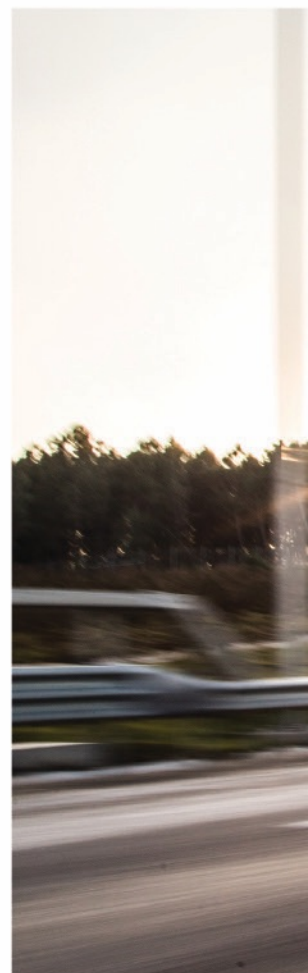


ONE REPORT

English Version

2025



Our Service Mind Is Your Satisfaction.

EAST
AUTO CASH
オートローンなら EAST へ

CONTENT

Financial Highlights	1
Message from the Vice Chairman	3
Section 1: Business Engagement and Results of Operations	
1. Group Structure and Operations	4
2. Risk Management	29
3. Sustainable Business Engagement	39
4. Management Analysis and Explanation	66
5. General and Other Important Information	82
Section 2: Entity Governance	
6. Corporate Governance Policy	86
7. Corporate Governance Structure and Important Information regarding Board of Director, Sub-Committees, Executives, Employees and Others	112
8. Report on Important Operating Results regarding Entity Governance	147
Report of the Nomination and Remuneration Committee	176
Report of the Executive Committee	180
9. Internal Control and Related Party Transactions	184
The Board of Directors' responsibilities for financial reporting	196
Section 3: Financial Statements	198
Section 4: Information Accuracy Certification	281
Attachments:	
1. Detailed Information on Directors, Executives who Maintain Control Power, Individuals who have been Delegated with the Highest Authority in the Accounting and Finance Function, Individuals who have been Delegated Direct Responsibility for the Oversight of the Accounting Function, Company Secretary	283
2. Detailed Information on Directors in the Entity's Subsidiaries	306
3. Detailed Information on Head of Internal Audit Function, and Head of Compliance Unit	309
4. Assets Deployed in the Business Engagement, and Details regarding Asset Appraisal	315
5. Corporate Governance and Business Ethics Policy, the Complete Version	326
6. Report of The Audit Committee	328
7. Report of the Corporate Governance and Sustainable Development Sub-Committee	333
8. Report of the Risk Management Fraud and Corruption Prevention Sub-Committee	339

Financial Highlights (Consolidated Basis)

Unit: Thousand Baht

	2025	2024	2023
Assets			
Total Assets	6,147,706.45	5,069,871.22	4,982,214.44
Hire Purchase Receivables	5,762,476.87	4,740,002.06	4,695,506.92
Loan Contract Receivables	52,825.22	22,913.73	6,997.54
Investment in Joint Venture	57,162.47	67,510.60	65,864.17
Right-of-Use Assets	44,982.91	34,701.20	32,101.94
Deferred Tax Assets	93,148.19	84,920.47	74,011.97
Liabilities and Shareholders' Equity			
Total Liabilities	3,361,793.86	3,137,617.62	3,089,812.31
Bank Overdrafts and Borrowings	3,140,537.72	2,991,854.75	2,939,698.29
Lease Liabilities	45,584.50	37,144.89	34,406.52
Deferred Tax Liabilities	29,796.96	23,363.43	20,868.00
Total Shareholders' Equity	2,785,912.60	1,932,253.60	1,892,402.13
Operating Results			
Total Revenues	785,057.40	709,402.68	653,987.93
Hire Purchase Income - Net	567,321.14	530,822.85	468,272.18
Loan Contract Income	5,604.34	2,595.03	159.25
Operating Expenses	359,965.90	340,736.04	309,918.06
Share of Profit (Loss) from Joint Venture	1,171.87	1,646.43	5,950.53
Expected Credit Loss (ECL) / (Reversal)	122,942.79	127,827.88	86,577.38
Net Profit (Loss) after Tax	137,943.68	62,025.51	108,204.26
Profitability Ratios			
Yield on Loans (%)	10.83%	11.27%	10.66%
Cost of Funds (%)	4.06%	5.38%	4.75%
Interest Spread (%)	6.77%	5.89%	5.91%
Net Profit Margin (%)	17.57%	8.74%	16.55%
Earnings Per Share (Baht/Share)	0.0873	0.0559	0.0976
Return on Equity (ROE) (%)	5.85%	3.24%	5.75%
Efficiency Ratios			
Return on Assets (ROA) (%)	1.69%	0.83%	1.56%
Total Assets Turnover (Times)	0.10	0.09	0.09
Book Value Per Share (Baht)	1.67	1.74	1.71
Financial Policy Ratios			
Debt-to-Equity (D/E) Ratio (Times)	1.21	1.62	1.63
Loan-to-Borrowing Ratio (Times)	1.70	1.54	1.62
Dividend Payout Ratio (%)	0.00%	0.00%	58.54%

	2025	2024	2023
Asset Quality Ratios			
Allowance for Doubtful Accounts to Total Loans (%)	5.59%	6.36%	5.46%
Bad Debt to Total Loans (%)	1.66%	1.48%	0.96%
Non-Accrual Loans to Total Loans (%)	7.41%	8.86%	6.75%

Dividend History Summary

2021:

- May 14, 2021: Dividend of THB 110.89 million from the performance of 2014-2017 at THB 0.10 per share.
- May 13, 2022: Dividend of THB 88.71 million from the 2021 performance at THB 0.08 per share.

2022:

- Sept 9, 2022: Interim dividend from 6-month performance (Jan-Jun 2022) of THB 55.44 million at THB 0.05 per share.
- May 12, 2023: Dividend from 2022 performance of THB 55.44 million at THB 0.05 per share.

2023:

- Sept 8, 2023: Interim dividend from 6-month performance (Jan-Jun 2023) of THB 33.26 million at THB 0.03 per share.

2024:

- May 16, 2024: Dividend from 2023 performance of THB 22.18 million at THB 0.02 per share.

2025: No dividend payment.

Revenue Structure**Consolidated Financial Statements for 2023, 2024, and 2025**

Revenue	2025 (MB)	%	2024 (MB)	%	2023 (MB)	%
1. Recognized Interest from Hire Purchase	567.32	72.26	530.82	74.83	468.27	71.61
2. Interest from Loan Contracts*	5.60	0.72	2.60	0.37	0.16	0.02
Other Interest Income	572.92	72.98	533.42	75.20	468.43	71.63
3. Other Interest Income	0.31	0.04	0.23	0.03	5.62	0.86
4. Other Income						
- Fee and Service Income	52.86	6.73	44.60	6.29	40.60	6.21
- Penalty Income from Defaults	5.97	0.76	7.09	1.00	8.72	1.33
- Insurance Commission / Rebates	0.13	0.02	39.28	5.54	43.77	6.69
- Other Income & Services from Mighty Co., Ltd.	152.87	84.78	84.78	11.94	86.85	13.28
Total Other Income	211.83	26.98	175.75	24.77	179.94	27.51
Total Revenue	785.06	100.00	709.40	100.00	653.99	100.00

*Note: Interest from Loan Contracts refers to interest from regulated auto title loans (Car for Cash) and regulated non-collateralized loans (Solar Rooftop).

Message from the Chairman
Eastern Commercial Leasing Public Company Limited

To Shareholders

The Company's operating results for 2025, based on the consolidated financial statements, reported total revenue of Baht 785.06 million, representing an increase of Baht 75.66 million or 10.67% from the previous year. Net profit amounted to Baht 131.63 million, increasing by Baht 69.60 million or 112.20% year-on-year. This improvement was attributable to the Company's continued and prudent loan portfolio expansion, together with focused debtor monitoring and systematic debt collection management, resulting in stronger profitability compared to the previous year. Despite the continued slowdown in the private sector economy, the Company closely monitored customers who were granted debt restructuring and debt repayment deferral programs to ensure their accounts returned to normal (performing) status. In addition, the capital increase received from GMT, the Company's major shareholder, significantly reduced interest expenses on borrowings from financial institutions. Meanwhile, government support policies promoting the adoption of electric vehicles (EV) in place of internal combustion engine (ICE) vehicles have led to a decline in used car market prices, resulting in higher losses on sales of repossessed vehicles.

For 2026, the Company will continue to focus on expanding its automobile and motorcycle hire purchase loan portfolio, as well as growing its Car for Cash loans. Emphasis will be placed on improving workflows and support functions to enhance speed and operational efficiency, including the development of systems and tools covering the entire credit process from loan origination to debt collection, alongside appropriate cost control measures. The Company will also seek additional funding sources. Furthermore, the Company is in a transition phase to adapt to the emerging trend of used electric vehicle (EV) financing. This will be another year requiring careful planning to enhance resource management capabilities and investment in technology to support the achievement of performance targets amid evolving economic, political, social, and climate-related factors, such as earthquakes and floods.

Nevertheless, the Company remains committed to conducting its business under the motto "SPEED CAR SPEED MONEY," reflecting its dedication to delivering prompt services that meet customer needs. This principle serves as the foundation for strengthening organizational capabilities and reinforcing sustainable business growth. The Company also integrates ESG principles into its management and business operations to ensure the achievement of its objectives and long-term sustainable growth.

On behalf of the Board of Directors, we would like to express our sincere appreciation to our shareholders, business partners, financial institutions, and all stakeholders for their continued support and confidence in the Company's vision. We also extend our gratitude to the Board of Directors, management team, and all employees for their dedication and commitment. We are confident that 2026 will be another year of steady and sustainable progress, and we sincerely hope to continue receiving your valued support.

Mr. Naofumi Nakanishi
The Chairman of the Board Director

SECTION 1
BUSINESS ENGAGEMENT
AND OPERATING RESULTS

1. Structure and Business Operation of the Group

1.1 Policies and Business Overview

The Company operates in used car hire-purchase financing, vehicle registration renewal services, insurance policy renewal services, and Compulsory Motor Insurance (CMI). The Company has been in operation since 1984 and became a listed company on the Stock Exchange on March 1, 2004. From 2023 to the present, it has added personal loan products under the supervision of the Ministry of Finance, comprising auto title loans and non-collateralized personal loans.

Currently, the group of companies consists of: 1. ECL Asset Co., Ltd. (60% shareholding), which primarily operates lending secured by mortgages and the sale with right of redemption of real estate; 2. Mighty Broker Co., Ltd. (100% shareholding), which operates as an insurance broker, etc.; 3. Premium Service Thailand Co., Ltd. (15% shareholding), which operates automotive repair centers and provides extended warranty services.

Mighty Broker Co., Ltd., a subsidiary, provides insurance services for CMI and life insurance policies. The Company acts as a provider for advertising, public relations, marketing consultancy, and customer facilitation. This also serves as an additional revenue stream for the Company and acts as a risk mitigation measure for the vehicles and lives of the hire-purchase customers, which are the collateral for the Company's lending.

In 2025, the Company provided hire-purchase loans with a focus on used cars, categorized into private cars, motorcycles (Big Bikes), commercial pickups, and others, with proportions of approximately 49%, 39%, and 12% of total lending, respectively. Most customers are located in Bangkok, its vicinity, and the Eastern region. In 2025, the situation of rising fuel prices led to increased consumer demand for small cars and pickups. Consequently, the Company expanded its lending for cars, motorcycles (Big Bikes), and pickups to support the recovery of the Thai economy. Additionally, it expanded the market by seeking partners, customers, and alliances in the form of business operators who refer high-quality partners to the Company.

1.1.1 Vision, Objectives, Targets, and Strategies

Vision

To be an expert in the used vehicle hire purchase market, a fair business partner, a provider of excellent service, and a creator of long-term value for stakeholders.

Mission

- Enhance maximum service potential to maintain competitive advantage through the commitment of quality personnel, modern technology, and adherence to Good Corporate Governance principles to ensure maximum customer satisfaction and maximum fair returns to all stakeholders with social responsibility.
- Be an expert in the used car hire-purchase market, with continuous business operations for over 43 years.
- Treat customers fairly regarding products and services and practice non-discrimination.
- Operate business with integrity and strive for excellence.

Motto

- Our Service Mind is Your Satisfaction
- Speed Car Speed Money
- EAST Auto Cash

Business Targets

In 2025, hire-purchase lending amounted to 3,055.27 million Baht, comprising private cars, motorcycles, and others in the proportions of 49%, 39%, and 12%, respectively. Compared to 2024, private car lending alone increased from the previous year by 757.36 million Baht, or an increase of 101.20%; pickups increased by 193.56 million Baht, or an increase of 241.89%, focusing on private cars and pickups. Motorcycle lending increased slightly by 12.14 million Baht, or an increase of 1.03%, which included both Big Bikes and motorcycles with engine sizes from 220 cc to 650 cc, with an average loan of 190,000 Baht per unit, a decrease from the previous year's average of 240,000 Baht. Loans for logistics and others continued to decrease steadily.

As for auto title loans (Car for Cash) in 2025, loans were provided to 105 cases amounting to 46.10 million Baht. The Company is currently updating its regulations to comply with the criteria supervised by the Bank of Thailand for both hire-purchase and personal loan businesses, including marketing plans and personnel recruitment, which are expected to expand these two loan groups in 2026.

In 2026, the Company targets business goals for hire-purchase and Car for Cash in a growth direction, as the government continues its economic stimulus policies and the Thai economy is supported by the tourism recovery and expanding consumption. Additionally, the Bank of Thailand's supervision of the hire-purchase business is expected to be a positive factor for customers. Therefore, the Company aims for total lending to increase to approximately 3,500 million Baht, with an average monthly lending of 292 million Baht. The lending proportions will be adjusted each quarter to suit the situation, focusing on increasing lending for private cars, Big Bikes, and pickups, as well as returning to expand the market for certain car brands. Furthermore, the management team has approved an increase in online potential using technology to enhance accessibility, enabling faster and more convenient lending to customers. To maintain NPL levels in line with bank conditions, the Company will focus more on debtor quality, restructure the workflow of debt collection and follow-up for higher efficiency, reduce litigation expenses, tighten litigation follow-up, and sell off some litigation debts that cannot be recovered. The Company will control expenses to enhance its profitability.

Company Targets and Business Direction for the 5-Year Period (2022 – 2026)

In its past business operations, the Company has planned and adjusted management strategies every year to suit the economic situation. Due to higher competition, the Company utilizes technology for communication and adapts by seeking new products alongside its lending to further and expand the business, while seeking Joint Ventures and investors to grow together. The 5-year business plan is as follows:

1. Seeking additional funding sources that are long-term loans with fixed interest rates to reduce lending costs and align with the debtors' repayment ability.

2. Expanding the customer base to various provinces nationwide to make EAST more well-known and increase lending. The Company aims to increase Big Bike and motorcycle loans and return to expand the market for certain car brands, covering both Bangkok and its vicinity.
3. Developing the quality of the debtor portfolio by focusing on partner dealer selection, vehicle quality, and customer quality analysis using Credit Scoring and various risk assessments (age, gender, occupation, income, and sourcing channels). Statistics are collected for more detailed risk classification. Technology is increased in debt collection because if portfolio quality is controlled, NPLs will decrease, as well as losses, lending costs, and debt follow-up expenses.
4. The Company has established a subsidiary to operate as a non-life and life insurance broker to further the business and increase revenue. Furthermore, providing insurance for loan applicants helps reduce NPL risks in the Company's portfolio.
5. Seeking Joint Ventures involved in the Electric Vehicle (EV) business for sale in the Thai market to enable future lending.
6. Seeking partners for MOUs with operators supporting energy efficiency and environmental friendliness for sustainable development, as well as other investors interested in the Company's business.
7. Implementing technology to continuously develop the Company's workflow, such as API systems to link bankruptcy data with the Legal Execution Department, National Digital ID (NDID) verification, hire-purchase contract systems via Mobile App, debt collection systems, statistical calculation systems for bad debt provisioning according to new standards, operation control systems, and various risk audit systems, including personal data protection.
8. Collaborating with Thaivivat Insurance to expand the customer base.

Progress of the 5-Year Goals (2022 – 2026):

1. Premium Co., Ltd. (major shareholder) contacted Sumitomo Mitsui Banking Corporation (SMBC) for a loan for EAST. SMBC approved a 600 million Baht credit line for 1 year (June 1, 2025, to May 31, 2026) at a floating interest rate of 2.90-2.95% p.a. (subject to BOT announcements), with Premium Co., Ltd. as the guarantor. The Corporate Guarantee fee payable to Premium Co., Ltd. is 5.10 million Baht (0.85% p.a.), the same as the previous year, totaling an average interest rate of 3.75-3.80% p.a., which is lower than other banks (per Board Resolution 2/2025 on May 14, 2025).
2. The Company has expanded into new marketing channels via platforms focusing on online trading, such as Union Auction PCL and Omakase Co., Ltd., involving auctioned vehicles and cars sold via websites. This allows the Company to expand into other regions based on those companies' sales.
3. The Company prioritizes managing NPLs to meet the lending banks' conditions. From 2021 to 2025, NPL figures were 6.9%, 5.5%, 6.76%, 8.90%, and 7.41%. The decreasing proportion reflects significant improvement in debtor quality and collection amidst unemployment issues and the slow recovery of the logistics truck group. The management team has collaborated across departments

and discussed debt restructuring with debtors for flexible operations. In 2025-2026, management plans to reduce NPLs to approximately 5.60% by hiring external agencies for 2-installment overdue debts and selling off long-overdue debts, written-off debts, and losses from repossessed car sales.

4. In July 2025, the Company launched National Digital ID (NDID) verification and is currently developing a new loan system to replace the old one, including debt collection systems, statistical calculation systems, and applications for customers and employees to support efficient, one-stop service.
5. Regarding Mighty Broker Co., Ltd. (subsidiary), the insurance brokerage business has shown growth in performance and profit. In 2023, 2024, and 2025, profits were 7.56 million Baht, 6.02 million Baht, and 41.69 million Baht, respectively. In 2026, Mighty Broker will launch new products with leading partners like Thaivivat Insurance to increase sales.

1.1.2 Key Changes and Developments

The Company was registered as a public limited company on September 15, 2003, and became a listed company on the Stock Exchange of Thailand on March 22, 2004. On March 4, 2025, the stock symbol was changed to "EAST".

Nov 16, 2016	- Established Eastern Premium Services Co., Ltd. (EPS), a Joint Venture between EAST and Premium Group Co., Ltd., to operate automotive repair centers.
Mar 27, 2018	- Established ECL Asset Co., Ltd., a Joint Venture between EAST and Global Best Real Estate Loan Co., Ltd. (60:40), to operate "Land for Cash" business (lending secured by mortgages or sale with right of redemption).
Oct 18, 2019	- Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) with a 3-year term (expired Oct 18, 2022). In April 2024, the Company declared its intent to rejoin and submitted a self-evaluation in September 2025.
Nov 20, 2019	- Established subsidiary Mighty Broker Co., Ltd. (100% owned by EAST) for non-life insurance brokerage.
May 14, 2020	- Implemented the Personal Data Protection Act B.E. 2562 (2019) policies and guidelines.
Oct 5, 2020	- Debenture maturity date; the Company repaid the full amount to investors as scheduled.
Feb 16, 2021	- Registered an increase in paid-up capital from 1,108,857,244 Baht to 1,108,859,002 Baht following the final exercise of ECL-W3 (increased by 1,758 Baht).
Feb 3, 2022	- Obtained a personal loan license under the supervision of the Ministry of Finance for "auto title loans".

- Feb 24, 2022 - Implemented the 2022 Corporate Governance and Business Ethics policies, and the 2022 Anti-Corruption policy and guidelines.
- Jun 30, 2022 - EGM No. 1/2022 resolved to issue and offer ECL-W4 (up to 369,619,667 units) and increase registered capital from 1,108,859,002 Baht to 1,478,478,669 Baht by issuing new shares to support the capital increase over 2 years.
- Mar 20, 2023 - Obtained a personal loan license for "non-collateralized personal loans".
- May 13, 2024 - Registered the dissolution of the Chanthaburi branch office with the Ministry of Commerce.
- Jul 19, 2024 - Final exercise of ECL-W4; 1,559 units were exercised to buy 1,559 shares at 2 Baht per share (ratio 1:1), increasing paid-up capital by 1,559 Baht.
- Jul 25, 2024 - Registered the increase in paid-up capital from 1,108,859,002 Baht to 1,108,860,561 Baht.

Key Changes in 2025

Eastern Commercial Leasing PCL ("the Company" or "EAST") was contacted by ITOCHU Corporation ("ITOCHU"), a Japanese company, expressing intent to purchase new ordinary shares. ITOCHU invested through GR Management (Thailand) Co., Ltd. ("GMT"), a Thai entity under ITOCHU (Ultimate Shareholder). Key events were as follows:

- Feb 17, 2025 - EGM No. 1/2025 approved the Private Placement (PP) of 555,600,000 shares (par value 1.00 Baht), representing 33.38% of total shares (1,664,460,561), by:
 - Offering 417,800,000 shares at 1.30 Baht per share to GR Management (Thailand) Co., Ltd. (GMT), resulting in a 25.10% holding.
 - Offering 137,800,000 shares at 1.30 Baht per share to Premium Company Limited (PREMIUM), resulting in a 25.20% holding.
- Feb 21, 24, 2025 - Received 722,280,000 Baht from the 555,600,000 shares (179,140,000 Baht from Premium Group and 543,140,000 Baht from GMT).
- May 14, 2025 - Registered the paid-up capital increase from 1,108,860,561 Baht to 1,664,460,561 Baht.
- Mar 4, 2025 - Changed stock symbol from "ECL" to "EAST".
- Apr 30, 2025 - Changed website from www.ecl.co.th to www.eastautocash.com and company email from info@ecl.co.th to info@eastautocash.com.
- Oct 2025 - Received a "Very Good" rating in the 2025 Corporate Governance Report (CGR) by the Thai Institute of Directors (IOD).
- Dec 2025 - Certified as a member of the Private Sector Collective Action Against Corruption (CAC) with a 3-year term (valid Dec 31, 2025, to Dec 31, 2028).

- Operates under the Bank of Thailand's supervision for hire-purchase and leasing according to the Royal Decree dated June 5, 2025, under the Financial Institutions Business Act B.E. 2008.

1.1.3 Use of Proceeds according to the objectives notified in the registration statement for the offering of equity or debt instruments

Equity Instrument

Following the capital increase via Private Placement on February 25, 2025, totaling 555,600,000 shares at 1.30 Baht per share (net 722,280,000 Baht), the proceeds were used as follows:

Objective	Amount Used (MB)
Repayment of loans to financial institutions	658.90
Working capital	63.38
Total	722.28

Debt Instrument

During 2023 – 2025, the Company did not issue any new debentures.

1.1.4 Obligations committed in the registration statement and/or conditions of the SEC and/or conditions of the SET

- None –

1.1.5 Name and Headquarters Location

Company Name:	Eastern Commercial Leasing PCL
Abbreviation:	EAST
Headquarters	976/1 Soi Rama IX Hospital, Rim Klong Samsen Road Bangkapi Sub-District, Huay Kwang District, Bangkok 10310 Telephone 02 641 5252
Homepage	www.eastautocash.com
Business Type	Engaging in vehicle hire purchase finance, regulated personal credit secured by vehicle registration, and credit extension without vehicle registration as collateral.
Company Registration	Company registration number 0107546000288
Registered Capital and	Registered Capital: 1,664,460,561 Baht
Type of Shares	Registered: 1,664,460,561 Baht. Ordinary shares: 1,664,460,561 shares (par 1 Baht). Paid-up: 1,664,460,561 Baht. (As of Dec 31, 2025)

1.2 Nature of Business Operations

1.2.1 Revenue Structure (Consolidated Financial Statements for 2023, 2024, and 2025)

Revenue	2025		2024		2023	
	Baht Million	Per cent	Baht Million	Per cent	Baht Million	Per cent
1. Recognized Interest from Hire Purchase	567.32	72.26	530.82	74.83	468.27	71.61
2. Interest from Loan Contracts*	5.60	0.72	2.60	0.37	0.16	0.02
Total Credit Revenue	572.92	72.98	533.42	75.20	468.43	71.63
3. Other Interest Income**	0.31	0.04	0.23	0.03	5.62	0.86
4. Other Revenue						
- Fees and Service	52.86	6.73	44.60	6.29	40.60	6.21
- Penalty Income from Defaults	5.97	0.76	7.09	1.00	8.72	1.33
- Insurance Commission	0.13	0.02	39.28	5.54	43.77	6.69
- Other Income	152.87	19.47	84.78	11.94	86.85	13.28
Other Revenue Total	211.83	26.98	175.75	24.77	179.94	27.51
Total Revenue	785.06	100.00	709.40	100.00	653.99	100.00

* Interest from Loan Contracts refers to interest from Car for Cash and Solar Rooftop loans.

** Other Interest Income includes interest from other debtors and interest on deposits. Amount is 0.30 million baht.

*** The Company has a share of profit from joint venture in ECL Asset Co., Ltd. Amount is 1.17 million baht.

1.2.2 Product Information

(1) Nature of Products and Services

The Company's core businesses are providing used car hire-purchase financing, auto title loans (Car for Cash), and marketing public relations services for Mighty Broker Co., Ltd., a subsidiary, in the areas of insurance, Compulsory Motor Insurance (CMI), and credit life insurance.

The Company's hire-purchase financing covers various vehicle types, including private cars, motorcycles, trucks, and others. When a customer agrees to purchase a vehicle from a dealer, the customer is required to pay a certain amount of down payment to the dealer. For the remaining balance, the customer enters into a hire-purchase agreement with the Company and makes monthly installment payments. Most customers prefer contract terms between 48 – 72 months. The customer possesses and uses the hired vehicle, while maintenance responsibilities rest with the customer, including providing first-class insurance with the Company named as the beneficiary. Ownership of the vehicle is transferred to the customer once all installments are fully paid. In the event that a customer fails to pay installments for three consecutive periods or more, the Company reserves the right to terminate the contract before the maturity date, and the customer must return the vehicle to the Company.

In the loan application process, the Company's credit officers operate from various automobile dealerships throughout Bangkok and its vicinity. They conduct preliminary eligibility checks on applicants and proceed with the credit approval process. Credit consideration is based on several factors, such as used car

market reference prices, vehicle condition, verification of registration documents and identification cards, the applicant's financial status, as well as customer identity verification (KYC), and risk assessment of occupation and domicile, etc. However, the Company and the dealers do not operate on an exclusive basis; car buyers are free to inquire and compare interest rates and services and may choose other financing providers. The determination of interest rates, minimum down payments, and installment periods depends on various factors, primarily the status and financial standing of each applicant, as well as the vehicle type, brand, model, condition, and age.

Used cars financed by the Company under standard terms have an average maximum age of 15 years, with the majority of installment periods ranging from 48 to 72 months, with a minimum credit limit of 50,000 Baht. For popular Japanese and European brands, a 10% down payment is required, while other brands may require 15 – 20%. Additionally, the Company has specific terms and conditions for certain types and models, such as off-road vehicles or certain sports car models that require a higher down payment rate. The Company also specifies certain brands or models that it will not finance under any circumstances, such as vehicles that are unpopular in the market, have few service centers, have difficulty finding spare parts in the general market, high maintenance costs, or a tendency for rapidly declining resale value, etc.

In 2024 and 2025, the value of private cars, sport-type motorcycles (Big Bikes), and commercial vehicles (vans, pickups, passenger buses, trucks, and others) in the Company's hire-purchase portfolio accounted for proportions of approximately 36:56:8 and 49:39:12, respectively. Comparing the hire-purchase lending proportions of 2024 and 2025, it was found that the proportion of car and pickup loans increased. In terms of lending value, car and pickup loans increased by 101.20% and 241.89%, respectively. The value of Big Bike lending increased slightly by 1.03%, and the total credit portfolio increased by 45.60%. The top 5 brands most popular among customers applying for hire-purchase services were Honda, Yamaha, Toyota, Kawasaki, and Isuzu, accounting for proportions of 31:17:13:6 and 5, respectively. Most installment periods were approximately 60 months. The majority of customers are located in Bangkok, its vicinity, and the Eastern provinces. In 2025, the Company provided hire-purchase loans totaling 3,055.27 million Baht.

Table showing the value of lending in each year categorized by vehicles type and installment term*

	2025		2024		2023	
	Baht million	Percent	Baht million	Percent	Baht million	Percent
Vehicle Hire Purchase *						
- Passenger Vehicles	1,505.74	49.28	748.38	35.66	1,575.11	58.13
- Motorcycles	1,188.93	38.91	1,176.79	56.08	647.40	23.89
- Van, Pickup, and Others**	360.60	11.81	173.30	8.26	487.10	17.98
Total	3,055.27	100.00	2,098.47	100.00	2,709.61	100.00
Installment Terms						
- 12 months	4.77	0.16	4.15	0.20	3.95	0.14
- 24 months	29.59	0.97	26.18	1.25	40.07	1.48
- 36 months	152.43	4.99	135.84	6.47	158.79	5.86
- 48 months	644.79	21.10	600.68	28.62	732.09	27.02
- 60 months	1,227.95	40.19	1,131.89	53.94	1,212.32	44.74
- 72 months	980.52	32.09	195.69	9.33	533.49	20.43
- 84 months	15.22	0.50	4.04	4.04	8.90	0.33
Total	3,055.27	100.00	2,098.47	100.00	2,709.61	100.00

Remarks: ** Excluding unearned interest and VAT

** In 2023, included passenger buses of 10.92 million Baht and trucks of 164.11 million Baht.

** In 2024, included passenger buses –none– and trucks of 33.95 million Baht.

** In 2025, included trucks and non-regular passenger buses of 2.10 million Baht and vans (Ry.2) of 84.92 million Baht.

Year 2025			Year 2024			Year 2023		
Ranking	Makes	Proportion%	Ranking	Makes	Proportion%	Ranking	Makes	Proportion%
1	Honda	30.98	1	Yamaha	27.15	1	Yamaha	18.86
2	Yamaha	16.78	2	Honda	26.06	2	Toyota	15.87
3	Toyota	13.14	3	Kawasaki	8.68	3	Honda	15.43
4	Kawasaki	6.18	4	Toyota	6.82	4	BMW	6.55
5	Isuzu	5.39	5	BMW	5.06	5	Isuzu	5.90
6	BMW	3.54	6	Harley	3.78	6	Nissan	4.78
7	Others	23.99	7	Others	22.45	7	Others	32.61
	Total	100.00		Total	100.00		Total	100.00

Remarks: Calculated from the number of vehicles provided with hire-purchase financing in each year.

Operating procedures for auto title loans and personal loans under supervision (non-collateralized)

Customers contact via various channels published on the website and other agents provided by the Company. The vehicle placed as collateral is appraised, followed by a monthly installment loan contract with a duration of 12-60 months. In 2025, there were 105 loan cases with a value of 46.10 million Baht, an average term of 50 months, and an average interest rate of 18.07%. Compared to 2024, there were 73 loan cases with a value of 21 million Baht, an average term of 12-18 months, and an average interest yield of 19.36%. Compared to the

previous year, the interest yield decreased by 1.29% due to the cancellation of loan management fees. It is expected that in 2026, the Company will adjust its strategies and marketing plans to further expand lending, as the returns are at a satisfactory rate.

(2) Marketing and Competition

Customer Characteristics and Target Groups

The Company's customer characteristics and target groups are mostly general retail individuals who require used car hire-purchase financing through used car dealers, auctions, or direct contact with the Company. The Company's target groups are divided by vehicle usage: private cars, motorcycles, pickups, and vans. As of December 31, 2025, the proportions of private car, motorcycle, pickup, van, and other loans were approximately 49:39:12.

Competitive Strategy

The Company has no policy for price competition or interest rate reduction but utilizes other competitive strategies to expand the portfolio and increase the number of potential customers with the capacity to pay. Given that the used car loan market has not reached a saturation point and buyers still have continuous purchasing power, the Company focuses on building trust through vehicle quality enhancement, developing easy-to-use online platforms, providing after-sales services, and adapting to the growing used Electric Vehicle (EV) trend. The Company's competitive strategies are as follows:

1. Building good relationships with car dealers, used car tents, or auction companies.

Typically, car tents recommend finance companies to customers seeking hire-purchase. Building good relationships with car tents helps create a customer base and increases the Company's market share. Currently, the Company assesses and grades used car dealers to increase caution in lending, focusing on Grade A tents and increasing the group of tents using repair services and Warranty with Premium Service Thailand Co., Ltd. (FIXMAN). Cooperation has been received from approximately 1,343 car tents across the headquarters and all 4 branches. The Company maintains relationships by establishing a dedicated dealer management team and conducting market visits to strengthen ties and seek opportunities to continuously expand to new used car dealers, including online dealers via websites. The Company has also expanded to the "Home Car" (C2C) market where owners list cars for sale directly. Additionally, the Company prioritizes being a good partner with auction companies to create marketing opportunities for providing loans to auction buyers.

2. Focusing on fast and stringent services.

The Company prioritizes document verification and rapid loan approval under stringency and good risk prevention. This is done by checking customer data against internal databases, the National Credit Bureau (NCB), AMLO, and other reliable sources, complying with KYC & CDD criteria. This process is crucial for the decision-making of dealers, the Company, and customers. The Company aims for a minimum loan consideration time of 2 business days. Furthermore, the Company emphasizes rapid and punctual payment to used car dealers after a contract is agreed upon with the customer.

3. Providing convenience to car dealers and customers.

The Company provides various conveniences, such as on-site credit services and punctual appointments for document and vehicle inspection at branch points, saving customers from driving to the headquarters. Branch managers are authorized to approve loans within specified limits. Credit officers are available at dealerships or used car tents daily to provide advice. Additionally, the Company increases convenience for installments via multiple channels: banks, ATMs, Internet Banking, 7-11 Counter Service, and home/office check collection. After-sales services include vehicle tax/registration renewal and insurance renewal. The Company also collaborates with commercial banks to allow credit card insurance premium payments and offers short-term interest-free insurance installments.

4. Increasing loan products that meet diverse customer needs.

The Company identifies growth opportunities from customer demand. On February 3, 2022, it received a license from the Bank of Thailand for "Personal loans under supervision (Auto Title Loans)" or "Car for Cash." Initially targeting existing customers before expanding to new ones. On March 20, 2023, it received a license for "non-collateralized personal loans." Looking toward the 2026 economy, capital demand for business through personal loans is expected to grow, providing a strong channel for expansion.

5. Creating customer satisfaction.

The Company evaluates satisfaction through equal and polite service, always expressing gratitude and using technology for speed. Feedback channels and a complaint unit are available to quickly resolve issues and improve efficiency. Marketing and related teams act as consultants, advising on car condition and dealer credibility before purchase. The Company also provides insurance brokerage services. Recognizing that quality service maintains the existing base and generates word-of-mouth referrals, the Company aims to build a strong network for future growth.

6. Building reputation and business stability.

The Company has operated in the used car hire-purchase financing business for over 40 years, resulting in strong brand recognition among customers as well as used car dealers and tent operators. The Company's established reputation, financial stability, and operational efficiency have significantly enhanced customer confidence. The Company conducts its business with honesty, integrity, and ethical standards toward all stakeholders, and does not demand or accept any improper benefits from customers. In cases where customers demonstrate a tendency of potential default under the hire-purchase agreement, the Company has a policy to provide assistance and work collaboratively to identify appropriate solutions in order to mitigate potential losses and preserve the Company's good reputation. In 2002, the Company was selected by the Office of the Consumer Protection Board as a business operator recognized for upholding consumer rights through the use of fair contract terms. The Company also places continuous emphasis on good corporate governance practices to ensure sustainable growth and to strengthen confidence among all stakeholders. From 2020 to 2024, the Company received a 5-star rating ("Excellent") and in 2025 received a 4-star rating ("Very Good") under the Corporate Governance Report of Thai Listed Companies (CGR), conducted by the Thai Institute of Directors. In addition,

the Company prudently manages its cash flow and budget and maintains preparedness to respond to changes in economic conditions to ensure ongoing business stability.

7. Prioritizing reliable and timely information systems.

Timely information and reliable customer screening are vital. The Company develops systems for efficient information access and modern computer data storage. Membership in the Thai Hire-Purchase Association (THPA), National Credit Bureau (NCB), and AMLO/APS list verification ensures access to data, exchange of views among members, and professional standard development.

Pricing Policy

The Company does not compete on interest rates but sets them at appropriate levels acceptable to customers while maintaining profitability and competitiveness. Factors considered for setting down payments and installments include:

1. Company's cost of funds.
2. Company's operating costs.
3. Type, brand, model, year of manufacture, condition, age, and market popularity.
4. Customer and guarantor risk, especially for those domiciled outside Bangkok/vicinity or branch districts, where debt follow-up risk is higher; such customers may be charged higher rates.
5. Occupational and income risk.

Distribution Channels

Customers can contact the Company through 3 channels:

1) Partner used car dealers (approx. 1,343 dealers) in Bangkok, its vicinity, and the Eastern region (Chonburi and Pattaya branches). Over 70% refer customers regularly. Credit officers are stationed at dealers or sent upon request. Agents are also hired to support branches.

2) Direct contact via word-of-mouth from existing customers.

3) Company Website, Facebook, and Line Official Account, including various advertisements.

Approximately 90% of business comes through the first channel, with no single dealer accounting for more than 10% of total loans. Dealer selection is based on credibility, stability, vehicle quality, and referral volume.

In selecting used car dealers as business partners for the Company's hire-purchase business, consideration is given to the dealer's credibility, financial position, and business stability, the quality of the vehicles supplied for sale, as well as the volume of customers referred to the Company for credit consideration.

Competition

The hire-purchase financing industry comprises multiple operator groups, including commercial banks (Bank group), hire-purchase and leasing companies, captive finance companies affiliated with automobile manufacturers, independent used car dealers (non-bank group), as well as private sellers listing vehicles for sale through online platforms.

Commercial banks and automotive captive finance companies primarily focus on generating income from interest rate spreads through hire-purchase financing. Currently, many institutions have expanded their portfolios to include both new and used car financing.

These operators benefit from established customer bases and lower cost of funds, enabling them to compete through interest rate reductions. As a result, fixed interest rates for used car hire-purchase financing range between 2.99% – 8.85% per annum, in compliance with the Notification of the Contract Committee under the Consumer Protection Board (OCPB), depending on vehicle age, installment period, customer domicile, and down payment ratio. Down payment requirements have decreased from approximately 25%–30% of market price to 5%–10%, accompanied by promotional campaigns aligned with market conditions. Operators increasingly develop digital platforms such as Facebook, YouTube, and corporate websites to facilitate loan applications and credit assessment. While classified listing platforms such as Kaidee, One2Car, and Taladrod remain in use, market participants are accelerating digital transformation and online sales integration.

Industry Trend

Key drivers supporting growth in the used car market include:

1) Financial necessity and value proposition

Used cars represent a cost-effective alternative due to lower purchase prices, reduced depreciation, and lower insurance premiums. The market offers broader model selection, some with quality warranties and detailed inspections. Greater purchase flexibility and pre-installed accessories enhance attractiveness. Continued necessity for transportation for livelihood and business purposes supports demand, particularly as consumers delay new car purchases amid subdued new car market conditions.

2) Digital channels enhancing accessibility

Consumer behavior has shifted significantly toward digital platforms and social media, increasing confidence in online used car purchases due to improved accessibility, transparency, and speed of information.

