



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	12
Corporate Governance	
Corporate Governance Policy	16
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	17
Performance Report on Corporate Governance	30

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : NOBLE DEVELOPMENT PUBLIC COMPANY LIMITED

Symbol : NOBLE

Address : NOBLE Building, 1035 Ploenchit Road, Lumpini, Pathumwan

Province : Bangkok

Postcode : 10330

Business : The principal business are development of real estate for sale,
providing construction rental and service.

Registration Number : 0107538000312

Telephone : 0-2251-9955

Fax (if applicable) : 0-2251-9977

Website : www.noblehome.com

Email : info@noblehome.com

Total Shares Sold (shares)

Common Stock : 1,369,413,691

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	9,978,290.00	11,567,807.00	7,590,608.00
Revenue from Sales-Real Estate Development Business (Thousand baht)	5,539,712.00	6,654,146.00	4,685,894.00
Revenue from Sales of Goods, Rental and Services (Thousand baht)	3,514,241.00	4,340,686.00	2,243,842.00
Other (Thousand baht)	924,337.00	572,975.00	660,872.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from Sales-Real Estate Development Business (%)	55.52	57.52	61.73
Revenue from Sales of Goods, Rental and Services (%)	35.22	37.52	29.56
Other (%)	9.26	4.95	8.71

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	9,978,290.00	11,567,807.00	7,590,608.00
Domestic (Thousand baht)	9,978,290.00	11,567,807.00	7,590,608.00
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2023	2024	2025
Total other income (Thousand baht)	924,337.00	572,975.00	660,872.00
Other income from operations (Thousand baht)	797,795.00	517,745.00	656,204.00
Dividend income (Thousand baht)	1,527.00	0.00	0.00
Income from contracts cancellation (net) (Thousand baht)	109,189.00	61,214.00	34,215.00
Management fee income (Thousand baht)	550,856.00	246,069.00	351,115.00
Interest income (Thousand baht)	124,432.00	175,727.00	214,632.00
Others (Thousand baht)	11,791.00	34,735.00	56,242.00
Other income not from operations (Thousand baht)	126,542.00	55,230.00	4,668.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (Thousand baht)	-221,389.00	-5,411.00	-49,123.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk from Construction Material Prices and Construction Costs

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Policies or international agreements related to business operations
- Economic risk
- ESG risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

Compliance Risk

- Change in laws and regulations

Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Income volatility

Risk Related to Land Acquisition and Potential of Land for Project Development

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Competition risk
- Economic risk
- New business risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects
- Inventory risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Liquidity risk
- Income volatility

Risk from Delays, Quality of Construction, and Labor Shortage

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- Climate change and disasters

Operational Risk

- Shortage or reliance on skilled workers

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects

Compliance Risk

- Change in laws and regulations

Financial Risk

- Liquidity risk
- Income volatility

Risk from Global and Domestic Economy

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Policies or international agreements related to business operations
- Economic risk

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Inventory risk

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk
- Income volatility

Risk of Future Operating Results

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Economic risk

Operational Risk

- Delays in the development of future projects
- Inventory risk

Compliance Risk

- Change in laws and regulations

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk
- Income volatility

Risk from the Ability to Pay Debt and Compliance with Financial Covenant

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- Corporate ownership structure risk

Operational Risk

- Delays in the development of future projects

Compliance Risk

- Violations of laws and regulations

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Liquidity risk

Risk from interest Rates Fluctuation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy
- Economic risk

Financial Risk

- Insufficient sources of funding
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

Environmental Impact Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk

- Climate change and disasters

Operational Risk

- Climate change and disasters
- Impact on the environment

Compliance Risk

- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance

Stakeholders' Potential and Safety Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation
- ESG risk
- Pandemic risk

Operational Risk

- Systems or internal control system
- Safety, occupational health, and working environment
- Pandemic risk

Compliance Risk

- Corporate Governance

Human Rights Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Impact on human rights

