---|---|---|--|--|--|
| <div>Ms. Chuleeporn Moonsawat</div> <div>Age 45 Years</div> | <div>Family relationship with director and management</div> <div>None</div> | | | | | | |
| <div>Position</div> <ul style="list-style-type: none"> Assistant Vice President, Finance and Accounting | <div>Shareholding (%) (As 31 Dec 2025)</div> <div>-</div> | | | | | | |
| <div>Education</div> <ul style="list-style-type: none"> Bachelor of Accountancy, Payap University | <div>Working Experience in the 5 preceding years</div> <table> <tr> <td>Apr 2021-Present</td><td>Assistant Vice President, Finance and Accounting Department, Quality Houses Plc. (Property Development)</td></tr> <tr> <td>Mar 2016-Feb 2021</td><td>Assistant Vice President, Accounting Department, Project Planning Service Plc.</td></tr> </table> | Apr 2021-Present | Assistant Vice President, Finance and Accounting Department, Quality Houses Plc. (Property Development) | Mar 2016-Feb 2021 | Assistant Vice President, Accounting Department, Project Planning Service Plc. | | |
| Apr 2021-Present | Assistant Vice President, Finance and Accounting Department, Quality Houses Plc. (Property Development) | | | | | | |
| Mar 2016-Feb 2021 | Assistant Vice President, Accounting Department, Project Planning Service Plc. | | | | | | |
| <div>Training</div> <table> <tr> <td>2025</td><td> <ul style="list-style-type: none"> Designing an Effective Internal Control System for Organizations - CPD (Accounting) 6 hours Tax Planning and Accounting Recognition under Financial Reporting Standards - CPD (Accounting) 7.30 hours, (Other) 5.30 hours T Future TFRS 2026 and the Recognition of Carbon Credits - CPD (Accounting) 7 hours </td></tr> <tr> <td>2024</td><td> <ul style="list-style-type: none"> Course on Key Tax Updates - CPD (Other) 6.30 hours Key Changes in the Revised TFRS for SMEs 2022 - CPD (Accounting) 6.30 hours Essential Cost Accounting Theory - CPD (Accounting) 5.30 hours TFRS 2025 - CPD (Accounting) 6.30 hours Accounting Standards Related to Land, Buildings, and Equipment - CPD (Accounting) 6 hours </td></tr> <tr> <td>2023</td><td> <ul style="list-style-type: none"> Financial Statement Analysis - CPD (Accounting) 5 hours 2024 Deferred Tax general principles Impact on the lease agreement Estimating liabilities, demolition and restoration - CPD (Accounting) 7 hours) Complete information on taxes - CPD (Accounting) 6.3 hours Thai Financial Reporting Standard for Non-Publicly Accountable Entities (Revised) - CPD (Accounting) 6.3 hours </td></tr> </table> | 2025 | <ul style="list-style-type: none"> Designing an Effective Internal Control System for Organizations - CPD (Accounting) 6 hours Tax Planning and Accounting Recognition under Financial Reporting Standards - CPD (Accounting) 7.30 hours, (Other) 5.30 hours T Future TFRS 2026 and the Recognition of Carbon Credits - CPD (Accounting) 7 hours | 2024 | <ul style="list-style-type: none"> Course on Key Tax Updates - CPD (Other) 6.30 hours Key Changes in the Revised TFRS for SMEs 2022 - CPD (Accounting) 6.30 hours Essential Cost Accounting Theory - CPD (Accounting) 5.30 hours TFRS 2025 - CPD (Accounting) 6.30 hours Accounting Standards Related to Land, Buildings, and Equipment - CPD (Accounting) 6 hours | 2023 | <ul style="list-style-type: none"> Financial Statement Analysis - CPD (Accounting) 5 hours 2024 Deferred Tax general principles Impact on the lease agreement Estimating liabilities, demolition and restoration - CPD (Accounting) 7 hours) Complete information on taxes - CPD (Accounting) 6.3 hours Thai Financial Reporting Standard for Non-Publicly Accountable Entities (Revised) - CPD (Accounting) 6.3 hours | <div>Remark : Be an accountant who has the qualifications and conditions of being an accountant according to the criteria specified in the announcement of the Department of Business Development.</div> |
| 2025 | <ul style="list-style-type: none"> Designing an Effective Internal Control System for Organizations - CPD (Accounting) 6 hours Tax Planning and Accounting Recognition under Financial Reporting Standards - CPD (Accounting) 7.30 hours, (Other) 5.30 hours T Future TFRS 2026 and the Recognition of Carbon Credits - CPD (Accounting) 7 hours | | | | | | |
| 2024 | <ul style="list-style-type: none"> Course on Key Tax Updates - CPD (Other) 6.30 hours Key Changes in the Revised TFRS for SMEs 2022 - CPD (Accounting) 6.30 hours Essential Cost Accounting Theory - CPD (Accounting) 5.30 hours TFRS 2025 - CPD (Accounting) 6.30 hours Accounting Standards Related to Land, Buildings, and Equipment - CPD (Accounting) 6 hours | | | | | | |
| 2023 | <ul style="list-style-type: none"> Financial Statement Analysis - CPD (Accounting) 5 hours 2024 Deferred Tax general principles Impact on the lease agreement Estimating liabilities, demolition and restoration - CPD (Accounting) 7 hours) Complete information on taxes - CPD (Accounting) 6.3 hours Thai Financial Reporting Standard for Non-Publicly Accountable Entities (Revised) - CPD (Accounting) 6.3 hours | | | | | | |