3) Positive supporting factors

3.1 Environmental sustainability through resource reuse

3.2 Supply chain constraints affecting new vehicle production and delivery

3.3 Continued credit competition among financial institutions supporting used car financing

3.4 Significant price reductions in EVs during 2025 leading to deferred purchase decisions

3.5 Broad regional availability of used cars improving liquidity and transaction efficiency. These factors contributed to the Company's hire-purchase loan disbursement growth of 45.60% in 2025, in line with positive industry trends.

New Vehicle Sales Statistics (Units) for 2025

Domestic vehicle sale statistics:

Passenger Vehicle Sales	2018	2019	2020	2021	2022	2023	2024	2025
1) Passenger vehicle	544,920	533,631	387,914	353,757	414,628	466,393	378,799	448,761
2) Commercial vehicles	467,577	450,888	380,525	353,213	403,537	281,705	178,295	157,904
Total	1,012,497	984,519	768,439	706,970	818,165	748,098	557,094	606,665
Rate of changes increase / (decrease) for passenger and commercial vehicles	19.88%	(2.76%)	(21.95%)	(8.00%)	15.73%	(8.56%)	(25.53%)	8.90%
3) Motorcycles					1,974,502	2,065,021	1,899,811	1,928,973
Rate of changes - motorcycles						4.58%	(8.00%)	1.54%

Source: The Bank of Thailand; *BOT latest revision on 30 January 2025, the company started compiling motorcycle statistics during the year 2022

New Registration Information for BEV, HEV, and PHEV (Latest Update: September 30, 2025)

From January – September 2025, new registrations for Battery Electric Vehicles (BEV) reached 104,571 units, an increase of 38.49% compared to 75,653 units during January – September 2024.

As of September 30, 2025, the cumulative new registrations totaled 330,301 units, a 59.85% increase compared to 206,631 units during the period of January – September 2024.

From January – September 2025, new registrations for Hybrid Electric Vehicles (HEV) reached 106,332 units, an increase of 2.05% compared to 104,197 units during January – September 2024.

As of September 30, 2025, the cumulative new registrations totaled 574,293 units, a 28.53% increase compared to 446,816 units during the period of January – September 2024.

From January – September 2025, new registrations for Plug-in Hybrid Electric Vehicles (PHEV) reached 15,036 units, an increase of 105.69% compared to 7,310 units during January – September 2024.

As of September 30, 2025, the cumulative new registrations totaled 78,059 units, a 27.65% increase compared to 61,150 units during the period of January – September 2024.

(Source: The Federation of Thai Industries, October 28, 2025)

In 2025, BEV and HEV markets experienced intense competition and aggressive price reductions, causing consumers to delay their purchasing decisions to wait for promotions from automobile brands. Furthermore, declining used car prices caused consumers to postpone vehicle replacements. This factor requires used car operators to plan for rapidly falling vehicle prices and adjust credit strategies due to the large volume of used cars accumulating at dealerships. In the future, if the new EV market grows and gains wider acceptance, it will inevitably impact the demand for internal combustion engine (ICE) used cars. However, there is still a lack

of clarity regarding the service life, spare parts, and battery degradation of EVs, which may remain a factor that keeps used cars desirable in the market.

Industry Trends

- New Vehicle Industry

Krungsri Research View: During 2025-2027, automakers are likely to see stable performance but may face pressure on profitability, particularly in 2025-2026, before gradually recovering in 2070. Automakers in each category will face the following challenges:

- ICE Passenger Car Manufacturers: Will face drag factors from the accelerated transition to electric vehicles, contributing to the declining popularity of Eco-cars, stricter safety technology requirements, and the implementation of Euro 6 standards since 2024, which increase production costs.
- EV Manufacturers: Benefit from the EV3.5 measures for BEV, which stimulate the market and support investment, along with policies promoting EV production for HEV and MHEV, the downward trend in EV prices, and consumer acceptance of new high-performance models.

- Used Vehicle Industry

SCB EIC View: The used car market is expected to continue growing as consumers purchase vehicles for business purposes, such as passenger and goods delivery on various platforms. However, business risks tend to increase due to: 1) Fragile demand, as it primarily relies on the purchasing power of low-income groups with volatile earnings. 2) The launch of new EV models, which causes used cars to become obsolete with rapid price declines. Commercial vehicles are expected to gradually return to vibrancy, benefiting from tourism and cross-border trade following the economic recovery. Combined with stricter hire-purchase lending from financial institutions, it is expected that the business expansion of multinational companies and captive finance subsidiaries will lead to higher competition.

Regarding used car trading behavior in Thailand, there is a shift toward online formats, including online car trading startup platforms. Developing technology and inspection systems that allow buyers to compare prices independently, while establishing vehicle quality standards and spare part guarantees, will be key directions to increase the number of users on these platforms in the future.

In 2026, fixed interest rates for used car loans are expected to remain similar to 2025, averaging between 2.99% – 8.85% p.a., depending on the vehicle, installment period, and the hirer's domicile. This includes oversight from the Bank of Thailand regarding the determination of hire-purchase interest rates and default penalties. The Company does not have a policy for price competition or interest rate reduction. Instead, the Company utilizes flexible policies and provides excellent and rapid service to customers, leveraging its agility and long-standing experience in the business. The Company maintains good relationships with car dealers who refer customers and sees existing customers applying for additional credit and referring new clients.

(3) Sourcing of Products and Services**Sources of Funds**

The Company's sources of funds as of December 31, 2023, 2024, and 2025 from the consolidated financial statements consist of:

(Unit: Million Baht)

	2025		2024		2023	
	Amount	Proportion %	Amount	Proportion %	Amount	Proportion %
Short term loan*	1,688.63	28.49	1,631.06	33.12	1,560.73	32.30
Long term loan	1,451.90	24.50	1,360.79	27.64	1,378.96	28.54
Total borrowings	3,140.53	52.99	2,991.85	60.76	2,939.69	60.84
Shareholders' Equity	2,785.91	47.01	1,932.25	39.24	1,892.40	39.16
Total	5,926.44	100.00%	4,924.10	100.00%	4,832.09	100.00%

Note: Short-term borrowings in 2023, 2024, and 2025 include the current portion of long-term borrowings due within one year amounting to 817.49 million Baht, 982.55 million Baht, and 908.14 million Baht, respectively, as well as bank overdrafts and other short-term loans.

The Company's sources of funds in 2025 consisted of shareholders' equity at 47.01% and borrowings at 52.99%. The borrowings are primarily loans from commercial banks, which are secured by the mortgage of land and buildings, the transfer of rights over hire-purchase receivables for certain portions, and loans from related persons through the issuance of Bills of Exchange (B/E).

The Company's **issuance of Bills of Exchange** throughout 2025, during the period from February 21, 2025, to August 20, 2025, consisted of short-term bills offered on a private placement basis, with details as follows:

No.	# of BE	Million Baht	Issued Date	Maturity Date	Term (Days)	Interest Rate
1	1	20	Feb 21, 2025	Aug 20, 2025	180	4.15 %
2	1	10	Apr 28, 2025	Oct 27, 2025	182	4.00 %
3	1	10	Aug 20, 2025	Feb 19, 2026	183	3.50 %
Total		40				

Note: Approved by the Board of Directors' Meeting No. 4 on November 12, 2025.

** As of December 31, 2025, there is 1 outstanding bill that has not yet reached maturity, totaling 10 million Baht.*

Issuance of Debentures

As of December 31, 2025, the Company has no outstanding debenture obligations.

Credit Extension

Hire-purchase crediting is the Company's core business, generating revenue that builds growth and stability for shareholders' equity. In 2024-2025, the Company expanded into auto title loans (Car for Cash) and personal loans. The Company maintains a credit policy that prioritizes customer quality, primarily considering debt-servicing ability and payment behavior, alongside the credibility of guarantors. Key factors for consideration include the source and stability of income, occupation, and residential or workplace location. The Company

meticulously reviews the payment behavior of both customers and guarantors, with officers cautiously supervising every stage of the process. (Details are provided under "Nature of Products and Services").

Funding or Borrowings through Persons Related to Management or Major Shareholders

The Company has engaged in borrowings to enhance liquidity by issuing short-term Bills of Exchange (B/E) on a private placement basis to persons related to management and major shareholders. As of December 31, 2025, the outstanding balance was 10 million Baht. For this year, such transactions were not reported to the Office of the Securities and Exchange Commission (SEC) due to the notification canceling B/E reporting requirements; however, the Company has reported these as financial assistance from stakeholders to the Stock Exchange of Thailand (SET). (Details appear under "Sources of Funds" and "Item 12: Related Party Transactions (2) Loans").

The issuance of Bills of Exchange offered to persons related to management and major shareholders as of December 31, 2025, with an outstanding balance of 10 million Baht, is detailed as follows:

No.	B/E No.	Million Baht	Issue Date	Maturity Date	Term (Days)	Interest rate
1	184	10	Aug 20, 2025	Feb 19, 2026	183	3.50 %
Total		10				

Investment

The Company holds a 15% investment in Premium Service (Thailand) Co., Ltd., which is a member of the Premium Group. It also holds a 60% investment in a joint venture, ECL Asset Co., Ltd., and a 100% investment in Mighty Broker Co., Ltd., which is a subsidiary. The Company has no other additional investments.

(4) Assets Used in Business Operations

Assets used in the Company's business operations include trade receivables, foreclosed assets (repossessed vehicles) held for sale, land, buildings, and equipment of the headquarters, as well as leased office space and equipment, etc.

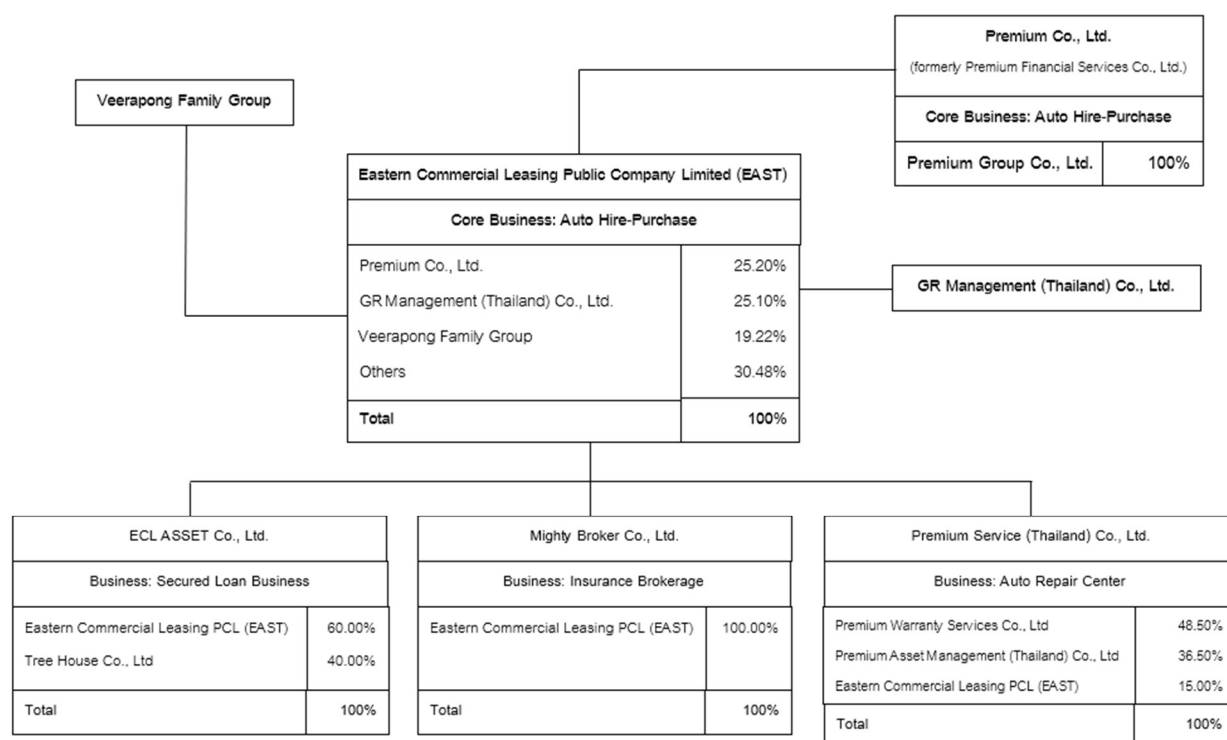
Details are provided in Attachment 4: Assets Used in Business Operations.

(5) Undelivered Works (Only for high-value projects or pieces of work with long-term delivery/acceptance periods)

In 2025, the Company has been developing hire-purchase and personal loan software under supervision to comply with relevant laws and the Bank of Thailand's regulations, which came into effect on December 2, 2025, as well as to further enhance system efficiency.

1.3 Shareholding Structure of the Group

1.3.1 Shareholding Structure of the Group as of December 30, 2025



Eastern Commercial Leasing Public Company Limited (EAST) was established in 1982 to operate used car hire-purchase financing. On September 15, 2003, the Company was transformed into a "Public Company Limited" and has grown continuously for over 43 years, becoming a listed company on the Stock Exchange on March 1, 2004. The major shareholders included the Veerapong family group and the Tantraporn family.

On May 11, 2016, Premium Financial Services Co., Ltd. (PFS) (Japan), which operates auto finance and used car warranty businesses, became a shareholder in the Company with a proportion of 25.50% of the total paid-up capital. The Company's registered capital increased to 1,095,745,395 Baht with a paid-up capital of 798,358,500 Baht. Currently, Premium Financial Services Co., Ltd. (PFS) has changed its name to Premium Company Limited.

On February 25, 2025, Premium Company Limited participated in a capital increase according to the resolution of the Extraordinary General Meeting of Shareholders No. 1/2025 held on February 17, 2025, for an amount of 137,800,000 shares. This resulted in Premium Company Limited holding a shareholding proportion of 25.20% of the Company's paid-up capital.

Information of Premium Company Limited (“PREMIUM”) is detailed as follows:

PREMIUM has 1 shareholder as follows:

Name of Shareholder		Number of shares	Percentage
1	Premium Group Co., Ltd.	158,151	100.00
รวม		158,151	100.00

Where Premium Group Co., Ltd. (“PREMIUMGROUP”) is the ultimate shareholder of PREMIUM.

PREMIUMGROUP has the top 10 major shareholders as follows:

Name of Shareholder		Number of shares	Percentage
1	The Master Trust Bank of Japan, Ltd. ^{1/}	5,390,600	14.23
2	Custody Bank of Japan, Ltd. ^{1/}	5,079,900	13.41
3	SSBTC Client Omnibus Account ^{1/}	2,951,550	7.79
4	Government of Norway	1,807,300	4.77
5	Recruit Co., Ltd. ^{2/}	1,800,000	4.75
6	Yohichi Shibata ^{3/}	798,148	2.11
7	Aozora Bank, Ltd. ^{4/}	775,800	2.05
8	Sompo Japan Insurance Inc. ^{5/}	775,800	2.05
9	MSIP Client Security	669,900	1.76
10	BNY GCM Client Account JPRD AC ISG	647,917	1.71

Source: PREMIUM Integrated report 2025

Note:

1/ This company is a business that provides securities custody and safekeeping services (Custodian) to customers as its regular course of business, holding securities on behalf of customers who are the ultimate beneficial owners.

2/ A subsidiary of Recruit Holdings Co., Ltd., with the major shareholder being The Master Trust Bank of Japan, Ltd. (Trust account), holding 17.82% of the total shares.

3/ Yohichi Shibata holds the position of Director of PREMIUMGROUP.

4/ The major shareholder is Daiwa Securities Group INC., holding 19.65% of the total shares.

5/ A subsidiary of SOMPO Holdings Inc, with the major shareholder being The Master Trust Bank of Japan, Ltd. (Trust account), holding 15.43% of the total shares.

On February 25, 2025, GR Management (Thailand) Co., Ltd. (GMT) became a shareholder in the Company with 417,800,000 shares, representing 25.10% of the total paid-up capital. This resulted in the Company's paid-up capital increasing to 1,664,460,561 Baht.

Information of GR Management (Thailand) Co., Ltd. is detailed as follows:

Name of Shareholders		Percentage
1	Itochu Enterprise Co., Ltd.	51.00
2	GCT Management (Thailand) Co., Ltd.	49.00
Total		100.00

As of December 31, 2025, since its inception in 1982, the business has grown over a period of 43 years. The Company has a registered and paid-up capital of 1,664,460,561 Baht and has expanded its insurance business by establishing a subsidiary as a broker for all types of insurance, as well as expanding hire-purchase lending and personal loans under supervision. The Company has investments in 3 companies as follows:

EAST held investments in three companies namely:

1.3.1.1 **ECL ASSET Co., Ltd.** operates the "Land for Cash" business, providing loans using land as collateral through mortgage registration or sale with right of redemption, with the land title deeds kept at EAST. Established on March 27, 2018, it is currently a joint venture between 2 companies: EAST and Treehouse Co., Ltd. (formerly Global Best Real Estate Land Co., Ltd. (GBL)). This is a Joint Venture with a joint venture agreement, granting voting rights and the right to appoint directors with shared management authority, and sharing profit (loss) from operations according to the investment proportion of 60:40, respectively.

As of December 31, 2025, ECL ASSET Co., Ltd. had a registered capital of 80 million Baht and a paid-up capital of 60 million Baht. EAST's investment proportion is 60%, amounting to 36 million Baht. The consolidated financial statements show the investment in the joint venture at 57.16 million Baht, which is 21.16 million Baht higher than the initial investment, representing the share of recognized profit according to the investment proportion. (Partial details are shown in Item 8.1.3: Supervision of Subsidiaries and Associates).

1.3.1.2 **Mighty Broker Co., Ltd.** operates an insurance brokerage business. Established on November 20, 2019, it has a registered capital of 5 million Baht and a paid-up capital of 5 million Baht, with EAST holding 100% of the shares, making Mighty a subsidiary of EAST.

Mighty Broker received a non-life insurance broker license on August 28, 2020, and a life insurance broker license on December 16, 2020, commencing operations in November 2020. The separate financial statements as of December 31, 2025, show the investment in the subsidiary at a value of 5.0 million Baht. As of December 31, 2025, Mighty Broker had an operating profit from its own separate operations amounting to 61.69 million Baht. (Partial details are shown in Item 8.1.3: Supervision of Subsidiaries and Associates).

1.3.1.3 **Premium Service (Thailand) Co., Ltd. (PST)** operates an automotive repair service center. Established on November 16, 2016. In 2019, EAST reduced its investment to 15%, changing its status from

"Investment in Joint Venture" to "Other non-current financial assets." As of December 31, 2025, the investment value was 0 (Zero) Baht.

Location of legal entities in which the Company holds 10% or higher of their issued and subscribed shares

1. ECL Asset Co., Ltd.

Address: No. 89, AIA Capital Center, 12A Floor, Room 1205, Ratchadaphisek Road,
Din Daeng Subdistrict, Din Daeng District, Bangkok 10310

Telephone: 0 2641 5252

Type of Business: Land for Cash, providing loans secured by mortgages and sale with right of redemption of real estate.

Company Registration No.: 0105561056335

Capital and Share Class: Registered capital of 80,000,000 Baht, Paid-up capital of 60,000,000 Baht.

Ordinary shares: 800,000 shares at a par value of 100 Baht per share.

2. Mighty Broker Co., Ltd.

Address: No. 976, 5th Floor, Soi Praram 9 Hospital, Rim Khlong Samsen Road,
Bang Kapi Subdistrict, Huai Khwang District, Bangkok 10310

Telephone: 0 2096 4426

Type of Business: Insurance Brokerage

Company Registration No.: 0105562196220

Capital and Share Class: Registered capital of 5,000,000 Baht, Paid-up capital of 5,000,000 Baht.

Ordinary shares: 50,000 shares at a par value of 100 Baht per share.

3. Premium Service (Thailand) Co., Ltd.

Address: No. 89, AIA Capital Center, 12A Floor, Room 1205, Ratchadaphisek Road,
Din Daeng Subdistrict, Din Daeng District, Bangkok 10310

Telephone: 0 2050 8862

Fax: 0 2050 8861

Type of Business: Automotive repair center and extended warranty for auto parts.

Company Registration No.: 0105559180172

Capital and Share Class: Registered capital of 32,912,000 Baht, Paid-up capital of 32,912,000 Baht.

Ordinary shares: 598,400 shares at a par value of 55 Baht per share.

1.3.2 Persons who may have a conflict of interest holding more than 10% of the voting shares in subsidiaries or associates:

- None -

1.3.3 Relationship with the Business Group of Major Shareholders:

By the nature of the Company's core business operations, the Company is not a competitor and has no significant relationship or involvement with the business operations of the major shareholders.

1.3.4 Shareholders**(1) List of Major Shareholders**

Group and list of the top 10 major shareholders as of the book closing date on December 30, 2025:

No.	Name	Number of shares Held (Shares)	Percentage
1	Premium Co., Ltd.	419,446,350	25.20
2	GR Management (Thailand) Co., Ltd.	417,800,000	25.10
3	Mr. Precha Veerapong	82,565,800	4.96
4	Ms. Bangonsiri Werapong	58,358,700	3.51
5.	Mr. Chailak Kanan	55,050,000	3.31
6.	Prasartporn Junior Co., Ltd.	54,378,600	3.27
7	Mr. Prapakorn Veerapong	50,088,480	3.01
8	Mr. Danucha Verapong	43,200,000	2.60
9.	Mrs. Sumalee Veerapong	25,400,075	1.53
10.	Ms. Yajai Tantraporn	17,009,000	1.02
11	Mr. Nopadon Anulakchaivith	14,106,900	0.85
12.	Korach Industry Co., Ltd.	13,725,000	0.82
13	Mr. Yongyuth Satienrakul	11,535,692	0.69
14	Others	401,795.964	24.13
Total		1,664,460,561	100.00
Par Value 1 Baht/Share			

As of December 30, 2025, the Veerapong Family Group (Persons under Section 258, referring to persons acting in concert, reporting the acquisition or disposition of securities, and including the exercise of voting rights in the same direction) consists of the following shareholders:

No.	Name	Number of shares Held (Shares)	Percentage
1	Mr. Precha Veerapong and spouse	107,965,875	6.49
2	Ms. Bangonsiri Veerapong and spouse	58,358,700	3.51
3	Mr. Prapakorn Veerapong and spouse	52,838,480	3.17
4	Mr. Danucha Verapong	43,200,000	2.60
5	Ms. Patnarin Veerapong	2,341,300	0.14
6	Mr. Tanavin Veerapong	884,000	0.05
7*	* Prasartporn Junior Co., Ltd. Ltd.	54,378,600	3.26

Total	319,966,955	19.22

Note: * Prasatporn Junior Co., Ltd. operates in real estate rental (residential).

The list of shareholders includes:

Mr. Preecha Vereapong holding 3,600 shares, representing 30%

Mr. Praphakorn Veerapong holding 3,600 shares, representing 30%

Mr. Danucha Verapong holding 990 shares, representing 8.25%

1.4 Amount of Registered and Paid-up Capital

1.4.1 Ordinary Shares

As of December 30, 2025, the Company has a registered capital of 1,664,460,561 Baht, divided into 1,664,460,561 ordinary shares at a par value of 1 Baht per share. The paid-up capital is 1,664,460,561 Baht. There is a total of 5,495 shareholders, including 5,483 minority shareholders (Free Float), holding 507,247,256 shares, which accounts for 30.48% of the total issued and paid-up shares. Consequently, the Company maintains its status as a listed company according to the Free Float criteria of ≥ 150 shareholders or a combined shareholding of $\geq 15\%$ of the paid-up capital.

As of December 30, 2025, there is no indirect shareholding by directors or executives.

Other types of shares with rights or conditions different from ordinary shares

- None -

1.4.2 Shares or convertible securities of the Company used as underlying securities for the issuance of investment units of mutual funds for foreign investors (NVDR)

- None –

1.5 Issuance of other securities

1.5.1 Convertible securities

2025 - None

2024 - Warrants to purchase ordinary shares Series 4 (ECL-W4) totaling 369,583,135 units. The exercise ratio was 1 Warrant for 1 ordinary share at an exercise price of 2.00 Baht per share. The warrants matured on July 19, 2024.

1.5.2 Debenture securities

- None –

1.6 Dividend Policy of Eastern Commercial Leasing Public Company Limited

The Company has a dividend payment policy at a rate of approximately 50% of the annual net profit from the separate financial statements, after deduction of corporate income tax and legal reserves each year. This is subject to necessity and other appropriate factors in the future, such as the requirement to maintain a debt-to-equity ratio according to financial institution conditions. The approval of dividend payments is subject to the

resolution of the shareholders' meeting. For interim dividend payments, the Board of Directors has the authority to approve such payments when it is deemed that the Company has sufficient profit, and shall report to the shareholders at the next shareholders' meeting.

Dividend payment history for the past 5 years is as follows: (From the separate financial statements)

Description	2025 (Omitted)	2024 (Omitted)	2023	2022	2021
Net Profit after Corporate Income Tax (Baht million)	126.54	62.37	94.70	192.64	183.80
Appropriation for Legal Reserve (Baht million)	(6.33)	3.12	(4.74)	(9.63)	(9.19)
Net Profit after Corporate Income Tax and Legal Reserve (Baht million)	120.21	59.25	89.96	183.01	174.61
Number of Shares Issued and Paid Up (million shares)	1,664.46	1,108.86	1,108.86	1,108.86	1,108.86
Dividend Declared from Operating Results (Baht / Share)	0	0	0.05	0.10	0.08
Dividend Declared from Retained Earnings (Baht / Share)	0	0	0	0	0
Dividend Paid (Baht million)	0	0	55.44	110.88	88.71
Dividend Paid / Net Profit After Corporate Income Tax and Appropriation of Legal Reserve %	0	0	61.62 %	60.59 %	50.80 %

Note:

For the dividend from the operating results of the first half of 2023 – The Board of Directors' Meeting No. 4/2023 on August 10, 2023, resolved to approve an interim dividend payment from the operating results for the period from January 1, 2023, to June 30, 2023, to shareholders at a rate of 0.03 Baht per share for 1,108,860,561 shares, totaling 33.26 million Baht. The dividend payment date was set for September 8, 2023.

The 2024 Annual General Meeting of Shareholders on April 24, 2024, resolved to pay a dividend from the net profit for the year 2023 at a rate of 0.02 Baht per share for 1,108,859,002 shares, totaling 22.18 million Baht. The Company set the dividend payment date for May 16, 2024.

The 2025 Annual General Meeting of Shareholders on April 28, 2025, resolved to omit the dividend payment.

Dividend Policy of Subsidiaries

The dividend payment policy of subsidiaries: Each subsidiary will consider paying dividends from residual cash flow compared to its investment budget. If there is sufficient residual cash flow and legal reserves have been set aside, the subsidiary will consider dividend payments on a case-by-case basis.

RISK MANAGEMENT

2. RISK MANAGEMENT

2.1 Risk Management Policy and Plan

In the current business environment, key factors affecting operations are rapidly evolving and may impact the Company both positively and negatively. The Company recognizes that effective risk management is a fundamental pillar of sustainable business operations. It ensures that business objectives can be achieved amid changing economic and social conditions, while enhancing business opportunities and maintaining long-term competitiveness.

Eastern Commercial Leasing Public Company Limited and its subsidiaries have established comprehensive risk management policies and plans. The Company regards the Board of Directors, executives, and all employees as risk owners, responsible for identifying, analyzing, and assessing the likelihood and impact of risks that may affect business performance, as well as implementing preventive and mitigating measures. Risk control plans are designed to be flexible and responsive to continuously changing risk factors. To enhance risk management effectiveness amid economic volatility and organizational restructuring, the Board of Directors' Meeting on 22 February 2024 resolved to dissolve two sub-committees, namely the Corporate Governance and Sustainable Development Committee and the Risk Management Committee, and establish two sub-committees in replacement: (1) the Corporate Governance and Sustainable Development Sub-Committee and (2) the Risk Management Sub-Committee.

Subsequently, in 2025, to strengthen corporate oversight, the Executive Committee Meeting on 9 June 2025 resolved to dissolve the Compliance Sub-Committee and the PDPA Sub-Committee, as dedicated functions were already in place. These responsibilities were consolidated under the Corporate Governance and Sustainable Development Sub-Committee, under the supervision of the Executive Committee. The Compliance and PDPA functions continue to report to the Audit Committee or the Board of Directors, as applicable.

The Risk Management and Anti-Corruption Sub-Committee oversees enterprise risk management by utilizing the risk management plan as a framework for knowledge development and preparation of risk management reports, including quarterly and annual internal control and risk assessment reports to the Audit Committee and the Board of Directors. In 2025, the Company conducted systematic risk reviews in alignment with its business plan and embedded risk mitigation measures into operational activities.

2.2 Risk Factors for Business Operations

2.2.1 Risks to the Company's Current and Emerging Business Operations

(1) Risk related to the declining trend of used vehicle prices

Used vehicle prices are a critical factor affecting the risk of car-settled loans (collateralized loans) and consumers' decisions to purchase new vehicles. Recently, the used car market has faced challenges from Non-Performing Loans (NPLs) in the automotive sector, leading to a high volume of repossessed vehicles being auctioned since late 2024 through 2025. According to Union Auction data, the volume of repossessed cars tends to slow down due to debt relief measures and stricter lending criteria by financial institutions, which may cause

used car prices to increase by 10-15% compared to the same period last year. Part of the repossessed volume resulted from the expiration of debt relief measures and the suspension of vehicle repossessions during the COVID-19 period. Although used car financing offers higher interest yields than new car financing, it carries significant risk from declining used car prices, which may increase losses on the sale of repossessed vehicles for hire-purchase providers.

Given the economic uncertainty and high household debt, monitoring used car market trends is crucial for assessing credit risk arising from the depreciation of collateral value. This also impacts the new car market, as consumers delay replacing vehicles due to lower trade-in values. Furthermore, Electric Vehicles (EVs) and Hybrid Electric Vehicles (HEVs) have emerged as affordable alternatives with low down payments, reducing the popularity of used cars and causing prices to decline continuously. This remains a risk factor where hire-purchase providers may face higher vehicle returns or increased losses on sales.

Risk Management:

In 2025, the Company aims to mitigate these risks by emphasizing credit underwriting for used car dealers (tents) that demonstrate integrity and sell quality vehicles at fair prices. This ensures customer confidence in vehicle quality, popular brands, durability, and high liquidity. The Company analyzes income sources, occupations, and residences for preliminary credit quality assessment. Additionally, the Company employs a skilled marketing team proficient in vehicle appraisal and maintains a policy of providing loans below market value or requiring higher down payments to reduce exposure. The Company has also accelerated its collection system and provides debt restructuring assistance to minimize repossessions.

(2) Market and Competition Risk

Competition in the used car hire-purchase business focuses on reducing interest rates, causing market rates to decline or rise slower than the cost of funds from financial institutions. This is especially prevalent among "Captive Finance" providers and bank-affiliated companies that have shifted focus from new cars to used cars and "Big Bikes" to seek higher yields. Increased competition from new entrants has reduced the Company's returns. The average minimum fixed interest rates in the used car market for 2023, 2024, and 2025 were 2.79%, 2.99%, and 3.18%, respectively.

Risk Management:

The Company has adjusted its used car lending strategy regarding interest rates and down payment requirements based on vehicle age, brand, and model. Credit policies are segmented by risk group and geographic area, requiring average down payments of 20-30%. High-risk groups, such as the aviation sector, may require up to 50%, while some extremely high-risk segments may face a temporary suspension of lending. Conversely, low-risk customers with good payment histories are offered promotions like low down payments to maintain flexibility. The Company is also expanding into niche professional markets, maintaining quality dealer relationships, and diversifying into other products such as auto title loans, personal loans, and eco-friendly financial products.

(3) Operational Risk arising from Non-Performing Loans (NPLs)

The economic slowdown, expiration of relief measures, and climate change (e.g., earthquakes, floods) have hindered the financial recovery of many debtors. Coupled with rising household debt, the risk of default (breach of contract) has increased, leading to Non-Performing Loans (NPLs).

Risk Management:

The Company implements strict credit measures at every stage. Marketing teams assess debt-servicing capacity by evaluating guarantors and setting appropriate down payments. By focusing on high-liquidity and popular car models, the Company ensures that even in the event of repossession, assets can be liquidated quickly.

During the years 2024, and 2025, A/R overdue more than 90 days, and under litigation amounted to Baht 451.09 million and 456.86 million accounting for 8.86%, and 7.41% of total receivables respectively.

During the years 2023, and 2025, the Company maintained policy for customer assistant, through debtor suspension of payment and restructuring. Despite the customer support measures, overdue receivables increased greater than in prior period. Nonetheless the company recognizes the risks in such matter and has implemented accelerated measures in all forms to return the overdue A/R to income as much and as quickly as possible through outside contract hiring for collection, repossession of vehicle, and litigation as well.

(4) Risk from Disposal of Repossessed Vehicles

In 2023, the Company repossessed and disposed of 481 vehicles, with an aggregate cost of Baht 133.59 million, representing 2.42% of the total vehicles under hire-purchase contracts with the Company.

In 2024, the Company repossessed and disposed of 806 vehicles, with an aggregate cost of Baht 227.10 million, representing 3.73% of the total vehicles under hire-purchase contracts.

In 2025, the Company repossessed and disposed of 931 vehicles, with an aggregate cost of Baht 236.79 million, representing 3.38% of the total vehicles under hire-purchase contracts.

In 2023, 2024, and 2025, the Company recognized losses on sales of repossessed vehicles amounting to Baht 53.01 million, Baht 113.20 million, and Baht 108.09 million, respectively.

(Value of repossessed vehicles = outstanding loan balance – unearned interest income + repossession expenses)

For 2025, the loss on sales of repossessed vehicles amounted to Baht 108.09 million, equivalent to 45.64% of the aggregate cost. The overall loss decreased compared to the previous year, primarily due to improved liquidity in the disposal process, increased demand in the used car market, and prevailing economic conditions. Nevertheless, the Company continues to implement a prudent credit underwriting policy in order to minimize potential adverse impacts.

Risk Management

Repossessed vehicles are disposed of through public auctions, with selling prices determined by vehicle condition, age, market popularity, and prevailing demand at the time of sale. In the event that proceeds from such disposals are insufficient to fully cover the outstanding receivables, the shortfall may adversely affect the Company's financial position, operating results, and cash flows. To mitigate such risks, the Company has adopted

a comprehensive risk management framework covering the entire credit cycle. The Company applies stringent credit approval and underwriting criteria to ensure prudent loan origination and portfolio quality. In addition, the Company maintains efficient and timely debt collection and recovery processes to closely monitor delinquent accounts and expedite repossession where necessary. The Company also recognizes provisions for impairment of assets at levels considered adequate in accordance with applicable financial reporting standards, reflecting expected credit losses and potential losses on disposal of repossessed assets. Furthermore, the Company has diversified its disposal channels by engaging at least three professional auction service providers to reduce reliance on individual used car dealers and to broaden the bidder base, thereby enhancing liquidity and price competitiveness in the auction process.

In 2025, the Company recorded an average of approximately 80 repossessed vehicles per month. This reflected proactive debt monitoring and accelerated collection procedures, including the use of official online account (OA) communication channels to improve collection efficiency and customer engagement.

(5) Risk from Interest Rate Volatility

The hire-purchase business generates interest income at fixed rates throughout the contractual term of each hire-purchase agreement, subject to the regulatory ceiling prescribed by the Office of the Consumer Protection Board (OCPB). In contrast, the Company's cost of funds arises from borrowings comprising both fixed-rate and floating-rate interest structures. Accordingly, changes in borrowing rates have a direct impact on the Company's finance costs and net profit.

An increase in floating interest rates would result in higher interest expenses and may adversely affect the Company's profitability. As at the current outstanding balance, the Company had floating-rate borrowings totaling Baht 1,710.70 million. A 1.00% per annum increase in floating interest rates would result in an approximate increase in annual interest expenses of Baht 17.11 million.

Risk Management

The Company has established a policy to mitigate interest rate risk by securing funding sources with competitive fixed interest rates and low cost of funds in order to maintain an adequate net interest margin. The Company also seeks to align the maturity profile of its borrowings with the average tenor of its hire-purchase loan portfolio to reduce repricing risk.

The proportion of fixed-rate and floating-rate borrowings as at 31 December 2023, 2024, and 2025 is summarized as follows:

Type of Interest Rate	31 December 2025		31 December 2024		31 December 2023	
	Baht Million	Percent	Baht Million	Percent	Baht Million	Percent
- Fixed Rate*	1,429.83	45.53	1,302.56	43.54	1,269.97	43.20
- Floating Rate**	1,710.70	54.47	1,689.29	56.46	1,669.72	56.80
Total	3,140.53	100.00	2,991.85	100.00	2,939.69	100.00

Notes: - Fixed-rate borrowings include certain long-term loans, bills of exchange, and debentures (if any).

- Floating-rate borrowings include bank overdrafts, other short-term borrowings, certain long-term loans, and promissory notes.

(6) Liquidity Risk

The Company's sources of funds comprise shareholders' equity and borrowings from six financial institutions. The Company has not issued debentures as a funding instrument. The capital structure as at 31 December 2025 and 2024 is summarized as follows:

	2025 (Baht million)	%	2024 (Baht million)	%
Shareholders' equity	2,785.91	47.01	1,932.25	39.24
Short-term borrowings*	1,688.63	28.49	1,631.06	33.12
Long-term borrowings	1,451.90	24.50	1,360.79	27.64
Total borrowings	3,140.53	52.99	2,991.85	60.76
Total capital	5,926.44	100.00	4,924.10	100.00

*Short-term borrowings include bank overdrafts, other short-term loans, current portions of long-term borrowings, promissory notes, and bills of exchange.

As at 31 December 2025, borrowings accounted for 52.99% of the Company's total funding structure. Reliance on bank financing exposes the Company to liquidity risk. Should financial institutions demand early repayment of short-term facilities, the Company may face the risk of being unable to meet its obligations as they fall due. In addition, the Company may encounter constraints in securing sufficient funding to support its business expansion in a timely manner, or may be able to obtain funding only at a higher cost than acceptable, which could adversely affect its operating results.

Risk Management

The Company has established policies to mitigate liquidity risk by maintaining an appropriate funding structure and aligning the maturity profile of long-term borrowings with the expected cash inflows from hire-purchase receivables. The Company also emphasizes efficient installment collection and portfolio management to reduce maturity mismatches between sources and uses of funds.

As at 31 December 2025, short-term borrowings and current portions of long-term debt due within one year amounted to Baht 1,688.63 million. This was compared with contractual installments receivable from the loan portfolio due within one year of Baht 2,186.43 million, exceeding such obligations by Baht 497.80 million, which is considered sufficient to service debt repayments.

For borrowings due after one year but within two years amounting to Baht 721.14 million, the Company expects to receive installments from the receivable's portfolio due within the same period totaling Baht 1,890.08 million, exceeding the repayment obligations by Baht 1,168.94 million. Accordingly, the Company maintains adequate funding sources to meet its debt repayment obligations as they fall due during the respective periods. (Further details on the matching of sources and uses of funds are disclosed in Part 3, Section 4.1 Management Discussion and Analysis.)

(7) Risk from Future Leverage Capacity

In 2025, the Company generated new loan disbursements totaling Baht 3,055.27 million, averaging approximately Baht 254.60 million per month. As at 31 December 2025, the Company reported total liabilities of Baht 3,361.79 million and shareholders' equity of Baht 2,785.91 million, resulting in a debt-to-equity ratio (D/E Ratio) of 1.21 times, decreased from 1.62 times in the previous year.

For 2026, the Company has set a target for average monthly loan disbursements of approximately Baht 288 million to support business growth in line with economic conditions and the Company's liquidity position. This represents an increase of 13.25% compared to 2025. To achieve such growth, the Company may require additional borrowings in the future, which would increase its leverage and financial obligations.