Compliance Risk

- Violations of laws and regulations

Governance Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Systems or internal control system

Compliance Risk

- Corporate Governance

Cyber Security Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

- Damage to company image and reputation

Operational Risk

- Systems or internal control system
- Human error in business operations
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties

Compliance Risk

- Violations of laws and regulations

Risk to Securities Holder (2.2.2)

Risk for the Company's Shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [https://investor.noblehome.com/th/sustainable-development/sustainability-](https://investor.noblehome.com/th/sustainable-development/sustainability-development-policy)
(if applicable) development-policy

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [https://investor.noblehome.com/storage/document/cg/20220121-noble-sustain-](https://investor.noblehome.com/storage/document/cg/20220121-noble-sustain-develop-policy-th.pdf)
(if applicable) develop-policy-th.pdf

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean
Energy Management, Water Management, Waste Management,
Biodiversity Management, Greenhouse Gas and Climate Change
Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2023	2024	2025
Diesel (Litres)	12,897.48	8,778.37	6,810.26
Gasoline (Litres)	25,743.86	30,435.24	33,542.77

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	375,077.00	392,260.00	567,608.00

Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	1,535.00	2,052.00	1,464.00

Waste management

• Waste from operations

	2023	2024	2025
Non-hazardous waste (Kilograms)	3,461.00	7,119.00	1,052.00
Total waste generated (Kilograms)	3,461.00	7,119.00	1,052.00

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	155.00	114.00	555.00
Scope 2 (Tons of carbon dioxide equivalents)	556.00	1,302.00	1,125.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	1,417.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	711.00	1,416.00	3,097.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://investor.noblehome.com/th/sustainable-development/human-rights-policy>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2023	2024	2025
Number of male employees (Persons)	300	386	449
Number of female employees (Persons)	396	464	514
Total number of employees (Persons)	696	850	963

• Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	610,437,221.00	691,784,752.00	501,171,685.00

• Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	10.99	12.48	9.19
Employee development and training expenses (baht)	7,215,596.07	3,858,660.57	3,220,014.66

• Health, safety and work environment

	2023	2024	2025
--	------	------	------

Total number of lost time injury incidents by employees (Cases)	0	1	0
--	---	---	---

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	27.01	30.00	26.58

• **Significant labor dispute**

	2023	2024	2025
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.noblehome.com/storage/document/cg/20240527-noble-corporate-governance-policy-th.pdf>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	11	100.00
Number of male directors	9	81.82
Number of female directors	2	18.18
Number of executive directors	4	36.36
Number of non-executive directors	7	63.64
Number of independent directors	5	45.45

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Ms. PUNNEE CHAIYAKUL Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Mass Communication and Media Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	13 Nov 2019	Property Development, Marketing, Strategic Management, Risk Management, Governance/ Compliance

2.	Mr. FRANK FUNG KUEN LEUNG Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Operational Research Thai nationality: No Residing in Thailand: No	Vice Chairman (Executive) Director type: Re-elected as director	28 Sep 2018	Property Development, Strategic Management, Governance/ Compliance, Corporate Management
3.	Mr. THONGCHAI BUSRAPAN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	25 Feb 2021	Governance/ Compliance, Property Development, Corporate Management, Strategic Management, Marketing
4.	Mr. NATCHANONT KOMUTPUTIPONG Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Accounting and Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	12 Nov 2019	Property Development, Finance, Accounting, Governance/ Compliance, Risk Management
5.	Mr. SHUO TING WU Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	12 Nov 2019	Property Development, Strategic Management, Finance, Accounting, Governance/ Compliance