Attachment

2. Details of Directors and Executives in Subsidiaries, Joint Ventures and Related Companies

2.1 Positioning of Directors and Executives in Subsidiaries

| The Board of Directors and Executives | | QH | Company | | | | | | | | | | Subsidiaries | | |
|---------------------------------------|---------------------------------------|-----|---------|-----|-----|-----------|-----|-----|-----|-----|----|-----|--------------|-----|-----|
| | | | QHI | CFD | CSV | QHI (BVI) | QHM | QHP | CVP | CVR | GT | CVC | PH | CVH | CPH |
| 1. | Mr. Boonsom Lerthirunwong | X | | | | | | | | | | | | | |
| 2. | Mrs. Tipawan Chayutimanta | / | | | | | | | | | | | | | |
| 3. | Ms. Vilasna Poonpatpibul | / | | | | | | | | | | | | | |
| 4. | Assoc. Prof. Dr. Narongdech Sruksosit | / | | | | | | | | | | | | | |
| 5. | Mr. Naporn Sunthornchitcharoen | / | | | | | | | | | | | | | |
| 6. | Mr. Adisorn Thananan-narapool | / | | | | | | | | | | | | | |
| 7. | Mr. Achawin Asavabhokin | / | | | | | | | | | | | | | |
| 8. | Mrs. Suwanna Bhuddhaprasart | / | / | / | / | / | / | / | / | / | / | / | / | / | / |
| 9. | Mr. Chalerm Kietitanabumroong | // | | | | | | | | | | | | | |
| 10. | Mr. Pravit Choetewattanaphun | // | / | / | / | / | / | / | / | / | / | / | / | / | / |
| 11. | Ms. Apinya Jarutrakulchai | // | / | / | / | / | / | / | / | / | / | / | / | / | / |
| 12. | Mr. Adisak Srisook | /// | | / | / | / | / | / | / | / | / | / | / | / | / |
| 13. | Mr. Sommart Promkunakorn | /// | | / | / | / | / | / | / | / | / | / | / | / | / |

Remarks : X = Chairman / = Director // = Executive Director /// = Executive

QH = Quality Houses Plc.
 QHI (BVI) = QH International (BVI) Co., Ltd.
 CVR = Casa Ville (Rayong 2553) Co., Ltd.
 CVH = Casa Ville (Prachuabkhirkhan 2554) Co., Ltd.

QHI = Q.H. International Co., Ltd.
 QHM = Q.H. Management Co., Ltd.
 GT = Gusto Village Co., Ltd.
 CPH = Center Point Hospitality Co., Ltd.

CFD = The Confidence Co., Ltd.
 QHP = QHouse Precast Co., Ltd.
 CVC = Casa Ville (Chonburi 2554) Co., Ltd.

CSV = Casa Ville Co., Ltd.
 CVP = Casa Ville (Petchburi 2553) Co., Ltd.
 PH = Property Host Co., Ltd.

2.2 Positioning of Directors and Executives in Joint Ventures and Related Companies

| The Board of Directors and Executive | | Company | | | Associated Companies | | | Related Companies | | | | |
|--------------------------------------|--------------------------------------|---------|-------|---------|----------------------|------|-----|-------------------|---------|-----|---|--|
| | | QH | HMPRO | LH-Bank | LHFG | LHMH | LHM | LH | LH Mall | LHP | | |
| 1. | Mr. Boonsom Lerdhirunwong | X | / | | | | | | | | | |
| 2. | Mrs. Tipawan Chayutimanta | / | | | | | | | | | | |
| 3. | Ms. Vilasna Poonpatpibul | / | | | | | | | | | | |
| 4. | Assoc. Prof. Dr. Narongdech Srukhsit | / | | | | | | | | | | |
| 5. | Mr. Naporn Sunthornchitcharoen | / | / | / | / | / | | // | / | | | |
| 6. | Mr. Adisorn Thananan-narapool | / | | | | | | | | | | |
| 7. | Mr. Achawin Asavabhokin | / | / | | / | / | / | // | / | | | |
| 8. | Mrs. Suwanna Bhuddhaprasart | / | / | | | // | / | | | | / | |
| 9. | Mr. Chalerm Kiettitanabumroong | // | | | | | | | | | | |
| 10. | Mr. Pravit Choatewattanaphun | // | | | | | | | | | | |
| 11. | Ms. Apinya Jarutrakulchai | // | | | | | | | | | | |
| 12. | Mr. Adisak Srisook | /// | | | | | | | | | | |
| 13. | Mr. Sommart Promkunakorn | /// | | | | | | | | | | |