The Company has obtained approval from five commercial banks to maintain a D/E Ratio covenant of 3–4 times. Accordingly, the Company remains exposed to the risk of breaching such financial covenants and must strictly comply with loan agreements and related conditions. Failure to comply may result in suspension of credit facilities or restriction of additional funding, which could adversely affect the Company's liquidity and business operations.

Risk Management

In addition to bank borrowings, the Company has established a policy to diversify its funding sources by seeking alternative and appropriate sources of capital, such as low-cost loan facilities, liquidity support funds, issuance of debentures, or strategic investors. The Company also prepares cash flow forecasts and funding plans to ensure adequate liquidity in alignment with projected hire-purchase loan disbursements. Furthermore, the Company manages its equity base to ensure sustainable capital growth and profitability, thereby maintaining an appropriate D/E Ratio consistent with financial institutions' lending requirements, for the best interests of the Company and its shareholders.

(8) Risk from Reliance on Specialized Personnel

The Company's used-car hire-purchase and title loan business requires experienced marketing personnel with expertise in vehicle inspection, valuation, and assessment of market prices for used cars, motorcycles, and big bikes. Strong relationships with used car dealers are also essential. In addition, skilled debt collection and repossession personnel are required to effectively monitor delinquent accounts and recover assets.

The competitive landscape in the automotive lending market includes commercial banks, non-bank financial institutions, and private used car dealers offering integrated financing via online platforms. Therefore, the Company's performance depends significantly on the capability and retention of qualified sales and collection personnel. Inability to recruit and retain suitably qualified staff may adversely affect the Company's operations and business opportunities.

Risk Management

As at present, the Company employs 69 personnel in credit marketing and 39 personnel in debt collection and recovery functions. The Company also engages outsourced service providers to support collection and recovery activities, which is considered adequate for the current portfolio size.

Recognizing the importance of human capital retention, the Company has implemented incentive measures to retain key personnel, including clear career path development, competitive remuneration aligned with knowledge, performance, and industry benchmarks, continuous training and skill development programs, and initiatives to foster employee engagement and a sense of ownership. The Company also supports compliance with human rights principles in the workplace.

(9) Information Technology and Cybersecurity Risk

The Company's operations rely extensively on electronic communication systems, computer networks, and internet connectivity as part of its digital transformation strategy, including remote working arrangements. Such reliance exposes the Company to cyber threats, including unauthorized access, data breaches, ransomware attacks, and potential leakage of confidential information relating to the Company and its customers.

The Company is required to comply with relevant Thai laws and regulations, including the Computer Crime Act, the Cybersecurity Act, and the Personal Data Protection Act (PDPA). Inadequate control over information security may result in financial loss, reputational damage, regulatory penalties, or legal liabilities.

Risk Management

The Company has established information security policies and IT governance practices to ensure robust internal controls, system resilience, and protection of confidential information, including corporate, customer, and personal data. Key measures include firewall systems, periodic access right reviews, enhanced data backup frequency, disaster recovery planning, and intrusion detection systems.

In addition, the Company promotes ongoing cybersecurity awareness among employees through internal communication channels to ensure proper and secure use of technology across all levels of the organization.

(10) Risk from Changes in Laws and Government Policies

The Company operates a used-car hire-purchase and vehicle title loan business, as well as insurance brokerage activities, under a framework of good corporate governance, transparency, and ethical conduct. The Company must comply with various applicable laws and regulatory requirements, including the Debt Collection Act, the Anti-Money Laundering Act (as amended), the Personal Data Protection Act, and relevant notifications of the Consumer Protection Board and other competent authorities.

Regulatory changes may affect hire-purchase interest income, yields, and overall operating results. Non-compliance or operational errors may result in customer complaints, regulatory investigations, reputational damage, fines, or other sanctions.

In 2023, the Office of the Consumer Protection Board (OCPB) issued regulations effective from 10 January 2023 designating hire-purchase of cars and motorcycles as a contract-controlled business. The regulations impose

interest rate caps calculated on an effective interest rate (EIR) basis as follows: not exceeding 10% per annum for new cars, 15% per annum for used cars, and 23% per annum for motorcycles. The regulations also revise the early settlement rebate structure, requiring higher tiered rebates of not less than 60%, 70%, and up to 100% of unearned hire-purchase interest, replacing the previous flat 50% rebate requirement.

On 5 June 2025, a Royal Decree was issued to bring hire-purchase and leasing businesses for cars and motorcycles under the Financial Institution Business Act, effective 2 December 2025. The Company recognizes its obligation to comply with applicable rules, procedures, and conditions, with emphasis on fairness and transparency to customers.

Risk Management

In 2025, the Company established a Corporate Governance and Sustainability Sub-Committee to oversee compliance with laws and regulations, monitor regulatory developments, and coordinate with internal audit and legal functions to ensure timely adaptation to regulatory changes.

The Company is also a member of the Thai Hire-Purchase Association, enabling participation in consultations and industry feedback regarding regulatory policies.

The Company conducts regular training, communication, and knowledge assessments for employees at all levels to ensure compliance with applicable regulations. Following the Royal Decree placing the business under the supervision of the Bank of Thailand effective 2 December 2025, the Sub-Committee has reviewed and is in the process of aligning the Company's operations within the regulatory timeframe prescribed by the Bank of Thailand. The Company appointed a certified Data Protection Officer (DPO) in 2020, who operates under the supervision of the Corporate Governance and Sustainability Sub-Committee and reports to the Board of Directors at least annually. The DPO oversees personal data governance to ensure compliance with the Personal Data Protection Act B.E. 2562 (2019), including employee training, preparation of compliant documentation and forms, enhancement of IT systems and operational processes, and remediation of findings based on recommendations from external consultants.

2.2.2 Risks to Securities Holders

Risk from Major Shareholders Holding More Than 25%, The Company has three major shareholder groups: Premium Group Co., Ltd. (25.20%), GR Management (Thailand) Co., Ltd. (25.10%), and the Veerapong Family (19.22%). Combined, they hold over 50% of shares, allowing them to control most shareholder resolutions, except for matters requiring a three-fourths majority by law or the Articles of Association.

Risk Management:

The Company maintains a policy to treat all shareholders equitably and fairly, prioritizing the best interests of both the Company and its shareholders in accordance with the Good Corporate Governance policy, which the Company strictly adheres to. The Company places great importance on the rights of minority shareholders to attend meetings. Opportunities are provided and encouraged for retail shareholders to exercise their rights to nominate

directors, fully express opinions or inquire about the Company's operations, and participate in voting on all matters on an equal basis. Furthermore, the notice of the shareholders' meeting will specify the objectives, rationales, and the Board of Directors' opinions in an adequate and appropriate manner to serve as fundamental information for shareholders' decision-making. Additionally, in the event that the Company enters into a related party transaction of a size that requires approval from the shareholders' meeting, any interested shareholders who are considered connected persons under the relevant notifications of the regulatory authorities shall have no right to vote on such agenda item.

2.2.3 Risks to Investment in Foreign Securities

- None -

**BUSINESS DRIVEN TOWARD
SUSTAINABILIBY**

3. Business Driven Toward Sustainability

3.1 Policy and Objective on Sustainability Management

Sustainable Development Policy

The Company is committed to conducting business with a focus on long-term sustainability rather than merely short-term profits. We prioritize sustainable organizational development under Good Corporate Governance, aligned with our vision and mission: "To be an expert in the used car hire-purchase market, a fair business partner, a provider of excellent service, and a creator of long-term value for stakeholders." This serves as a guideline for our operations across all dimensions, including Corporate Governance & Economics, Social, and Environmental. We consider the impacts on all stakeholders throughout the Company's Value Chain to create long-term value and evolve toward a sustainable organization. Accordingly, the Company has established a Sustainability Development Policy to serve as a framework for sustainability management as follows:

Economic and Governance Dimension

1. Conduct business according to Good Corporate Governance principles with integrity, transparency, and fairness. Adhere strictly to laws and regulations while supporting anti-corruption, preventing undue benefits, and managing risks to establish them as a corporate culture.
2. Improve and develop work processes to ensure quality and service standards. Promote the development of innovation and new technologies to meet the needs and satisfaction of customers and partners, thereby enhancing competitive advantage.
3. Seek new funding sources and business partners to ensure continuous business growth.
4. Promote and support business partners, suppliers, customers, and other stakeholders in the business chain to operate according to sustainable development guidelines.
5. Maintain cybersecurity and personal data protection.

Social Dimension

1. Conduct business based on the principles of respect for human rights, equality, and fairness toward all stakeholder groups. Refrain from and avoid involvement in any forms of harassment or violation.
2. Promote the development of personnel skills and potential. Create incentives to retain talented personnel and provide appropriate, fair, and equitable welfare and compensation.
3. Prioritize excellent service for partners, visitors, and customers, including the safety, occupational health, and working environment of employees.
4. Promote awareness of sustainable organizational development to establish it as a corporate culture.
5. Participate in social responsibility by supporting and promoting activities that improve quality of life, create jobs, and support the economy, community, and education.

Environmental Dimension

1. Conduct business with consideration for the community, society, and the environment, both locally and globally, without creating negative impacts. Collaborate with and support businesses/partners that provide products that help reduce greenhouse gas emissions to help address the global climate change crisis.
2. Promote knowledge and raise awareness among directors, executives, and employees at all levels regarding environmental conservation and the cost-effective and efficient use of resources, such as electricity, water, and paper, including waste separation to reduce waste volume and promote reuse.
3. Support and campaign for the use of environmentally friendly products and equipment.

3.2 Management of Stakeholder Impacts in the Company's Value Chain

3.2.1 Business Value Chain

The Company operates in the business of providing financial services for used car hire-purchase, auto title loans, and providing advertising and public relations services to brokerage companies for insurance policies and other eco-friendly insurance products. Therefore, the Company's business operations consist of the following Primary Activities:

(1) Inbound Logistics: Designing and developing loan products and insurance-related credit that are suitable for the Company's objectives and consumers, with consideration for sourcing funding, loans, reliable car dealers, and reputable insurance companies.

(2) Operations: Providing financial services, including vehicle hire-purchase loans, lending services, and auto title loans; and providing advertising and public relations services to brokerage companies, including convenient, fast, fair, and standardized annual tax renewal services for partners and customers. These operations comply with relevant regulations and include the development of systems and technology to ensure the security of financial services.

(3) Outbound Logistics: Providing direct services to customers at the headquarters and branches, as well as handling service requests and inquiries through the Company's social media channels. Services are also provided at automotive centers or car dealerships where customers wish to apply for loans.

(4) Marketing and Sales: Providing fair financial services and ensuring that product information, including interest rates, is comprehensive, clear, transparent, and provides sufficient benefit for customers to make informed decisions.

(5) Customer Services: Providing timely notifications of credit results, rapid delivery of hire-purchase contracts, sending payment confirmation data, and notifying payment status. Services include balance inquiries via telephone and the Company's social media, as well as providing assistance when debtors face difficulties. The Company remains open to suggestions, opinions, and complaints regarding its products and services, while strictly maintaining the protection of customers' personal data.

(6) Support Activities: To ensure the aforementioned activities achieve their goals, support activities include the organizational structure management of all departments, including credit approval, accounting, finance, legal, debt collection and repossession, follow-up, procurement, information technology, and human resources. This involves

recruiting and selecting high-quality personnel suitable for their positions with growth opportunities. The human resources planning department collects, evaluates, and analyzes data for product development and business expansion, including providing training and knowledge for continuous development and public relations to ensure every unit operates under the Company's strategies and objectives to achieve goals efficiently.

3.2.2 Stakeholder analysis within the business value chain

Relationship between the organization and stakeholders

Exhibit depicts relationship between the organization and stakeholders

Stakeholder	Channel of Communication	Need/Expectation Examples	Company Response Guideline to Stakeholder Example
Shareholders/ Investors	- Shareholders' meeting - Various Information disclosure per regulatory requirement - Providing opportunities for shareholder agenda proposal, or submitting enquiry related to the company in advance - Investor meeting through participation in certain activities - Information dissemination via investor relation/ Chairperson of the Executive Committee - Analyst meeting/ investor meeting - Company Secretary, and investor relation unit, contact channel establishment via company website. - information, lead, and complaint submission	- Trusting company administration, providing funding support through capital increase for sustainable business growth - Financial return (dividend and share value) good operating results, and steady dividend payment - Receiving important information accurately, complete and timely - Business engagement and administration with fairness, transparency in accordance governance principle	- Administration through ethical conduct, and good governance principle - Business engagement with due care for the sustainable growth for the best interest and impact of all stakeholders. - Equal treatment toward shareholders, and monitoring shareholders' right responsibly by the Board of Directors - Investor relation unit has the duty of information and news disclosure, accurately, complete, pervasive, and performing duties with due care - Comprehensive risk management with regular risk factor ID and modification
Creditor	- Agree to execute loan agreement - Meet with creditors - The CFO is designated as main contact/ coordinator with creditors	- Compliance with terms and condition of the agreement - Proceeding with repayment strictly with term and punctual - Maintenance of honesty, transparency, professionally in business engagement - There has been no fraud situation found in the organization.	- Strictly compliance with terms of agreement and timely - Establish and conduct in accordance with financial liquidity management plan with efficiency. - In the event company policy changes, the unit directly responsible shall be assigned the task of forwarding letter / arranging for meeting to clarify/create understanding for such matter with creditor in compliance with company policy - Internal audit report to mitigate risks

Stakeholder	Channel of Communication	Need/Expectation Examples	Company Response Guideline to Stakeholder Example
Partners/Suppliers	- Disclose clearly company standard policy and practice guideline for treatment with trade partner - Agree to execute agreement - Trade partner visit - Lead, complaint, and suggestion submission channel - Management meeting with trade partner to nurture a good and sustainable relationship to listen to problem and find improvement resolution with trade partner	- Maintain good relationship - Fair return on business - Maintenance of honesty, transparency, professionally in business engagement - Strict compliance with trade terms and condition for vehicle and expense payment punctually - products and services meet standard and in response to customers' needs - Compliance with regulations and announcements issued by the Department of Land Transport to mitigate risks.	- Implementation of policies and regulations for grading and screening partners, agents, and service providers with fairness and clarity, while adhering to commercial terms. - Establish appropriate rate of return on trade in line with industry practice. - Discussion and negotiation with trade partner to enable achieving a mutually satisfactory cooperative agreement - Implement internal audit function performing audit and control to ensure compliance with policy against fraud and corruption practices - Intent on creating good relationship with trade partner, as means to maintain market position, and best interest of both without contradiction with moral value or tarnishing company' s reputation - Establish unit receiving complaint/ suggestion and contact channel with trade partners
Customer	- Customer satisfaction survey - Complaint and suggestion submission channel - Customer visit by Management or its representative to nurture a good and sustainable relationship - Providing credit service through marketing staff and branch office including social media.	- A fair hire purchase contract - Compliance with terms and condition of the agreement - A standard and quality service - To provide complete and true product information - Speedy product delivery - To maintain customer satisfaction - To protect private personal information - To assist customer upon facing problem	- To provide advice regarding vehicle purchase, application for hire purchase credit finance, vehicle registration pledge against borrowings. - To provide convenience and speed - To offer customer purchase of insurance coverage with a sound insurance company - The company arranges for hire purchase contract with terms and conditions appropriately and fair to customer. - Upon customer reported unfair treatment and complaint the company shall consider compensation for damage as appropriate. - To develop product and service with responsibility and appropriate for customer - To comply with the debt collection act, money laundering act, and other relevant laws. - To protect private personal information, and maintain cyber security

Stakeholder	Channel of Communication	Need/Expectation Examples	Company Response Guideline to Stakeholder Example
Employee	- Employee satisfaction survey - Complaint and suggestion submission channel - To arrange for training and development for knowledge, potential enhancement, and operational skill - To arrange for various labor relation activities - Entity governance, and ethics manual, and employee manual - To communicate announcement, order, various public relation news through activity board, group line, or email. - Occupational Health and Safety Committee meeting - There is Sub-Committee for Employee Welfare - Presence of an Employee Welfare Committee.	- A good, appropriate, and fair compensation and fringe benefits - There is safety and good working environment - There is training and development for employee potential - There is job security and advancement - To participate in development planning in accordance with the individual position level and responsibility - To attend to complaint and respect for human right - Management of complaint issues, and protection of providers of lead fairly. - Employees are treated equally without discrimination. - Employees are not forced to work overtime. - Treating employees with equality and non-discrimination. - No forced overtime.	- Consistent improvement of welfare to suit current situations, such as low-interest staff loans, cost-of-living adjustments, and group insurance. - The appointment of an employee welfare committee with tenor of 2 years to act as employee representative - Development and improvement of the Occupational Safety, Health, and Working Environment management system, such as drinking water quality testing and workplace environmental quality audits. - There is policy encouraging management and employee participation in training/ seminar, enhancing essential knowledge and skill as appropriate to individual function. - Implementation of Key Performance Indicators (KPIs) to determine fair compensation. - Arrange for position succession plan for employee professional advancement - Employee rotation plan to enable employee who wishes to transfer, or learn other work function, to move to department of their desire with approval from relevant departments
Competitor	- To participate in Thai hire purchase business association meeting - To conduct business with ethics, professionalism, without distortion, false accusation or harassment on competitor.	- To engage in business with ethics and professionalism - No distortion of facts or slander against competitors. - No monopoly or dumping practices to increase the	- To engage in business and compete with transparency, fair, without misinformation to discredit, false accusation or harassment of competitor - To arrange for regulation, and marketing staff and related, training to conduct their duties with ethics without conflict of interest with the business of the company - To create cooperation among employees to enhance development in the industry

Stakeholder	Channel of Communication	Need/Expectation Examples	Company Response Guideline to Stakeholder Example
		customer base or reduce competition.	- To prepare 'check list' for performance audit to prevent fraud and corruption. - Implementing an operational Checklist to monitor performance and prevent corruption and misconduct.
Community, society, and environment	- Complaint and suggestion submission channel from stakeholders - Public charitable activities, community development, and various campaigns - Public relation, information and news distribution for understanding	- Business engagement with concern for community, society and the environment nearby and at large without negative impact on them. - To care, develop, and promote continually quality of life in the community and society - To participate with the community and society with openness listening to idea and suggestion.	- To engage in business under the policy of responsibility toward society and the environment with regular appropriateness review - To organize activities for the community, society, and environment, with employee participation to access nearby community creating exchange of understanding - Cultivating a mindset for public service and promoting an organizational culture of responsibility that considers impacts on the community, society, and environment. - Encourage and promote projects of the types that conserve energy, and mitigate impact on environment continually. - The support community product and service to create income for the community
Authorities/ relevant organization	- to participate in meeting, training, seminar, exchange of knowledge and information, sharing of skill and experiences - Activities and social networking per agenda and opportunities to strengthen relationship - to contact, coordinate via responsible authorities - Information, lead, and complaint submission	- compliance with relevant law, rules, and regulation - To engage in business with fairness, ethics, and responsibilities toward the community, society, and the environment - To cooperate and support in various aspects	- To engage in business in accordance with the governance principle, and strict compliance with laws, rules and regulation of the authorities - To monitor the changing relevant law and requirement, regular company policy and regulation review to correspond completely and accurately with the law and regulation - To report information completely and in accordance with requirement of laws. - To cooperate to be part of the assistance for development of the economy, the community, the society, and the environment. - Participating in the Thai Private Sector Collective Action Against Corruption (CAC) program.

3.3 Sustainability Management in the Environmental Dimension

3.3.1 Policy and Practice Guide for the Environment

To provide guidance in the business engagement toward the sustainable growth within the recognition of the importance of natural resource consumption including the impact arising directly and indirectly toward the environment, the company has prepared the social and environmental responsibility policy.

For the year 2024-2025, the company undertakes to increase the importance of the environmental management and care with the following objectives:

Environmental Management	Short term target (1-2 years)	Operating Plan
Energy Management	To reduce electricity energy consumption by 1-2% in comparison with base year	- Campaign for using stairs instead of elevator. Turn off air-condition 30 minutes prior the closing hour everyday - Prepare electricity consumption as necessary project; prepare PR media for electricity consumption information - Purchase energy saving electric appliances replacing broken down appliances - Create conscientious for appliances care with respect to turning them off after use. - Regular maintenance and inspection of the functioning of electric appliances - Retention of proper electricity consumption information, inspection of branch electricity consumption
Water Management	To reduce water consumption by 1-2% in comparison with base year	- Campaign for electricity consumption as necessary only, take good care of equipment - PR to provide knowledge about water saving guideline, and economical and efficient water consumption - Retention of proper water consumption information, verifiable for all branches
Refuse, waste, and pollution Management	To reduce waste by 1-2% in comparison with base year	- Campaign for recycle of used paper, with sorting of document for reuse without infringement on private personal information protection law - Develop system with emphasis on electronic transactions - Prepare issuing and consumption of paper report for each department on a quarterly basis, posted to company group line media - PR to provide knowledge regarding saving paper guideline with efficiency and disposal of hazardous waste - Retention of proper paper consumption information, verifiable of each department/branch
Greenhouse gas management	To reduce greenhouse gas release by 1-2% in comparison with base year	- Purchase energy saving electric equipment to replace broken down equipment - Procure equipment produced from environmentally friendly resources - Campaign for useful activities regarding greenhouse gas release for example use of cloth bag instead of plastic bag - Participation as a member of the "3 Sahai Green" project in collaboration with SCG and the Stock Exchange of Thailand (SET) to reduce carbon emissions. - Participation in the "Care the Bear" project with the Stock Exchange of Thailand (SET).

3.3.2 Result of activities regarding environment

The Company recognizes the importance of conducting business with consideration for environmental impacts and aims to appropriately manage potential risks. Although the Company's used car hire-purchase business is indirectly involved in resource consumption and emissions from vehicle usage, the Company prioritizes the promotion of responsible vehicle use. This is achieved by encouraging customers and partners to conduct regular vehicle inspections and perform maintenance according to specified intervals and mileage. Such practices help reduce emissions, improve fuel efficiency, extend vehicle life, and enhance driving safety. In this regard, the Company has

collaborated with partners to open vehicle inspection and maintenance service centers that utilize standard technology from Japan to elevate the quality of vehicle care and mitigate environmental impacts, while consistently offering benefits and promotions to encourage customers to utilize these services. Additionally, the Company provides vehicle warranty products to support proper maintenance, reduce risks from using inefficient vehicles, and help alleviate the cost burden on customers. This promotes the cost-effective use of resources and supports environmentally friendly business operations in the long term.

The Company instills awareness in its employees regarding the use of office equipment, encouraging the reduction of elevator usage and the efficient, economical, and worthwhile consumption of water, electricity, telephone, air conditioning, and paper resources. This includes reducing the use of certain detergents and chemicals that may cause pollution. Regular inspections of electrical equipment, cleaning of air conditioners, and checks on the condition of water dispensers and drinking water quality are conducted at least once a year. Furthermore, the Company prioritizes improving employee attire or uniforms to suit global warming conditions by selecting uniforms that are easy to wash, require no ironing, and use environmentally friendly materials. Guidelines have been set for employees to use their uniforms for at least two years to reduce unnecessary production and resource consumption. In 2025, the Company implemented a new employee uniform design while maintaining the original concept to align with the change in the Company's logo. Given that the previous uniforms had been in use for approximately two years, this change followed an appropriate usage cycle, considering cost-effectiveness and environmental impact. This approach helps control procurement costs and reduces redundant production, serving as a part of the Company's contribution to mitigating global warming indirectly.

Report of Consumption of Electricity, Water, Paper, and the Greenhouse Gas Emission

During 2023 – 2024, the Company was able to collect data on electricity, water, and paper consumption only partially, as it faced issues regarding lost documentation at certain branches. Consequently, the Company processed the available data and prepared accompanying notes for each case to disclose data limitations. Subsequently, during 2024 – 2025, the Company developed and improved regulations for the storage of electricity, water, and paper usage documents in collaboration with relevant departments. This initiative aimed to elevate the data collection process to be systematic, accurate, and verifiable. As a result, in 2025, the Company successfully collected comprehensive data on electricity, water, and paper consumption across all units and branches. This serves as a critical database for monitoring, analyzing, and establishing future resource consumption targets.

Regarding greenhouse gas management, the Company is currently in the process of gathering and recording greenhouse gas emission data within Scope 1 and Scope 2 for the year 2024 to serve as the base year for calculation and evaluation. The Company plans to continuously develop its measurement and reporting systems for greenhouse gas emissions to support business operations that consider long-term environmental impacts.

Exhibit for Electricity Consumption for the Year 2023, 2024, and 2025

Annual Electricity Consumption	Electricity Bill Payment	Quantity of Electricity Consumed (Kw)
* 2023	1,856,910.16	380,817
* 2024	1,812,253.73	364,897
* 2025	1,504,692.79	266,972

Note:

2023: Data was fully collected from all branches from January to November 2023. The average electricity rate was 4.88 Baht per kW. Compared to 2022, electricity expenses increased by 354,815.80 Baht, or 23.62%.

2024: Data was fully collected from all branches (Chanthaburi branch closed on May 13, 2024) from January to December 2024. The average electricity rate was 4.97 Baht per kW. Compared to 2023, electricity expenses decreased by 44,656.43 Baht, or 2.40%.

2025: Data was fully collected from all branches from January to December 2025. The average electricity rate was 5.64 Baht per kW. Compared to 2024, electricity expenses decreased by 307,560.94 Baht, or 16.97%.

Based on the electricity consumption data above, the Company deems it appropriate to establish a systematic energy management guideline for 2026. The target is to reduce electricity consumption by no less than 2% per year to control costs and promote energy efficiency. In this regard, the Company will continuously implement measures and activities to support energy saving, such as allocating budgets for the procurement of energy-saving equipment, improving the efficiency of office electrical appliances, and conducting public relations and awareness campaigns for employees on proper energy usage, such as switching off and unplugging electrical devices after every use.

Exhibit for Water Consumption for the Year 2023, 2024, and 2025

Annual Water Consumption	Tap Water Bill Payment	Quantity of Water Consumed (Litre)
* 2023	32,186.31	1,116,600
* 2024	15,645.34	826,000
* 2025	23,714.92	962,320

Note:

2023: Data was fully collected from all branches. Water consumption decreased only slightly from the previous year.

2024: Collected data consists of the Headquarters, Chonburi, and Pattaya branches (Chanthaburi branch closed on May 13, 2024). The average water rate was 0.02 Baht per liter.

2025: Data was fully collected from all branches. The average water rate was 0.025 Baht per liter. Compared to 2024, expenses increased by 8,069.58 Baht, or 51.58%.

Therefore, in 2026, the Company maintains its policy to reduce water consumption and will continue its data collection efforts. Furthermore, the Company will promote and support various activities that enhance water efficiency and reduce resource waste sustainably.

Report on paper consumption and plastic waste

The Company continues to prioritize efficient resource utilization and environmental impact reduction alongside business growth. We consistently monitor and record paper consumption data to guide the development of work processes aligned with sustainability goals. In 2025, the Company consumed 1,065,511 sheets of paper, an increase from 938,526 sheets in 2024. However, this volume remains lower than the 1,688,496 sheets used in 2023. This reflects the Company's ability to control resource consumption despite a continuous expansion in transaction volume and credit facilities. The increase in paper usage in 2025 is consistent with business growth and did not rise at the same rate as the workload. This is attributed to the increased adoption of digital technologies, particularly employee and customer applications, which reduce reliance on physical documents and demonstrate our commitment to Resource Decoupling.

Furthermore, the Company has implemented ongoing measures to reduce paper use, such as conducting meetings via E-Document, campaigning for internal units to use paper only when necessary, and promoting digital workflows to enhance long-term resource efficiency. The Company aims to consistently reduce paper consumption while evolving into a Digital Organization, which will tangibly mitigate environmental impacts.

Regarding plastic waste management, the Company encourages employees to participate in proper waste segregation, particularly for water bottles and plastic cups, to enter recycling processes or be donated to organizations that can repurpose them. This effort helps reduce waste volume, supports cost-effective resource use, and continuously fosters environmental awareness within the organization. The Company is committed to a responsible growth path, emphasizing resource efficiency coupled with technology integration to reduce environmental footprints and support long-term sustainable development.

Campaign for Waste Segregation: Paper, Water Bottles, and Plastic Cups

The Company prioritizes resource management and the reduction of waste generated from business operations, partly arising from the auto hire-purchase service process, documentation, and coordination with customers and partners. In 2025, the Company continued to implement waste segregation measures and encouraged employee participation as follows:

1. **Paper Management:** Reusing paper that does not contain personal data internally by ensuring both sides are used effectively before proper disposal. For documents containing personal data, the Company ensures immediate destruction after use to comply with Personal Data Protection laws (PDPA). Additionally, the Company promotes the use of electronic documents, such as digital storage of contracts and internal files, to reduce long-term paper consumption.
2. **Plastic Waste Segregation:** The Company collects plastic cups, water bottles, and plastic cutlery for donation to agencies, community organizations, or entities that can utilize them for recycling or public interest activities, thereby reducing the amount of waste requiring disposal.
3. **Promoting Eco-friendly Behavior:** The Company encourages employees to reduce single-use plastic by campaigning for the use of personal mugs or containers. Waste segregation points are provided within the office to facilitate sorting before disposal or recycling.

Report on Climate Change Mitigation

The Company is committed to participating in environmental impact reduction and mitigating climate change. From 2023 to 2025, the Company participated in the "Care the Bear: Change the Climate Change" project by the Stock Exchange of Thailand (SET). This project drives greenhouse gas (GHG) emission reduction through organizational activities, both onsite and online, under the "6 Cares" principles: 1) Encouraging public transport or carpooling 2) Reducing paper and plastic use 3) Choosing reusable materials 4) Energy conservation 5) Abstaining from foam use 6) Reducing food waste. These guidelines foster eco-friendly behaviors and align with Sustainable Development Goal (SDG) 13: Climate Action.

In 2025, the Company continuously implemented four key activities to support GHG reduction:

- 1) Digital Meetings: Conducting Board and subcommittee meetings using E-Documents to minimize paper use.
- 2) Educational Support: Organizing a trip to provide scholarships and prizes to students at Wat Phai Chorakhe School, Nakhon Pathom, using Company vans for carpooling to reduce energy consumption.
- 3) Seminar Coordination: Organizing seminars with subsidiaries and business partners in Chonburi, utilizing buses instead of private cars to reduce energy use and GHG emissions from travel.
- 4) Social Contribution: Donating consumer goods to the Pattaya Orphanage, Chonburi, using centralized bus transportation to minimize GHG emissions while engaging in social responsibility.

Furthermore, following the 2024 collaboration with solar cell providers, the Company has expanded its eco-friendly business practices by providing credit facilities to customers wishing to install solar power systems. This clean energy technology reduces reliance on fossil fuels and indirectly mitigates global warming. The Company remains determined to develop activities and business strategies that continuously reduce GHG emissions through 2026, contributing to a low-carbon society and long-term environmental sustainability.

3.4 Sustainability Management in the Social Dimension

3.4.1 Policy and Practice Guideline regarding the Social aspect

3.4.1.1 Human Rights Policy

The Company recognizes the importance of strict adherence to human rights and encourages employees to exercise their rights as citizens under the Constitution and the law. The Company consistently provides human rights training and education to directors, executives, and employees to foster awareness, understanding, and the appropriate application of human rights principles in their work. Furthermore, the Company has established behavioral guidelines for employees to treat colleagues and stakeholders with dignity, respect, social etiquette, and kindness, serving as positive role models for one another. Additionally, the Company treats employees at all levels with equality and non-discrimination, regardless of disability, underprivileged status, origin, nationality, race, ethnicity, skin color, gender, age, religion, language, physical condition, health, personal status, or social status. This includes respecting privacy, personal data, and the freedom of action within the scope of legitimate rights according to professional duties, the law, and human rights principles. The Company's guidelines are as follows:

- Support and Respect Human Rights Protection: The Company has no policy or involvement in any form of violation, such as non-participation in and non-support of illegal forced labor or child labor. Overtime work is never used as a condition to avoid punishment or wage deductions.
- Dignity and Respect: Treat employees, stakeholders, communities, and surrounding societies with respect for human dignity. Prioritize equal human rights, attend to the well-being of others, and provide mutual assistance during disasters or hardships.
- Political Neutrality: Do not obstruct the political expression or the exercise of political rights under the law for employees at all levels. Executives are prohibited from using their authority to persuade, pressure, or force employees to support any political activities.
- Anti-Sexual Harassment Policy: The Company maintains a policy against sexual harassment in any form, including verbal expressions, criticisms of sexual orientation, unwanted physical sexual advances, intimidation, or creating a hostile work environment. This includes the dissemination of lewd content, images, or jokes. The Company has established disciplinary actions for offenders through a fair investigation process, ensuring protection for affected persons and fair adjudication.

3.4.1.2 Fair Labor Practices Policy

The Company is committed to treating employees fairly and respecting human dignity, adhering to labor laws, human rights principles, and business ethics as core guidelines. We recognize fundamental labor rights, provide appropriate compensation and welfare, and promote occupational health, safety, and a working environment conducive to efficient operations. The Company strives to be an open organization that values equality and supports employee growth alongside sustainable organizational growth.

- Continuous Potential Development: Provide opportunities for employees at all levels to learn and develop their potential. Adhere to the principle of equality in considering promotions, transfers, and appointments based on knowledge, capability, and suitability. Conduct regular performance appraisals to support fair career advancement and avoid discriminatory decisions.
- Fair Employment Conditions: Provide fair employment terms where employees receive compensation appropriate to their potential. Payments of wages, overtime, and leave entitlements comply with labor laws. Support employees in maintaining an appropriate Work-Life Balance. In cases of termination, the Company proceeds with fairness and strictly follows relevant laws.
- Anti-Forced Labor: Do not support forced or unfair labor. Overtime work is strictly voluntary. Promote equal treatment of labor without discrimination.
- Employee Engagement and Grievance Mechanisms: Prioritize employee participation by providing various communication channels for opinions, suggestions, or complaints, with the option for anonymous reporting. Establish a fact-finding process and appropriate actions to ensure fair treatment. Furthermore, the Company recognizes the elected Employee Welfare Committee, which serves as representatives to facilitate communication and foster mutual understanding between employees and the organization.

- Internal Communication: Consistently communicate essential information regarding business direction, organizational status, and strategy through departmental and organizational meetings to build shared understanding and support employee participation in driving the organization.

- Welfare and Benefits: Strictly comply with laws and welfare requirements. Provide appropriate benefits such as annual health check-ups, social security, provident funds, health insurance, life and accident insurance, multi-purpose loans, and uniforms. Organize engagement activities such as recreation and social activities to create a collaborative and harmonious work environment.

- Well-being and Financial Security: Prioritize the physical and mental health of employees by supporting exercise and well-being activities. Provide knowledge on financial planning, savings, and investment to prepare employees for long-term security.

- Recognition and Incentives: Maintain a system for recognizing and rewarding employees with outstanding performance or long-standing commitment to the organization to build motivation and promote a culture of excellence.

- Grievance Management Process: Implement a responsible management process for employee complaints regarding actions that may violate policies, regulations, or the law. The Executive Committee will appoint or assign a working group to gather facts concerning alleged violations. Upon receiving the final report, the Executive Committee will consider actions and responsibilities to mitigate damages for affected persons while considering the overall impact on the collective.

- Freedom of Expression and Representation: Grant freedom of expression and recognize the elected Employee Welfare Committee, which serves a 2-year term. This aligns with the objectives of collective bargaining between the Company and employees regarding compensation and career pathing. The Company provides timely and appropriate information to employees and their representatives regarding performance, business conditions, and any significant organizational changes.

- Occupational Health and Safety: Established the "Occupational Safety, Health, and Working Environment Committee" to propose guidelines for a safe working environment. The Company employs professional Safety Officers to analyze risks and conduct annual risk assessments. Key safety initiatives include:

1. Mandatory orientation for all new employees before starting work.
2. Conducting exit interviews to collect feedback and suggestions for organizational improvement.
3. Fire drills and evacuation training, ensuring at least 40% of employees are trained in firefighting and 100% participate in an annual fire evacuation drill.
4. First aid training.
5. Annual workplace environmental quality monitoring.
6. Disseminating updated safety regulations and occupational health guidelines to all employees.
7. Adapting to the post-COVID-19 environment by utilizing both physical and video conferencing, supported by necessary software and network infrastructure for effective communication.
8. Promoting and supporting exercise and activities for physical and mental health.

The Company is committed to the continuous development of human resource management to create a fair, safe, and supportive work environment, which serves as the foundation for sustainable organizational growth.

Occupational Safety, Health, and Working Environment Policy

The Company prioritizes the health and safety of employees at all levels by organizing and promoting continuous activities. These include annual health check-up programs and support for sports and physical activities, such as internal sports competitions and participating in sports events with business partners to strengthen employees' physical and mental well-being. Furthermore, the Company emphasizes providing an appropriate, safe, and efficient working environment at both the headquarters and branches. We promote a corporate safety culture to mitigate the risk of workplace accidents through the following policies:

- 1) Legal Compliance: Strictly comply with laws, regulations, and standards related to occupational health and safety, as well as other requirements adopted by the organization.
- 2) Resource Support: Provide cooperation and support in terms of personnel, time, and budget, including adequate and appropriate training to ensure continuous development in occupational safety, health, and working environment.
- 3) Employee Participation: Strive to involve employees in safety activities by promoting awareness, internal communication, and consistent adherence to safety guidelines.
- 4) Personnel Development: Develop human resources to ensure knowledge and understanding of occupational safety, health, and environment, including preparedness for emergency situations.
- 5) Continuous Improvement: Support and promote the improvement of work environments and safe practices, while regularly inspecting safety equipment and building systems to maintain the health and well-being of employees.
- 6) Valuable Resources: Regard all employees as the most valuable resources of the organization; therefore, occupational safety, health, and working environment are considered fundamental policies that the Company implements consistently.

In 2025, the Company encouraged employees from various departments to attend safety-related training, such as the Safety Officer at the Management Level course, basic firefighting and evacuation training, and first aid training. These initiatives aim to build essential skills to prevent and minimize losses from unexpected events, enabling employees to care for themselves and assist others correctly and promptly.

Additionally, the Company monitored sustainability trends and knowledge at the national level by participating in the SX Sustainability Expo 2025, which focused on concepts such as "Better Living" and "Better Me." These themes relate to creating safe environments, enhancing employee well-being, adapting to climate change risks, and adopting innovations for responsible environmental management. The Company has applied these insights to improve its safety standards and working environment to support sustainable business operations in line with long-term ESG (Environmental, Social, and Governance) principles.

Human Resource Development Policy

The Company is committed to the continuous development of employee potential at all levels. Once employees become part of the organization, we strive to build a culture of engagement and cooperation, ensuring they can work happily and harmoniously both within and between departments. This leads to increased operational efficiency and high-quality customer service. The Company promotes and supports participation in various training courses appropriate to employees' roles and levels of responsibility to enhance knowledge, skills, and capabilities in response to the changing business landscape. This includes learning about business ethics and corporate governance to prepare employees for higher roles and responsibilities in the future.

In 2025, the management mandated the continuous preparation and review of standard operating procedures (SOPs) for each department. Emphasis was placed on the role of supervisors in providing on-the-job training, sharing experiences, and closely developing employee potential. Simultaneously, employees were encouraged to attend training from specialized external institutions for in-depth learning and effective application in their work. This coverage spans various departments, including Branch Marketing and Services, Accounting, Finance, Credit Approval, Debt Collection and Repossession, Legal, and the Compliance and Enterprise Risk Management Office, as well as the Company's directors and executives. The Company aims for human resource development to be a key mechanism in strengthening long-term organizational stability and sustainability, emphasizing continuous development to ensure the continuity of organizational knowledge and readiness for succession in key positions.