6.	Mr. TORBOON PUANGMAHA Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Technopreneurship and Innovation Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	13 Nov 2019	Property Development, Marketing, Risk Management, Governance/ Compliance, Corporate Management
7.	Mr. WILLIAM WAYNE LAU Gender: Male Age: 49 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director) Director type: Original director	13 Nov 2019	Property Development, Law, Governance/ Compliance, Strategic Management
8.	Mr. VORAPHOT CHANYAKOMOL Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	25 Feb 2021	Property Development, Finance, Strategic Management, Governance/ Compliance, Marketing
9.	Mr. SIRA UDOL Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	24 Feb 2022	Property Development, Strategic Management, Governance/ Compliance, Risk Management, Corporate Management

10.	Mr. WITTAYA LUENGSAKCHAROEN	Director (Non-executive)	25 Apr 2024	Property Development, Law, Strategic Management, Risk Management, Governance/ Compliance
	Gender: Male			
	Age: 61 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
11.	Ms. THIPPAWAN KAROONSATITTHAI	Director (Executive)	14 Nov 2025	Property Development, Accounting, Finance, Strategic Management, Governance/ Compliance
	Gender: Female			
	Age: 50 years old	Director type: Newly		
	Highest level of education:	appointed director to		
	Master's degree	replace ex-director		
	Major: Accounting			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. THIANTHAN CHALERMSAPHAYAKORN	Director (Executive)	Date position was assumed: 13 Aug 2020 Date directorship ended: 31 Oct 2025	Ms. THIPPAWAN KAROONSATITTHAI Date position was assumed: 14 Nov 2025
Gender: Male			
Age: 49 years old			
Highest level of education:			
Master's degree			
Major: Finance			
Thai nationality: Yes			
Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NATCHANONT KOMUTPUTIPONG [1] Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Accounting and Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	13 Nov 2019	Property Development, Finance, Accounting, Governance/ Compliance, Risk Management
2. Mr. TORBOON PUANGMAHA Gender: Male Age: 56 years old Highest level of education: Doctoral degree Major: Technopreneurship and Innovation Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	13 Nov 2019	Property Development, Marketing, Risk Management, Governance/ Compliance, Corporate Management

3.	Ms. PUNNEE CHAIYAKUL Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Mass Communication and Media Arts Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	13 Nov 2019	Property Development, Marketing, Strategic Management, Risk Management, Governance/ Compliance
4.	Mr. VORAPHOT CHANYAKOMOL [1] Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	25 Feb 2021	Property Development, Finance, Strategic Management, Governance/ Compliance, Marketing

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. THONGCHAI BUSRAPAN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	13 Aug 2020
2. Mr. FRANK FUNG KUEN LEUNG Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Operational Research Thai nationality: No Residing in Thailand: No	Vice-chairman of the executive committee	13 Aug 2020

3.	Mr. THEERAPHON VORANITHIPHONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2020
4.	Mr. SIRA UDOL Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2020
5.	Mr. ARAT SAWATATAT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Land Development Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	13 Aug 2020
6.	Mrs. ORRANUCH ITTIKOSIN Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	25 Jun 2021
7.	Ms. THIPPAWAN KAROONSATITCHAI Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Jan 2024

8.	Ms. PACHARAWAN SETTHIKUL Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Human Resources Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Jan 2024
----	---	-----------------------------------	-------------

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. THIANTHAN CHALERMSAPHAYAKORN Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 13 Aug 2020 Date directorship ended: 31 Oct 2025	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
The Nomination and Remuneration Committee	Ms. PUNNEE CHAIYAKUL Mr. TORBOON PUANGMAHA Mr. NATCHANONT KOMUTPUTIPONG Mr. VORAPHOT CHANYAKOMOL	Chairman Member Member Member
The Risk Management Committee	Mr. TORBOON PUANGMAHA Ms. PUNNEE CHAIYAKUL Mr. SIRA UDOL Mr. WITTAYA LUENGSAKCHAROEN	Chairman Member Member Member
The Corporate Governance Committee	Mr. NATCHANONT KOMUTPUTIPONG Mr. TORBOON PUANGMAHA Mr. VORAPHOT CHANYAKOMOL	Chairman Member Member