Remarks : X = Chairman / = Director // = Executive Director /// = Executive

HMPRO = Home Product Center Plc.
LH = Land and Houses Plc.
LHP = L&H Property Co., Ltd.
LH-Bank = Land and Houses Bank Plc.
LHM = L&H Management Co., Ltd.
LH Mall = LH Mall Co.,Ltd.
LHFG = LH Financial Group Plc.
LHMH = LH Mall & Hotel Co., Ltd.

Attachment

3 Detail of the Heads of the Internal Audit

| | | |
|---|--|--------------|
| Mrs. Suneerat Puntarikpan | | Age 60 Years |
| Position | | |
| <ul style="list-style-type: none">Senior Assistant Vice PresidentActing Vice President of Internal Audit | | |
| Education | | |
| <ul style="list-style-type: none">Bachelor Degree of Accounting, Ramkhamhaeng University | | |
| Training | | |
| 2025 | <ul style="list-style-type: none">Enterprise Risk Management Based on the COSO ERM FrameworkIT Securities AwarenessIntroduction to Generative AI for Work | |
| 2024 | <ul style="list-style-type: none">Chief Safety Officer (CSO) - Executive LevelEnhancing Understanding of the Impacts and Adaptation to Climate Change Measures (Update)Legal Issues Related to Sales and Construction WorkTraining Course on the Use of Sales Information SystemLand Allocation and Public Utilities RequirementsCorporate Value Enhancement via Risk Management | |
| 2023 | <ul style="list-style-type: none">Economic Conditions and the Real Estate Industry in 2023Data Protection by Encrypting FILE EXTERNAL DRIVEESG Risk Management Framework Applicable to Thai OrganizationsStrengthen Understanding of the Situation, Impacts, and Adaptation to Climate Change Measures (CLIMATE CHANGE) | |
| 2022 | <ul style="list-style-type: none">Construction work and Quality ControlMarketing and SalesPersonal Data Protection Laws for internal auditingPersonal Data Protection Act and Intellectual Property Law | |
| 2021 | <ul style="list-style-type: none">Road to Certify with THAI CAC Topics : How to get CAC Acceptance and Special Discussion on the Role of Audit Committees in apply for certificationRoad to Certify with THAI CAC Topics CAC Certification Process and Special Discussion on Employment of Government Employees Conflict of Interest and the law to know.Construction and Quality Control SystemAdvertising law by the Legal DepartmentAdvertising law by Office of the consumer protection board (OCPB) | |
| Family relationship with director and management | | |
| None | | |
| Shareholding (%) (As 31 Dec 2025) | | |
| 11,666 Shares (0.0001%) | | |
| Working Experience in the 5 preceding years | | |
| 2023-Present | Senior Assistant Vice President and Acting Vice President of Internal Audit, Quality Houses Plc. (Property Development) | |
| 2021-2023 | Assistant Vice President and Acting Vice President of Internal Audit, Quality Houses Plc. (Property Development) | |
| 2007-2021 | Assistant Vice President, Quality Houses Plc. (Property Development) | |

Attachment

4 Asset for Business Undertaking and Details of Asset Appraisal

Asset for business undertaking of the Company and its subsidiaries as of December 31, 2025 as follow :

1. Property, plant and equipment, Investment properties and Right-of-use assets

1.1 Hotel business

| Project and Location | Project description | Project Area (Rai-Ngan-Sq.w.) | Net Book Value (Million Baht) | Owned by | Obligation |
|---|--|----------------------------------|----------------------------------|------------|------------|
| 1. Centre Point Prime Hotel Pattaya Naklua, Bang Lamung, Chonburi ^{1/} | Residential buildings for rent 29-storey building Construction area 34,544 Sq.m. Rental area 15,611 Sq.m. | 6-1-91 | 989 | Subsidiary | - |

Remark : ^{1/} On February 1, 2018, the Company's subsidiary transferred the asset class from land and project development costs to land, buildings and equipment due to the change in usage purpose from real estate sales business to hotel business.