3.4.1.3 Consumer Responsibility Policy

- Financial Inclusion & Fair Service: The Company recognizes its responsibility to consumers as a financial service provider committed to promoting Financial Inclusion. We operate under the principles of Market Conduct ensuring fairness, transparency, and accountability, with the customer's best interests as our priority. We focus on developing products and services that match customers' needs and debt-servicing abilities. In 2025, the Company prepared its operations to comply with the Bank of Thailand (BOT) regulations regarding hire-purchase and leasing businesses for cars and motorcycles (effective December 3, 2025), reflecting our commitment to elevating consumer protection standards and supporting responsible lending.

- Responsible Lending: We emphasize providing credit responsibly by evaluating the suitability of loans against the customer's repayment capacity. We prioritize presenting accurate, complete, and easy-to-understand information to support prudent financial decision-making. Furthermore, we continuously improve our credit underwriting and after-sales processes to enhance service quality, speed, and customer experience at every touchpoint. We provide appropriate guidance throughout the contract term and plan to develop a One-Stop Service model to support diverse needs and promote fair access to capital.

- Financial Literacy: The Company promotes financial literacy among customers to support appropriate use of financial services. Employees are responsible for disclosing comprehensive information regarding product conditions, interest rates, and financial obligations before a customer makes a decision. We consistently monitor debt

status to provide debt management advice. Upon detecting signs of payment risk, the Company is ready to consider assistance such as Debt Restructuring to help customers maintain financial discipline and avoid over-indebtedness.

- **Transparency in Asset Sales:** We prioritize fairness in the sale of repossessed vehicles. An Asset Appraisal Subcommittee has been appointed to determine fair pricing based on actual vehicle conditions and verifiable data before sending them to auction houses. Before any sale, the Company follows a fair process by notifying debtors in advance, allowing them the opportunity to redeem the asset or close the account within a reasonable timeframe. We strictly avoid distorting or omitting material facts regarding vehicle quality or registration status to maintain consumer trust.

- **Privacy and Personal Data Protection:** Customer confidentiality is paramount. We ensure that customer data is handled appropriately and not used for unauthorized purposes without consent, except as required by law. The Company has implemented the Personal Data Protection Act (PDPA) B.E. 2562 policy and measures to control data access, ensuring that directors, executives, and employees strictly adhere to these practices to prevent unauthorized disclosure.

- **Anti-Money Laundering (AML/CFT):** The Company supports financial system stability by cooperating with government agencies in Anti-Money Laundering and Combating the Financing of Terrorism. We have established policies for Know Your Customer (KYC), customer risk profiling, transaction monitoring, and reporting suspicious transactions to the relevant authorities within legal deadlines.

- **Regulatory Compliance:** We operate strictly within the frameworks of the Office of the Consumer Protection Board (OCPB), the Debt Collection Act, and the Bank of Thailand's guidelines. We maintain manuals and standard operating procedures (SOPs) that are regularly updated to reflect legal changes, fostering a corporate culture of transparency and non-exploitation.

- **Complaints and Whistleblowing Channels:** The Company provides multiple channels for feedback and grievances. The Sales Planning Department handles online complaints, while the Human Resources Operations Department manages direct walk-ins and phone calls. Complaints are forwarded to executives for resolution. The Company investigates facts and provides an initial update within 7 days. Significant complaints are reported to senior management, the Bank of Thailand, and the Board of Directors.

Contact Channels:

Letter: Address to the Audit Committee, Internal Auditor, or Company Secretary at the Company's office.

Email: comsec@eastautocash.com (Company Secretary) or navaroch@eastautocash.com (HR Operations).

Website: https://www.eastautocash.com/IR_cor_form

3.4.1.4 Community and Social Development Participation Policy

The Company recognizes the importance of social and environmental responsibility. We have established a Social Responsibility Policy to instill a shared consciousness among executives and employees to act as a responsible member of society. We respect local customs and cultures in all areas where we operate and strive to build strong community relations.

We believe that our branch expansion does more than just provide access to capital; it stimulates local economies, creates jobs, and promotes the growth of local entrepreneurs, thereby strengthening the grassroots economy. The Company aims to Create Shared Value (CSV) by integrating business growth with community well-being. We operate under the framework of the law and Good Corporate Governance, avoiding any actions that could negatively impact society to ensure a balanced and sustainable co-existence with the community in the long term.

Innovation and Diffusion of Innovation from Operations with Responsibility to Society, Environment, and Stakeholders

The Company is committed to continuous innovation to enhance operational efficiency and service quality, while creating value for society, the environment, and all stakeholders. Building upon previous product and system developments, the Company has consistently integrated technology into its financial service processes to increase convenience, speed, and transaction security. This support for financial inclusion caters to diverse customer needs, ultimately improving quality of life and supporting economic activities.

The Company has developed electronic credit approval and payment processes, including the adoption of digital technology for customer data storage to replace paper-based documentation. These initiatives improve operational efficiency, streamline workflows, and support eco-friendly operations. Furthermore, upgrading the internal communication system to an IP Phone system has enabled the Company to handle increased usage volumes, reduce costs, and support regulatory compliance. Simultaneously, the Company has developed loan products to support the installation of Solar Cell systems, promoting clean energy use to reduce fossil fuel dependency and indirectly mitigating environmental impacts.

In 2025, the Company further elevated its services toward a digital-first model with the launch of the “EAST AUTO CASH” application for both employees and customers. This platform supports end-to-end online loan applications, featuring identity verification via the National Digital ID (NDID) system and Dip Chip authentication through the Department of Provincial Administration’s system. These advancements enhance convenience, speed, and security, significantly reducing paper usage and accommodating the continuous growth in transaction volume. Such developments reflect the Company’s dedication to leveraging technology to strengthen business potential and elevate the customer experience in the digital age.

The Audit Committee and Internal Auditors have expressed support for improving operational systems to ensure efficient data integration. They have also encouraged the Company to consider engaging technology experts to optimize investment suitability and long-term management efficiency. Consequently, the Company aims to foster an environment conducive to continuous development, making innovation a core part of its operational standards. This will enhance competitive advantage, create social value, and support the sustainable growth of the organization.

3.4.2 Social Performance

3.4.2.1 Performance on Human Rights Respect

- The Company manages risks by conducting human rights impact assessments as part of the enterprise risk management process, which is regularly audited and evaluated. The Company consults with the Risk Management Subcommittee to improve and ensure that the human rights risk assessment is appropriate and aligned with the business context, as follows:

Human Rights Risk Issues	Affected group	Risks	Measure and risk management action
1. Violation of Labor Rights	Employees	- Excessive working hours without overtime pay or forced work on holidays. - Pressure to achieve unrealistically high targets. - Restricting or threatening employees who express opinions on marketing strategies. - Forcing employees to be responsible for uncontrollable complaints. - Discrimination based on gender, race, age, religion, ethnicity, or culture. - Unfair wages. - Restriction of freedom of association/assembly. - Unfair dismissal.	- Establish employment and labor management policies. - Define clear standard operating procedures (SOPs) and working hours, strictly adhering to relevant laws. - Develop clear Job Descriptions for each position. - Establish an Employee Welfare Committee. - Benchmark wage rates against similar positions in the industry. - Define policies for the treatment of employees as a guideline. - Provide channels for employee suggestions and grievances. - Conduct human rights violation awareness training for employees. - Consistently communicate and organize activities regarding physical and mental health through various channels. - Establish clear policies and procedures for termination in compliance with labor laws.
Occupational Health and Safety	Employees	- Workplace accidents. - Inappropriate working environments.	- Establish policies for Safety, Occupational Health, Environment, and Energy. - Appoint a Safety, Occupational Health, Environment, and Energy Committee. - Focus on providing services via online systems to reduce travel-related accidents. - Organize activities and communicate health and mental well-being knowledge to employees.
Personal Data	- Employees - Customers - Partners	- Potential leakage of personal data to external parties.	- Establish Privacy Policies for customers, partners, and employees as a guideline. - Define IT Security policies and practices.

Human Rights Risk Issues	Affected group	Risks	Measure and risk management action
			- Train employees on PDPA compliance and Information Security Awareness. - Implement access control to limit data access based on specific departmental responsibilities. - Provide training to all employees on data privacy and data breach prevention.

- The Company encourages and provides opportunities for both internal and external stakeholders including employees, shareholders, and the community to participate by expressing opinions or reporting actions that may constitute human rights violations. This ensures that issues are reflected and addressed appropriately. The Company provides channels for contact, feedback, suggestions, or complaints as specified on the Company's website for convenience and transparency.

- The Company prioritizes equal treatment and non-discrimination, including promoting employment opportunities for all groups. The Company strictly complies with laws regarding the promotion and development of the quality of life for persons with disabilities and consistently contributes to the Fund for Empowerment of Persons with Disabilities. In 2025, the Company did not employ persons with disabilities as the open positions required specific specialized skills. However, the Company aims to explore ways to promote career opportunities for persons with disabilities in the future, such as supporting the development of necessary job skills to increase access to appropriate employment aligned with individual potential.

- In 2025, there were no reported cases of human rights violations in the Company's business operations or against its employees.

3.4.2.2 Performance on Fair Labor Practices

Employee

Employment

The Company maintains an employment policy focused on equality, without restrictions or discrimination regarding gender, race, religion, skin color, or culture. In 2025, the Company had a total of 254 employees, with diverse age ranges, genders, education levels, and job functions.

Number of New Hires and Employee Termination

Employee category	Type of employment	Number of persons		
		2025	2024	2023
New hires	Permanent	48	6	25
	On contract	0	13	45
	Government Staff	0	0	0
Total		48	19	70
Termination	Permanent	20	32	23
	On contract	2	15	19
	Government Staff	0	0	0
Total		22	47	42

****The employee turnover rate is 8.66% of the total workforce.**

Employee Proportion by Gender

Gender	2025		2024	
	Number of Employees	Percents (%)	Number of Employees	Percents (%)
Male	123	48.43	106	46.09
Female	131	51.57	124	53.91
Total	254	100	230	100

Employee Proportion by Age

Age Range	2025		2024	
	Number of Employees	Percents (%)	Number of Employees	Percents (%)
Between 20 – 30 Years	38	14.96	41	17.83
Between 31 - 40 Years	112	44.09	100	43.48
Between 41 – 50 Years	75	29.53	61	26.52
Over 50 Years	29	11.42	28	12.17

Employee Proportion by Years of Service

Tenure	2025		2024	
	Number of Employees	Percents (%)	Number of Employees	Percents (%)
Less than 2Y	69	27.17	50	21.74
2Y – 5Y	54	21.26	53	23.04
6Y – 10Y	78	30.71	75	32.61
More than 10 Y	53	20.87	52	22.61

Ratio of Basic Compensation between Male and Female Employees

In 2025, the ratio of basic compensation for male employees was 59.58% and for female employees was 40.42% (calculated from the total basic compensation of all permanent and contract employees). The proportion of female to male employees was 51.57%.

Return to Work and Retention Rate after Maternity Leave

In 2025, out of 131 female employees, 2 employees exercised their right to maternity leave. Following the leave period, 1 employee returned to work as normal, representing a 50% retention rate of employees who took maternity leave.

Absentee Rate from Work-Related Injuries

In 2025, the Company had zero recorded statistics of work-related accidents. This data is reported to the Department of Labour Protection and Welfare of the local area every quarter. Furthermore, the Company promotes development for employees at all levels to enhance their knowledge and capabilities.

Employee Development

In 2025, the Company organized a total of 26 internal and external training courses, with a total of 2,410 training hours. This resulted in an average of 9.5 training hours per person per year. Employees and executives participated in various internal training programs, while new employees underwent a 3-hour orientation to enhance their initial knowledge. The Company consistently organizes annual training to improve skills and expertise in job-related courses, with a target average of at least 12 hours per person per year. The curriculum focuses on enhancing operational and communication skills, as well as rules, regulations, and laws directly affecting the Company and its customers, such as the new accounting system for public companies. Additionally, each unit organizes labor relations activities. In 2026, the Company plans to implement an employee satisfaction survey.

1. Executive Level

In 2025, internal training courses included: * Compliance with Anti-Corruption Policy, Corporate Governance and Business Ethics, PDPA Basics, Human Rights, Identifying Ultimate Beneficial Owners (UBO) and Customer Risk Profiling, and Business Continuity Plan (BCP).

External training courses included: * Anti-Money Laundering and Combating the Financing of Terrorism and Proliferation of Weapons of Mass Destruction (AML/CFT/WMP) in accordance with the AMLO Regulation on Training for Reporting Entities B.E. 2563, Professional Credit Life Insurance Sales Techniques, Prohibited Expenses and Input Tax Issues, and an In-depth Study of TAS 1 and the Transition to IFRS 18 for Financial Statement Preparation.

2. Employee Level

In 2025, internal training courses included: * Compliance with Anti-Corruption Policy, Corporate Governance and Business Ethics, PDPA Basics, Human Rights, Identifying Ultimate Beneficial Owners (UBO) and Customer Risk Profiling, and Business Continuity Plan (BCP).

External training courses included: * AML/CFT/WMP training, Electric Vehicle (EV) Registration and Insurance, Update on Vehicle Registration and Online Systems 2025, Cyber Security 101 for Beginners 2025, Professional Credit Life Insurance Sales Techniques, Labor Potential Development and Entrepreneurship, AML/CFT Compliance Knowledge Promotion for Hire-Purchase Businesses and AMRAC System Usage, Cybersecurity & Fraud Prevention in the Finance & Leasing Industry, 2025 Update on the Debt Collection Act and Repossession Guidelines, PDPC Debt Collection and Bank of Thailand (BOT) Debt Burden Relief Measures, Hire-Purchase and Leasing Tax Update 2025, In-depth Stamp Duty on 23 Instruments and E-Stamps, Overview of Credit and Leasing Compliance, UBO Verification Seminar, Effective Accounting Review Techniques for Financial Statements, Excel Workshop for Financial Analysis, E-Contract Transformation for Hire-Purchase 2025, Solutions for Vehicle Registration Issues for 2026 onwards, COSO-ERM for Internal Auditors, Transforming Hire-Purchase with AI and Big Data, and the Transition to IFRS 18.

Regarding new employees, in 2024, the Company organized five orientation courses: (1) Company Introduction, (2) Occupational Safety for New Employees, (3) Occupational Diseases, (4) Anti-Corruption Policy Guidelines, and (5) Computer-Related Crimes Act. In 2025, the Company continued these courses and added content on the Personal Data Protection Act (PDPA) to foster legal awareness and standards.

While the Company sets a target of 12 training hours per person per year, the 2025 average was 9.5 hours. This was due to a limited number of industry-specific courses being offered by external labor skill development institutions. Consequently, in 2026, the Company will strive to identify more courses to ensure that training hours for both executives and employees meet the established goals.

Employee Welfare

- **Annual health check-ups**

The Company provides basic health check-ups and in-depth analyses, such as colon and liver cancer screenings, as well as influenza vaccinations for all employees who have not received one within the past year. These services are provided by a medical team from Praram 9 Hospital to identify health deficiencies or risks, allowing employees to receive timely treatment. In the past year, the overall health results showed that employees are generally healthy, with no severe occupational diseases reported.

- **Environmental Quality Monitoring 2025**

The Company commissioned MET Co., Ltd. to conduct indoor air quality monitoring on August 26, 2025. The assessment covered 9 workspace locations across various buildings and floors, with the following parameters measured:

- 1) Relative Humidity
- 2) Air Movement
- 3) Respirable Dust (PM10 and PM2.5)
- 4) Total Viable Bacterial Count
- 5) Total Viable Fungi Count

Results: 6 out of 9 locations passed all standards. However, 3 locations failed in specific categories, with corrective actions taken as follows:

- 1) High Bacterial Count: Found in some areas (exceeding $< 500 \text{ CFU/m}^3$), likely due to insufficient ventilation or high occupancy.

Corrective Actions: Improved air exchange rates, inspected air conditioning/ventilation fan efficiency, and implemented intensified cleaning with appropriate disinfectants in high-traffic and confined areas.

- 2) High Air Movement: Found in some areas (exceeding $0.10 - 0.30 \text{ m/s}$), potentially causing employee discomfort.

Corrective Actions: Adjusted the direction and velocity of air vents and fans to ensure uniform air distribution without hitting employees directly.

Workplace Light Intensity Measurement



The Company measured light intensity at 83 workstations. All points complied with legal and academic standards, ensuring a suitable environment that poses no risk to employees' vision or health.

Electrical and Fire Safety Inspections



On July 3, 2025, the Company hired Thai Abba Co., Ltd. to inspect the Headquarters' electrical systems, fire alarms, emergency lighting, and exit signs. All components, including building elevators, wiring, and circuit breakers, passed the safety standards.

Fire Prevention and Suppression Drills 2025



Conducted annually to ensure employee preparedness and minimize potential loss of life and property. Training was provided by Trainer in Thai Co., Ltd. on December 22-23, 2025, covering both theory and practical fire evacuation drills.

Employee Loan Welfare

The Company updated its employee loan program, offering interest rates lower than commercial financial institutions. These loans are granted based on necessity and the employee's repayment capacity to alleviate financial burdens.

Drinking Water Quality and Sanitation



Drinking water dispensers are cleaned and water quality is tested every 6 months to ensure employee health and hygiene.

3.4.2.3 Performance on Customer and Stakeholder Responsibility

- Debt Restructuring: In 2025, the Company focused on its primary debt restructuring measures to alleviate customer burdens. Following the conclusion of previous specific projects (such as the Debt Mediation Fair 2023 and the "BY ECL Debt Clinic" 2024), the Company continues to offer restructured payment plans aligned with regulatory guidelines.

- Supporting Fixed-Income Groups: Increased credit extension to customers with stable incomes to enable vehicle ownership for business expansion and to stimulate economic circulation.

- Grievance Mechanism & Results:

- In 2025, the Company received a small number of complaints: 3 in Q1, 3 in Q2, 0 in Q3, and 2 in Q4. All were resolved within a 1 to 7-day timeframe.
- Most complaints related to inappropriate debt collection practices. The Company addressed these by reviewing collection guidelines and providing further training to relevant staff.
- Complaint data is disclosed on the Company website, and the launch of the customer application in 2025 has further improved service by allowing easy access to payment balances and receipts.

3.4.2.4 Performance on Community and Social Development Participation

In 2025, the Company organized projects to foster social responsibility among staff:

- Children's Day Activity: Executives and employees provided scholarships and prizes to students at Wat Phai Chorakhe School (Nakhon Pathom).



- Donation Drive: Donated consumer goods to support the welfare of orphans and persons with disabilities at the Pattaya Orphanage (Chonburi).



MANAGEMENT ANALYSIS AND EXPLANATION

4. Analysis and Explanation of Management

4.1 Operation and Financial Position Analysis

- Operational Overview

In 2025, the Company's new loan originations totaled THB 3,055.27 million, an increase of THB 956.80 million or 45.60% compared to THB 2,098.47 million in 2024. The growth in lending was driven by a recovering economy and rising demand for vehicles for business purposes. Furthermore, hire-purchase interest rates remained at levels that supported customers' repayment capabilities. However, the Company remains vigilant. Growth was also supported by the tourism and service sectors, alongside private consumption expansion due to income recovery among salary-based customers. While the Company continues its lending policy, it maintains a cautious approach, closely monitoring economic trends and interest rate policies of financial institutions to ensure alignment with the economic situation.

The Company reported a net profit for 2025 (consolidated financial statements) of THB 137.94 million, an increase of THB 75.91 million or 55.03% year-on-year. This significant growth was primarily due to the increase in loan originations, leading to higher hire-purchase interest income and an expanded loan portfolio. Additionally, the Company recognized interest income from its new "Personal Loan" product.

Funding costs decreased due to partial debt repayment using proceeds from capital increases provided by major shareholders. Furthermore, losses from the sale of repossessed vehicles declined compared to the previous year.

- Revenue

Total revenue amounted to THB 785.06 million, up THB 75.66 million or 10.67% year-on-year.

Hire-Purchase Interest Income: Totaled THB 567.32 million, an increase of THB 36.50 million or 6.88%. Revenue from hire-purchase has grown steadily but moderately during 2023–2025. This moderate growth is attributed to the Company's ongoing debt restructuring measures in 2024–2025 to assist affected debtors amid a nascent economic recovery. Additionally, the interest rate caps on all vehicle types and late payment fee restrictions imposed by the Office of the Consumer Protection Board (OCPB) limited the growth rate of interest and other related incomes. Yield and Interest Spread: The Yield on Loans for 2025 was 10.83% (compared to 11.27% in 2024), while the Interest Spread was 6.77% (compared to 5.89% in 2024). (Refer to Table 4.3.2 and 4.3.4 for details).

Note: The Yield decreased slightly due to intense competition in the used car market, leading to a conservative interest rate adjustment policy. However, the Company increased its proportion of motorcycle loans, which offer higher returns. The improved Interest Spread was largely due to a decrease in interest expenses on borrowings throughout the year.

Other Income: Totaled THB 211.83 million, primarily consisting of fees and service charges related to loan originations and debt collection, service income from Mighty Broker, and bad debt recovery of THB 22.43 million. Recoveries were driven by payments from previously written-off debtors, sales of loss-group receivables from repossessed vehicles, and rigorous follow-up by the legal department.

- Expenses

Total expenses and corporate income tax for 2025 amounted to THB 648.29 million, a slight decrease of THB 0.73 million or 0.11% from THB 649.02 million in 2024.

Selling and Administrative Expenses Totaled THB 359.96 million, an increase of THB 19.22 million. A major component was the loss on sale of repossessed vehicles amounting to THB 108.90 million. This was influenced by a faster turnover of repossessed cars that matched current market demands.

Interest expenses totaled THB 126.22 million, a decrease of THB 38.74 million or 23.48%. This was due to the Company using capital increase funds to prepay bank loans and a general decline in interest rates from financial institutions. Although loan growth in the second half of the year led to increased borrowing, the overall interest expense for the year remained stable. The Cost of Funds for 2025 and 2024 was 4.06% and 5.38%, respectively.

Bad Debt and Expected Credit Loss (ECL): In 2025, the Company wrote off bad debts totaling THB 102.36 million (up from THB 75.42 million in 2024). The Company set aside an additional ECL of THB 20.58 million. This is a decrease compared to the THB 52.40 million set aside in 2024, primarily due to a reduction in ECL for receivables currently in litigation and the effect of bad debt write-offs.

Financial Position

- Total Asset

The Company's total assets in 2023, 2024, and 2025 were valued at THB 4,982.21 million, THB 5,069.87 million, and THB 6,147.71 million, respectively. In 2025, total assets increased by THB 1,077.84 million, primarily driven by the growth of the Hire-Purchase Receivable portfolio due to increased lending, as well as other receivables resulting from the launch of the Personal Loan product. The Company holds investments in Joint Ventures valued at THB 57.16 million (a decrease of THB 10.35 million from 2024) and had a long-term investment in a car repair business of THB 3.88 million. However, after full impairment recognition from investment valuation, the remaining book value of the car repair investment is THB 0 (zero).

The Return on Assets (ROA) for 2023, 2024, and 2025 was 1.56%, 0.83%, and 1.69%, respectively. The increase in ROA in 2025 compared to 2024 was due to the expansion of the hire-purchase portfolio and improved operational performance.

Net Assets Awaiting Sale (Foreclosed Assets) in 2025 amounted to THB 16.32 million, compared to THB 26.41 million in 2024, representing a decrease of THB 10.09 million. This decrease resulted from more efficient and faster vehicle repossession processes. At year-end, the Company assesses the net realizable value of these assets to align with current used-car market conditions. Any losses incurred from sales are pursued through debt collection and legal proceedings against the debtors.

- Receivable Quality and Allowance for Expected Credit Loss

The details of receivables and the allowance for expected credit losses for 2025 and 2024 are as follows:

Million Baht	2025	2024
Hire Purchase Receivable	7,568.45	6,096.33
Deduct – Unearned Interest Income, and Brokerage Fee Undue	<u>(1,525.29)</u>	<u>(1,106.01)</u>
Hire Purchase Receivable Net of Unearned and Brokerage Fee	6,043.16	4,990.32
Deduct – Expected credit loss	<u>(280.68)</u>	<u>(250.32)</u>
Net Hire Purchase Receivable	5,762.48	4,740.00
Loan Receivable	55.05	23.51
Deduct – Expected credit loss.	<u>(2.22)</u>	<u>(0.60)</u>
Car Loan Receivable Net	52.83	22.91

Year 2024, the company's hire purchase receivables and provision for expected credit loss is as follows:

	Receivables net off Unearned interest	Provision for expected credit loss
Level 1	5,294,257,251.58	83,795.356.79
Level 2	358,049,218.92	45,180,011.26
Level 3	<u>390,854,016.70</u>	<u>151,708,252.46</u>
Total	<u>6,043,160,487.20</u>	<u>280,683,620.51</u>

Year 2024, the company's hire purchase receivables and provision for expected credit loss is as follows:

	Receivables net off Unearned interest	Provision for expected credit loss
Level 1	4,264,440,484.83	64,904,660.89
Level 2	350,397,177.32	42,326,857.51
Level 3	<u>375,480,021.89</u>	<u>143,084,103.53</u>
Total	<u>4,990,317,684.04</u>	<u>250,315,621.93</u>

Year 2025, the company's loan receivables and provisioning for expected credit loss is as follows

	Receivables net off unearned interest	Provision for expected credit loss
Level 1	50,473,735.47	977,617.83
Level 2	1,879,459.16	89,261.77
Level 3	<u>2,692,289.84</u>	<u>1.153,383.75</u>
Total	<u>55,045,484.47</u>	<u>2,220,263.35</u>

Year 2024, the company's loan receivables and provision for expected credit loss is as follows: (first year operations):

	Receivables net off unearned interest	Provision for expected credit loss
Level 1	23,180,261.72	454,363.59
Level 2	0	0
Level 3	335.928.83	148,098.95
Total	<u>23,516,190.55</u>	<u>602,462.54</u>

The Company has established an allowance for expected credit losses for receivables under litigation, debt restructuring agreements for hire-purchase, sale with right of redemption, and other receivables for 2025 and 2024 as follows:

Currency: Million Baht	Year 2025	Year 2024
Receivables under litigation	57.96	69.47
Receivables under compromised agreement	1.04	1.18
Receivables under mediation agreement	4.32	4.62
Total	63.32	75.27
Less: Allowance for Expected Credit Loss	(61.00)	(72.49)
Receivables - net	2.32	2.78

Detailed expected loss provisioning (formerly doubtful debt) for receivables under litigation, HP contract compromised agreement, including receivables for sales with right of redemption

Year 2025				
Type of receivables	Amount	Receivable net of collateral value	Rate of provisioning	Provisioning for expected loss
Litigation receivables	57,964,790.19	57,964,790.19	96 -100%	55,646,198.59
HP receivable under compromised agreement	1,042,895.33	1,042,895.33	100%	1,042,895.33
Receivables under mediated agreement	4,316,448.06	4,316,448.06	100%	4,316,448.06
Total	63,324,133.58	63,324,133.58		61,005,541.98

Year 2024				
Type of receivables	Amount	Receivable net of collateral value	Rate of provisioning	Provisioning for expected loss
Litigation receivables	69,471,771.58	69,471,771.58	96 -100%	66,692,900.71
HP receivable under compromised agreement	1,183,110.28	1,183,110.28	100%	1,183,110.28
Receivables under mediated agreement	4,618,223.73	4,618,223.73	100%	4,618,223.73
Total	75,273,105.59	75,273,105.59		72,494,234.72

In 2025, the Company recognized an allowance for ECL for hire-purchase receivables of THB 280.68 million, compared to THB 250.32 million in 2024. This increase of THB 30.36 million is due to the expanded loan portfolio and the specific ECL considerations for Stages 1, 2, and 3 under the TFRS 9 framework. Conversely, receivables under litigation and restructuring decreased by THB 11.95 million, resulting in a corresponding reduction in their specific ECL

of THB 11.49 million. The Company typically applies a high ECL rate (96–100%) for these groups and has expedited bad debt write-offs alongside vehicle repossession processes.

- Appropriateness and Adequacy of Reserve for Doubtful Account

The Group recognizes expected credit loss from HP receivables, lending, under sales with right of redemption and loan under generic procedures with due consideration for changes of credit risks of receivables in 3 levels namely:

Level 1: Receivables without material increase in credit risks (performing), the Group recognizes expected credit loss by the amount equals to expected credit loss over the next 12 months. The Group shall apply probable default on contract corresponding with the remaining terms.

Level 2: Receivables with material increase in credit risks (under-performing), the Group recognizes expected credit loss by the amount equals to expected credit loss over the expected life of the receivables

Level 3: Receivables with impairment in credit (non-performing), the Group recognizes expected credit loss by the amount equals to expected credit loss over the expected life of the receivables.

The Group shall assess whether credit risks of the receivables have materially increased upon installment per contract overdue exceeds 90 days. Nonetheless in certain circumstances the Group may consider whether the financial assets have materially increased in credit risks and have defaulted considering other internal and external information.

Over the next accounting period, if credit quality improves and assessment found credit risks have not materially increased since the date of initial recognition as has been assessed in the prior period, the Group may alter from expected credit loss realized over the expected lives to expected credit loss over the next 12 months or over the remaining term which is less than 12 months. The Group evaluates past loss experiences, adjusted by current observable information. Furthermore, the Group utilizes macro-economic information having verifiable forecast, reasonable, including appropriate judgment in the assessment of the expected credit loss. The Group considers modification of information regarding the expected future economic environment, and weighted average probability of occurrence of the various scenarios for computation to derive at the expected credit loss at least annually. The Group utilizes the majority of information as announced by the Bank of Thailand or public entity authority adjusted by the Group's own perspective for the basic scenario, positive, and negative scenarios applying the weighted average probability of occurrence under each scenario to reflect the mean average expected credit loss for the basic scenario. The Group applies the mean average perspective against the overall market with expectation corresponding with the various relevant macro-economic factors.

The Group applies simple computation procedure for the expected credit loss for receivables under right of redemption, and loan extension to vehicle dealerships and other debtors. As a result, at the close of the accounting period, the Group does not monitor changes of the credit risks but shall realize the credit loss on the basis of the expected credit loss over the lives of the receivables referencing past credit loss experiences adjusted by information forecast regarding relevant receivable under the future economic environment.

Financial assets shall be written-off upon entity assessment that future cashflow per contract shall no longer be realized.

- Asset Quality Ratio

Total Loans Ratio The ratio for 2023, 2024, and 2025 was 5.46%, 6.36%, and 5.39%, respectively. The decrease in 2025 was due to the reduction in the allowance for receivables under litigation.

The NPL ratio improved from 8.86% in 2024 to 7.41% in 2025. This improvement reflects a higher-quality loan portfolio, more efficient collection by outsourced agencies (OA), and the successful return to payment cycles by customers who previously underwent relief measures.

This ratio was 0.96%, 1.48%, and 1.66% in 2023, 2024, and 2025, respectively. The increase in 2025 was due to a THB 26.94 million increase in hire-purchase bad debt write-offs, following more aggressive legal actions and write-off policies.

- Total Liabilities

Total liabilities in 2023, 2024, and 2025 were THB 3,089.81 million, THB 3,137.62 million, and THB 3,361.79 million, respectively. The increase of THB 224.17 million (7.14%) in 2025 was primarily due to increased borrowing to fund loan originations in the second half of the year and investments in operational systems.

The D/E ratio for 2023, 2024, and 2025 was 1.63, 1.62, and 1.21, respectively. The significant decrease in 2025 was due to the capital increase received, which was used to prepay bank loans.

- Shareholders' Equity

Shareholders' equity for 2023, 2024, and 2025 was THB 1,892.40 million, THB 1,932.25 million, and THB 2,785.91 million, respectively. The Return on Equity (ROE) for 2025 rose to 5.85% (from 3.24% in 2024) due to improved net profit performance.

Dividend History

The Company's dividend payment summary for the past three fiscal years (Company Only) is as follows:

(Note: The Company suspended dividend payments for the fiscal years 2024 and 2025)

Description	2566	2565	2564
Net profit after tax (Baht million)	94.70	192.64	183.80
Legal reserve (Baht million)	(4.74)	(9.63)	(9.19)
Net profit after tax and appropriation of legal reserve Baht million)	89.96	183.01	174.61
Ordinary shares issued and paid up (shares, million)	1,108.86	1,108.86	1,108.86
Dividend declared from operating profit / share (Baht)	0.05	0.10	0.08
Dividend declared from retained earnings / share (Baht)	0	0	0
Dividend paid (Baht million)	55.44	110.89	88.71
Dividend payout ratio (dividend paid/net profit after tax ratio)	58.54 %	57.56 %	48.26%

*On 16 May 2024, dividend paid from net profit for Year 2023 at the rate of Baht 0,02 per share amounted to Baht 22.177 million

14 May 2021, Baht 16.63 million dividend paid from operating profit for the year 2014 at Baht 0.015 per share.

14 May 2021, Baht 22.18 million dividend paid from operating profit for the year 2015 at Baht 0.020 per share.

14 May 2021, Baht 22.18 million dividend paid from operating profit for the year 2016 at Baht 0.020 per share

14 May 2021, Baht 49.90 million dividend paid from operating profit for the year 2017 at Baht 0.045 per share

13 May 2022, Baht 88.71 million dividend paid from operating profit for the year 2021 at Baht 0.08 per share

9 September 2022, Baht 55.44 million interim dividend paid from operating profit for the period Jan-Jun 2022
at Baht 0.05 per share

12 May 2023, Baht 55.44 million dividend paid from operating profit for the year 2022 at Baht 0.05 per share

8 Sep 2023, Baht 33.26 million interim dividend paid from operating profit for the 6-Mo (Jan-Jun 2023) period
at Baht 0.03 per share

15 May 2024, Baht 22.18 million dividend paid from operating profit for the 6-Mo (July-December 2024) period
at Baht 0.02 per share.

-Liquidity

- Cash Flows from Operating Activities: In 2025, net cash used in operating activities totaled 850.62 million Baht, a significant increase from 6.34 million Baht in 2024. The cash used in 2025 was primarily attributed to loan disbursements for receivable acquisition and interest payments.

- Cash Flows from Investing Activities: In 2025, net cash used in investing activities was 8.97 million Baht, compared to 5.16 million Baht in 2024. This was mainly due to building renovations, decorations, and the purchase of software systems for operational development.

- Cash Flows from Financing Activities: In 2025, net cash provided by financing activities amounted to 858.74 million Baht, primarily driven by proceeds from a capital increase and additional borrowings from financial institutions.

- Sources and Application of Fund

The Company's primary sources of funds are borrowings from domestic financial institutions, shareholders' equity, and loans from related parties. The Company maintains a policy to secure additional funding from financial institutions at low-interest rates. The Company's funding structure as of December 31, 2023, 2024, and 2025 is as follows:

	2025		2024		2023	
	Baht Million	Percent	Baht Million	Percent	Baht Million	Percent
Shareholders' Equity	2,785.91	47.01	1,932.25	39.24	1,892.40	39.16
Borrowing						
- Overdrafts + Loans from Fis	770.54	13.00	599.00	12.17	644.06	13.33
- Current portion of long-term loans	908.14	15.32	982.55	19.95	817.49	16.92
- Other short-term loans	9.95	0.17	49.51	1.01	99.18	2.05
- Current portion of debentures	-	-	-	-	-	-
- Long-term loans	1,451.90	24.50	1,360.79	27.64	1,378.96	28.54
Total Borrowings	3,140.53	52.99	2,991.85	60.76	2,939.69	60.84
Grand Total	5,926.44	100.00	4,924.10	100.00	4,832.09	100.00

Repayment Schedule of Borrowings

As of December 31, 2025, total borrowings of 3,140.53 million Baht have the following repayment schedule:

<u>Repayment Term</u>	<u>Million Baht</u>
Within 1 year	1,688.63
Over 1 year but not exceeding 2 years	721.14
Over 2 years but not exceeding 3 years	455.53

Over 3 years but not exceeding 4 years	275.23
More than 4 years	0.00
Total	3,140.53

***Note: Includes bank overdrafts, current portion of long-term loans, and other short-term borrowings (P/N and B/E)."*

Installment Collection from Receivables

When considering the hire-purchase and loan portfolio (excluding receivables overdue for 4 months or more and those under litigation), the scheduled installment collections are as follows:

<u>Collection Term</u>	<u>Baht Million</u>
Within 1 Year *	2,186.43
Over 1 year but not exceeding 2 years	1,890.08
Over 2 years but not exceeding 3 years	1,456.27
Over 3 years but not exceeding 4 years	913.15
More than 4 years	645.49
Total	7,091.42

*Note: *Bank overdrafts and current portion of long-term borrowings due within one year, and other short-term borrowings, including promissory notes (P/N) and bills of exchange (B/E).*

Comparison: Loan Repayments vs. Installment Collections

Million Baht

Term	Loan Repayment	Installment Collection	Difference
Within 1 Year *	1,688.63	2,186.43	497.80
Over 1 year but not exceeding 2 years	721.14	1,890.08	1,168.94
Over 2 years but not exceeding 3 years	455.53	1,456.27	1,000.74
Over 3 years but not exceeding 4 years	275.23	913.15	637.92
More than 4 years	0	645.49	645.49

As of December 31, 2025, the Company has debt obligations due within one year (including overdrafts and short-term loans) totaling 1,688.63 million Baht. When compared to the scheduled installment collections from the receivable portfolio within the same period of 2,186.43 million Baht, there is a surplus of 497.80 million Baht, which is sufficient for loan repayment. For obligations due between 1 and 2 years totaling 721.14 million Baht, the corresponding collections of 1,890.08 million Baht provide a surplus of 1,168.94 million Baht. Consequently, the Company maintains adequate funding sources to meet its loan repayment obligations throughout these periods.

4.2 Factors or Events That May Significantly Affect Financial Position or Operations in the Future

According to the consolidated financial statements, the Company reported a net profit of 137.94 million Baht in 2025, driven by its core operational performance.

In 2025, the Company remained vigilant regarding both internal and external factors that could impact operations. These include the nascent economic recovery, particularly in the tourism and service sectors, as well as natural disasters such as droughts and floods. Other critical factors include rising unemployment rates, high household debt statistics, and interest rate hikes by financial institutions. Furthermore, the increasing popularity of Electric Vehicles (EVs) compared to internal combustion engine (ICE) vehicles presents a shifting landscape. These factors collectively impact the debtors' ability to pay, potentially leading to higher Non-Performing Loans (NPLs), increased early vehicle returns, higher repossession rates, and greater losses from the sale of repossessed assets all of which could pressure the Company's operational results.

Looking ahead to 2026, the Company has welcomed major joint venture partners to expand its business network in Thailand, recognizing the Company's potential for future growth. Consequently, the Company has set a new loan origination target of 3,460 million Baht for 2026, representing an approximate increase of 13.25% from the previous year. The targeted monthly disbursements are structured as follows:

- Quarter 1: 180 million Baht per month
- Quarter 2: 213 million Baht per month
- Quarter 3 and 4: 380 million Baht per month

To achieve these targets, the Company will prioritize product quality and borrower creditworthiness to mitigate NPL risks, legal expenses, and repossession losses. Strategic marketing adjustments include intensive employee training to enhance expertise in customer screening and credit analysis. The Company plans to aggressively compete in the motorcycle and automotive markets, while expanding its "Car for Cash" (Auto Title Loan) portfolio.

Strategic partnerships with car dealers (tents) will be strengthened to support loan expansion. Additionally, the Company will increasingly target customers with formal employment contracts in both the private and government sectors to reduce credit risk. Internal operational systems will be streamlined and modernized to increase efficiency, facilitate customer convenience, and accelerate the credit approval process for both retail and corporate clients. Furthermore, the Company is committed to developing various Applications and enhancing communication channels to ensure faster and more responsive interactions with customers.