The Sustainable Development Committee	Mr. SIRA UDOL	Chairman
	Ms. PACHARAWAN SETTHIKUL	Member
	Mrs. ORRANUCH ITTIKOSIN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: The Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: The Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: The Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. FRANK FUNG KUEN LEUNG Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Operational Research	Co-Chief Executive Officer	28 Sep 2018	Property Development, Strategic Management, Governance/ Compliance, Corporate Management
2. Mr. THONGCHAI BUSRAPAN Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Co-Chief Executive Officer	25 Apr 2019	Governance/ Compliance, Property Development, Corporate Management, Strategic Management, Marketing
3. Mr. THEERAPHON VORANITHIPHONG Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Finance	Chief Business Development Officer	1 Feb 2026	Property Development, Strategic Management, Governance/ Compliance, Risk Management
4. Mr. SIRA UDOL Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Chief Operating Officer - Real Estate Business and Acting Chief Operating Officer - Serve Business	17 Jan 2024	Property Development, Strategic Management, Governance/ Compliance, Risk Management, Corporate Management
5. Mr. ARAT SAWATATAT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Land Development	Chief Business Development Officer	1 Feb 2026	Property Development

6.	Mrs. ORRANUCH ITTIKOSIN Gender: Female Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Chief Business Development Officer	1 Feb 2026	Property Development, Marketing
7.	Ms. THIPPAWAN KAROONSATITICHAI [1] Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Accounting	Chief Financial Officer	1 Oct 2025	Property Development, Accounting, Finance, Strategic Management, Governance/ Compliance
8.	Ms. PACHARAWAN SETTHIKUL Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Human Resources Management	Chief Corporate Support Officer	1 Oct 2025	Corporate Social Responsibility, Human Resource Management, Sustainability

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

	2023	2024	2025
Total executive remuneration (baht)	76,689,126.00	81,620,206.78	71,023,689.80

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 449
Number of female employees (persons)	: 514
Total number of employees (persons)	: 963

Employee Remuneration

Total employee remuneration	: 501,171,685.00
-----------------------------	------------------

Provident fund

Total number of employees (persons)	: 963
Number of employees contributing to the PVD (persons)	: 391
Percentage of employees who are members (%)	: 40.60

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. Pawitphat Chinsawangwatanakul	pawitphat.c@noblehome.com	02-251-9955

- Company secretary

General information	Email	Telephone
---------------------	-------	-----------

1.	Ms. Chansri Umpornsuwan	chansri@noblehome.com	02-251-9955
----	-------------------------	-----------------------	-------------

• Head of internal audit

General information	Email	Telephone
1. Mr. Somchai Tunkul	somchai.t@noblehome.com	02-251-9955

• Head of investor relations

General information	Email	Telephone
1. Mr. Chittikhun Kulchittivej	chittikhun.k@noblehome.com	02-251-9955

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1.	PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	7,000,000.00	Details: Transfer pricing report Total service fee (baht): 555,150.00

Remark : An audit fee totaling 7,000,000 baht to the Company's external auditor, PricewaterhouseCoopers ABAS Ltd., of which the Company's audit fee was 3,140,000 baht and its subsidiaries fee was 3,860,000 baht.

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. FRANK FUNG KUEN LEUNG Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Operational Research Thai nationality: No Residing in Thailand: No	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 28 Sep 2018	Property Development, Strategic Management, Governance/ Compliance, Corporate Management
2. Mr. NATCHANONT KOMUTPUTIPONG Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Accounting and Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 12 Nov 2019	Property Development, Finance, Accounting, Governance/ Compliance, Risk Management
3. Mr. SHUO TING WU Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 12 Nov 2019	Property Development, Strategic Management, Finance, Accounting, Governance/ Compliance

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. THIPPAWAN KAROONSATITICHAI Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 14 Nov 2025	Property Development, Accounting, Finance, Strategic Management, Governance/ Compliance