1.2 Office Building for Rent Business

| Project and Location | Project description | Project Area (Rai-Ngan-Sq.w.) | Net Book Value (Million Baht) | Owned by | Obligation |
|--|--|----------------------------------|---|--|------------|
| 1. Q.House Sathorn South Sathorn Rd. BKK. | Office building for rent 20-storey building Construction area 27,829 Sq.m. Rental area 13,454 Sq.m. | 2-3-56 | - | The lease agreement shall terminate on December 31, 2025 | - |
| 2. Q.House Ploenjit ^{1/} Ploenchit Rd., Pathumwan, BKK. | Office building for rent 18-storey building Construction area 22,341 Sq.m. Rental area 10,880 Sq.m. | 1-1-63 | 436 (Investment property) Baht 436 million) | Quality Houses | - |

Remark : ^{1/} On December 8, 2006, the Company gave Right-of-use assets, buildings and lands and related equipment of Q House Ploenjit, Quality Houses Business Complex Leasehold Real Estate Investment Trust for the period of 30 years.

1.3 Real estate for sales and other central business

Office equipment and appliances used in the operation of the house sale projects along with lands and other common areas in the Company and its subsidiaries had a net book value of Baht 315 million as of December 31, 2025.

2. Land and construction in progress and Land and project development costs

2.1 Land and construction in progress (As of December 31, 2025)

- Land and Houses for sales

| Projects' Name | Sales Area (Rai-Ngan-Sq.w.) | Net Book Value (Million Baht) | Owned by | Obligation |
|---|--------------------------------|-------------------------------------|------------|------------|
| 1. Q House Villa Nakorn Ping | 0-3-50 | 46 | QH | - |
| 2. Prukpirom New Ratchaphruk | 24-2-15 | 700 | QH | - |
| 3. Prukpirom Pinklao (1) | 4-0-81 | 61 | QH | - |
| 4. Prukpirom Pinklao (Lake Zone) | 0-1-94 | 3 | QH | - |
| 5. Laddarom Phuttamonthon Sai 3-2 | 62-2-99 | 880 | QH | - |
| 6. Laddarom Phuttamonthon Sai 2 | 46-0-56 | 771 | Subsidiary | - |
| 7. Laddarom Wongwaen - Ramintra 2 | 25-1-14 | 561 | Subsidiary | - |
| 8. Laddarom Motorway - Krungthep Kreetha | 21-1-13 | 525 | Subsidiary | - |
| 9. Laddarom Chatuchot 15 | 23-3-93 | 505 | Subsidiary | - |
| 10. Laddarom New Ratchaphruk | 16-2-86 | 271 | Subsidiary | - |
| 11. Laddarom Elegance City Hall | 12-1-1 | 171 | QH | - |
| 12. Laddarom Phutta Monthon Sai 3 | 5-1-18 | 159 | Subsidiary | - |
| 13. Laddarom Phuttamonthon Sai 1 - Bang Khae | 4-1-78 | 149 | QH | - |
| 14. Laddarom Wongwaen - Ramintra | 5-1-94 | 144 | QH | - |
| 15. Laddarom Tiwanon | 1-1-94 | 64 | QH | - |
| 16. Laddarom Elegance Outer Ring Road - Sathorn | 1-0-19 | 25 | QH | - |
| 17. Vararom New Ratchaphruk | 32-0-13 | 478 | Subsidiary | - |
| 18. Vararom Watcharapol - Permsin | 22-2-38 | 416 | QH | - |
| 19. Vararom Suksawat 76 | 17-0-39 | 394 | Subsidiary | - |
| 20. Vararom Premium Kaewnawarat | 24-3-2 | 191 | QH | - |
| 21. Vararom Premium Kawila | 2-1-97 | 92 | QH | - |
| 22. Casa Premium Ratchaphruk-Chaengwattana | 4-1-46 | 160 | Subsidiary | - |
| 23. Casa Premium Ratchaphruk-Phraram 5 | 1-3-84 | 87 | Subsidiary | - |
| 24. Casa Premium Phraram 2 | 0-1-71 | 23 | Subsidiary | - |
| 25. Casa Legend Phraram 5 | 2-3-59 | 124 | Subsidiary | - |
| 26. Casa Legend Ban Bueng | 0-0-51 | 3 | Subsidiary | - |
| 27. Casa Grand Sriracha | 9-2-16 | 185 | Subsidiary | - |
| 28. Casa Grand Sukhaphiban 5 | 0-1-32 | 15 | Subsidiary | - |
| 29. Casa Presto Pracha Uthit 90 | 8-0-52 | 175 | Subsidiary | - |
| 30. Casa Presto Don Mueang - Song Prapha | 2-0-22 | 78 | QH | - |