4.3 Important Financial Information

4.3.1 Summary of Consolidated Statements of Financial Position

Unit: Thousand Baht

Consolidated Financial Statements	2025		2024		2023	
Assets						
Current Assets						
Cash and cash equivalents	37,894.58	0.62%	38,748.05	0.76%	31,064.54	0.62%
Temporary Investments						
Hire purchase receivables that are due						
Payment within one year	1,740,979.91	28.32%	1,536,914.78	30.31%	1,527,380.69	30.65%
Loan Contract Receivables	13,473.01	0.22%	6,548.63	0.13%	1,574.12	0.03%
Other current receivables	31,537.40	0.51%	17,502.06	0.35%	21,740.86	0.44%
Short-term loans to joint ventures	0	0	0	0	0	0%
Properties for sale	16,324.90	0.27%	26,413.12	0.52%	19,245.64	0.39%
Total current assets	1,840,209.80	29.94%	1,626,126.64	32.07%	1,601,005.85	32.13%
Non-current assets						
Hire purchase receivables that are due						
and loan receivables paid for more than 1 year.	4,060,849.17	66.06%	3,219,452.38	63.50%	3,173,549.65	63.70%
Venture Investments	57,162.47	0.93%	67,510.69	1.33%	65,864.17	1.32%
Other non-current financial assets	0	0	0	0	0.00	0.00%
Other non-current receivables	2,321.77	0.04%	2,786.57	0.06%	1,956.33	0.04%
Long-term loans to joint ventures	0	0	0	0	0.00	0.00%
Land, Plant & Equipment	34,349.71	0.56%	23,262.15	0.46%	23,149.22	0.47%
Right-of-use assets	44,982.91	0.73%	34,701.20	0.69%	32,101.94	0.64%
Intangible assets	10,307.54	0.17%	5,870.36	0.11%	5,638.11	0.11%
Deferred tax assets	93,148.19	1.52%	84,920.47	1.68%	74,011.97	1.49%
Deposits of financial institutions - with	1,596.05	0.03%	2,584.14	0.05%	2,547.10	0.05%
obligations	2,778.84	0.05%	2,656.70	0.05%	2,390.10	0.05%
Other non-current assets						
Total non-current assets	4,307,496.65	70.06%	3,443,744.58	67.93	3,381,208.59	67.87%
Total Assets	6,147,706.45	100.00%	5,069,871.22	100.00%	4,982,214.44	100.00%
Liabilities and Shareholders' Equity						
Current liabilities						
Overdrafts and short-term loans	770,543.29	12.53%	598,996.35	11.82%	644,062.43	12.93%
From Financial Institutions						
Trade payables and other current	79,981.13	1.31%	40,012.11	0.79%	46,407.24	0.93%
payables						
Long-term loans that are due.	908,142.57	14.77%	982,551.93	19.38%	817,490.43	16.41%
Within 1 year	9,953.82	0.16%	49,513.20	0.98%	99,184.77	1.99%
Short-term loans from related persons						
Lease liabilities are due.	9,456.93	0.15%	9,024.10	0.17%	8,736.22	0.18%
Within 1 year	0	0	0	0	0.00	0.00%
Debentures due within 1 year	22,692.60	0.37%	11,428.77	0.22%	12,374.00	0.24%
Unpaid corporate income tax						
Total current liabilities	1,800,770.34	29.29%	1,691,526.46	33.36	1,628,255.09	32.68%

4.3.1 Summary of Consolidated Statements of Financial Position (Continued)

Unit: Thousand Baht

Consolidated Financial Statements	20205		2024		2023	
Non-current liabilities						
Long-term loans from financial institutions	1,451,898.04	23.62%	1,360,793.28	26.84%	1,378,960.66	27.68%
Debentures						
Lease liabilities	36,127.57	0.59%	28,120.79	0.56%	25,670.30	0.52%
Estimates of non-current liabilities for						
Employee Benefits	43,200.94	0.70%	33,813.66	0.67%	36,085.25	0.72%
Deferred tax liabilities	29,796.96	0.49%	23,363.43	0.46%	20,868.01	0.42%
Total non-current liabilities	1,561,023.51	25.40%	1,446,091.16	28.53%	1,461,557.22	29.34%
Consolidated liabilities	3,361,793.85	54.69%	3,137,617.62	61.89%	3,089,812.31	3,089,812.31
Shareholders' Equity						
Share capital						
Registered capital						
Ordinary shares 1,478,478,669	1,664,460.56					
Baht 1.00 per share						
Issued and paid-up capital			1,478,478.67		1,478,478.67	29.68%
1,108,860,561 ordinary shares						
Baht 1.00 per share			1,108,860.56	21.87%	1,108,859.00	22.26%
1,108,860,561 ordinary shares						
Baht 1.00 per share						
Issued and paid-up capital	1,664,460.56	27.07%				
Excess of the value of ordinary shares	446,390.42	7.26%	279,960.42	5.52%	279,958.86	5.62%
Reserve for capital surplus from payouts	42,752.22	0.70%	42,752.22	0.84%	42,752.22	0.86%
using shares as a basis.						
Retained earnings	78,298.72	1.27%	71,971.58	1.42%	68,852.96	1.38%
Statutory Reserve	554,010.68	9.01%	428,708.82	8.46%	391,979.09	7.86%
Not yet allocated						
Total Shareholders' Equity	2,785,912.60	45.31%	1,932,253.60	38.11%	1,892,402.13	37.98%
Total liabilities and shareholders' equity	6,147,706.45	100.00%	4,982,214.44	100.00%	4,982,214.44	100.00%

4.3.2 Summary of Consolidated Statement of Comprehensive Income

Unit: Thousand Baht

List	2025	2024	2023
Revenue			
Interest from the sale under the hire-purchase agreement	567,321.14	530,822.85	468,272.18
Interest on loan agreements	5,604.38	2,595.03	159.25
Interest Earned	300.62	227.06	5,618.70
Other income			
Fee and service income	142,748.48	108,863.44	111,174.32
Bad debt recovery	22,427.64	15,202.10	25,152.82
Profit from the sale of investment in joint ventures			
Other	46,655.14	51,692.20	43,610.66
Total Revenue	785,057.40	709,402.68	653,987.93
Cost			
Financing costs	(126,219.03)	(164,960.10)	(129,156.12)
Selling and service expenses	(359,965.90)	(340,736.04)	(309,918.06)
Expected credit losses	(122,942.79)	(127,827.88)	(86,577.38)
Bad debts and doubtful debts		-	-
Total Cost	(609,127.72)	(633,524.02)	(525,651.56)
Profit (income - expenses) before profit share (loss) from investments			
In the joint venture	175,929.68	75,878.66	128,336.37
Share of profits (losses) from investments in joint ventures by equity method	1,171.87	1,646.43	5,950.52
Profit before income tax	177,101.55	77,525.09	134,286.89
Income tax expenses	(39,157.87)	(15,499.58)	(26,082.63)
Profit for the Period (Year)	137,943.68	62,025.51	108,204.26
Basic earnings per share (Baht)	0.0873	0.0559	0.0976

4.3.3 Summary of Consolidated Statement of Cash Flows

Unit: Thousand Baht

List	2025	2024	2023
Cash flow from operating activities			
Profit for the year	137,944	62,025	108,204
Adjusted net profit to cash received (paid) from operations			
Income tax expenses	39,158	15,500	26,082
Depreciation and amortization	15,216	13,288	15,450
Amortization Expenses	43,969	41,865	33,860
Expected credit losses (reversals)	122,943	127,828	86,453
Bad debts and doubtful debts			-
Difference from rent reduction			0
(Profit) Losses on the sale of shares at a price lower than the market price.			-
Unrealized (profit) - Temporary investment			-
(Profit) Losses from the temporary disposal of investments	(1,172)	(1,646)	(5,950)
Share of losses from investments in joint venture activities by equity method	48	51	(472)
(Profit) Losses from the sale of land, plants and equipment			-
(Profit) Losses from amortization of land, plants and equipment	7,091	1,946	15,772
(Profit) Losses from impairment of intangible assets	(0)	(26)	0
(Profit) Loss from impairment of assets for sale	7,141	6,976	6,572
(Profit) Losses from amortization of right-of-use assets	(6,850)	(6,475)	(9,100)
Amortization of borrowing expenses			-
Borrowing fees			-
Amortization of debenture expenses			0
(Profit) Loss on the sale of investment in joint ventures	4,478	3,547	3,120
Impairment losses from other non-current financial assets	119,078	164,960	122,584
Estimate liabilities, employee benefits.			
Finance costs - interest paid	489,044	429,839	402,577
Operating profit (loss) before changes in working capital	(1,096,812)	(117,285)	(694,086)
Hire purchase receivables (increased) decreased.	(31,529)	(16,395)	(6,998)
Receivables under loan agreements (increased) decreased.	(14,123)	4,092	(4,179)
Other current receivables (increased) decreased.	2997	(9,113)	(24,810)
Assets for sale (increased) decreased.	(90,404)	(97,107)	(36,783)
Other non-current receivables (increased) decreased	(988)	(37)	(7,363)
Deposits of financial institutions - with obligations	(122)	(267)	1,803
Other non-current assets (increased) decreased	(33,603)	(5,934)	2,954
Trade payables and other current payables increased (decreased)	(313)	(5,791)	(2,833)
Employee benefits increase (decrease)	(706,671)	182,002	(364,163)
Cash received (paid) from operations	(115,843)	(163,483)	(121,400)
Interest Payments	(28,110)	(24,858)	(34,119)
Pay income tax			
Net cash is obtained (spent) from operating activities.	(859,624)	(6,339)	(519,684)

List	2025	2024	2023
Cash Flow from Investment Activities			
Cash received from the disposal of temporary investments.			-
Cash reimbursed in lending to joint ventures	0	0	97,500
Cash paid on loans to joint ventures			-
Dividends received from joint venture activities	11,520		0
Cash received on sale of investment in joint venture			-
Cash paid for the purchase of investment in a joint venture			-
Cash is paid on the purchase of other long-term investments.			-
Cash paid on the purchase of intangible assets	(5,404)	(1,175)	(778)
Cash received from the sale of land, plants and equipment.	421	1,164	2,256
Cash paid for the purchase of land, plants and equipment	(15,503)	(5,149)	(2,951)
Net cash is obtained (spent) from investment activities.	(8,966)	(5,160)	96,026
Cash flow from financing activities increases (decreases).			
Increase (decrease) of overdraft	31,542	(5,062)	5,040
Receive short-term loans from financial institutions.			3,385,000
Pay short-term loans from financial institutions.	140,000	(40,000)	(3,385,000)
Receive short-term loans from related parties.		50,000	30,000
Pay short-term loans from related persons.	(40,000)	(100,000)	(95,000)
Receive short-term loans from unrelated parties.			-
Pay short-term loans from unrelated parties.			-
Receive long-term loans from financial institutions.	1,510,000	1,120,000	1,620,000
Pay long-term loans from financial institutions.	(1,493,591)	(973,611)	(1,044,113)
Cash received from the issuance of debentures			-
Cash paid from the debenture repurchase department			-
Cash payment for lease debts	(11,244)	(9,970)	(9,908)
Cash for purchase of right-of-use assets			-
Pay the direct expenses of the issuance of debentures.			-
Dividend payment		(22,177)	(88,700)
Receive money for the new shares	722,030	3	-
Net cash acquired (spent) from financing activities.	858,737	19,183	417,319
Cash and cash equivalents increased (decreased) net	(853)	7,683	(6,338)
Cash and cash equivalents at the beginning of the year	38,748	31,065	37,402
Cash and cash equivalents at (end of period) year-end	37,895	38,748	31,065

4.3.4 Important Financial Ratio Exhibit Reflecting Company Financial Position and Operating Results

	2025	2024	2023
PROFITABILITY RATIO			
Interest Rate (%)	10.84%	11.27%	10.66%
Interest Rate (%)	4.06%	5.38%	4.75%
Interest Rate Differential (%)	6.78%	5.89%	5.91%
Net Profit Margin (%)	17.57%	8.74%	16.55%
Net Profit per Share (Baht/Share)*	0.0873	0.0559	0.0976
Return on Shareholders (%)	5.85%	3.24%	5.75%
EFFICIENCY RATIO			
Return on Assets (%)	1.69%	0.83%	1.56%
Asset Turnover Rate (Times)	0.10	0.09	0.09
Book Value Per Share	1.67	1.74	1.71
FINANCIAL POLICY RATIO			
Debt to Equity Ratio (Times)	1.21	1.62	1.63
Loan-to-loan ratio (times)	1.70	1.54	1.62
Dividend Payout Rate (%)	0	0	58.54%
ASSET QUALITY RATIO			
Allowance for doubtful debts to total loans (%)	5.59%	6.36%	5.46%
Bad debt to total loans ratio (%)	1.66%	1.48%	0.96%
Ratio of Stopped Recognition of Loans to Total Loans (%)	7.41%	8.86%	6.75%

**GENERAL AND OTHER
IMPORTANT INFORMATION**

5. General and other important Information

5.1 General information

Other referencing individuals

Security Registrar	Thailand Securities Depository Co., Ltd. Thailand Securities Exchange Building, Number 93 Ratchadapisek Road Dindaeng Sub-District, Dindaeng District, Bangkok 10400 Phone 02-009-9999 (Call Center) www.set.or.th/tsd
Auditor	Mr. Wirote Satjathamnukul, CPA number 5128 Mrs. Suvimol Chrityakierne, CPA number 2982 Mr. Jumpot Prairatanakorn, CPA number 7645 Mr. Nopaluek Pitsanuvong, CPA number 7764 DIA International Audit Co., Ltd. Head Office: 316/32 Soi Sukhumvit 22, Rama IV Road Klongton Sub-District, Klongtoei District, Bangkok 10110 Phone 02-259-5300 – 2; Facimile: 02-260-1553, 02-259-8956 www.diaaudit.com
Internal Auditor	Improvis Co., Ltd. Number 88/199 Mue Ban Dusit Grand Park, Soi 12 Liab Klong Song Road Bangchan Sub-District, Sam Wa District, Bangkok Phone: 02-548-0153

Branch locations

Cholburi branch	728/10 Sukhumvit Road, Bangprasoi Sub-District, Muang District, Cholburi Province Telephone 038-27-8889, 038-27-8676-7, Facsimile 038-27-8669
Kanchanaphisek branch	624/4 Kanchanaphisek Road, Bangphai Sub-District, Bangkhae District, Bangkok Telephone 02-408-1996, Facsimile 02-408-1998
Pattaya branch	131/36 Moo 9, Nongprue Sub-District, Bang Lamung District, Cholburi Province Telephone 038-19-9389, Facsimile 038-19-9389
AIA branch	89 AIA Capital Center Building, 12A Floor, Unit 12A05, Ratchadapisek Rd., Dindaeng Sub-District, Dindaeng District, Bangkok Telephone 02-641-5252

Location of the legal entity held by the Company from 10% and above of its paid-up shares

Premium Services (Thailand) Co., Ltd.

89 AIA Capital Center Building, 12A Floor, Unit 12A04, Ratchadapisek Rd.,

Dindaeng Sub-District, Dindaeng District, Bangkok 10310

Telephone 02-050-8862, 02-050-8861

Registered capital: Baht 32,912,000

ECL Asset Co., Ltd.

89 AIA Capital Center Building, 12A Floor, Unit 12A05, Ratchadapisek Rd.,

Dindaeng Sub-District, Dindaeng District, Bangkok

Telephone 02-641-5252

Registered capital: Baht 80,000,000

Mighty Broker Co., Ltd.

976 5th Floor, Soi Praram 9 Hospital, Rimklongsamsen Road

Bangkapi Sub-District, Huay Kwang District,

Bangkok

Telephone 02-641-5252

Registered capital: Baht 5,000,000

5.2 Other Important Information

5.2.1 Other information which may have material impact on investor decision making

- On February 17, 2025, the Company convened Extraordinary General Meeting of Shareholders No. 1/2025 to deliberate and approve the Company's capital increase.

5.2.2 Restriction on subscription by foreign investor: In the event the company has policy to request resolution of the shareholders to offer new share increase or issuance of transferable warrant with the right of subscription to newly issued ordinary share (transferable subscription right or TSR), to shareholders pro-rata to shares held, without issuing and offering for sales to shareholders, which may result in having obligation under foreign law

- No such policy being implemented –

5.3 Legal Dispute

As of December 31, 2025, the Company has no legal disputes that could have a significant negative impact on its assets exceeding 5% of shareholders' equity.

In 2023, the Company initiated legal proceedings against a software contractor hired to develop and install a loan management system. The contractor failed to deliver a system that met performance standards and functional requirements within the agreed timeframe. The Company filed a lawsuit claiming damages of THB 6.90 million (excluding interest).

On May 16, 2023, the Central Intellectual Property and International Trade Court ruled in favor of the Company, ordering the defendant to pay THB 3.07 million. As of December 31, 2024, the Company has received a total payment of THB 2,303,190 from the defendant.

5.4 Secondary Market

- None –

5.5 Financial Institutions with Regular Contacts

Kasikorn Thai Bank PCL

1 Soi Ratburana 27/1, Ratburana Road

Ratburana Sub-District, Ratburana District, Bangkok 10140

Siam Commercial Bank PCL

9 Ratchadapisek Road, Jatuchak District, Bangkok 10900

Bangkok Bank PCL

333 Silom Road, Silom Sub-District

Bangrak District, Bangkok 10500

UOB Bank PCL

191 South Sathorn Road, Bangrak District, Bangkok 10120

Krungsri Ayudhya Bank PCL

1222 Rama 3 Road, Pongpang Sub-District

Yanawa District, Bangkok 10120

Land and House Bank PCL

1 Q House Building, Lumpini, South Sathorn Road

Tung Mahamek Sub-District, Sathorn District, Bangkok 10120

Sumitomo Mitsui Banking Corporation, Bangkok Branch

1 Q-House Building, Lumpini, South Sathorn Road

Tung Mahamek Sub-District, Sathorn District, Bangkok 10120

SECTION 2

CORPORATE GOVERNANCE

6. Corporate Governance Policy

6.1 Overview of Corporate Governance Policies and Practices

The Board of Directors has established a corporate governance policy. The policy covers the Code of Business Ethics, Vision, Mission and Ethics for Directors Executives and employees at all levels, including operational policies in various fields. Fair treatment of all stakeholders The Charter of the Board of Directors, the Charter of the Audit Committee, and the Charter of the Nomination and Remuneration Committee, etc. The Board of Directors reviews and updates the corporate governance policy and the Charter at least once a year to ensure compliance with the law. Regulations, regulations, and good practices of the capital market, as well as to ensure the proper governance of the Company's business. It is modern and in line with international standards.

The Company has established and promulgated official anti-corruption policies and guidelines. To reaffirm our commitment to conducting business with transparency. The Company has received a certificate of membership of the "Thailand's Private Sector Collective Action Coalition Against Corruption" (CAC) from 2015 to 2022. CAC has once again publicly announced its intention to conduct business in an honest, transparent, and corruption-free manner in all forms in 2024 to demonstrate the Company's continuity and seriousness in complying with the guidelines of the Thai Private Sector Collective Action Coalition Project on Combating Corruption. In 2025, the Company officially submitted documents to apply for the new round of CAC membership certification. Subsequently, the Thai Institute of Directors Association (IOD), as the secretary of the Coalition Committee, sent a letter to the Company informing the Company that the Coalition Board of Directors had approved the renewal of the membership certification. The renewal of the certification reflects the Company's continued commitment to conduct business with integrity, transparency and free from all forms of corruption, as well as adherence to the principles of morality, ethics and responsibility to all stakeholders in a sustainable manner.

In addition, the Company has prepared and promulgated important rules and guidelines to ensure that its operations are in line with relevant laws and regulations. This includes (1) the Computer Crime Act B.E. 2550 (2007) and No. 2 B.E. 2560 (2017), (2) the Personal Data Protection Act B.E. 2562 (2019), in which the Company has appointed a Corporate Governance and Sustainability Subcommittee and a Personal Data Protection Officer (DPO) to supervise and supervise compliance with the law, (3) the Cyber Security Act B.E. 2562 (2019), (4) policies and guidelines for maintaining information technology security, and (5) policies and guidelines for the prevention and suppression of money laundering, including the financing of terrorism and the proliferation of weapons of mass destruction.

The Company attaches great importance to communicating, disseminating and creating an understanding of the policy to its directors. Through various channels such as the Employee Handbook, Good Corporate Governance Policy and Business Ethics Manual, Risk Management Manual, Anti-Corruption Manual, the Company's website (<https://www.eastautocash.com/>), internal email system, public relations boards, and internal communication applications, so that personnel at all levels can access information and comply correctly. In addition, the Company regularly provides training on the principles of good corporate governance and anti-corruption in orientation courses for directors and new employees. This includes organizing annual knowledge review training to promote the organization's operations in line with the principles of good corporate governance according to the criteria of the Stock Exchange of Thailand and strengthen the corporate culture that adheres to transparency, responsibility, and business ethics.

However, The Corporate Governance and Sustainability Subcommittee is responsible for monitoring, directing, and evaluating the performance of the management team and employees in accordance with the Company's corporate governance policies and business ethics, as well as acting as a recommendant, reviewing, and updating policies, manuals, and guidelines to be in line with the principles of corporate governance and good practice of the capital market. To propose to the Executive Committee and the Board of Directors for review at least once a year to ensure that the Company's corporate governance is appropriate. Transparency and keeping up with changes in the business environment For monitoring the compliance with the policy. The Board of Directors has defined it as the duties and responsibilities of the directors. Executives and all employees must be informed. Understand and strictly comply with the policies and practices of good corporate governance. Executives at all levels play an important role in being good role models. Encourage employees to be aware of the importance of good governance and adhere to the Company's policies continuously to create a transparent, accountable, and sustainable corporate culture.

6.1.1 Policies and Guidelines Relating to the Board of Directors

1) Nomination and Remuneration of Directors and Chief Executive Officer

The Board of Directors has appointed the Nomination and Remuneration Committee to consider the nomination and selection of persons to serve as directors. and then present to the Board of Directors to present to the shareholders' meeting. Consider further appointment

Recruitment There are policies and guidelines summarized as follows:

1. The nomination and selection of new directors will be carried out in accordance with the process set forth in the Charter of the Board of Directors and/or
2. Consider the persons nominated by shareholders to serve as directors under a process that allows shareholders to participate in the nomination of persons they deem appropriate. However, The qualifications of the candidates to serve as directors must comply with the rules set forth in the Public Limited Companies

Act B.E. 2535 (1992) and the rules of the Securities and Exchange Commission (SEC). The nominee must be knowledgeable. Abilities and experience that are beneficial to the Company's business operations. Have a genuine interest and understanding of the company's activities. Able to devote time to performing duties appropriately and have the freedom to express opinions to monitor and balance the operations of the management. However, The criteria and procedures for the nomination of directors are clearly stated in the Charter of the Nomination and Remuneration Committee, which appears in Attachment 5 "Corporate Governance Policy and Business Ethics".

Consideration of Remuneration of Directors and Chief Executive Officer Policies and guidelines It can be summarized as follows:

1. The Nomination and Remuneration Committee considers and proposes opinions to the Board of Directors regarding the remuneration of directors and chief executive officers. However, The Board of Directors approves the remuneration of the Chief Executive Officer. The remuneration of directors must be presented to the shareholders' meeting for approval. The allocation of remuneration shall be at the discretion of the Board of Directors under the principles of fairness and appropriateness.

2. Formulate policies, regulations, criteria and guidelines for determining the remuneration of the Company's directors and Chief Executive Officer in accordance with the duties, responsibilities and performance of the Company, as well as the results of the performance evaluation of the Chief Executive Officer. The determination of remuneration must be fair and reasonable. By considering comparisons with other companies in the same industry to motivate and retain knowledgeable directors. Abilities and potential to perform their duties effectively. The consideration of such remuneration will be proposed to the Board of Directors and/or the shareholders' meeting for approval, as well as reviewed annually to be in line with the economic conditions and good corporate governance guidelines of the capital market.

Each type of compensation is as follows:

- Retainer Fee is a monthly or annual remuneration that the Nomination and Remuneration Committee will consider and determine the remuneration rate by taking into account important factors such as (1) the remuneration practices and level of remuneration used by the company in the same industry, (2) the company's performance and business size, and (3) the responsibility, knowledge, abilities and experience of the directors or senior executives that the company needs in order to be suitable and attract potential personnel.
- Incentives are remuneration that are linked to the value that the Company creates for shareholders, such as the Company's profits or dividends paid to shareholders. The remuneration in this section is determined at an appropriate level. This is to achieve a balance between operational incentives and long-term maintenance of shareholders' interests.

- Attendance Fee: Directors may receive meeting allowances in addition to regular remuneration and performance-based remuneration. The Nomination and Remuneration Committee will consider setting the rate at an appropriate level. To motivate directors to attend meetings and perform their duties regularly and efficiently.
- Others Benefit includes life, accident and health insurance benefits, which are only available to directors who are residents of Thailand. Be under 70 years old and have no underlying diseases according to the criteria set by the insurance company.

3. The Company has determined the remuneration structure of directors by classification, including non-executive directors and independent directors, who will be remunerated in the form of regular remuneration. Meeting allowances and other benefits as prescribed. Executive directors will not be remunerated for their positions as directors.

(The form and criteria for determining remuneration are disclosed in the Charter of the Nomination and Remuneration Committee, which appears in the attached document. 5 "Corporate Governance Policy and Business Ethics")

In 2024 and 2025, the Nomination and Remuneration Committee considered and proposed the remuneration of directors to the Board of Directors meeting for approval at the 2025 Annual General Meeting of Shareholders, with the total remuneration limit for directors not exceeding 5.50 million baht. This is the same amount as approved in 2024. The Board of Directors has the discretion to allocate remuneration in the form of monthly remuneration and meeting allowances as appropriate to the roles, duties and workloads of each director in order to ensure fairness and in line with the principles of good corporate governance.

2) Independence of the Board of Directors from Management

The Company has a policy of clearly separating roles, duties, and responsibilities between management and audit departments. In order to ensure that the management is transparent and auditable, the Executive Committee is responsible for daily operations. Monitor the performance of each department and report the performance to the Board of Directors. Audit financial statements, evaluate the effectiveness of the internal control system, and supervise internal audit to ensure that it meets appropriate standards. The Company's three members of the Audit Committee are all independent directors and the Company has clearly separated the roles and duties between the Chairman of the Board of Directors and the Chief Executive Officer. This prevents the consolidation of power in one person. The Chairman of the Board of Directors does not hold the position of Chief Executive Officer, which is an important principle in creating balance and independence in management.

In addition, The Company has a policy for directors and executives to disclose information about their own interests or involvement and those of persons involved in transactions that may have a conflict of interest

with the Company. This is to give other committee members the opportunity to consider and make decisions independently. Taking into account the best interests of the Company and shareholders as a whole.

Currently, all independent directors of the Company Meet the criteria set by the Securities and Exchange Commission (SEC). and the Stock Exchange of Thailand and the Stock Exchange of Thailand and no independent director has a business relationship with a juristic person that may cause a conflict of interest or has a nature that may affect the exercise of judgment in the independent performance of duties.

3) Orientation and Development of Directors

The Company has established an orientation for new directors every time they are appointed so that the directors fully understand the Company's overall operational guidelines. Information on the administrative structure was presented. Structure of subsidiaries and associates to accurately understand the shareholding relationship and the nature of business operations of each unit. In addition, the Company has provided important information necessary for the performance of the duties of directors. Such as the Company's Articles of Association and Objectives, Internal Work Structure, Corporate Governance Policy, Code of Business Ethics Charter of the Board of Directors Relevant Laws Financial statements and notes to the financial statements, including arrangements for new directors to meet with the Chairman of the Board of Directors. The Board of Directors, Sub-committees, and Internal Auditors to create an understanding of the Company's overall business and management processes.

In addition, The Company has a policy to encourage and support all directors to continuously improve their knowledge and skills. By attending training or seminars in courses related to the roles and duties of directors. In order to increase the efficiency of professional corporate governance, such as courses organized by the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand or other relevant agencies. The Company Secretary Department will propose appropriate training courses and seminars for each director to consider participating in in order to strengthen their knowledge, understanding, and skills in corporate governance to keep pace with the changes in the business environment.

4) Evaluation of the performance of the Board of Directors

The Company evaluates the performance of the Board of Directors. Chief Executive Officer Managing Director as follows:

- (1) Overall Evaluation of the Board of Directors
- (2) Self-assessment of the sub-committee as a whole
- (3) Self-assessment of the sub-committees and individuals
- (4) Evaluation of the Chief Executive Officer and Managing Director

The Nomination and Remuneration Committee will consider the evaluation results and propose development guidelines. Improve the operational efficiency to the Board of Directors (Details are shown in Clause 8 of the Corporate Governance Report. Clause (5) Self-Evaluation

5) Policy on Governance of Associates and Subsidiaries

The Company has a policy to appoint individuals as directors in associates or subsidiaries with the approval of the Executive Committee. The appointment of directors is based on the proportion of the Company's shareholding in each associate or subsidiary to ensure appropriate and effective supervision. The Company requires the appointed directors to supervise, supervise, and act in the interests of the associated company or subsidiaries by taking into account transparency, accuracy, and good governance principles in operations. The directors must present the matter to the Company's Executive Committee for approval before voting.

In addition, the Company requires the directors of associates or subsidiaries to supervise the operations related to connected transactions. The acquisition or disposal of assets or other significant transactions are accurate, complete, and subject to the same rules as set by the Company, including transparent disclosure in accordance with the rules of the Stock Exchange of Thailand and relevant regulatory authorities. In addition, it must direct the associated company or subsidiary to have an accurate and complete data collection and accounting system. To enable the Company to compile and prepare the consolidated financial statements accurately and on time (details of information about the Company's directors are shown in Section 7.2 Director Information).

6.1.2 Policies and Guidelines Relating to Shareholders and Stakeholders

Section 1 Rights of Shareholders

(1) Policy on the Preservation of Shareholders' Rights

The Company has established policies on the protection and promotion of shareholders' rights in the Corporate Governance Policy. In order for shareholders to be treated equally and fairly, giving importance to the basic rights of shareholders, such as the right to trade or transfer shares. The right to receive accurate information on the Company's news and operating results. Complete and timely The right to receive dividends based on the Company's performance and the right to attend shareholders' meetings to exercise their voting rights in considering agendas such as the appointment or removal of directors. Appointment of auditors and consideration of important issues affecting the Company.

However, The Company has provided shareholders with information on the rules. The meeting will provide an opportunity for shareholders to participate in proposing the agenda. Nomination of Directors Ask questions, express opinions, and can easily assign proxies to others to attend meetings and vote on their

behalf. To ensure that decisions on the Company's important issues are transparent, verifiable, and take into account the best interests of all groups of shareholders, as well as the right to receive information about the Company's connected transactions in accordance with the laws and rules of the Stock Exchange of Thailand.

Define

(2) Promotion of Shareholders' Rights

The Company attaches great importance to promoting and facilitating shareholders to fully exercise their rights while adhering to the principle of not taking any actions that infringe on the rights of shareholders.

As follows:

- During the year

- The Company has disclosed important and necessary information to shareholders in a thorough, transparent and timely manner. Performance The Company will provide financial reports and connected transactions through the channels of the Stock Exchange of Thailand and the Company's website https://www.eastautocash.com/IR_newsroom so that shareholders can access information conveniently and exercise their rights as prescribed by law effectively.

- Before the Shareholders' Meeting

- In 2025, the Company held two shareholders' meetings in the form of electronic meetings, namely the Extraordinary General Meeting of Shareholders No. 1/2025 and the 2025 Annual General Meeting of Shareholders. This is a continuation of the approach of using digital technology to promote shareholder participation, which the Company has been implementing since 2022.

- The Company has scheduled the Annual General Meeting of Shareholders to be held annually within 120 days from the end of the Company's fiscal year. In 2025, the Company has continuously held the Extraordinary General Meeting of Shareholders in accordance with the principles of good corporate governance, which is held at the Extraordinary General Meeting of Shareholders No. 1/2025 on February 17, 2025 (E-EGM) and the 2025 Annual General Meeting of Shareholders on April 28, 2025 (E-AGM), which is held in the form of an electronic meeting. To facilitate shareholders to attend the meeting and vote. Ask questions and express your opinions from anywhere conveniently and safely.

Prior to the 2025 Annual General Meeting of Shareholders, the Company provided an opportunity for shareholders to participate in proposing the agenda and nominating candidates for election as directors in advance through the Company's website between October 2 , 2024 and December 30, 2024 . No shareholders proposed an agenda or a list of additional persons. If there is an additional agenda for the meeting. The Company will notify the shareholders as soon as possible so that they can exercise their voting rights in full. In addition, the Company has sent an invitation letter to shareholders at least 14 days prior to the meeting and disseminated relevant information such as the invitation letter, annual report and supporting documents through the SET's website and the Company's website at least 28 days in advance before sending

the documents by mail so that shareholders have sufficient time to study and consider the information before attending the meeting, which reflects transparency and true importance to the rights of shareholders.

- In 2025, the Company prepared and sent the Invitation to the Annual General Meeting of Shareholders to all types of shareholders, including institutional shareholders. Important information and information necessary for the consideration of shareholders and the opinion of the Board of Directors Minutes of the Meeting, Annual Report, and all types of proxies, including Form A, Form B, and Form A. c. As prescribed by the Ministry of Commerce, the method of delegation of proxies is clearly stated. In addition, the invitation letter also specifies the location, date, and time showing the meeting venue, as well as clarifies the documents or evidence required by shareholders to present themselves to attend the meeting via electronic media. Procedure for attending the meeting electronically How to vote through the E-Voting system and the registration form for attendance through electronic media are complete. The Company has sent the invitation letter to shareholders in both Thai and English versions. This is to facilitate and encourage shareholders to have sufficient time to prepare for attending the meeting. The Company has published information on the agenda and related documents of each meeting on the Company's website at least in advance. 30 days prior to the date of the meeting, to notify the Annual General Meeting of Shareholders in advance and to provide an opportunity for shareholders to study the information before receiving the official meeting documents.

- The Company has provided an opportunity for shareholders to appoint a proxy for another person to attend the meeting and vote on their behalf, or to choose to appoint a proxy for one independent director, which the Company proposes as an option for shareholders to attend the meeting and vote on their behalf. Using the proxy letter sent by the company along with the notice of the meeting. However, Shareholders can download the proxy letter and related documents from the company's website. In addition, shareholders can also submit the registration form to attend the meeting electronically and submit questions in advance for the 2025 Annual General Meeting of Shareholders by April 21, 2025 by sending documents by mail to the Office of the Director and Company Secretary of Eastern Commercial Leasing Public Company Limited, No. 976/1, Soi Rama 9 Hospital, Samsen Canal Road, Bang Kapi Sub-district. Huai Khwang District, Bangkok 10310 or send via email comsec@ecl.co.th to facilitate shareholders to exercise their rights fully and thoroughly.

- The Company supports and encourages all types of shareholders, including shareholders who are institutional investors. Participate in shareholders' meetings thoroughly and equitably. In 2025, the Company held a shareholders' meeting in the form of an electronic meeting (E-AGM) in which shareholders can attend the meeting throughout the meeting period and have the right to vote on agendas that are under consideration and have not yet been voted on. In terms of facilitation. The Company requires shareholders to register to attend the meeting in advance at least before the start of the meeting. and an independent person shall be appointed to act as an auditor and verify the votes in the meeting. This reflects the Company's

commitment to promoting shareholder participation and protecting shareholders' rights in accordance with the principles of good corporate governance.

- Shareholders' Meeting Date

- On the day of the meeting, shareholders or proxies who wish to attend the meeting via electronic media must follow the procedures specified by the Company as follows:

(1) Shareholders or proxies who have notified their intention to attend the meeting and have passed the full information verification will receive an email from the E-Meeting Service provider operated by OJ International Co., Ltd., a company registered to operate the digital platform business with the Electronic Transaction Development Agency (ETDA) in accordance with the Royal Decree on Digital Platform Services Subject to Notification B.E. 2565 (202 e-agm@ojconsultinggroup.com 2). Not less than 2 days before the meeting date so that shareholders or proxies can study how to use the system. E-AGM in detail. If the email is not received, the shareholder can contact the company immediately.

(2) Shareholders can attend the meeting and vote electronically. Using a computer device. Notebook, tablet or mobile phone via Google Chrome web browser and connect to the internet at least 4G or general home internet.

(3) The meeting system will be open to shareholders to log in 60 minutes before the start of the meeting to prepare. Live broadcasts and agenda considerations will begin when the scheduled meeting time is reached.

- Before the meeting starts The Chairman of the meeting will explain the rules and procedures for conducting the meeting to the participants in full. For example, how to open a meeting. The voting procedure and the method of counting votes for each agenda item are in accordance with the Company's Articles of Association. The Company counts the votes of shareholders on all agendas and displays the summary of the votes of each agenda item clearly and transparently through the meeting system. In the event that the participants wish to change their votes. The Company has clearly arranged a separate voting system for each agenda. and conduct the meeting strictly according to the predetermined agenda order. There are no changes or additions to the agenda that have not been notified to shareholders in advance. In addition, the Company provides opportunities for registered shareholders to attend the meeting via electronic media throughout the period of the meeting.

The Chairman of the meeting gave the opportunity and gave the participants the right to express their opinions. Independently propose suggestions and ask questions on various issues before voting on each agenda, such as the appointment or removal of directors. Approval of the Appointment of Auditor and Dividend Allocation Capital reduction or capital increase, etc. Attendees must present themselves with their first and last names and inform their status as shareholders attending the meeting in person or as proxies. Before sending an inquiry or suggestion The Company has provided a channel to submit questions

and feedback during meetings through a text-based text chat system. Participants can press the raise hand button to request the right to chat and turn on the microphone of their device after receiving an invitation from the system control officer. However, The company requires that the microphone be turned off every time after the conversation is completed to ensure that the meeting is conducted in an orderly and efficient manner.

- The invitation letter sent by the Company to the shareholders has been prepared with details of the facts. The reasons and information for consideration in each agenda item are complete. The Board of Directors' opinion on relevant issues will ensure that shareholders have sufficient information for careful and transparent consideration and decision-making. As follows:

Agenda for Dividend Payment The company has disclosed its dividend payment policy. Details of profit allocation, proposed dividend rate, and reasons for consideration, including comparison of the proposed dividend rate in the current year with the rate paid in the previous year, so that shareholders can clearly assess the appropriateness of dividend payment.

Agenda for Appointment of Directors The Company has presented important information and details of the directors proposed for appointment, including educational background. Experience and work history, length of tenure, and attendance statistics of directors To ensure that shareholders are adequately informed. However, The Company has arranged for shareholders to vote for the election of directors individually to give shareholders the opportunity to exercise their discretion in electing directors.

Agenda for consideration of directors' remuneration The Company has proposed the remuneration limit for directors to the shareholders' meeting for approval annually and clarified the policies, criteria and structure of the remuneration of directors in each position.

Agenda for Appointment of Auditors and Audit Limits The Company has proposed the list of auditors, affiliated companies, information on independence, duration of duties (in case of proposing the appointment of the original auditor). The reason for the change of auditor (if any) and the audit service fee rate, together with the information comparing the audit fee between the current year and the previous year, which has been considered and approved by the Audit Committee.