Development of directors over the past year

List of directors	Position	Participated in director development program
Ms. PUNNEE CHAIYAKUL	Chairman of the board	Participating
Mr. FRANK FUNG KUEN LEUNG	Vice Chairman	Non-participating
Mr. THONGCHAI BUSRAPAN	Vice Chairman	Non-participating
Mr. NATCHANONT KOMUTPUTIPONG	Director	Non-participating
Mr. SHUO TING WU	Director	Non-participating
Mr. TORBOON PUANGMAHA	Director	Participating
Mr. WILLIAM WAYNE LAU	Director	Non-participating
Mr. VORAPHOT CHANYAKOMOL	Director	Participating
Mr. SIRA UDOL	Director	Participating
Mr. WITTAYA LUENGSAKCHAROEN	Director	Non-participating
Ms. THIPPAWAN KAROONSATITICHAI	Director	Non-participating

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 28 Apr 2025

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Ms. PUNNEE CHAIYAKUL (Chairman of the board)	-	8/8	Participating	Participating
2. Mr. FRANK FUNG KUEN LEUNG (Vice Chairman)	-	6/8	Participating	Participating
3. Mr. THONGCHAI BUSRAPAN (Vice Chairman)	-	7/8	Participating	Participating
4. Mr. NATCHANONT KOMUTPUTIPONG (Director)	-	8/8	Participating	Participating
5. Mr. SHUO TING WU (Director)	-	8/8	Participating	Participating
6. Mr. TORBOON PUANGMAHA (Director)	-	8/8	Participating	Participating
7. Mr. WILLIAM WAYNE LAU (Director)	-	7/8	Participating	Participating
8. Mr. VORAPHOT CHANYAKOMOL (Director)	-	8/8	Participating	Participating
9. Mr. SIRA UDOL (Director)	-	8/8	Participating	Participating
10. Mr. WITTAYA LUENGSAKCHAROEN (Director)	-	8/8	Participating	Participating
11. Ms. THIPPAWAN KAROONSATITICHAI (Director)	-	2/2	Participating	Participating
12. Mr. THIANTHAN CHALERMSAPHAYAKORN (Director)	31 Oct 2025	5/5	Participating	Non-participating

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1. Ms. PUNNEE CHAIYAKUL (Chairman of the board)	-	240,000.00	220,000.00	No
2. Mr. FRANK FUNG KUEN LEUNG (Vice Chairman)	-	240,000.00	200,000.00	No
3. Mr. THONGCHAI BUSRAPAN (Vice Chairman)	-	175,000.00	200,000.00	No

4.	Mr. NATCHANONT KOMUTPUTIPONG (Director)	-	200,000.00	200,000.00	No
5.	Mr. SHUO TING WU (Director)	-	290,000.00	200,000.00	No
6.	Mr. TORBOON PUANGMAHA (Director)	-	200,000.00	200,000.00	No
7.	Mr. WILLIAM WAYNE LAU (Director)	-	175,000.00	200,000.00	No
8.	Mr. VORAPHOT CHANYAKOMOL (Director)	-	200,000.00	200,000.00	No
9.	Mr. SIRA UDOL (Director)	-	200,000.00	200,000.00	No
10.	Mr. WITTAYA LUENGSAKCHAROEN (Director)	-	200,000.00	200,000.00	No
11.	Ms. THIPPAWAN KAROONSATITTHAI (Director)	-	50,000.00	26,301.00	No
12.	Mr. THIANTHAN CHALERMSAPHAYAKORN (Director)	31 Oct 2025	125,000.00	166,027.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 10

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. NATCHANONT KOMUTPUTIPONG (Chairman of the audit committee)	-	10/10
2.	Mr. TORBOON PUANGMAHA (Audit committee)	-	10/10
3.	Ms. PUNNEE CHAIYAKUL (Audit committee)	-	10/10
4.	Mr. VORAPHOT CHANYAKOMOL (Audit committee)	-	10/10