| Projects' Name | Sales Area (Rai-Ngan- Sq.w.) | Net Book Value (Million Baht) | Owned by | Obligation |
|---|------------------------------------|-------------------------------------|------------|------------|
| 31. Casa Ville Teparak - Thanasit | 54-0-68 | 679 | QH | - |
| 32. Casa Ville Don Mueang - Liap Khlong Prapa | 2-3-16 | 432 | Subsidiary | - |
| 33. Casa Ville Wongwaen - Ramintra | 29-2-63 | 380 | Subsidiary | - |
| 34. Casa Ville Pinklao - Wong Wean | 18-1-23 | 277 | QH | - |
| 35. Casa Ville Wongwaen Chatu Chot | 3-1-58 | 95 | QH | - |
| 36. Casa Ville Ban Bueng | 6-3-56 | 84 | Subsidiary | - |
| 37. Casa Ville Ramkamhaeng-Outer Ring Road 2 | 0-1-54 | 12 | QH | - |
| 38. Casa Waterside Phraram 5 | 0-2-34 | 28 | Subsidiary | - |
| 39. Q Prime Sukhumvit 77 | 5-0-11 | 392 | QH | - |
| 40. Q District @MRT Yaek Romklao | 40-2-29 | 740 | Subsidiary | - |
| 41. Q District Ratchaphruk - Rattanathibet | 20-0-42 | 396 | QH | - |
| 42. Q District Tiwanon - Rangsit | 18-1-14 | 336 | Subsidiary | - |
| 43. Q District Suksawat 78 | 17-0-36 | 345 | Subsidiary | - |
| 44. Q District Chaiyaphruk - Ratchaphruk | 16-1-4 | 305 | QH | - |
| 45. Q District West Gate | 7-0-45 | 239 | QH | - |
| 46. Q District Bangna-King Kaew | 8-2-58 | 261 | QH | - |
| 47. Q District Suksawat 76 | 9-3-94 | 189 | QH | - |
| 48. Casa City Ratchaphruk-Phraram 5 | 4-3-84 | 181 | Subsidiary | - |
| 49. Casa City Watcharapol Permsin 2 | 4-0-81 | 134 | QH | - |
| 50. Casa City Sukhumvit | 0-0-73 | 15 | Subsidiary | - |
| 51. Casa City Phraram 5 - Pinklao | 1-2-59 | 82 | QH | - |
| 52. Casa City Ramkamhaeng-Misteen | 0-3-19 | 41 | QH | - |
| 53. Casa City Don Mueang - Song Prapha | 1-1-57 | 62 | QH | - |
| 54. Casa City King Kaew-Suvarnabhumi | 0-0-60 | 10 | QH | - |
| 55. Gusto Petkasem 69 - Kanjanapisek | 2-0-63 | 92 | QH | - |
| 56. Gusto Suksawat - Pracha Uthit | 4-1-17 | 110 | QH | - |
| 57. Gusto King Kaew-Suvarnabhumi | 1-3-16 | 75 | Subsidiary | - |
| 58. Repurchased House | 0-2-26 | 16 | QH | - |
| 59. Repurchased House | 1-0-33 | 34 | Subsidiary | - |

- **Residential condominium units for sales**

| Projects' Name | Project description | Sales Area (Sq.m.) | Net Book Value (Million Baht) | Owned by | Obligation |
|--|---|-----------------------|-------------------------------------|------------|------------|
| 1. Q Condo Sukhumvit | 40-storey building Area 3-1-70 Rai, 273 rooms | 34,170 | 3,290 | QH | - |
| 2. Q Seaside Hua Hin | 1 building of 7- storey building 6 buildings of 4- storey building And villa 2 Unit Area 7-1-20 Rai, 207 rooms | 11,308 | 700 | Subsidiary | - |
| 3. Casa Condo Sriracha A | 8-storey building Area 1-0-49 Rai, 49 rooms | 2,450 | 36 | Subsidiary | - |
| 4. Casa Condo Sriracha B | 8-storey building Area 1-1-88 Rai, 49 rooms | 2,450 | 96 | Subsidiary | - |
| 5. Casa Condo Sriracha C | 8-storey building Area 1-1-80 Rai, 42 rooms | 2,333 | 42 | Subsidiary | - |
| 6. Casa Condo @MRT T-Junction Bangyai | 39-storey building Area 3-1-12 Rai, 847 rooms | 22,721 | 236 | Subsidiary | - |
| 7. Casa Condo @ CMU 2 | 3 buildings of 4-storey building Area 1-2-7 Rai, 67 rooms | 2,023 | 2 | Subsidiary | - |
| 8. CASA Condo Chang Puak | 2 buildings of 8-storey building Area 3-0-3 Rai, 280 rooms | 10,813 | 7 | QH | - |
| 9. The Trust Condo at BTS Erawan | 30-storey building Area 7-2-84 Rai, 1,570 rooms | 44,690 | 758 | Subsidiary | - |
| 10. The Trust Condo Amata-Chonburi | 3 buildings of 8-storey building Area 5-0-4 Rai, 518 rooms | 14,713 | 141 | Subsidiary | - |
| 11. The Trust Condo Ngamwongwan | 32-storey building Area 4-3-59 Rai, 1,280 rooms | 37,711 | 11 | Subsidiary | - |
| 12. The Trust Condo Hua Hin | 4 buildings of 7-storey building Area 8-3-48 Rai, 671 rooms | 24,685 | 7 | Subsidiary | - |
| 13. The Point Condo Laem Chabang | 4 buildings of 8-storey building Area 5-1-77 Rai, 683 rooms | 18,100 | 113 | Subsidiary | - |
| 14. The Point Condo Rangsit-Klong 6 | 2 buildings of 8-storey building Area 7-0-32 Rai, 821 rooms | 21,624 | 85 | Subsidiary | - |