- After the shareholders' meeting

The Company has reported the resolutions of the meeting through the SET's news dissemination system and disseminated it on the Company's website within the next business day so that shareholders can be informed of the results of the meeting quickly and thoroughly. In addition, the Company has prepared the minutes of the shareholders' meeting in both Thai and English, with complete details such as the list of directors attending the meeting, questions and clarifications of the management. How to Vote The results of the vote count for each agenda which show the number of votes in favor. The shareholders disagreed and abstained from voting, including the suggestions and questions of shareholders in each agenda item in detail. However, The Company has sent the minutes of the meeting to the Stock Exchange of Thailand and relevant

authorities within 14 days from the date of the meeting and published the minutes on the Company's website so that shareholders who did not attend the meeting can monitor, check and acknowledge the information without waiting for the next shareholders' meeting.

Section 2 Equitable Treatment of Shareholders

(1) Treatment of Shareholders

The Company has a policy to treat all shareholders fairly and equally. Regardless of whether the shareholders are major shareholders or minority shareholders, individuals or institutional investors, regardless of nationality. The Company attaches great importance to the protection of fundamental and other rights that shareholders should enjoy equally. In accordance with the principles of good corporate governance and as disclosed in the category of shareholders' rights. At the 2025 Annual General Meeting of Shareholders, the Company has implemented the policy concretely. By arranging for all groups of shareholders to exercise their right to attend the meeting and vote. Comments and acknowledgement of important information in a complete and equal manner. The relevant guidelines can be summarized as follows:

- Before the Shareholders' Meeting The Company provides opportunities and rights to shareholders to participate by proposing the agenda and nominating candidates to be elected as independent directors in advance of the meeting date through the Company's website. The Company has set an annual tenure period from October 1 to December 30 to provide shareholders with sufficient time to consider and exercise their rights appropriately. However, during the said period of 2025, it does not appear that any shareholders have proposed the agenda or nominated candidates to be elected as independent directors to the Company.

- The Company attaches great importance to facilitating foreign shareholders by preparing documents related to the shareholders' meeting in English so that foreign shareholders can access important information. The Company exercises its right to consider and vote accurately, completely, and equally with other shareholders, which reflects the policy of treating shareholders fairly and non-discriminately in accordance with the principles of good corporate governance.

- The Company has enclosed Proxy Form B with the Notice of the Meeting to facilitate shareholders who are unable to attend in person, allowing them to appoint a proxy to attend and vote on their behalf in accordance with the law. Additionally, shareholders may download all types of proxy forms (Form A, Form B, and Form C) from the Company's website at https://www.eastautocash.com/IR_shareholder_info. Furthermore, the Company has nominated two Independent Directors: Mrs. Prapasri Permsup, Chairman of the Audit Committee, and Mr. Masaki Iguchi, member of the Audit Committee, as proxy alternatives for shareholders. This initiative is to ensure that shareholders' voting rights are exercised independently and transparently, with a true commitment to the best interests of all shareholders.

- The Company disseminates news and information related to the shareholders' meeting in advance through the Company's website at least 30 days before the date of the shareholders' meeting and sends the meeting documents to shareholders by mail at least 21 days in advance so that shareholders have sufficient time to study. Consider the information and prepare for the exercise of the right to vote carefully and appropriately.

- Voting at the Shareholders' Meeting In 2025, the Company held a shareholders' meeting in the form of an electronic meeting (E-AGM) by arranging voting through the E-Voting system, which shareholders can choose to vote on each agenda item in the form of consent, disagree or abstain from voting. The system has processed the shareholders' vote correctly. Transparency and clear display of voting results for each agenda. In addition, the Company has arranged for the storage of the attendance and voting information of all attendees in electronic format as evidence for later verification and in accordance with the rules and requirements of relevant laws, and has recorded the voting results and resolutions of the meeting in full in the minutes of the shareholders' meeting, which are publicly disclosed in accordance with the principles of good corporate governance. The Company has clear and fair voting practices regardless of the format of the meeting to ensure that the exercise of shareholders' rights is transparent. It is verifiable and takes into account the interests of shareholders as a whole.

- The Company conducts the shareholders' meeting strictly in the order of the agenda announced in the invitation letter and does not add or change the agenda without prior notice to the shareholders in order to ensure fairness to all shareholders. Especially shareholders who are unable to attend the meeting. However, In case of urgent need for the benefit of the company. The Company will strictly comply with the rules and procedures prescribed by the relevant laws and regulatory authorities.

- The Chairman of the meeting gave an opportunity and allocated time for all shareholders to exercise their right to express their opinions. Fully and equally to propose questions and inquiries about the Company's operations without discrimination, regardless of whether the shareholders are major shareholders or minority shareholders, in accordance with the principles of protection of shareholders' rights as disclosed in the Shareholders' Rights Section.

In 2568 Holding the Company's shareholders' meeting There were no complaints from shareholders regarding unequal treatment of shareholders, and there were no cases of the Company being fined or taken action by the relevant regulatory authorities, which reflects the Company's commitment to conduct shareholders' meetings fairly, transparently, and in accordance with the principles of good corporate governance.

(2) Preventing conflicts for exploitation

- The Company attaches great importance to the prevention of directors. The Company has clearly established policies and guidelines for the management of conflicts of interest. However, The Company has a

provision prohibiting directors from Executives and employees commit any act that may be contrary to the Company's business interests or seek personal benefits from the Company's activities or business opportunities. In addition, the Company requires directors and executives to disclose information about themselves and related persons who may have an interest in any transaction or business that may cause a conflict of interest with the Company so that the Board of Directors can consider and supervise in a transparent and fair manner and take into account the best interests of the Company and shareholders as a whole.

- The Company strictly complies with the laws, regulations, and guidelines of the relevant regulatory authorities. In the event that it is necessary to carry out a transaction that may cause a conflict of interest in which the director or executive is a connected person. The Company requires that such transactions must be carefully considered by the Audit Committee and in case required by laws or regulations, they must be approved by the Board of Directors and/or the shareholders' meeting before proceeding. In other words, in considering connected transactions. The Company will operate based on the principles of fairness and transparency by stipulating that the trading price and conditions are in accordance with the market price and normal trading conditions. Directors or executives who have an interest in such transactions will not participate in the consideration. Comment or approve the transaction. After the approval of the connected transaction has been approved. The Company will continue to notify the resolutions of the meeting. The Stock Exchange of Thailand (SET) will disclose the information to shareholders immediately or at the latest by 09.00 a.m. on the next business day in order to ensure that the disclosure is accurate, complete, and verifiable in accordance with the principles of good corporate governance.

In 2568 The Company did not appear to have any complaints about the misconduct of the directors. Executives or employees In matters related to conflicts of interest or violations of rules and guidelines for connected transactions. However, The Company does not have a business group structure or conducts business in a manner that causes inter-party transactions that may lead to conflicts of interest.

(3) Monitoring the use of inside information

- The Company has established a policy to prevent the use of inside information in writing. Executives or employees who receive inside information Disclosure or use of inside information for personal benefit in the purchase or sale of the Company's securities, or disclose such information to third parties or persons who do not have relevant duties. For the benefit of buying or selling the Company's securities, which may cause damage to shareholders as a whole. In addition, the Company prohibits directors and executives from trading in the Company's securities during the period of 1 month prior to the date of public disclosure of the financial statements. The Board of Directors and Executives have been informed of their legal obligations to report the Company's securities holdings, including reporting changes in securities holdings to the Securities and Exchange Commission within 3 business days every time. However, The Company has included the report on

the holding of securities as an agenda item for acknowledgment at the Board of Directors meeting on a quarterly basis and disclosed such information in the Company's Annual Report One Report (Form 56-1) for transparency and auditability in accordance with the principles of good corporate governance.

- In the field of protection of the Company's important confidential information, including information of customers and related business partners. The Company has appointed the directors Executives, employees at all levels, executives of associate companies, as well as business partners and agents working for the Company. The Company must prepare and strictly comply with confidentiality agreements so that the use and disclosure of information is for appropriate purposes and does not cause damage to the Company or its stakeholders.

- From all the above requirements, if the directors Any executives or employees violate or fail to comply with such terms and guidelines. The Company will take appropriate disciplinary action in accordance with the Company's rules and regulations.

In 2568 The Company did not appear to have any incidents in which the directors Executives, employees or related persons Violating the policy on preventing the use of inside information or trading securities based on inside information in any way. In addition, related transactions that occur during the year. 2568 It is a transaction that is conducted with transparency, fairness, and in accordance with normal commercial conditions.

Section 3 Consideration of the Role of Stakeholders

(1) Policy and Practice

The Company is aware of its responsibilities to all stakeholders, including internal stakeholders, including directors, and external stakeholders including shareholders, creditors, business partners, customers, competitors, Government Agencies The Company focuses on protecting and caring for the rights of stakeholders in a fair manner, both legal rights and rights under existing agreements with the Company. The Company has established policies related to stakeholders in the Corporate Governance and Business Ethics Policy (details are available on the Company's website). This is reviewed and updated annually to reflect changes in the business environment. It is prepared in writing and disseminated to the directors. Executives and employees acknowledge and strictly comply with the rules and regulations related to the Company's work.

In addition, the Company attaches great importance to anti-corruption by adhering to the principle of not accepting bribes or any other benefits that are contrary to the law, and has clearly established an anti-corruption policy, as well as regularly disseminating, communicating, and providing training and knowledge testing to employees at all levels. To create awareness and understanding of such policies and guidelines. The Company believes that the Company conducts business with fairness, transparency and adequate

disclosure of relevant information to stakeholders. It will encourage stakeholders to participate appropriately and effectively. This is an important foundation for the Company's sustainable growth. The guidelines for the treatment of stakeholders in each group can be summarized as follows:

Treatment of Shareholders: The Company is committed to stable and sustainable business growth. The Company adheres to the principles of good corporate governance with transparency, fairness, and non-corruption both within the organization and in dealing with third parties in order to ensure that shareholders receive appropriate and continuous returns. The Company attaches great importance to the protection of the rights and equal treatment of all shareholders, as well as the disclosure of information, news, and progress reports on the Company's operations to shareholders accurately. Shareholders are encouraged to exercise their right to attend shareholders' meetings and participate in decision-making on important matters of the Company. in Clause 6.1.2, Section 1)

Treatment of creditors: The Company strictly complies with the terms and conditions to creditors. The Company manages the loans in accordance with the purpose of using the funds and does not take any actions that may cause damage to the Company or creditors. The Company has controlled and complied with all aspects of the loan agreement, including the full and on-time repayment of all types of loans and interest. Do not violate the agreed terms and conditions and do not conceal information or facts that may cause damage to creditors. In addition, the Company attaches great importance to management to strengthen the confidence of creditors as a financial asset and the Company's ability to repay debts.

Treatment of Suppliers: The Company treats its suppliers with fairness, transparency, and strictly adheres to the terms and conditions and agreements with suppliers, as well as the law. Regulations and relevant business rules are properly compliant. The Company has a policy prohibiting directors from Executives or employees solicit or accept assets or any other benefits that are not in good faith in conducting business with business partners. However, If the Company or its business partners discover or know that dishonest acts have occurred. The Company will promptly notify or disclose information. To jointly consider solving the problem and prevent damage that may occur in the future. In addition, the Company will not cooperate or support any person or organization that engages in illegal business or carries out activities that may threaten society and national security.

The criteria for selecting and evaluating the Company's suppliers are as follows:

- Financial Stability: Assessment of the supplier's financial standing and liquidity.
- Product Quality and Service Level: Consistency in meeting quality standards and service requirements.
- Good Corporate Governance: Operating with business ethics, transparency, and anti-corruption policies.
- Competency, Expertise, and Experience: Proven track record and technical capabilities in the industry.
- Business Reputation and Legal Record: History of complaints, litigation, or legal disputes.

- ESG Commitment: Awareness and responsibility towards the community, society, and the environment (CSR/ESG).
- Past Performance Evaluation: Historical performance records for existing suppliers.

Treatment of Customers: The company is committed to providing quality services. It takes into account the maximum benefits and satisfaction of customers. Comply with contracts, agreements, and conditions with customers in a fair, transparent and equitable manner by setting guidelines for customers. As follows:

- The Company uses a fair hire-purchase agreement. There are no terms or conditions that infringe the rights of the client.
- Maintain the customer's right to possess and use the vehicle throughout the contract period.
- Maintain the right of customers to obtain vehicle registrations. When the installment payment is made in full according to the contract.
- Provide accurate, complete and truthful information about the vehicle's features, quality, and details.
- Disclose information relevant and necessary for customer decision-making, such as interest rates, fees, service charges, and penalties, in accordance with the rules prescribed by law, clearly, fairly, and verifiably.
- Provide a process and channel for receiving feedback. Complaints or problems from the use of the service through the Company's website, email, and LINE application in order to be able to resolve the problem quickly and appropriately and to continuously improve or develop the service.
- Store and maintain customers' personal and confidential information strictly and do not disclose such information to third parties unless they have the consent of customers or as required by law.
- Not soliciting, soliciting or accepting money, gifts, prizes or any other benefits from customers or third parties unless it is traditionally accepted.
- Conduct business under the principles of good corporate governance and do not promote or support any illegal activities or transactions.

Treatment of Competitors: The Company conducts its business in accordance with the principles of ethics and business ethics. With professionalism and adherence to the principle of free and fair competition, without distorting information. The Company shall not use any method that is invalid or contrary to the rules of fair competition, including not seeking confidential information of competitors by dishonest or improper means, such as paying bribes to competitors' employees, and shall not take any action that damages the reputation of competitors by making defamatory accusations without facts. However, The Company avoids practices that may affect the competitive atmosphere in the industry and promotes good relationships by continuously exchanging ideas and experiences with other operators through the Thai Hire Purchase Association. For 2025, the company did not have any disputes or conflicts with competitors.

Government Treatment: The Company Complies with the Law The relevant rules, regulations and regulations of the supervisory authority are strictly implemented by providing a clear operational supervision structure through the appointment of sub-committees with supervisory duties. Monitor and review operations to ensure compliance with relevant laws and regulations. In addition, the Company cooperates and supports various activities of government agencies appropriately. When there is an opportunity, to promote transparency and business operations in accordance with the principles of good governance.

Social and Environmental Treatment: The Company has a corporate social responsibility policy. It focuses on business operations along with caring for and helping society. To promote the sustainable growth of the organization and society as a whole. As follows:

- Promote the creation of a corporate culture by integrating the principles of social and environmental responsibility with the vision, mission, strategy, and goals of the organization to support stable and sustainable business growth.
- Support the provision of knowledge and training to directors. Executives and employees to cultivate a sense of social responsibility. At the same time, employees are encouraged to participate in activities or social projects organized by the Company or organized by government and private agencies appropriately.
- Participate in supporting social activities that promote and maintain traditions. It includes the maintenance of all religions and the regular patronage of religious activities.
- Campaign and raise awareness among employees on the conservation of natural resources and energy efficiency. Promote the use of environmentally friendly products and proper energy conservation.
- Do not support or be involved in any actions that cause damage to natural resources. Community and Society
- Promote the strengthening of the community around the company, such as schools, temples, and other communities, to be self-reliant in a sustainable manner. Have a good quality of life, be generous and live together happily.

Intellectual property or copyright: The Company has an intellectual property policy. All executives and employees are responsible for protecting, protecting, and preserving the Company's intellectual property, such as trademarks, trade secrets, and proprietary knowledge of the Company, which are considered an important factor in creating a competitive advantage. The Company requires that such information and intellectual property must not be disclosed. leaking or using it for personal benefit or for other persons without permission. In addition, the Company does not support and does not condone the infringement of the intellectual property of others. It is forbidden to use the works or intellectual property of others without the lawful consent of the rights owner.

Anti-Corruption: The Company has the intention to conduct business with honesty, integrity, and adherence to the principles of good corporate governance, taking into account social responsibility and all groups of stakeholders. The Company conducts business with transparency, fairness, and auditability to prevent and combat all forms of corruption, both within the organization and in dealing with third parties. Thailand's Private Sector Collective Action Coalition Against Corruption (CAC), a public-private sector collaboration. Later, in 2023, the Company applied for the renewal of its CAC membership for the third time, but the process has not been completed. 2024 and finally The company renewed its membership of the Thai Private Sector Anti-Corruption Coalition in December. The certification is valid for 3 years at a time, reflecting the Company's continuity and seriousness in adhering to the principles of integrity, transparency, and good corporate governance in a sustainable manner.

Therefore, the Company has established and promulgated an anti-corruption policy as well as clear guidelines for business operations to prevent and reduce the risk that may cause corruption in all forms. This includes requiring the disclosure of relevant information in a transparent and verifiable manner. In this year, 2568 The Company does not employ any government employees or government officials. This is in accordance with the Company's anti-corruption policies and guidelines, which have been considered and approved by the Board of Directors. Details appear in the 8.1.4 Monitoring compliance with corporate governance policies and practices (3) Anti-Corruption

Treatment of employees: The Company has consistently recognized the importance of human resources. Employees are considered the most valuable resource and an important factor in driving the organization to grow sustainably. The Company has a personnel management policy that focuses on fair treatment of employees. Respect for human rights and dignity. Strictly comply with labor laws and social welfare laws, as well as pay attention to the protection of employees' personal rights. In addition, the Company continuously reviews, improves, and develops human resource management systems and policies to be in line with business strategies and changes in the operating environment. However, Further details on the treatment of some employees are provided in section 3.4 Sustainability management in the social dimension. Clause 3.4.1.1 Human Rights Policy and Clause 3.4.1.2 Policy on Fair Treatment of Workers

- **Human Rights and Human Rights Policy**

The Company has a human rights policy. All executives and employees must strictly respect international human rights principles and are considered as basic norms in business operations. Formulate policies, promote and support communication, disseminate knowledge, assess risks, and support internal departments to operate in accordance with the established guidelines to ensure that the Company complies with the law. Relevant regulations and regulations are accurate and complete, both at the national and international levels.

The Company's Human Rights Policy covers key issues. As follows:

1. treat employees on the basis of human dignity; Encourage employees to exercise their rights legitimately in accordance with the Constitution and the law, and promote respect for the rights and duties of others.
2. Providing equality and equality. It does not discriminate and does not infringe on the rights of others, whether verbally or deeded, due to any difference in status.
3. Protect and maintain employees' personal data in accordance with the Personal Data Protection Policy and Manual B.E. 2562 (2019)
4. Supporting and respecting the protection of human rights It has established a policy not to act or be involved in any form of human rights violations.
5. Sexual Harassment Prevention Policy is in place by protecting employees from the acts, criticism, ridicule, or dissemination of any message and media that are of a sexual harassment nature.

In addition, the Company is committed to providing a comprehensive human rights audit process throughout its business operations and value chain. It covers labor rights, shareholders' rights. The rights of customers and consumers, as well as the rights of the community and the environment, to build confidence among stakeholders because respect for human rights is an important factor in creating sustainability. Strengthening relationships and acceptance in the Company's business operations. The Company's human rights responsibilities are not limited to compliance with relevant local laws. The Company also pays attention to the management of risks and impacts that may arise from the Company's business operations, including activities in which the Company is directly and indirectly involved or influenced.

For the year 2568 The Company has taken significant human rights actions. As follows:

- Provide training and dissemination of human rights policies to directors. Executives and employees at all levels accounted for 97.95% of the trainees (including those who passed and did not pass the test).
- Organize training for new employees and conduct a post-training knowledge test to assess their understanding of human rights. Accounting for 100 percent of those who passed the test.
- Organized training and testing of human rights knowledge for employees at all levels, including employees of subsidiaries, accounting for 100%.

In addition, the Company has promulgated the 2025 Human Rights Policy to its suppliers and agents (outsourced) to serve as a guideline for responsible joint business operations.

- **Employee Care**

The Company places great emphasis on human resources as an important factor in driving the organization. The Company supervises and manages employees with fairness, transparency, and respect for

the rights of employees at all levels. Under the legal framework and principles of good corporate governance, with important guidelines. As follows:

1. The Company has established a policy to pay remuneration and benefits to employees in a fair manner, appropriate to their duties and responsibilities, and in accordance with the level of remuneration in the same industry. Provident fund and other welfare to enhance the quality of life and job security.

2. Appointment, transfer, reward and punishment of employees are carried out in good faith. It is based on the knowledge, ability, suitability and performance of employees.

3. The Company has a policy on safety, occupational health and the environment, focusing on ensuring that the working environment is safe for the lives and property of employees, including providing a hygienic workplace. To prevent harm and promote good health. Each year, The Company provides regular inspections of the working environment, such as checking lighting in the workplace, checking the amount of dust. Carbon Dioxide Measurement Bacterial Concentration Annual health check-ups for all employees and occupational health and safety training for employees at all levels.

4. The Company provides opportunities for employees to participate in expressing their opinions and suggestions by holding an annual staff meeting on an ongoing basis. To communicate the Company's policies and performance, as well as provide opportunities for employees to ask questions and express opinions directly to the management.

5. For new employees, the Company provides orientation from the first day of employment to know the policies, regulations, rules, regulations, business structure, corporate culture, benefits and benefits, as well as the principles of good corporate governance. Anti-Corruption and Confidentiality of the Company and related parties.

6. The Company attaches great importance to listening to the opinions of employees who have submitted their resignations. The HR Operations Department will collect data and analyze it. If it is deemed to be useful information for the improvement or development of the management, it will be presented to the management and/or the executive committee for further consideration.

However, The Company strictly complies with labor laws and requirements related to employees and facilitates employees to receive fair and equal rights and treatment.

(2) Providing opportunities for all groups of stakeholders to contact the Company

The Company provides opportunities for employees and all groups of stakeholders to participate in monitoring, supervising, and reflecting opinions on the Company's operations, including participating in monitoring operations that may violate discipline, business ethics, or laws, as well as reporting behaviors that may constitute corruption. Suspicious behavior related to money laundering Finance or accounting.

Stakeholders can contact, comment, report or complain directly to the Company by sending a letter to the Chairman of the Audit Committee, General Manager of Administration or the Company Secretary at Eastern

Commercial Leasing Public Company Limited, No. 976/1, Soi Rama 9 Hospital, Bang Kapi, Huai Khwang, Bangkok 10310 by fax at 02-641-5995 or through the Company's website

<https://www.eastautocash.com/contact>

Any complaints, suggestions or information received will be considered and processed appropriately in accordance with the procedures set by the Company. In the case of whistleblowing about fraudulent or illegal acts. The Company will keep the information of the whistleblower confidential and take action with regard to the safety of the whistleblower and those who cooperate in the investigation. This is to ensure that the relevant persons will not be affected by such information or complaints. However, in 2025, the Company did not receive any complaints regarding unethical or corruption from stakeholders.

(3) Taking action against those who do not comply with policies and guidelines.

The Company has clearly defined guidelines and procedures for dealing with those who do not comply with the Company's policies and guidelines. In order to ensure that the supervision is efficient, fair, and auditable, the essence is as follows:

1. The Company stipulates in the Code of Business Ethics that directors and executives must adhere to good role models and are responsible for supervising employees in the supervisory line to strictly comply with the Code of Business Ethics and Corporate Governance Policies. However, Failure to cooperate, neglect, ignore, or violate such policies and guidelines will be punished according to the nature and seriousness of the act, ranging from reprimands, disciplinary actions, to dismissal in accordance with the Company's regulations.

2. The Company provides opportunities for employees, stakeholders and related parties. Can complain Comments, questions, or reports on suspected violations of the Code of Business Ethics can be made through various channels, such as notifying supervisors according to the hierarchy. Submission of a complaint to the Human Resources Department or the Company Secretary or a presentation of the matter to the Audit Committee or directly to the Audit Committee

3. In the event that the complaint is unfounded and it appears that the complainant intends or intentionally causes damage to another person or provides false information. The Company will consider taking punishment in accordance with the Work Regulations and may consider prosecuting in accordance with the law as appropriate.

4. In the event that the management or employees do not comply with the policy or violate the Code of Business Ethics, the parent unit shall conduct the initial consideration and make a conclusion to the senior supervisor. To consider taking punishment in accordance with work regulations. However, If the case is characterized as a serious conflict of interest or causes significant damage and cannot be within the discretion of the parent agency. The matter shall be proposed to the Company's management for consideration and determination of appropriate guidelines and penalties. and report the results to the Audit Committee.

Section 4 Disclosure and Transparency

(1) Efficiency of the disclosure process

The Company has a policy of disclosure and transparency in both financial and operational information. By disclosing information accurately, completely, transparently, and equally. Regularly and timely in accordance with the rules and requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. However, The information disclosed to the public has been screened by the responsible authorities and approved by the Board of Directors prior to disclosure. The information disclosed by the Company includes: Quarterly and Annual Financial Statements Explanation of Business Characteristics Annual Statement and Annual Report (Form 56 – 1 One Report) Connected Transactions Invitation to the Shareholders' Meeting Resolutions of the Board of Directors Meeting Audit fee, director's remuneration The Company disseminates such information in both Thai and English through the communication channels of the Stock Exchange of Thailand and the Company's website, as well as through the investor relations channel, which is regularly updated to ensure that investors, shareholders and stakeholders can access information conveniently. Keep up with the situation and get the most benefits.

(2) Quality of financial reports

The Company prepares financial statements in accordance with generally accepted accounting standards by selecting appropriate accounting policies and consistently complying with them. The Company exercises prudent and prudent accounting discretion and discloses sufficient material information in the notes to the financial statements. However, The Company's financial information disclosure has been audited or reviewed by an independent auditor and coordinated with the internal auditor before being proposed to the Audit Committee for consideration and approval, as well as approved by the Board of Directors before disclosure to shareholders. The Board of Directors also reported its responsibility for financial reporting in the Company's Annual Report. To build confidence in the accuracy, completeness and reliability of financial information.

(3) Investor Relations

The Company assigns the Chief Executive Officer, together with the Investor Relations Department and the Chief Financial Officer, to contact, communicate, and disclose information that is material and beneficial to institutional investors. Shareholders, securities analysts, the media, and the general public based on the principles of good corporate governance. Transparent, equitable and timely disclosure of information In 2025, the Company has continuously carried out investor relations activities to communicate the Company's operating results and information related to the Company's business operations to stakeholders. It can be summarized as follows:

1. Welcoming investors and analysts who request to meet Company Visits or Conference Calls for a total of 4 times.

2. Providing information through media interviews, both in print media, television programs, or telephone interviews , 2 times.
3. Press Releases in the event that the Company has material investment or business activities. 1 time

This is to be a communication channel between the Company and shareholders. Investors and those who are interested The Company has designated a person in charge of investor relations. For more information, shareholders and investors can contact Ms. Kanchana Sophonpongpiat at 02-641-5252 ext. 9419 e-mail kanchana.s@eastautocash.com The Company has published the names and contact information on the Company's website under the topic "Investor Relations" and the sub-topic "Ask Investors" so that shareholders and stakeholders can access information conveniently and equally. and thoroughly.

Section 5 Responsibilities of the Board of Directors

The Board of Directors plays an important role in corporate governance as a representative of shareholders, with the duty of determining the vision, mission, strategic plan, as well as supervising the Company to have an appropriate internal control system, risk management system, and audit system so that the management can achieve the Company's objectives. Company Policies and Business Ethics

The Board of Directors is appointed by the shareholders' meeting through a transparent process. Each director must have knowledge, expertise, and experience that is beneficial to the Company's business operations. Honesty They have leadership, vision, and independence in making decisions, as well as being able to devote their time and perform their duties to the best of their abilities for the best interests of the Company and shareholders as a whole. The Board of Directors must be independent of the management and supervise the lawful operation of the Company's activities. It is ethical and verifiable. In addition, The Board of Directors is responsible for appointing various sub-committees as necessary to assist in studying, screening and supervising the operation of important aspects to be more prudent and efficient, as well as to consider the structure of the Board of Directors to be suitable for the nature and business operations of the Company so that the framework, authority and responsibilities of the Board of Directors are clear and conducive to the overall efficiency of its duties.

6.2 Code of Business Ethics

Good Governance Policy and Code of Business Ethics

The Company has established a written policy and code of conduct to serve as a framework and standard for corporate governance in terms of ethics and ethics (Code of Conduct) under the "Good Corporate Governance Policy and Code of Conduct", which the Company has prepared and updated to be appropriate and up-to-date with changes on an annual basis. Executives and employees of the Company to be able to

perform their duties legally. The Company shall comply with the Company's regulations, regulations, and policies with integrity, morality, transparency, and priority for all groups of stakeholders. The policy covers key principles, including social responsibility; Community and Environment Lack of involvement in politics Respect for individual rights in accordance with the law. Respect for human rights Not infringing on the intellectual property or copyrights of others. Anti-Corruption Anti-money laundering Not soliciting, accepting, or paying bribes in any form, as well as supervising and controlling the use of inside information to prevent conflicts of interest.

The Company has appointed the Corporate Governance and Sustainable Development Subcommittee. Supervisory It is an important mechanism to drive the implementation of corporate governance. To ensure that the directors Executives and employees of the Company and all its subsidiaries have been informed. Understand and strictly comply with such policies and business ethics. Interested parties can learn more about the Company's Good Corporate Governance Policy and the complete Code of Business Ethics from the Company's website <https://www.eastautocash.com/> under the topic of Investor Relations, Corporate Governance Submenu.

For 2025, the Company has continuously disseminated and trained on corporate governance policies and business ethics. The results are summarized as follows:

- The Company has organized training and disseminated corporate governance policies and business ethics to directors. Executives and employees at all levels accounted for 97.95 percent , calculated from the number of people who attended the training and took the test, both passing and failing.
- The Company has organized training for new employees and arranged for post-training tests. To assess knowledge and understanding of business policies and ethics, accounting for 100 percent, calculated based on the number of people who passed the test.
- The Company has organized training and conducted post-training tests for employees of subsidiaries to assess their knowledge and understanding of corporate governance policies and business ethics completely, accounting for 100%.

In addition, the Company has promulgated the Corporate Governance Policy and Code of Business Ethics for the year 2025 to the Company's suppliers and representatives (outsourced) to serve as a guideline for responsible joint business operations. The Company's suppliers and representatives have signed 100% acknowledgement.

For 2025, based on the collection and assessment of operational risk data. There were no incidents or irregularities related to the violation of the Corporate Governance Policy and the Code of Business Ethics.

6.3 Major changes and developments in the policy Corporate Governance Practices and Systems in the Past Year

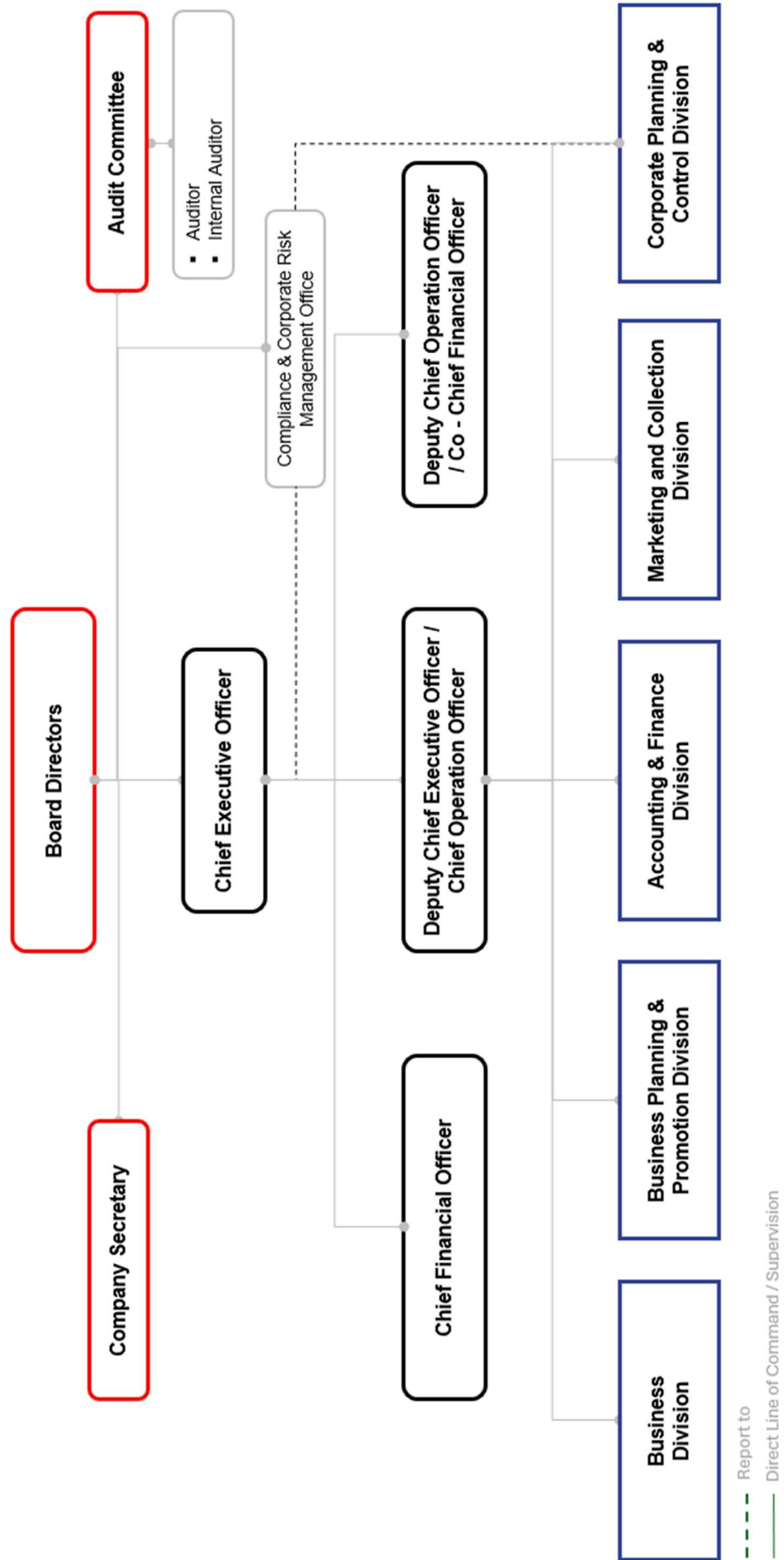
6.3.1 Policy Review Guidelines Corporate Governance System and Charter

1. Update the Anti-Corruption Policy and Guidelines
2. Improve Corporate Governance Policy and Code of Business Ethics
3. Certification of Compliance Policy
4. Improve the Practice Policy on Prevention of Money Laundering and Countering the Financing of Terrorism and the Proliferation of Weapons of Mass Destruction
5. Endorse management policies, business continuity plans, and emergency measures and business continuity support plans.

**CORPORATE GOVERNANCE STRUCTURE AND
IMPORTANT INFORMATION ABOUT THE
BOARD SUBCOMMITTEES, EXECUTIVES,
EMPLOYEES, AND OTHERS**

7. Corporate Governance Structure and Important Information on the Board of Directors Sub-committees, executives and other employees

7.1 Corporate Governance Structure as of December 31, 2025



7.2 Information about the Board of Directors

7.2.1 Composition of the Board of Directors

1. The Company's Board of Directors consists of at least 5 directors and not less than half of the total number of directors must be residents of the Kingdom of Thailand. There shall be at least 1/3 of the total number of directors but not less than 3 (according to the criteria set forth in Notification No. Torjor 4/2009) and at least 1 director of the Company. Knowledge of financial accounting is required.

2. The Company's directors are appointed and must be fully qualified. There are no prohibited characteristics under the Public Limited Company Act. Requirements of the SEC and the Regulations of the Stock Exchange of Thailand Must be knowledgeable, capable, experienced, and understand the nature of the Company's business operations and the industries in which the Company operates. Be dedicated and able to devote full time to the performance of their responsibilities. They have a good work history, are moral and ethical, and have a broad vision.

3. The Board of Directors shall elect a non-executive director to be the Chairman of the Board.

4. The Chairman of the Board of Directors must not hold the position of Chairman or a member of the sub-committees and shall not be the same person as the Chief Executive Officer.

5. In order for directors to have sufficient time to perform their duties as directors of the Company and to be a director in other companies must not be an obstacle to the performance of their duties as directors of the Company, the number of listed companies in which directors will hold their positions is determined. They should not hold director positions in more than 5 other listed companies at the same time.

6. The Board of Directors elects a person to act as the Secretary of the Board of Directors. The Secretary of the Board of Directors may or may not be a director.

As of December 31, 2025, the Board of Directors consists of a total of 10 directors who are generally recognized competencies consisting of gender diversity, skills, professionalism, expertise, and experience that are useful for the implementation of the Company's business strategy and success. By the Judges Skills that are in line with the Company's business strategy through the Broad Skills Matrix and are diverse in terms of education and experience, without any other differences. In Attachment 1 details about the directors)

Company There are directors. A total of 10 people include: 9 male directors accounting for 90% and 1 female director accounting for 10 %

Board Skills Matrix

List of Directors	Loan Busines s	Financial Accounting	Risk Management	Corporate Development and Sustainability	Technology and Information	Legal	Strategic Management
1. Mr. Naofumi Nakanishi	x	x					x
2. Mr. Danucha Verapong	x			x	x		x
3. Mr. Prapakorn Veerapong	x		x		x		x
4. Mr. Masayuki Nozawa	x			x	x		x
5. Mr. Satoshi Ukai	x	x	x	x			x
6. Mrs. Praphasri Permsup	x	x	x	x			x
7. Mr. Sompong Pornupatham		x	x	x			x
8. Mr. Masaki Iguchi	x						
9. Mr. Hiroomi Yamamura	x				x		x
10 Mr. Taketo Aoki	x			x			x
Included	9	4	4	6	4	0	9

7.2.2 Information on the Board of Directors and Controllers

List of Directors as of December 31, 2025

Sequence	List of Directors	Location	Date of appointment	Number of years as a director
1	Mr. Naofumi Nakanishi	Independent Director Chairman of the Board of Directors	27 Feb 2568 27 Feb 2568	10 months
2	Mr. Danucha Verapong	Chairman of the Executive Committee Chief Executive Officer	11 Nov 2003	22 years 1 month
3	Mr. Prapakorn Veerapong	Executive Director Managing Director Nomination and Remuneration Committee	15 Sep 2003 27 Feb 2025	22 years 3 months 10 months
4	Mr. Masayuki Nozawa	Executive Director Deputy Chief Executive Officer Chief Operating Officer	15 May 2020 20 Feb 2025 20 Feb 2025	5 years 7 months 10 months 10 months

Sequence	List of Directors	Location	Date of appointment	Number of years as a director
5	Mrs. Praphasri Permsup	Independent Director Chairman of the Audit Committee Chairman of the Nomination and Remuneration Committee	24 Apr 2018 24 Apr 2018 27 Feb 2568	7 years 8 months 7 years 8 months 10 months
6	Mr. Satoshi Ukai	Executive Director Chief Financial Officer Deputy Chief Operating Officer	1 Apr 2025 1 Apr 2025 1 Apr 2025	9 months 9 months 9 months
7	Mr. Sompong Pornupatham	Independent Director Audit Committee Nomination and Remuneration Committee	23 Feb 2024 23 Feb 2567 27 Feb 2568	1 year 10 months 1 year 10 months 10 months
8	Mr. Masaki Iguchi	Independent Director Audit Committee	27 Feb 2025 27 Feb 2025	10 months 10 months
9	Mr. Hiroomi Yamamura	Director (Non-Executive)	27 Feb 2025	10 months
10	Mr. Taketo Aoki	Director (Non-Executive)	28 Apr 2025	8 months

Ms. Kanchana Soponpongpiat is the Assistant Secretary of the Board of Directors.