2.2 Land and project development costs (As of December 31, 2025)

- Land and Houses for sales

| Projects' Name | Project Area (Rai-Ngan-Sq.w.) | Net Book Value (Million Baht) | Owned by | Obligation |
|--|----------------------------------|-------------------------------------|------------|------------|
| 1. Q Ultra Cha-Am | 4-0-84 | 20 | Subsidiary | - |
| 2. Prukpirom New Ratchaphruk 2 | 89-3-4 | 595 | Subsidiary | - |
| 3. Prukpirom Phuttamonthon Sai 2 | 22-0-54 | 566 | Subsidiary | - |
| 4. Vararom Ratchaphruk - Rattanathibet | 32-3-13 | 216 | QH | - |
| 5. Casa Ville New Ratchaphruk | 74-1-2 | 650 | Subsidiary | - |
| 6. Casa Ville Teparak - Thanasit 2 | 37-1-46.2 | 158 | Subsidiary | - |
| 7. Casa Seaside Pranburi | 74-0-20 | 274 | Subsidiary | - |
| 8. Casa City Wongwaen - Ramintra | 6-3-75.8 | 100 | QH | - |
| 9. Casa City Prapratom Jedic | 13-2-57 | 112 | Subsidiary | - |
| 10. Casa City Watcharapol-Permsin (Commercial Building) | 4-0-22.3 | 111 | QH | - |
| 11. The Trust Ville Rangsit Khlong 6 | 91-2-74 | 275 | Subsidiary | - |
| 12. Gusto Suksawat 78 | 8-0-33 | 37 | QH | - |
| 13. Vacant land, Mae Rim District | 5-0-97 | 11 | QH | - |

- Residential condominium units for sales

| Projects' Name | Project description | Sales Area (Sq.m.) | Net Book Value (Million Baht) | Owned by | Obligation |
|---|------------------------|-----------------------|-------------------------------------|------------|------------|
| 1. Q House Condo Klangwieng Chiangrai | NA | NA | 36 | QH | - |
| 2. Casa Condo Kanchanaphisek Chan Thong-lam | NA | NA | 383 | Subsidiary | - |
| 3. Casa Condo Bangyai B | NA | NA | 230 | Subsidiary | - |
| 4. Casa Condo @CMU 3 | NA | NA | 31 | QH | - |
| 5. The Trust condo Rattanathibet | NA | NA | 303 | Subsidiary | - |
| 6. The Trust condo Samut Prakan phase 2 | NA | NA | 303 | Subsidiary | - |
| 7. The Trust condo Samut Prakan 2 | NA | NA | 204 | Subsidiary | - |
| 8. The Trust Condo Nakornpathom 2 | NA | NA | 73 | Subsidiary | - |
| 9. The Trust Condo Dolphin Bay | NA | NA | 33 | Subsidiary | - |
| 10. Group Casa Condo Sriracha Club | NA | NA | 33 | Subsidiary | - |

3. Leasehold rights

3.1 Short-term lease of the hotel

1. Centre Point Plus Hotel Silom

| | |
|---|--|
| Contract Date | June 4, 2024 |
| Contract Parties | Between Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust (Sub-Lessor) and Center Point Hospitality Co., Ltd. (Sub-Lessee) |
| Lease Description | Lease Agreements and Sublease Agreements for Movable and Immovable Properties located at 1522 Charoenkrung Road , involving the sublease of space on the basement level, the 1 st floor and 6 th to 27 th floors |
| Contract Period | 2 years 6 months 24 days, since June 7, 2024 to December 31, 2026 |
| Remaining Rental Period (As of December 31, 2025) | 1 year |
| Duties or Obligations of the Company under the Contract | <ul style="list-style-type: none"> - The sub-lessee is responsible for the maintenance, repair, or any actions on the subleased property, as necessary to maintain the subleased property as a hotel. Such expenses are considered part of the operating expenses according to the budget approved by QHHRREIT or as stipulated in this sublease agreement. - Throughout the sub-lease period, the sub-lessee agrees to prepare and submit documents to QHHRREIT within the specified timeframe, including monthly/quarterly/annual profit and loss statements. In the event that QHHRREIT is sued, held liable, or required to pay any amount due to the discrepancies in tenant information provided and submitted to QHHRREIT, the sub-lessee shall release such liability without delay. - The sub-lessee agrees to submit an operating budget and the project's annual capital expenditure budget to QHHRREIT within the deadline as stipulated in this sublease agreement. - The sub-lessee agrees not to incur any debt or obligations except debt or obligations arising from or for the purpose of the sub-lease. The sub-lessee also agrees to maintain the debt-to-equity ratio of the sub-lessee at a rate not exceeding 2:1, calculating only debt from financial institution loans, excluding shareholder loans. - The sub-lessee shall not incur any obligations over the leased and subleased property. |

2. Centre Point Plus Hotel Pratunam, Centre Point Hotel Sukhumvit 10 and Centre Point Hotel Chidlom

| | |
|------------------|--|
| Contract Date | July 19, 2012 |
| Contract Parties | Between Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust (Lessor) and Center Point Hospitality Co., Ltd. (Lessee) (Subsidiary) |

| | |
|---|--|
| Lease Description | <p>Lease and sublease contracts for 3 hotels with details as follows:</p> <ul style="list-style-type: none"> - Centre Point Plus Hotel Pratunam is a 28-storey hotel building including fixtures, furniture, systems and various equipment on the area of 1 Rai, 2 Ngan, and 25 sq.w., located at 6 Soi Somprasong 3, Petchaburi Road, PhayaThai Subdistrict, Ratchathewi District, Bangkok - Centre Point Hotel Sukhumvit 10 is a hotel and residential buildings for rent consisting of 2 buildings, with 28-storey and 5-storey respectively, as well as fixtures, furniture, systems and various equipment on the area of 2 Rai, 2 Ngan, 32 sq.w., located at 39 Soi Sukhumvit 10, Klongtoey Subdistrict, Khlong Toei District, Bangkok - Centre Point Hotel Chidlom is a 24-storey hotel building with fixtures, furniture, systems and various equipment on the area of 1 Rai, 34 sq.w., located at 60 Soi Tonson (Langsuan Road, Soi 1), Lumpini Subdistrict, Pathum Wan District, Bangkok |
| Contract Period | 3 years according to the contract renewal, since July 20, 2024 to July 19, 2027. |
| Remaining Rental Period (As of December 31, 2025) | 1 year 6 months 19 days |
| Duties or Obligations of the Company under the Contract | <ul style="list-style-type: none"> - The lessee is responsible for the maintenance, repair, or any action on the leased and subleased properties, as necessary, in order for the leased property and subleased property to function as a hotel and serviced apartment. Such expenses are be considered as part of the operating expenses of the budget approved by QHHRREIT or as set out in this lease and sublease agreement. - Throughout the lease period, the lessee agrees to process, prepare and deliver documents to QHHRREIT within the specified time such as monthly/quarterly/annual income statements. In the event that QHHRREIT is sued and is demanded liability or payment of any amount due to the discrepancies in tenant information provided and submitted to QHHRREIT, the lessee shall release such liability without delay. - The lessee agrees to submit an operating budget. and the project's annual capital expenditure budget to QHHRREIT within the deadline set out in the lease and sublease agreements. - The lessee agrees not to incur any debt or obligations except debt or obligations arising from or for the purpose of the lease or sublease. The lessee also agrees to maintain the debt to equity ratio of the lessee at a rate not exceeding 2 to 1, calculating only the debt which is a loan from a financial institution, excluding loans from shareholders. - The lessee shall not incur any obligations over the leased and subleased property. - The lessee agrees to provide and maintain various licenses important to the operation of hotel and service apartments for the duration of this contract. |

3.2 Long-term leasehold rights agreement of office building for rent.

Q.House Sathorn

| | |
|--|---|
| Contract Date | August 25, 1992 |
| Contract Parties | Between Thammabundit Co.,Ltd. (Lessor) and Quality Houses Plc. (Lessee) |
| Lease Description | <ul style="list-style-type: none"> - Land lease agreement with an area of 2 Rai 3 Ngan 56 sq.w. Located on South Sathorn Road, Sathorn, Bangkok. - Lease agreements for buildings on such land |
| Contract Period | <ul style="list-style-type: none"> - 28 years from January 1, 1994, and can be renewed for another 2 years in the event that the Company wishes to extend the lease for a total contract period of 30 years. - Renew the agreement for an additional 2 years from January 1, 2024 to December 31, 2025. |
| Remaining Rental Period (As of December 31, 2025) | - Year |
| Duties or Obligations of the Company under the Contract | <ul style="list-style-type: none"> - The Company leases the land with the aim of constructing high-rise buildings for rent and service. The Company will construct buildings and structures on the leased land. The ownership of the buildings and structures will be held by the lessor, while the ownership of the systems, tools, and equipment will be held by the Company and will be transferred to the lessor when the lease expires. - The lessor allows the Company to lease the buildings along with the structures and allows the Company to sublease the properties to other persons. - The Company pays the rent for the land and buildings and a security deposit against damages according to the conditions specified in the contract - The Company may sublease the leased property to another person under the duties and obligations of this contract. - The Company can use leasehold rights under this contract as collateral for loan application with the financial institutions for spending on building construction in this project. - The Company shall maintain the leased buildings throughout the lease period at the expense of the Company throughout the life of the agreement, the Company must obtain insurance per the conditions prescribed in the agreement. - Objective for renewing the agreement is to give tenants in the building time to find new rental space and to move assets out completely by 2025 so that the Company can return the properties to the landowner as specified in the memorandum of understanding. |