List of directors who resigned/retired during 2025

Sequence	List of Directors	Location	Date of Office/Resignation	Replacing Director
1	Mr. Wichai Maithong	Independent Director Chairman of the Board of Directors	24 Apr 2018/ 26 Feb 2025 12 May 2023 / 26 Feb 2025	Mr. Naofumi Nakanishi
2	Mrs. Duangrat Jaengmongkol	Executive Director Company Secretary Nomination and Remuneration Committee	15 Sep 2003 / 31 Dec 2025 13 Aug 2008 / 31 Dec 2025 24 Apr 2018 / 27 Feb 2025	Mr. Satoshi Ukai During consideration Mr. Sompong Pornupatham
3	Mr. Thailuck Lithavorn	Independent Director Audit Committee	15 Aug 2017 / 27 Feb 2025 15 Aug 2017 / 27 Feb 2025 24 Apr 2024 / 27 Feb 2025	Mr. Masaki Iguchi Mr. Masaki Iguchi

Sequence	List of Directors	Location	Date of Office/Resignation	Replacing Director
		Chairman of the Board of Directors Recruitment and Remuneration Consideration		Mrs. Praphasri Pemsup
4	Mr. Jaturong Pothirak	Director	30 Apr 2023 / 27 Feb 2025	Mr. Hiromi Yamamura

Remark: This is a restructuring of the Board of Directors in accordance with the Company's Shareholder Agreement from the Resolution of the Nomination and Remuneration Committee. No. 1/2025 on February 5, 2025

Sequence	List of Directors	Become an executive	Non-executive	Independent Director	Audit Committee
1	Mr. Naofumi Nakanishi		/	/	
2	Mr. Danucha Verapong	/			
3	Mr. Prapakorn Veerapong	/			
4	Mr. Masayuki Nozawa	/			
5	Mr. Satoshi Ukai	/			
6	Mrs. Praphasri Permsup		/	/	/
7	Mr. Sompong Pornupatham		/	/	/
8	Mr. Masaki Iguchi		/	/	/
9	Mr. Hiroomi Yamamura		/		
10	Mr. Taketo Aoki		/		
TOTAL		4	6	4	3

Notes:

- (1) executive directors 4 persons, accounting for 4/10 or 40% of the entire board of directors.
- (2) non-executive directors 6 persons, accounting for 5/10 or 60% of the entire Board of Directors.
- (3) independent directors 4 persons, accounting for 40 percent, which is more than one-third of the entire Board of Directors, with independent directors having a continuous term of office of not more than 9 years.
- (4) The Audit Committee consists of 3 independent directors with duties similar to those specified in the Articles of Association of the Stock Exchange of Thailand. Experience to review the reliability of the financial statements at least 1 person and at least 1 person in risk management.
- (5) There is 1 female director, accounting for 1/10 or 10% of the entire Board of Directors.

(6) In 2025, the company separated its position. Chairman of the Board of Directors The Chief Executive Officer, Chief Operating Officer, and CO- Chief Financial Officer are 5 positions and are not the same person. And no one person has unlimited power. However, the Chief Executive Officer, Chief Operating Officer, and Chief Financial Officer-Joint Officer represent 3 major shareholder groups, namely the Veraphong Family Group, PREMIUM GROUP, and GR Management (Thailand) Co., Ltd. or GMT, as of December 30, 2025, hold 65.93% of the shares in the Company. Therefore, the structure of the Board of Directors consists of non-executive directors rather than executive directors. There are more than one-third of the independent directors of the entire Board of Directors and the Audit Committee consists of at least 3 independent directors.

Authorized Directors

The authorized directors to bind the Company include: Mr. Danucha Verapong Mr. Masayuki Nozawa and Mr. Satoshi Ukai 2 out of 3 persons signed jointly and affixed the company's seal.

Information on the roles and duties of the Board of Directors

Authority of the Board of Directors

1. Appoint, remove, and delegate authority and duties to the Advisor of the Board of Directors. Sub-committees and the Chief Executive Officer and/or Managing Director
2. Consult with experts or consultants of the Company (if any) or hire external consultants or experts. If necessary, at the expense of the company.
3. Approved the loan to be used as the Company's working capital in an amount that exceeds the authority of the Board of Directors.
4. Approve the receipt or cancellation of credit lines in excess of the authority of the Executive Committee.
5. Approve loans to companies that have business relationships with the company. As a shareholder or a company that has a business with each other or another company in an amount that exceeds the authority of the Board of Directors.
6. Approved the guarantee of credit lines for companies that have business relationships with the Company. As a shareholder or a company that has a business with each other or another company in an amount that exceeds the authority of the Executive Committee.
7. Approve the establishment, merger or dissolution of subsidiaries
8. Approve the investment and sale of investment in ordinary shares and/or any other securities in an amount exceeding the authority of the Board of Directors.
9. Approved the procurement and investment in fixed assets in an amount that exceeds the authority of the Executive Committee.

10. Approved the disposal and transfer of fixed assets in an amount exceeding the authority of the Executive Committee.

11. Approve the reconditioning, destruction, write-off of fixed and/or intangible assets that are obsolete, defective, lost, destroyed, deteriorated, obsolete or unusable. There is a book value (cost price) in the amount that exceeds the authority of the Executive Committee.

12. Approve the compromise. Dispute Resolution by Arbitration Complaints, litigation and/or any judicial proceedings on behalf of the Company for matters that are not in the ordinary commercial nature and/or in the ordinary commercial nature with capital in the amount exceeding the authority of the Board of Directors.

13. Approved the transaction that is not normal for the business in the amount exceeding the authority of the Executive Committee.

14. Proposing capital increase or reduction or change in share value. Amendment to the Memorandum of Association and/or the Company's objectives to shareholders

15. Approved the Executive Committee to approve the Authority Manual Any other operating procedures as deemed appropriate.

16. Authorize the management, executives or executive employees of the Company or any other person to act on their behalf.

17. The Company has the power to invite the management, executives or related employees of the Company to clarify, give opinions, attend meetings as well as submit documents as deemed relevant and necessary.

18. Appointment and Removal of Company Secretary

19. All the powers of the Board of Directors mentioned above in relation to the acquisition or disposal of assets and connected transactions shall comply with the Notification of the Capital Market Supervisory Board.

Duties and Responsibilities of the Board of Directors

The Board of Directors has the authority, duties and responsibilities to shareholders in relation to the Company's business operations in managing and supervising the work of the management in order to ensure that the Company's business operations are in accordance with the objectives and articles of association of the Company, as well as relevant laws as well as the resolutions of the lawful shareholders' meeting. Under the performance of duties with honesty and prudence. Taking into account the best interests of the Company and being fair to shareholders and all related parties equally.

The scope of duties and responsibilities of the Board of Directors can be summarized. As follows:

1. The Annual General Meeting of Shareholders shall be held within 4 months from the end of the Company's accounting period.

2. Arrange a meeting of the Board of Directors. At least 3 months at a time

3. Considering and approving any transactions of the Company and its subsidiaries that have a significant impact on the financial position of the Company and its subsidiaries. Debt obligations and capital structure of the Company

4. Arrange for the preparation of the Company's balance sheet and profit and loss statement at the end of the Company's accounting period, which have been audited and relied upon by the auditor, and proposed to the shareholders' meeting for approval.

5. Considerations Approve or approve connected transactions and transactions that may have a conflict of interest between the Company or its subsidiaries and connected persons in accordance with the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand.

6. The Board of Directors may authorize one or more directors or any other person to perform any of the acts on behalf of the Board of Directors under the control of the Board of Directors or may authorize such persons to exercise such powers as the Board deems appropriate. Change or amend the person authorized or authorized when it deems appropriate.

The Board of Directors may authorize the Executive Committee to have the authority and duties to perform various tasks. There are details of the delegation of authority according to the scope of authority and duties of the Executive Committee. It must not be in the nature of delegating authority that enables the Executive Committee to consider and approve transactions that the Executive Committee or individuals may have conflicts with. There is any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria that have been considered and approved by the Board of Directors.

7. Define the vision, mission, goals, and guidelines. Company Policies, Plans and Budgets Supervise, supervise, and manage the Executive Committee in accordance with the assigned policies, except for the following matters: The Board of Directors must be approved by the shareholders' meeting by not less than one vote. 3/4 of the total number of votes of shareholders who attend the meeting and are entitled to vote before the action are as follows: Matters that are required by law to be approved by the shareholders' meeting, such as capital increase, capital reduction, issuance of debentures, sale or transfer of all or a significant part of the Company's business to another person, or purchase or transfer of another company's business to the Company. Amendment of the Memorandum of Association or Articles of Association, etc. In addition, the Board of Directors has a scope of duties to supervise the Company's compliance with the Securities and Exchange Act. The requirements of the Stock Exchange of Thailand, such as connected transactions and the purchase or sale of important assets in accordance with the rules of the Stock Exchange of Thailand or laws related to the Company's business.

8. Consider the management structure, appoint the Executive Committee, the Chairman of the Executive Committee and other committees as appropriate, as well as define and divide the roles, duties and

responsibilities of the Board of Directors. The sub-committees and the management department have clearly defined their powers and duties in the Company's approval and operation regulations.

9. Continuously monitor the performance to ensure that it is in accordance with the plan and budget.

10. To review and approve the Company's vision, mission, ethics manual and code of conduct at least every 3 years.

11. Directors must not engage in business under the same condition and compete with the Company's business or become a partner in a general partnership, or be a partner in a limited partnership, or be a director of a private company or another company operating in the same condition and compete with the Company's business, whether for their own benefit or for the benefit of others, unless they have notified the shareholders' meeting before the appointment resolution is made.

12. The directors must notify the company without delay. If there is a direct or indirect interest in a contract entered into by the Company or holding shares or debentures in the Company or its affiliates.

13. Report on Securities Holdings and Changes in Securities Holdings of the Company in accordance with the Securities Commission's (SEC) Rules Within 30 days from the date of appointment and within 3 days from the date of change and summary of the securities holding report. to the Board of Directors meeting.

Nomination and Appointment of Directors

Nomination of Directors

In the nomination of directors, the Company has assigned the Nomination and Remuneration Committee to work with the Executive Committee to consider, select and propose qualified persons in terms of experience, knowledge and ability that will be beneficial to the Company and deserve to be nominated as directors. Independent Director or Audit Committee to propose to the Board of Directors and the Annual General Meeting of Shareholders for further approval.

In the nomination of new directors. The Company considers the composition of the Board of Directors in accordance with the Board Skills Matrix approved by the Board of Directors to determine the necessary qualifications, knowledge, skills, and experience of the directors to be nominated.

Qualifications of Directors

1. Qualifications of Directors in accordance with Public Law

1. Be an individual, 2. Reach the age of majority, 3. Not be a bankrupt. 4. Never been sentenced to imprisonment by a final judgment for an offense related to property committed by fraud 5.

2. Possess knowledge, abilities and experience that will be beneficial to business operations. Have a genuine interest in the company's affairs, be able to devote time. Perform duties for the Company and have the independence to express opinions to monitor and balance the operations of the management.

Election of directors

1) The election of directors by resolution at the shareholders' meeting, such as the election of directors to replace directors who retire according to the term of office at the Annual General Meeting and/or the election of new directors, must be approved by the shareholders' meeting. Those who are qualified to be directors The shareholders' meeting will consider the election in accordance with the rules and procedures in accordance with the Company's Articles of Association. Namely:

- 1.1 Each shareholder has votes equal to the number of shares he or she holds.
- 1.2 In the election of directors The method of voting for the election of directors may be used individually or several at a time, as deemed appropriate by the shareholders' meeting. Shareholders must vote in all the votes under Clause 1.1.
- 1.3 Voting for the election of directors Use a majority vote. If there are equal votes, the chairman of the meeting shall cast the decisive vote.
- 1.4 Rights of minority shareholders in appointing directors The company's articles of association provide that each shareholder has one vote per share. Cumulative Voting is not used. The Nomination and Remuneration Committee has given the opportunity to the directors. and shareholders participate in the nomination of qualified persons to be directors of the Company. The Company has notified the shareholders through the SET's information system. To provide an opportunity for the Company's shareholders to nominate qualified persons in accordance with the Company's Articles of Association. Public Limited Companies Act B.E. 2535 (1992) and the Notification of the Office of the Securities and Exchange Commission The Company has published the proposal method and consideration procedure on the Company's website about 3 months in advance before the Nomination and Remuneration Committee meeting and the Board of Directors meeting. 1. Being a shareholder of the Company, which may be a single shareholder or a combination of shareholders. 2. Holding at least 0.25% of the total number of shares with voting rights of the Company.
- 1.5 At every Annual General Meeting. The director must retire from office at least 1/3 of the directors who have been in office for the longest time shall retire before the directors. The person who leaves office may be re-elected.

2) Election of directors to replace directors who are vacant due to other reasons In addition, the Board of Directors shall consider and elect a person who is qualified and does not have any characteristics prohibited by law to be a replacement director at the next Board of Directors meeting, unless the term of office of the director is less than 2 months. Only for the remaining term of the directors they represent and the resolution of the Board of Directors in electing the above directors. It must consist of not less than three-fourths of the votes of the remaining directors.

3) Any director who resigns from his or her position shall submit his or her resignation to the Company and may also notify the Registrar of his or her resignation. The resignation is effective from the date the resignation letter is sent to the company.

4) In voting for any director to retire before the end of his or her term, he or she shall hold not less than 100 votes. 3/4 of the number of shareholders attending the meeting and having the right to vote and the total number of shares held is not less than half of the number of shares held. Shareholders who attend the meeting and have the right to vote.

Authority and Duties of the Chairman of the Board of Directors

1. Be responsible for the leadership of the Board of Directors. He is responsible for chairing the Board of Directors and shareholders' meetings, and encourages all directors to participate in the meetings.

2. Participate in controlling meetings to ensure that they are effective in accordance with the Company's regulations, supporting and providing opportunities for directors to express their opinions independently.

3. Supervise the Board of Directors to perform the duties of the Board of Directors with responsibility, honesty and efficiency. It can achieve the main objectives and goals of the organization.

4. Encourage and supervise all directors to participate in promoting an ethical corporate culture and good corporate governance.

5. To strengthen the good relationship between executive and non-executive directors, and between the Board of Directors and the management.

In order to clearly divide the duties between policy-making, corporate governance, and routine management, the Company has designated the Chairman of the Board of Directors to and the chief executive officer are different people.

7.3 Information about sub-committees

7.3.1 Structure and composition of the sub-committee

The Board of Directors has established three sub-committees , namely (1) the Audit Committee, (2) the Nomination and Remuneration Committee, and (3) the Executive Committee, to monitor, supervise, and audit the Company's operations. The Company reports its operating results to the Board of Directors on a regular basis. In addition, in 2025, according to the Resolution of the Executive Committee No. 6/2025, the sub-committees were restructured by reducing the number of committees from 8 to 6 committees and designating them as "sub-committees" to closely support and perform routine tasks, as well as to present the performance to the Executive Committee for consideration and proposal to the Audit Committee and/or the Board of Directors, as the case may be.

In 2025, the Company will also have 3 sub-committees as follows:

(1) Audit Committee

The Audit Committee is responsible for reviewing the Company's financial statements. Review the adequacy of the internal control system. Support the use of technology to increase efficiency and risk management systems. Review compliance with relevant laws, laws and regulations. Consider the selection, propose appointment and determine the remuneration of the Company's auditors. Review connected transactions or transactions that may have a conflict of interest to ensure accuracy. Complete and transparent in accordance with the Securities Law. The Stock Exchange and related laws supervise Consider the work plan. In 2025, the Audit Committee held a total of 4 meetings, and the Audit Committee attended all meetings according to the specified agenda, and met with the auditor and the internal audit supervisor without the management participating. Coordinate and monitor the implementation according to the recommendations of the Audit Committee and record it in the minutes of the meeting.

As of December 31, 2025, the Audit Committee consists of 3 independent directors . As follows:

Sequence	List of Directors	Location	Date of appointment	Due date
1	Mrs. Praphasri Permsup	Chairman of the Audit Committee Independent Director	24 April 2018	15 August 2027
2	Mr. Sompong Pornupatham	Audit Committee Independent Director	23 February 2024	24 April 2026
3	Mr. Masaki Iguchi	Audit Committee Independent Director	15 August 2025	15 August 2027

Ms. Kanchana Soponpongpiat is the Secretary of the Audit Committee.

- Notes:

- Mrs. Prapasri Permsup was approved to be renewed for another term. According to the Board of Directors' Resolution No. 3/2025 on August 13, 2025.
- Mr. Thailuck Lithavorn Resignation from the position of Audit Committee effective February 27, 2025
- Mr. Masaki Iguchi Audit Committee on behalf of Mr. Thailuck Lithavorn Effective February 27 2025 and the term expires on August 15, 2025, as much as the rest of Mr. Thailuck Lithavorn and has been appointed for a further term. Term 2 years until August 15, 2027 by the Resolution of the Board of Directors No. 3/2025 dated August 13, 2025

Persons who have knowledge and experience in reviewing the Company's financial statements.

The Chairman of the Audit Committee, Mrs. Praphasri Pomsap, is a person who has knowledge and experience in accounting and finance and is able to review the financial statements very well.

Authority of the Audit Committee

1. Stipulate that there is a coordination of understanding between auditors. Board of Directors and Internal Auditor

2. Consult with experts or consultants of the Company (if any) or hire external consultants or experts. If necessary, at the expense of the company.

3. The Company has the authority to invite the management, executives or related employees of the Company to clarify, give opinions, attend meetings, or submit documents as deemed relevant and necessary, as well as to access information at all levels of the organization.

4. It has the authority to investigate related persons and related matters within the scope of authority and duties of the Audit Committee.

Duties and Responsibilities of the Audit Committee

The Audit Committee has a scope. Duties and responsibilities as assigned by the Board of Directors including reporting to the Board of Directors. Equivalent to the new regulations B.E. 2551 (2008) of the SET as follows:

1. Review the Company's financial reporting to ensure that it is accurate and adequately disclosed. By coordinating with external auditors and executives responsible for preparing financial reports, both quarterly and annually. The Audit Committee may recommend that the auditor review or audit any items it deems necessary and important during the audit of the Company's accounts.

2. Review the Company's internal control and internal audit system to ensure that the risk management system is appropriate and effective. The Board of Directors shall conduct joint reviews with external auditors and internal auditors, including providing opinions on the consideration, appointment, transfer, or dismissal of internal auditors who have misbehaved in accordance with the law.

3. Review the Company's practices to comply with the Securities and Exchange Act. The requirements of the Stock Exchange of Thailand or laws related to the Company's business.

4. To consider and propose the appointment of an independent person to act as the Company's auditor and to propose the remuneration of such person, as well as attend a meeting with the auditor without the attendance of the management at least once a year.

5. Consider connected transactions or transactions that may have a conflict of interest in accordance with the laws and regulations of the Stock Exchange of Thailand to ensure that such transactions are reasonable and in the best interests of the Company.

6. Prepare a report on the activities of the Audit Committee, which is disclosed in the Company's annual report. The report is signed by the Chairman of the Audit Committee, and the list should contain the following information:

- Opinion on the process of preparation and disclosure of information In the Company's financial reports, it is accurate, complete, and reliable.
- Opinion on the adequacy of the Company's internal control system

- Opinion on compliance with the law Regulations on securities and the SET, the requirements of the Stock Exchange of Thailand or laws related to the Company's business.
- Opinion on the suitability of the auditor
- Opinion on transactions that may have a conflict of interest
- Number of Audit Committee Meetings and Attendance of Each Audit Committee
- Overall opinions or observations received by the Audit Committee from the performance of its duties under the Charter.
- Any other reports that shareholders and general investors should be aware of within the scope of duties and responsibilities assigned by the Board of Directors.

7. Any other actions as assigned by the Board of Directors and approved by the Audit Committee, such as reviewing financial management policies and risk management. Review the compliance of executives with the Code of Business Ethics. Review with the Company's management on important reports that must be presented to the public as required by law, such as reports and analysis by management, etc.

8. Conduct a preliminary investigation. Upon receiving the report from the auditor. In the event that the auditor finds circumstances that are reasonable to suspect corruption or violation of laws related to the performance of directors' duties, and the Audit Committee shall report the results of the audit, to the SEC and the auditor within 30 days from the date of receipt of the notification from the auditor.

9. Receive complaints and consider Matters complained about by stakeholders

Term of office of the Audit Committee

The Audit Committee has a term of office of 2 years at a time. The Audit Committee who has retired from office in accordance with the Company's Articles of Association may reappoint him. In the event that the position of the Audit Committee is vacant for any other reason. In addition to the time of resignation, the Board of Directors shall appoint a person who is fully qualified to be the Audit Committee so that the number of Audit Committee members shall be as determined by the Board of Directors.

(2) Nomination and Remuneration Committee

As of December 31, 2025, the Board of Directors consists of a Board of Directors. 3 people As follows:

Sequence	List of Directors	Location	Date of appointment	Due date
1	Mrs. Praphasri Permsup	Chairman of the Nomination and Remuneration Committee / Independent Director	27 February 2025	24 April 2027
2	Mr. Sompong Pornupatham	Nomination and Remuneration Committee / Independent Director	27 February 2025	24 April 2027
3	Mr. Prapakorn Veerapong	Nomination Committee	27 February 2025	24 April 2027

and consider remuneration.

Ms. Kanchana Soponpongpiat is the Secretary of the Nomination and Remuneration Committee.

List of Nomination and Remuneration Committee Members who resigned/ changed positions during 2025

Sequence	List of Directors	Location	Date of Office/Resignation	Replacing Director
1	Mr. Thailuck Lithevorn	Chairman of the Nomination and Remuneration Committee	23 February 2024 / 27 February 2025	Mrs. Praphasri Permsup
	Mr. Thailuck Lithevorn	Nomination and Remuneration Committee	23 February 2024 / 27 February 2025	Mr. Prapakorn Veerapong
2	Mrs. Duangrat Jaengmongkol	Nomination and Remuneration Committee	23 February 2024 / 27 February 2025	Mr. Sompong Pornupatham

Scope of Authority and Duties of the Nomination and Remuneration Committee

Authority of the Nomination and Remuneration Committee

1. Consult with experts or consultants of the Company (if any) or hire external consultants or experts. If necessary, at the expense of the company.
2. The Company has the power to invite the management, executives or related employees of the Company to clarify, give opinions, attend meetings, as well as to submit documents as deemed relevant and necessary.

Duties and Responsibilities of Recruitment

- Recruitment Duties

1. To consider and determine the structure, composition and guidelines of the Board of Directors and sub-committees that are appropriate to the business.
2. Determine the criteria The qualifications and procedures for the nomination of directors and sub-committees are in accordance with the rules of the SEC to propose to the Board of Directors and/or the shareholders' meeting for consideration, approval, and review on an annual basis.

Criteria for Nomination of Persons to Serve as Directors and senior executives to suit the characteristics of the company, such as:

- Criteria for consideration of former directors to propose to continue
- Criteria for Announcement of Recruitment for Director Positions
- Criteria for Shareholders to Nominate Directors
- Principles for using external companies to recruit

- Criteria for consideration of persons from the Office of the Occupational Committee
- Criteria for each director to nominate a suitable person

However, The criteria and procedures for the nomination of directors will be disclosed in the Annual Report and on the Company' s website https://www.eastautocash.com/IR_cor

3. Consider recruiting suitable persons according to the recruitment process. To consider and screen persons with useful knowledge, abilities and experience, expertise (Board Skill Metrix) suitable for the Company, including persons proposed by shareholders to propose to the Board of Directors meeting and/or the shareholders' meeting for approval.
 4. Prepare a training development plan on the performance of directors' duties. and knowledge of the business of the business to the directors. and senior executives continuously, and organize orientation for new directors.
 5. Prepare a succession plan for senior executives together with the Chairman and Chairman of the Executive Committee to ensure that the Company's management can continue to be carried out. If the director or senior executives retire or are unable to perform their duties and review annually.
 6. Determine the criteria Evaluation Methods and Review of Self-Assessment Results of Each Director and Chief Executive Officer Deputy Chief Executive Officer and Deputy Chief Operating Officer as well as evaluating the performance of the entire Board of Directors. Sub-committees to propose to the Board of Directors for approval.
 7. Perform any other acts as assigned by the Board of Directors in relation to the recruitment and consideration of important remuneration.
- **Duties for considering the remuneration of directors and chief executive officer**
 8. To consider the payment of remuneration of the Company's directors and the Chief Executive Officer to propose their opinions to the Board of Directors. Remuneration of directors The Board of Directors must propose to the shareholders' meeting for approval.
 9. Determine the rules and guidelines for determining the remuneration of the Company's directors and the Chief Executive Officer as well as other benefits to be appropriate to their duties and responsibilities, in accordance with the Company's performance or the results of the Chief Executive Officer's performance evaluation in a fair and reasonable manner comparable to other companies in the same industry in order to motivate and retain directors with knowledge, ability, and potential to propose to the Board of Directors and/or the shareholders' meeting for consideration, approval and review annually. As follows:
 - A. Review the appropriateness of the current guidelines.
 - B. Consider the remuneration data of other companies in the same industry as the company.

C. Determine appropriate criteria to achieve the expected results, be fair, and reward those who help the Company's work succeed.

D. Review all types of remuneration payment models by considering the amount and proportion of each payment to be appropriate. However, Each type of pattern includes:

- Retainer fees such as monthly remuneration, annual remuneration, etc., are taken into account three factors: (1) the practices used by companies in the same industry, (2) the company's performance and business size, and (3) the responsibility, knowledge, ability, and experience of directors. or senior executives that the company needs.
- Incentives are linked to the value created by the company to shareholders, such as the company's profits or dividends paid to shareholders, etc. Remuneration of Directors and senior executives in this area. Do not pay unduly high levels.
- Directors may receive attendance fees in addition to regular remuneration and remuneration for the Company's performance, which the Remuneration Committee will consider to be at an appropriate level. To motivate directors to perform their duties by attending meetings regularly.

10. Determine the rules for evaluating the Chief Executive Officer and propose it to the Board of Directors for consideration and approval. The Board of Directors may evaluate the Chief Executive Officer himself or assign the Nomination and Remuneration Committee to act as an evaluator.

11. Offering of new securities (or warrants to purchase shares) to directors and employees If there is an offering for sale of new securities (or warrants to purchase shares) to The Nomination and Remuneration Committee will consider various conditions to help motivate directors and employees to perform their duties in order to create added value for shareholders in the long term and to be able to retain truly qualified personnel, but at the same time, it must not be too high and fair to shareholders.

In addition, if there are directors. or any employee will be allocated more than 5% of the total amount of securities to be allocated. Nomination and Remuneration Committee (However, it must comply with the requirements of the SEC which states that no director in the Nomination and Remuneration Committee must be allocated more than 5% of securities to have the right to give approval.)

Term of office of the Nomination and Remuneration Committee

Nomination and Remuneration Committee Each appointed individual will have a term of office of 3 years each, in accordance with the term of office of the Company's director. If the former independent director is going to return to the position of an independent director for another term, he or she should have a continuous term of office. From the date of his first appointment as an Independent Director. Up to 9 years old In the case of appointing the Independent Director to continue to hold the position. It should be considered reasonably. This is also the necessity.

Upon the expiration of the term of office or any other reason that prevents the Company from remaining until the end of the term, the Board of Directors shall consider appointing a new member of the Nomination and Remuneration Committee immediately or within 90 days from the date on which the number of members is incomplete. Persons appointed to hold positions in their place, will only hold office for the remaining term of the director he replaces.

(3) Executive Committee

As of December 31, 2025, the Company has an Executive Committee consisting of: 4 executive directors and 3 executives

Sequence	List		Location
1	Mr. Danucha	Verapong	Director / Chief Executive Officer
2	Mr. Prapakorn	Veerapong	Director / Head of Marketing and Debt Acceleration
3	Mr. Masayuki	Nozawa	Director / Deputy Chief Executive Officer / Chief Operating Officer
4	Mr. Satoshi	Ukai	Director / Deputy Chief Operating Officer / Chief Accounting and Joint Finance Officer
5	Mrs. Charassang	Yuampai	Head of Accounting & Finance / Chief Accounting & Finance Officer
6	Mr. Kohei	Yamada	Head of Business
7	Mr. Sukuru	Yanokawa	Head of Business Planning and Promotion

Ms. Kanchana Soponponpipat is the Secretary of the Executive Committee.

Remark: Restructuring of the Executive Committee No. 3/2025 March 26, 2025

Authority and Duties of the Executive Committee

The Executive Committee has the powers, duties and responsibilities to administer the Executive Committee. In relation to the Company's normal business and management work. Formulate the Company's policies, business plans, budgets, administrative structures, and management powers. Criteria for conducting business in accordance with economic conditions To propose to the Board of Directors for consideration and approval and/or approval, as well as to audit and follow-up. The Company's performance is in accordance with the specified policies. The main powers and responsibilities are summarized as follows:

1. Operate and manage the Company's business in accordance with the objectives, regulations, policies, regulations, requirements, orders and resolutions of the Board of Directors' meetings, and/or the resolution of the shareholders' meeting of the Company in all respects.
2. Consider and determine the Company's policies, directions, and business strategies. Determine financial plans, human resource management budgets, investment in information technology, work expansion, publicity, and supervision to ensure that the operation of the appointment subcommittee achieves the targets.
3. Consider the annual budget allocation as proposed by the management before presenting it to the Board of Directors for consideration and approval. This shall include consideration and approval of

changes and additions. The annual expenditure budget during the absence of a meeting of the Board of Directors shall be presented to the Board of Directors for acknowledgment at the next meeting.

4. It has the authority to consider, approve, and spend money on operations. As usual, the Company's business such as dealing with accounts, deposits with banks, purchasing assets, purchasing vehicles, and approving loans with a limit of not more than 50 million baht for each transaction.
5. Approve the expenditure of important investments as stipulated in the annual expenditure budget as assigned by the Board of Directors or as approved in principle by the Board of Directors.
6. It has the power to consider, approve loans. Lending money Provision of credit lines or issuance of instruments, including the provision of collateral, guarantee of loans or loans, or any application for any loan by the Company.
7. Managing Advisory Board on Monetary Policy Matters Marketing Personnel Management and Other Operational Aspects
8. Determine the organizational structure, organizational management powers, appointment of sub-committees, and appointment, employment, and transfer. Designation Wages, remuneration, executive bonuses, and termination
9. To have the power to delegate authority to one or several directors or any other person to perform any of the tasks. The Board of Directors may revoke the Executive Committee or may delegate authority to such persons as the Executive Committee deems appropriate and within the period that the Executive Committee deems appropriate. Change or modify the authorized person or authority as appropriate.
10. Determine the succession plan for executive positions to maintain the quality of the organization from generation to generation and give priority to quality management and development of personnel such as the position of Head of Department, Account Manager, and Compliance, etc.
11. To perform any other actions as assigned by the Board of Directors from time to time.

However, The powers of the Executive Committee shall not include approving any transactions that may have conflicts or any transactions in which the Executive Committee or a person connected with the Executive Committee has an interest or any other interest in conflict with the Company or its subsidiaries in accordance with the rules of the Stock Exchange of Thailand. The approval of such transactions must be proposed to the Board of Directors and / or the shareholders' meeting to consider and approve such transactions as required by the Company's Articles of Association or relevant laws.

(4) 6 sub-committees of the Company

From the Executive Committee Meeting No. 6/2025 on June 9, 2025, the meeting considered that there are already agencies responsible for the mission in this area. Therefore, it was resolved to restructure the subcommittee by dissolving the subcommittee from the original 8 committees to 6 committees. The dissolved

committees are (1) the **Performance Supervision Subcommittee** and (2) the **Personal Data Protection Subcommittee**. The remaining sub-committees are 1) Corporate Governance and Sustainable Development Subcommittee, 2) Risk Management and Anti-Corruption Subcommittee, 3) Credit Subcommittee, 4) Asset Valuation Subcommittee, 5) Subcommittee on Safety, Occupational Health and Working Environment of Establishments. 6) Subcommittee on Welfare in the Workplace

1) The Corporate Governance and Sustainable Development Subcommittee consists of 4 executive directors, 6 general managers and employees, as well as the Head of the Information Technology Operations Office, who acts as a Data Protection Officer (DPO) for a total of 11 people. "Knowledge and understanding of the law on personal data protection and the performance of the Personal Data Protection Officer" The Subcommittee is responsible for driving the operation of the Corporation. Corporate governance by preparing and establishing a framework for good corporate governance. Review anti-corruption policies and measures, including sustainable development policies. Social Responsibility This covers energy efficiency. Reducing greenhouse gas emissions and addressing climate change, as well as promoting innovation for business expansion. In addition, the Subcommittee is responsible for supervising and enhancing compliance with laws and regulations related to personal data protection by preparing operational manuals, regulations, and related forms, as well as designing and developing the Company's personal data protection management system in all processes. Provide measures to maintain data security. Conduct training for employees and coordinate with the Internal Audit Department in auditing and evaluating performance.

The Subcommittee shall report the performance and annual evaluation results to the Executive Committee for presentation to the Board of Directors and perform any other duties as assigned by the Executive Committee. The Company has appointed a Data Protection Officer (DPO) and established contact channels regarding personal data. As follows:

Data Protection Officer:	Kritapas Dujpratip
Phone Number:	02-641-5252 Continue 9333
E-mail address:	dpo@eastautocash.with

2) The Risk Management and Anti-Corruption Subcommittee consists of 3 executive directors and 6 general managers and employees, for a total of 9 members. It is responsible for strengthening the organization's risk management comprehensively. Enhance measures to prevent and suppress corruption and supervise the internal control system of the agency to comply with the prescribed standards and criteria by considering and directing the organization's risk management process in line with business goals. Monitor and evaluate the results of significant risk management and control to an acceptable level, and hold regular meetings every 3 months to report the progress of risk management to the Executive Committee and present the results to the Board of Directors on a quarterly basis. In addition, the Subcommittee is responsible for jointly

preparing, reviewing, and proposing for approval of the Anti-Corruption Policy. Guidelines and related manuals in various fields are annually to prevent and reduce the risk that may cause corruption within the organization.

3) **The Loan Subcommittee** consists of 3 executive directors and 2 general managers , for a total of 5 members. The main objective is to screen and approve credit lines in accordance with the prescribed policies and risk frameworks, as well as to formulate policies on lending, marketing approvals, and related criteria, as well as to supervise credit management to ensure quality. The Subcommittee has the power to approve loans with a credit limit of more than 5 million baht but not more than 20 million baht or to consider and screen loan transactions with a credit limit exceeding the approval authority. To propose for approval to the Executive Committee at least once a year .

4) **The Asset Valuation Subcommittee** consists of 2 executive directors and 7 general managers and employees , totaling 9 people. It is responsible for valuing the car and supervising the management of the sale of the repossessed property by working closely and continuously on a weekly basis, as well as arranging a meeting at least once a month to ensure the effective valuation and management of the property. Transparency and Compliance with the Company's Policies

5) **Subcommittee on Safety, Occupational Health and Working Environment** In 2025, the Company established two sub-committees , namely **the head office** and the AIA branch, to ensure compliance with the Safety, Occupational Health and Working Environment Act B.E. 2554 (2011), consisting of 2 general managers and 12 employees, totaling 14 people. It is responsible for formulating safety policies and plans. Occupational Health and Working Environment Suggest ways to improve and encourage employees to work in a safe and healthy environment. However, The Subcommittee meets at least once a month.

6) **The Subcommittee on Welfare in the Workplace** consists of 7 employees. It is responsible for discussing with the employer in arranging welfare for employees. Consulting Suggest opinions and guidelines for providing appropriate and beneficial benefits to employees. Control and supervise the provision of welfare provided by employers to employees. This is to ensure that it is appropriate and in line with the needs of employees. The Subcommittee meets at least once a year.

7.4 Information about the management

7.4.1 List of Executives

As of December 31, 2025, the Company has 7 executive directors and senior executives , consisting of the following names:

List of Executives		Location
1.	Mr. Danucha Verapong	Director / Chief Executive Officer
2.	Mr. Prapakorn Veerapong	Director / Head of Marketing and Debt Acceleration
3.	Mr. Masayuki Nozawa	Director / Deputy Chief Executive Officer and Chief Operating Officer

4.	Mr. Satoshi Ukai	Director / Deputy Chief Executive Officer and Chief Executive Officer of Accounting and Joint Finance
5.	Mrs. Charatsang Yuampai	Head of Accounting & Finance / Chief Accounting & Finance Officer
6.	Mr. Kohei Yamada	Head of Business
7.	Mr. Suguru Yanokawa	Head of Business Planning and Promotion

Roles and Duties of the Chairman of the Board of Directors

The Chairman of the Board of Directors is the leader of the Board of Directors and plays an important role in directing the direction of the Company.

1. Supervise and monitor to ensure that the Board of Directors' duties are in accordance with the main objectives and objectives.
2. Director The Board of Directors and the Chairman of the Shareholders' Meeting shall ensure that the meeting is in accordance with the Articles of Association and the agenda and provides an opportunity for shareholders to ask questions freely.
3. Strengthen the relationship between executive and non-executive directors and management.

Roles and Duties of the Chief Executive Officer

1. Set goals Vision, policies, business plans, and annual budgets, as well as progress reports to the Executive Committee and the Board of Directors.
2. Monitor the operation of the operations department in accordance with the policy. The Company has approved plans and budgets approved by the Board of Directors and/or the Company's Board of Directors, as well as monitoring and controlling and identifying opportunities for sustainable growth.
3. Be an authorized person of the company. In managing the Company's business in accordance with the objectives, regulations, policies, regulations, requirements, and orders. Resolutions of the shareholders' meeting and/or resolutions of the Board of Directors' meeting and the Company's Board of Directors in all respects.
4. The Board of Directors has the power to appoint and manage the work of various sub-committees for the benefit and efficiency of good and transparent management, to have the power to sub-delegate and/or such assignment to be within the scope of the delegation of authority under this Power of Attorney and/or in accordance with the regulations. Requirements or orders set by the Board of Directors of the Company and/or the Company.
5. Evaluate the company's performance regularly. To prevent risks from various factors, both internal and external.
6. Consider entering into contracts related to the Company's business and other contracts that are beneficial to the Company's business, as well as determine the procedures and methods for preparing

such contracts by presenting them to the Executive Committee and the Board of Directors for acknowledgment.

7. Consider the company's profits and losses. Proposal for interim dividend payment or annual dividend to be submitted to the Board of Directors for approval
8. To consider the allocation of gratuities, prizes or other rewards approved by the Board of Directors to employees, employees or any person who conducts business for the Company.
9. Perform other duties as assigned by the Board of Directors from time to time.

However, the powers and delegation of authority to other persons as they deem appropriate shall not include the authority and/or delegation of authority to approve any transactions that they or any person may have a conflict with. There is any interest or interest in any other manner that is in conflict with the Company or its subsidiaries in accordance with the rules of the Stock Exchange of Thailand. The approval of such transactions must be submitted to the Board of Directors and/or the shareholders' meeting for consideration and approval in accordance with the Company's Articles of Association or relevant laws.

Roles and Duties of the Chief Operating Officer

1. Define Missions and Objectives Guidelines The Company's policies, including directing and supervising the overall operation.
2. The Board of Directors has the authority to consider hiring and appointing employees, as well as transferring, transferring across departments/departments/departments, or dismissing employees. Determine the rates of wages, remuneration, bonuses, and benefits for all employees of the Company.
3. It has the authority to issue orders, regulations, announcements, and records to ensure that the operation is in accordance with the Company's policies and interests and to maintain orders. Discipline and work within the organization.
4. Conduct business related to the general management of the Company.
5. To have the authority to sub-authorize and/or assign another person to perform specific tasks on their behalf. By sub-authorization and/or such delegation shall be within the scope of the delegation under the power of attorney and/or in accordance with the regulations, requirements or orders prescribed by the Board of Directors and/or the Company.