4. Guarantee burden (As of December 31, 2025)

None

5. Investment policy in subsidiaries and associated companies

The Company has a policy of investing in subsidiaries and associated companies in the businesses that promote and are related to the company's core business operations, taking into account the appropriate rate of return depending on the type of each business. For the management policy, the Company will give the subsidiaries and associated companies the freedom to operate the business, with the interests of shareholders as the main priority. In addition, the Company will consider sending representatives, including a number of agents to join the management of the subsidiaries and to be a director in the associated companies as appropriate on a case-by-case basis.

In this regard, the Company can summarize its investments in subsidiaries and associates of the Company as of December 31, 2025 as follows:

- Investments in subsidiaries (Direct investment company)

| Company's name | Nature of business | Shareholding (%) | Cost (Million Baht) |
|--|---|------------------|---------------------|
| Q.H. International Co., Ltd. | Managing of building | 100 | 25 |
| Casa Ville Co., Ltd. | Real estate development | 100 | 3,000 |
| Q.H. Management Co., Ltd. (19% held through The Confidence Co., Ltd.) | Managing of public utilities of real estate business and land owner | 81 | 89 |
| Property Host Co., Ltd. | Lease of land | 100 | 5 |
| Centre Point Hospitality Co., Ltd. | Hotel operations | 100 | 5 |

-Investments in subsidiaries (The company invests through a subsidiaries)

| Company's name | Nature of business | Shareholding (%) | Cost (Million Baht) |
|---|--|------------------|---------------------|
| The Confidence Co., Ltd. (100% held through Casa Ville Co., Ltd.) | Real estate development | 100 | 1,000 |
| Casa Ville (Rayong 2553) Co. Ltd. (100% held through Casa Ville Co., Ltd.) | Real estate development | 100 | 5 |
| Casa Ville (Petchburi 2553) Co. Ltd. (100% held through Casa Ville Co., Ltd.) | Real estate development | 100 | 5 |
| Q.House Precast Co., Ltd. (100% held through Casa Ville Co., Ltd.) | Manufacture and distribution of precast concrete | 100 | 5 |
| Q.H. International (BVI) Co., Ltd. (100% held through Q.H. International Co., Ltd.) | Holding company | 100 | 31 |
| Gusto Village Co., Ltd. (100% held through Casa Ville Co., Ltd.) | Real estate development | 100 | 500 |
| Casa Ville (Chonburi 2554) Co., Ltd. (100% held through Casa Ville Co., Ltd.) | Real estate development and hotel operations | 100 | 3,005 |
| Casa Ville (Prachuapkhirikhan 2554) Co., Ltd. (100% held through Casa Ville Co., Ltd.) | Real estate development | 100 | 5 |

- Investments in associates

| Company's name | Nature of business | Shareholding (%) | Cost (Million Baht) | Carrying amounts based on equity method (Million Baht) |
|---|---|------------------|---------------------|--|
| Home Product Center Plc. | Trading | 19.87 | 760 | 5,671 |
| LH Financial Group Plc. | Holding company | 13.74 | 2,850 | 5,868 |
| Quality Houses Business Complex Leasehold Real Estate Investment Trust * | Invest in real estate in the type of office building for rent | 25.66 | 1,848 | 1,080 |
| Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust ** | Invest in real estate in the type of hotels and serviced apartments | 31.33 | 1,053 | 342 |

Remark : * Quality Houses Leasehold Property Fund has been converted to Quality Houses Business Complex Leasehold Real Estate Investment Trust on December 4, 2024.

** Quality Houses Hotel and Residence Freehold and Leasehold Property Fund has been converted to Quality Houses Hotel and Residence Freehold and Leasehold Real Estate Investment Trust on May 24, 2024.

For investments in other companies with losses, including Harbour View Corporation, the Company has a policy to provide financial assistance in the form of loans and/or guarantees according to the Company's shareholding proportion, as well as to closely monitor and supervise the operations.

Attachment

5. Corporate Governance Policy and Code of Conduct

Corporate Governance Policy and Code of Conduct full version that the Company has prepared has disclosed details on the Company's website www.qh.co.th

Attachment

6. Report of the Audit Committee

Details of the results of duty performance of the Audit Committee are reported in page 7