However, the powers and delegation of authority to other persons as they deem appropriate shall not include the authority and/or delegation of authority to approve any transactions that they or any person may have a conflict with. There is any interest or interest in any other manner that is in conflict with the Company or its subsidiaries in accordance with the rules of the Stock Exchange of Thailand. The approval of such a transaction must be submitted to the Board of Directors. and/or the shareholders' meeting to consider and approve such transactions as required by the Company's Articles of Association or relevant laws.

Approval Authority Chart

Location	Real Estate Buying and Selling	Real Estate Buying and Selling	Borrowing money from financial institutions
Board of Directors	Unlimited	Unlimited	Unlimited
Executive Committee	Not exceeding 50,000,000 Baht	Not exceeding 50,000,000 Baht	Unlimited
Chief Executive Officer	Joint signing not exceeding 20,000,000 Baht	-	-
Chief Operating Officer	Joint signing not exceeding 20,000,000 Baht	-	-

7.4.2 Senior management remuneration**Remuneration Policy for Executive Directors and Senior Executives**

The Company has considered the guidelines for determining the remuneration policy for executives and senior executives in a clear, fair and reasonable manner, which has been carefully screened by the Executive Committee and proposed to the Chief Executive Officer. Responsibilities of the Executive It has been compared with the company's reference data. In the same or similar industry group.

For consideration of the remuneration of each senior executive. The Company provides measurement in the form of a Key Performance Index (KPI) in conjunction with the Company's performance, in which each executive must determine the KPIs of the department and their own and present the action plan to the Chief Executive Officer and/or the Chief Operating Officer and/or the Executive Committee. In the short term, KPIs and success of work will be used according to the Action Plan, which will be based on the performance of the executives of each department, which is determined along with the annual performance evaluation, considered by the Executive Committee, and approved at the end of every year. The long-term remuneration payment will be in the form of a provident fund contributed by the Company along with the employee's equity (including executives) at a specified rate and will increase according to the length of service in the Company. It is appropriate for responsibility and can motivate executive directors and senior executives. Lead the organization to implement both short-term and long-term goals.

Chief Executive Officer (CEO) Compensation

The remuneration of the Chief Executive Officer (CEO) has clear, concrete and pre-agreed criteria by the Nomination and Remuneration Committee.

In 2025, the remuneration of the Chief Executive Officer was 6.06% of the total employee remuneration ratio.

7.4.3 Total remuneration of 19 executive directors and senior executives**Monetary and other remuneration**

Compensation (Baht)	Year 2025	Year 2024	Year 2023
Number of people (persons)	19	17	19
- Salary	40,597,340	37,327,290	38,030,027
- Bonuses	-	635,374	180,000
- Provident Fund Contributions *	3,976,026	3,813,064	3,848,038
- Others include fuel and living expenses.	829,500	866,000	895,000
Included	45,402,866	42,641,728	42,953,065

Remark : * The company pays contributions at the rate of 3 – 10% of the salary of each executive.

7.4.4 Positions in other companies of the Chief Executive Officer, Chief Operating Officer Chief Accounting and Finance Executives and Senior Executives

The Company appointed the Chief Executive Officer Chief Operating Officer Chief Accounting & Finance Officer and the company's top executives. Members of the Board of Directors in other listed companies are not more than 5 Company and cannot become a partner or director in a private company or other public company. that operate businesses with the same conditions and are in competition with the company's business. However, Holding positions in other companies must be conditioned that they do not lose their duties for the company and are not full-time employees of other companies.

The Chief Operating Officer Chief Accounting & Finance Officer and the Company's top executives will take up their positions. Director Officers or employees of private companies or other public companies. Such persons must first provide information, details, and be approved by the Executive Committee. This is to prevent potential conflicts of interest.

7.4.5 Succession Plan

The Board of Directors attaches great importance to the preparation of personnel to replace positions that are important to business operations to succeed them as directors and senior executives. The operation is smooth, continuous and appropriate. The Company has prepared a succession plan for the succession plan. The process of nominating and developing successors has been assigned to the Human Resources Department to work with the Executive Committee and the Nomination and Remuneration Committee. Upon review, the Board of Directors will review the succession plan at least once a year or as appropriate. In addition, a temporary person is appointed in case of a change or sudden management emergency. This also makes the position vacant.

The Company has a succession plan for the positions of Chief Executive Officer, Chief Operating Officer, and Chief Accounting and Finance Officer. As follows:

- It is the duty of the Nomination and Remuneration Committee. It must be presented to the Board of Directors for approval. Determine a succession plan in the position. Chief Executive Officer and Chief Accounting and Finance Officer including the recruitment and selection of persons to hold such positions.
- In case the position becomes vacant or the person in the position is unable to continue performing his or her duties. The Nomination Committee will consider and select a subordinate executive to be the acting director until the nomination is made and select a person who has the qualifications according to the criteria set by the Company, including knowledge, ability, and experience that is suitable for the Company's business.
- Prerequisites for the position Senior Management a. Education is at an appropriate level. b. Experience in management In the position of Director of the Department and above. c. Leadership and vision, d. Ability to manage the organization and plan strategies, e. Decision-making and problem-solving that take into account the best interests of the Company and in accordance with the principles of good governance of the business.

7.5 Information about employees

Number of Personnel and Personnel Remuneration

The Company has a personnel management policy that treats employees in accordance with the provisions of labor laws and social welfare, and strictly respects personal rights. As of December 31, 2025, the Company has 254 full-time employees working at the head office and 254 full-time employees in the Bangkok area, namely Kanchanapisek and AIA Capital, totaling 254 people, including 123 male employees and 131 female employees, for the total number of employees in 2025 and 2024 is 254 and 230 respectively.

The total number of employees and executives of the Company as of December 31, 2025 is 254 people. As follows:

	Division	Number of full-time employees (People)	Number of Contract Employees (People)
1.	Chief Executive Officer Chief Operating Officer Chief Accounting & Finance Officer Head of Division	27	2
2.	Marketing Department 3	32	1
3.	Claims Officer	19	0
4.	Business Planning and Development Department	12	1

	Division	Number of full-time employees (People)	Number of Contract Employees (People)
5.	Personnel Management Department	1	0
6.	Accounting Department	6	0
7.	Finance Department	11	0
8.	Administration Department	37	1
9.	Planning and Control Department / Company Secretary Department	3	1
10.	Office of Corporate Governance and Risk	1	0
11.	Marketing Department 1 (Auto Loan Business)	16	3
12.	Marketing Department 2 (Motorcycle Loan Business)	20	4
13.	Loan Approval Department	15	0
14.	Debt Acceleration Department	30	0
15.	Insurance Department	6	0
16.	Office of Information Technology Operations	5	0
	Included	241	13
	Included	254	

Significant changes in the number of employees in the past 3 years

None

Major labor disputes in the past 3 years

None

Determination of remuneration and benefits for employees.

1. Remuneration in the form of salary and bonuses.

The Company has a remuneration policy for employees, which will be considered according to the organizational structure, which takes into account the appropriateness and fairness of each employee's knowledge, ability, and performance each year. The remuneration will be in line with the average of the same industry, and employee remuneration must be appropriate to the company's performance and growth.

In 2025, the Human Resource Management Department has improved the performance index system or KPI system by separating it into different parts for considering salary adjustments, position adjustments, and annual bonuses of employees, which will be linked to the measurement. KPIs that each department must

determine the KPIs of all employees and the evaluation results, and present them to their superiors according to the chain of supervision and propose to the executive committee.

2. Other remuneration

Other remuneration includes the Provident Fund with the same ratio of accumulated funds (accumulated by employees to the fund) and contributions (contributed by the company to the fund) at the same rate. It depends on the length of service of each employee. Namely:

Length of service	The employee's savings rate	Employer Savings Rate
Less than 4 years	3% - 15%	3%
4 years old, less than 5 years	3% - 15%	4%
5 years old, less than 6 years	3% - 15%	5%
6 years old, less than 7 years	3% - 15%	6%
7 years old, less than 8 years	3% - 15%	7%
8 years old, less than 9 years old	3% - 15%	8%
9 years old, less than 10 years	3% - 15%	9%
10 years old or more	3% - 15%	10%

In addition to the salary, bonus, and provident fund paid by the Company to the Company's employees. The Company also pays additional benefits to its employees. As follows:

1. Health Insurance / Accident / Dental Benefits
2. Annual employee health check-up benefits
3. Assistance benefits, such as funeral allowances for family members of deceased employees.
Visiting patients, giving birth, etc.
4. Social Security Fund Welfare
5. Employee Uniform Welfare
6. Loan benefits to buy a car (as needed)
7. Multi-purpose loan benefits (as needed)
8. Leave benefits, including sick leave. Leave Maternity leave, leave for training or development of knowledge and ability, leave for military service, ordination leave. Funeral Leave (Leave of Rest Project)
9. Annual Vacation Benefit

However, The Company has allowed the establishment of a welfare committee in the workplace in accordance with Section 96 of the Labor Protection Act B.E. 2541 (1998) to provide opportunities for employees to protect the interests of employees. By participating in suggesting opinions and guidelines to the management to jointly resolve conflicts that may arise to build good relationships. It ultimately leads to understanding and joint efforts for mutual benefits.

In 2025, in accordance with the Labor Protection Act (No. 9) B.E. 2568 (2025), which came into force on December 7, 2025, the Company has made further improvements to the Company's work regulations, including maternity leave (including pregnancy check-ups) and leave from 98 days. Increase to 120 days and pay full wages from the first 45 days of leave to the first 60 days of leave, including the right to continuous leave. If your child has a medical condition There is a disorder or disability. An additional 15 days of leave can be paid with 50% of the 15-day leave and stipulated matters related to confidentiality. Regarding the payment of compensation in case of termination of employment in the case of employees who have worked consecutively 20 years, pay the final rate of wages for 400 days. Regarding the dismissal of employment by paying special compensation in case of business relocation and business suspension, it was announced and communicated to employees through various media of the Company. In the field of protecting the personal information of employees. The Company has a human rights policy that is included in the various policies of the Code of Business Ethics, which the Company has always complied with, in which the Company will protect the personal information of employees such as biographies, work history, health records, etc., and do not violate privacy information or exploit unlawful benefits from the information. The employee's approval is required, unless it is done in accordance with company regulations or law.

In accordance with the Personal Data Protection Act B.E. 2562 (2019), which came into effect on June 1, 2022, the Company recognizes the importance of personal data protection, which includes customer information, etc., and the information of the Company's employees. In 2021, the Company participated in the Personal Data Protection Policy Manual with the Thai Hire Purchase Business Association, and in 2025, the Company updated the Company's Personal Data Protection Policy and Practices throughout the process. Use, Access, Storage Change, Correct, Disclosure Prevent the loss and destruction of data that has expired the storage period, appoint a personal data protection officer and include complaint channels, as well as disseminate policies and notify the exercise of rights to data subjects, both customers and employees, so that data subjects can be confident that they can exercise their rights according to their intentions and in accordance with policies and laws.

Provident Fund Participation Information as of December 31, 2025

Buy a company	Yes/No Fund		Number of employees and executives participating in the Fund		Ratio of Fund Participants to Total Employees and Executives (%)	
	2568	2567	2568	2567	2568	2567
Eastern Commercial Leasing Public Company Limited	Yes	Yes	232	188	91.00	81.74
ECL Asset Co., Ltd.	None	None	None	None	None	None
Mighty Broker Company Limited	Yes	Yes	12	18	100	90

Number of employees and employee compensation**Eastern Commercial Leasing Public Company Limited**

Compensation (Baht)	Year 2025	Year 2024	Year 2023
Number of people (persons)	254	213	243
- Salary	116,224,175	61,811,141	73,698,837
- Bonuses	-	3,079,549	3,366,401
- Provident Fund Contributions	9,796,321	3,243,545	3,146,341
- Others include living expenses. Transportation and telephone bills	12,013,251	6,027,866	11,337,483
Included	138,033,747	74,162,101	91,549,062

Remark : * The company will pay contributions to the provident fund at the rate of 3 – 10% of each employee's salary.

Subsidiaries

Compensation (Baht)	ECL Asset Co., Ltd		Mighty Brokers Co., Ltd.	
	2025	2024	2025	2024
Number of people (persons)	1	1	12	20
- Salary	840,000	840,000	8,106,923.24	9,487,581.47
- Bonuses	70,000	70,000	-	454,771.75
- Provident Fund Contributions	-	-	238,184.58	263,116.92
- Others include commissions, brokerage licenses, transportation, and phone bills.	-	-	553,656.51	770,620.53
Included	910,000	910,000	8,898,764.33	10,976,090.67

7.6 Other important information**7.6.1 Company Secretary, Accounting Supervisor Internal Audit Supervisor Operations Supervisor****Company Secretary**

The Board of Directors has appointed Mrs. Duangrat.Jaengmongkol Announcement To ensure that the Company's operations are in accordance with the principles of good corporate governance and in accordance with the provisions of the Securities and Exchange Act (No. 4) B.E. 2551 (2008), which came into effect on August 31, 2008. Mrs. Duangrat.Jaengmongkol holds a Bachelor's degree in Accounting and a Bachelor of Laws degree from Thammasat University, and is a qualified person with knowledge, ability, and experience that is useful for performing his duties as a Company Secretary. Therefore, with such qualifications and experience, it can support the company's operations. The Board of Directors and the Board of Directors shall comply with the law and the principles of good corporate governance effectively.

Scope of duties of the Company Secretary

1. Providing basic advice on legal matters Rules and regulations that directors must know
2. Supervise reporting matters that must be published and reported to the The Stock Exchange of Thailand and is in contact with relevant agencies such as the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand. and securities depository centers, etc.
3. Supervise the activities of the Board of Directors in order to comply with relevant laws and regulations.
4. Held a Board of Directors Meeting Organize shareholders' meetings and coordinate compliance with the law. Articles of Association The rules of the SET are efficient, accurate and timely.
5. Monitor the compliance with the resolutions of the Board of Directors and the shareholders' meeting.
6. Act as an advisor and coordinate with the secretaries of various subcommittees.
7. Communicate Respond to shareholders' inquiries about shareholders' rights and the company's news.
8. Preparation and Maintenance of Documents As follows:
 - (A) Register of Directors
 - (B) Notice of the Board of Directors' Meeting Minutes of the Board of Directors Meeting and the Company's Annual Report.
 - (C) Notice of the Shareholders' Meeting and Minutes of the Shareholders' Meeting
 - (D) Monthly Executive Committee Report
9. Maintain the Interest Report reported by the Directors. or executives.
10. Send a copy of the Interest Report under Section 89/14 to the Chairman of the Board of Directors. The Chairman of the Audit Committee shall notify the Company within 7 working days from the date of receipt of the report, and the Company shall establish a system for maintaining documents or evidence related to the presentation of information and ensure that it is accurate, complete, and verifiable within a period of not less than 5 years from the date of preparation of such documents or information.
11. Prepare a schedule, date, and time to determine the date of the Board of Directors' meeting. and shareholders' meetings in advance throughout the year.
12. Perform other actions as specified by the Capital Market Supervisory Board.

Accounting and Finance Supervisor

The Executive Committee has appointed Mrs. Charatsang Yuampai. In 2025, the Board of Directors approved the appointment of Mr. Satoshi Ukai as Chief Financial Officer (CFO). The appointment is in accordance with the qualifications of the person in charge of accounting and finance. (CFO) and Accounting

Supervisor as announced by the Stock Exchange of Thailand. This is in line with the guidelines of the Office of the Securities and Exchange Commission to promote the quality and reliability of financial reporting, effective from January 1, 2019 onwards. Mrs. Charassang Yuampai He holds a Bachelor of Business Administration degree in Banking and Finance from Ramkhamhaeng University and Mr. Satoshi Ukai is a representative of the major shareholders. Possess good knowledge, ability, and experience in accounting and finance, as well as have undergone training and seminars in courses related to the proper performance of duties. Able to support the work of the Board of Directors and the management team to achieve the goals. and benefit the Company's business operations as a whole.

In 2025, Mrs. Charassang Yuampai has passed the training. The course delves into prohibited expenditure and prohibited purchase taxes and delves into TAS 1 Transition to IFRS 18 Financial Statements for Organizational Readiness

Scope of duties of the Chief Accounting and Finance Officer

1. Oversee and take responsibility for the accounting and financial system to be effective in order to prevent various risks that will occur in the Company.
2. Oversee and be responsible for all financial statement reporting.
3. Plan and manage all parts related to finance. The Company's asset management, accounting and financial auditing, budget planning, expense control, cash flow planning, and financial liquidity, etc.
4. Take care of finances Finding sources of funding, investment planning to increase the company's profits, or planning to avoid inappropriate interest expenses, as well as investing money strategically.
5. Provide financial information and advise on financial strategies to the Company's management, especially the Company's top executives.

Internal Audit Supervisor

The Company employed Improvis Co., Ltd. and a person assigned by Improvis Co., Ltd. to act as the Internal Audit Supervisor, Mr. Chalot Lokitchariya (details of the profile of the Internal Audit Supervisor in Attachment 3).

In 2025, Ms. Kanchana Soponpongpiat, who is the Assistant Secretary of the Company, was appointed as the liaison with the internal auditors hired by the Company.

Supervisor of Operations

The Executive Committee has established the **Corporate Governance and Sustainable Development Subcommittee** with a working group (as detailed in Clause 7.3.1 Structure and composition of the Subcommittees and Sub-committees (Clause 4) (Clause 1) of the Corporate Governance and Sustainable

Development Subcommittee) and has assigned Mr. Satoshi Ukai, the Chairman of the Subcommittee, to prepare the Company's manuals, policies, and regulations in accordance with the laws and regulations related to the Company's business operations. Executives Supervisors and employees at all levels, as well as auditing and evaluating performance by coordinating with internal auditors.

7.6.2 Investor Relations Supervisor and Contact Information

Shareholders, investors or individuals can contact us at 02-641-5252 ext. 9419, email kanchana.s@eastautocash.com or through the Company's website https://eastautocash.com/IR_contact

Investor Relations Roles and Responsibilities must have effective communication between the Company and shareholders and investors. Perform duties with honesty and integrity, do not conceal information, and provide accurate and clear information about the performance of operations. Collect suggestions from investors for the CEO to consider, coordinate and organize meetings with directors and shareholders, as well as arrange for press conferences.

Auditor's remuneration

1. The 2025 Annual General Meeting of Shareholders resolved to approve the appointment of DIA International Auditing Company Limited, a company with good working standards. Experience and expertise by Mrs. Suvimon Krittayakian Certified Public Accountant No. 2982 and/or Mr. Wiroj Sajjathamnukul Certified Public Accountant No. 5128 is the authority to review and sign the audit report.

Audited Year	Year 2025	Year 2024	Year 2023
Office Name	Co., Ltd. Audit of DIA International	Co., Ltd. Audit of DIA International	Co., Ltd. Audit of DIA International
Name of Auditor	Mr. Wirote Satjathamnukul	Mr. Wirote Satjathamnukul	Ms. Somjintana Polhiranrat
Number of years audited Give the company	Year 2	Year 1	Year 7
Reasons for changing auditors			
Audit fee	2,410,000	2,285,000	2,225,000
Allowance for expenses in case of going to inspection at a provincial branch	None	None	None
Non audit fee The portion paid during the fiscal year The portion that will be paid in the future	None None	None None	None None

7.6.3 Audit Fee

The Company paid the audit remuneration for the Company to the Office of DIA International Auditing Company Limited, which is an office affiliated by the auditor, in the fiscal year 2025 in the amount of 2,410,000 Baht, which includes the inspection fee of the personal loan system under the supervision. Asset Co., Ltd., a joint venture company, in the amount of 290,000 baht, and for Mighty Broker Co., Ltd., a subsidiary, 290,000 baht, a total of 3 companies, totaling 2,990,000 baht.

Non-Audit Fee

The Company does not pay any other service fees to individuals or businesses related to the auditor and the audit firm to which the auditor belongs.

**IMPORTANT OPERATING RESULT
REPORT REGARDING ENTITY
GOVERNANCE**

8. Report on Corporate Governance Performance

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

8.1.1 Nomination, Development, and Evaluation of the Board's Performance

(1) Nomination of Independent Directors

Nomination and Remuneration Committee It is responsible for recruiting qualified independent directors to hold positions based on knowledge. Competencies and past work experience and the absence of qualifications prohibited by law and the charter of each set of committees. The Nomination and Remuneration Committee will consider the list of suitable candidates and nominate them to the Board of Directors or the shareholders' meeting for further appointment. which must meet the criteria. As follows:

The definition of an independent director of a company is the qualifications of independent directors that are more stringent. New SEC Requirements On June 5, 2008 as follows:

- 1) Holding not more than 0.50% of the total number of shares with voting rights of the Company, parent company, subsidiaries The shareholding of related persons of such independent directors shall also be counted.
- 2) Not being or having been a director involved in the management of the company. Employees, employees, consultants with regular salaries or controlling persons of the Company, parent company, subsidiaries Associates, subsidiaries of the same order, or juristic persons that may have conflicts, unless they have been discharged from such characteristics for at least two years prior to their appointment.
- 3) Not be a person who is related by blood or by legal registration in the form of a parent, spouse. Brothers and children, including spouses of executives' children. Major shareholders, controlling persons or persons who will be proposed to be executives or controlling persons of the Company or its subsidiaries.
- 4) Do not have or have had business relationships with companies, parent companies, subsidiaries. Associates or juristic persons who may have conflicts in a manner that may hinder their independent judgment, including not being or having been a major shareholder. Directors who are not independent directors or executives of persons who have a relationship with Business with the Company, Parent Company, Subsidiary Associates or juristic persons that may have conflicts unless they have been released from such characteristics. Not less than two years before the appointment. Such business relationships include ordinary commercial transactions for the purpose of conducting business, leasing or leasing real estate, transactions relating to assets or services, or providing or receiving financial assistance by obtaining or lending guarantees. As a result, the Company or the contracting party has a debt obligation to pay to the other party of three percent of the Company's

net tangible assets or twenty million baht or more, whichever is lower. The calculation of such debt obligations shall be in accordance with the method of calculating the value of connected transactions. According to the announcement of the Stock Exchange Board of Thailand. Regarding the Disclosure of Information and Operations of Listed Companies In a connected transaction However, in considering such debt obligations, the debt burden incurred during the year preceding the date of the business relationship with the same person shall be included.

- 5) Not being or having been an auditor of a company, parent company, subsidiary. Associates or juristic persons that may have conflicts and are not major shareholders. Directors who are not independent directors, executives or managing partners of an audit firm that includes auditors of the company, parent company, subsidiaries An associate company or a juristic person that may have a conflict of affiliation, unless the person has ceased to have such characteristics for at least two years prior to his appointment.
- 6) Not being or having been a service provider of any professional services, including providing services as legal advisor or financial advisor, which receives a service fee exceeding two million baht per year from the company, parent company, subsidiary, or subsidiary. Associates or juristic persons that may have conflicts In the case of a professional service provider being a juristic person, it shall include being a major shareholder. A director who is not an independent director, executive or managing partner of the professional service provider, unless he or she has ceased to be in such a position for at least two years before his appointment.
- 7) Not be a director appointed to represent the Company's directors. Major shareholders or shareholders who are related to major shareholders of the company.
- 8) There are no other characteristics that prevent it from giving an independent opinion on the Company's operations.

As of December 31, 2025, the Company has 4 independent directors, accounting for 40%, which is more than one-third of the entire Board of Directors. Mrs. Nakanishi, Mrs. Prapasri Permsup, Assoc. Prof. Dr. Sompong Pornpatham and Mr. Masaki Iguchi

During 2025, there are directors Resigned before the expiration of the term in accordance with the joint venture agreement of the major shareholder.

Nomination of the Audit Committee

The Nomination and Remuneration Committee is responsible for nominating the Audit Committee by determining the qualifications as determined by the Committee. SEC The determination is as follows:

- 1) Appointed by the Board of Directors or the shareholders' meeting of the Company to be the Audit Committee.

- 2) Be an independent director according to the definition and qualifications of an independent director at the Office of the Independent Director. The SEC determines and must:
 - 2.1 Not a director assigned by the Board of Directors. To make decisions on the operation of the company, parent company, and subsidiary company. Associates, subsidiaries of the same order, or juristic persons that may have conflicts, and
 - 2.2 Not be a director of the parent company, subsidiary or subsidiary of the same order. Only listed companies
- 3) It has the same duties as stipulated in the Notification of the Stock Exchange of Thailand. Qualifications and Scope of Work of the Audit Committee
- 4) They have sufficient knowledge and experience to be able to act as an audit committee. At least one member of the Audit Committee must have sufficient knowledge and experience to be able to review the reliability of the financial statements.

In 2025, the Board of Directors approved the Mr. Thailuck Lithavorn Resigned from the position of Audit Committee effective February 26, 2025 and appointed Mr. Masaki Iguchi will be replaced effective from February 27, 2025, with a term of office until August 15, 2025, and will be reinstated for another term of 2 years (due on August 15, 2027).

(2) Nomination and Appointment of Directors and senior executives.

Nomination of Directors

In the nomination of directors, the Company has assigned the Nomination and Remuneration Committee to work with the Executive Committee to consider, select and propose qualified persons to serve as the Board of Directors and propose them to the Board of Directors and the Annual General Meeting of Shareholders for further approval.

Qualifications of Directors

1. Qualifications of Directors in accordance with Public Law
 - 1) Be an individual, 2) Be of legal age, 3) Not be a bankrupt. 4) Never been sentenced to imprisonment by a final judgment for an offense related to property committed by fraud 5) Never been punished for dismissal or dismissal from the government, organization, or government agency for corruption in their duties.
2. Possess knowledge, abilities and experience that will be beneficial to business operations. Have a genuine interest in the company's affairs, be able to devote time. Perform duties for the Company and have the independence to express opinions to monitor and balance the operations of the management.

Election of directors

- 1) Election of directors by resolution at the shareholders' meeting, such as election of directors to replace directors who retire according to their term of office. At the Annual General Meeting 1/3 of the directors and/or the election of new directors in addition to the previous directors must be approved by the

shareholders' meeting. Those who are qualified to be directors The shareholders' meeting will consider the election in accordance with the rules and procedures in accordance with the Company's Articles of Association. Namely:

- 1.1 Each shareholder has votes equal to the number of shares he or she holds.
- 1.2 In the election of directors The method of voting for the election of directors may be used individually or several at a time, as deemed appropriate by the shareholders' meeting. Shareholders must vote in all the votes under Clause 1.1.
- 1.3 Voting for the election of directors shall be by majority vote. If there are equal votes, the chairman of the meeting shall be the decisive vote.
- 1.4 Rights of minority shareholders in appointing directors The company's articles of association provide that each shareholder has one vote per share. Accumulative voting is not used. The Nomination and Remuneration Committee has given the opportunity to the directors. and shareholders participate in the nomination of qualified persons to be directors of the Company.

The Company has notified the shareholders through the SET's information system. In providing opportunities for the Company's shareholders. Able to nominate qualified persons in accordance with the Company's Articles of Association. Public Limited Companies Act B.E. 2535 (1992) and the Notification of the Office of the Securities and Exchange Commission to the Company Secretary to receive the The Company has published the method of proposal and the consideration procedure on the Company's website. Approximately 3 months in advance of the Nomination and Remuneration Committee meeting and the Board of Directors meeting, the shareholders who will nominate a person to serve as a director must be qualified. 1. Being a shareholder of the Company, which may be a single shareholder or a combination of shareholders. 2. Having a minimum shareholding of not less than 0.25% of the total number of shares with voting rights of the Company. 3. Hold shares on the date of nomination of a person to be appointed as a director of the Company.

- 1.5 At every Annual General Meeting. The director must retire from office at least 1/3 of the directors who have been in office for the longest time shall retire first. The retiring director may be re-elected to office.

At the 2025 Annual General Meeting of Shareholders held on April 28, 2025, the 3 directors who are due to retire are as follows:

Existing directors who expire at the 2025 AGM	New Director On 27 Feb 2025 has the same term as the rest of the same person.	Newly Appointed Directors E-AGM 2025
Mr. Jaturong Pothirak	Mr. Hiromi Yamamura	Mr. Hiromi Yamamura
Mrs. Duangrat Jengmongkol	Mr. Satoshi Ukai	Mr. Satoshi Ukai
Assoc. Prof. Dr. Sompong Pornupatham		Assoc. Prof. Dr. Sompong Pornupatham

However, At this Annual General Meeting of Shareholders, During the period from October 1, 2025 to December 30, 2025, the Company gave shareholders the opportunity to propose the names of candidates to be selected as directors of the Company prior to the date of the shareholders' meeting by announcing them on the Company's website. Nominate any person for the Company to be selected as a director.

In this regard, The Board of Directors has carefully considered and screened the names presented by the Nomination and Remuneration Committee, and therefore deems it appropriate to propose to the shareholders' meeting to consider the election of the 3 directors mentioned above. Reinstated Director of the Company for another term

- 2) Election of directors to replace directors who are vacant due to other reasons In addition, the Board of Directors shall consider and select a person who is qualified and does not have any characteristics prohibited by law to be a replacement director. Only for the remaining term of the directors they represent and the resolution of the Board of Directors in electing the above directors. The votes must consist of not less than three-fourths of the number of remaining directors, unless the term of office of the directors is less than 2 months, and the appointment must be submitted to the Board of Directors and the next shareholders' meeting.

Directors from Major Shareholders

The Company has directors representing major shareholders. 6 people, including Mr. Danucha Verapong; Mr. Prapakorn Veerapong, Mr. Masayuki Nozawa Mr. Satoshi Ukai Mr. Hiroomi Yamamura and Mr. Taketo Aoki

Recruitment of senior executives

In the recruitment of top executives. The Board of Directors has assigned the Nomination and Remuneration Committee to work with the Executive Committee to consider, nominate, select and propose qualified personnel to serve as Chief Executive Officer or Managing Director and propose to the Board of Directors for further approval.

In 2025-2026, the Company has prepared a succession plan starting with senior executives. Head of Division and Account Manager who are nearing retirement. Therefore, the Board of Directors assigned the Human Resources Management Department to carry out the operation. Work with the Executive Committee and the Nomination and Remuneration Committee to plan for recruitment and selection of personnel to take up positions. Replace important positions that will be vacant in the future. The Human Resources Management Department has selected existing personnel in the department, evaluated, analyzed, and evaluated from KPIs, and then repositioned and promoted various related training courses to develop their potential and readiness in the next 2-3 years.

Appointment of executives

Consideration of promotion or hiring of appropriate persons. Holding executive positions of the Company is the duty of the Executive Committee.

Appointment of Company Secretary

The Board of Directors appoints the Company Secretary and in the event that the Company Secretary resigns or is unable to perform his duties. The Board of Directors shall appoint a new Secretary within 90 days and shall have the power to appoint any director. One person. Performing duties on behalf of During that time, Nomination consideration is based on the qualifications of the Company Secretary. As follows:

- 1) A person who acts as a company secretary.
 - Director of the Company, which may be an executive director or a non-executive director.
 - Individuals from external organizations such as law firms, auditing firms, or securities firms.
 - They will act as the Company Secretary along with performing other duties.
- 2) Educational qualifications and experience
 - Knowledge of the company's core business and operations.
 - Knowledge of accounting, finance, general business management. Laws related to the Company's business operations, good corporate governance in accordance with the principles of good corporate governance, and standard practices of the business in which the Company operates.
- 3) Freedom to make targeted decisions It is independent of the influence of any agency or from any person within that organization.
- 4) Recognized by the Board of Directors
- 5) Maintain a strong code of ethics. There is no history of spots.

(3) Development of Directors and Executives

When there are directors Senior Executives and Newly Appointed Secretaries Each of you will receive information from the Company Secretary/Board Secretary. He will be the coordinator to provide documents and information to the directors. Senior executives and secretaries who take office are informed of the performance of duties and responsibilities of being directors of listed companies under the Securities and Exchange Act, as well as laws and policies related to the Company's business operations in order to prepare and be able to perform their duties, such as the Director's Manual of Listed Companies, the principles of good corporate governance. Corporate Governance Policy Articles of Association of the Company Audit Results The Company will be able to perform its duties with integrity, prudence, and in the best interests of the Company and its shareholders as a whole.

In 2025, the Company presented and communicated to the directors. All executives (100%) in terms of good corporate governance policy and business ethics. Anti-Corruption Policies and Measures, Risk Management Manual and Annual Risk Management Plan, Knowledge and Understanding Training on the Personal Data Protection Act, and Prevention of the Use of Inside Information

At the same time, The company has placed great emphasis on the curriculum at the office. The SEC requires that the Board of Directors encourages the Board of Directors to attend the training. All members of the Audit Committee attended the Thai Institute of Directors (IOD) training courses to bring their knowledge and experience to further develop the company, including the Director Accreditation Program (DAP), Director Certificate Program (DCP), Advance Audit Committee Program (AACP), Company Reporting Program (CRP), and Comprehensive Program for ESG Governance.

Present There are directors who have attended IOD's courses related to the performance of director duties. 5 Director Accreditation Program (DAPs) (Mr. Danucha, Mr. Prapakorn, Mr. Sompong, Mr. Ukai and Mr. Iguchi), 4 Director Certification Program (DCPs) (Mr. Nozawa, Ms. Prapasri, Mr. Sompong, and Mr. Nakanishi), 1 Advance Audit Committee Program (AACP), 1 Board Nomination & Compensation Program (BNCP), 1 Director and Company Secretary Program (CSP), and 1 Comprehensive Program for ESG Governance. Seminars that are beneficial to the Board of Directors on a regular basis. Details of the Board of Directors' main training courses are shown in Attachment 1 "Details of Directors. Executives, Controlling Persons of the Company and Company Secretary."

In addition, the Company promotes and facilitates directors to Audit Committee, Executives, Secretaries and Related Employees Participate in various seminars that are useful for the performance of duties in order to improve knowledge on a regular basis, such as changes in regulations on good corporate governance and business ethics. (Disclosed in the Personnel Development Policy, Clause 3.4 Sustainability Management in the Social Dimension) In 2025, directors attended trainings/seminars to increase their knowledge in the Company's operations and activities. As follows:

- Mrs. Duangrat Chaengmongkol Company Secretary Attended the Intensive Tutoring Course for the AGM Checklist 2026 Assessment Form Thai Investors Association Attended the training ROAD TO CERTIFY with THAI CAC

What you need to know before applying for certification The Institute of Directors Association attended the training ROAD TO JOIN & SME Briefing Know the CAC Know the Guidelines for Bribery Reduction Association of Directors Association

- Mrs. Charatsang Yuampai The Chief Financial Officer (Head of Accounting and Finance) attended the Course on Prohibited Expenditure and Prohibited Purchase Tax and the Course on TAS 1 Transition to IFRS 18 Preparation of Financial Statements...

- Mr. Satoshi Akai and Mr. Masaki Iguchi, Director Attend the Director Accreditation Program (DAP) for directors

Application of Good Corporate Governance Principles for Listed Companies 2017 (CG Code)

The Board of Directors has formulated a corporate governance policy. The Company shall ensure strict compliance with the Code of Conduct and Code of Conduct for Executive Directors and Employees, as well as policies and guidelines for anti-corruption. Transparent disclosure of information Treat stakeholders fairly, give importance to internal control, internal audit, and risk management systems. The Board of Directors has complied with the Code of Good Conduct for Directors. The Board of Directors of the

For 2025, there are matters that the Company has not yet implemented and appropriate replacement measures. As follows:

	Items that have not been implemented	The reasons
1	The Board of Directors should consist of more than 66% of non-executive directors.	Because the premium group, GMT Group and the Veerapong family are still the major shareholders of the company and manage the business with knowledge, ability, and efficiency.
2	The board of directors should consist of more than 50% independent directors.	Board of Directors It does not consist of more than 50% of independent directors because it is a business that requires knowledge and understanding. Although the Company's Board of Directors does not consist of more than 50% of independent directors, the Company has an adequate internal control system. There is a transparent operating mechanism. It is based on the principles of good corporate governance and has always performed its duties with the interests of stakeholders in mind.
3	The Nomination and Remuneration Committee is an independent director.	Nomination and Remuneration Committee There are at least 2 independent directors, and the Chairman of the Nomination and Remuneration Committee must be an independent director.

Compliance information on other matters in accordance with the principles of good corporate governance to support various assessments.

The Company and its subsidiaries are reviewed and implemented annually to enhance and improve the Good Corporate Governance Policy and the Code of Business Ethics. In order to meet the standards in accordance with the corporate governance rules, including the principles of good corporate governance for listed companies of the Securities and Exchange Commission and the Stock Exchange of Thailand. Criteria according to the Corporate Governance Report of Thai Listed Companies (CGR) of the Thai Institute of Directors (IOD)

The Company has obtained the following evaluation results on corporate governance matters:

1. The company received an evaluation score. 82 votes (4 stars) from the Corporate Governance Report of Thai Listed Companies (CGR) for the year 2025 at a very good level. by Thai Institute of Directors (IOD)

Results of the Evaluation of the Corporate Governance Survey Project of Listed Companies in the past 5 years

Year	2025	2024	2023	2022	2021
Evaluation Results	82	90	86	92	92
	Very good	Very good	Very good	Excellent	Excellent

2. The Company received an evaluation score of 94 points from the results of the 2025 AGM Checklist by the Thai Investor Association.

Results of the Annual General Meeting of Shareholders in the Annual General Meeting of Shareholders 5 Years ago

Year	2025	2024	2023	2022	2021
Evaluation Results	94	95	90	97	97

(4) Self-Evaluation of the Committee's Performance

The Company has established good corporate governance by supervising the evaluation of the performance of the Board of Directors and sub-committees. Chief Executive Officer The Managing Director, with the Company Secretary preparing the assessment form, consists of:

1) The overall evaluation of the Board of Directors as a whole is evaluated in the following aspects: (1) the structure and qualifications of the Board of Directors; (2) Roles, duties and responsibilities of the Board of Directors (3) Board of Directors Meetings (4) Performing the duties of directors; (5) Relationship with management, (6) Self-development of directors and management development.

The process for evaluation As follows:

1.1 Conduct an evaluation of the operational efficiency of the Board of Directors as a whole at least annually. 1 Times

1.2 The Company Secretary summarizes and proposes the results of the evaluation of the performance of the Board of Directors to the Nomination and Remuneration Committee. To consider the results of the evaluation and the development guidelines to improve operational efficiency.

1.3 The Nomination and Remuneration Committee proposes the results and guidelines for development and improvement of operational efficiency to the Board of Directors.

2) Self-assessment of sub-committees assigned by the Board of Directors

Evaluation of the performance of sub-committees, including the Audit Committee; Nomination and Remuneration Committee It stipulates that the performance of the sub-committees as a whole and the individual sub-committees (self-evaluation) shall be evaluated. The topics of performance evaluation of the sub-committees will be determined by (1) the structure and qualifications of the directors; (2) Meetings, (3) Roles, duties and responsibilities, scope of authority and duties of each sub-committee, and relevant rules and regulations.

2.1 Evaluation of the performance of the sub-committees as a whole

The process for evaluation As follows:

1. Conduct performance evaluations of the sub-committees at least once a year .
2. The Company Secretary summarizes and proposes the results of the performance evaluation of all sub-committees to the Nomination and Remuneration Committee. To consider the evaluation results and development guidelines to improve work efficiency.
3. The Nomination and Remuneration Committee proposes the results of the evaluation and guidelines for improving the operational efficiency of all sub-committees to the Board of Directors.

2.2 Self-assessment of individual sub-committees

The process for evaluation As follows:

1. Conduct individual evaluation of the performance of the sub-committees (self-assessment).
At least once a year .
2. The Company Secretary summarizes and proposes the results of the performance evaluation of all individual sub-committees to the Nomination and Remuneration Committee. To consider the evaluation results and development guidelines to improve work efficiency.
3. The Nomination and Remuneration Committee proposes the results of the evaluation and the guidelines for improving the performance of all individual sub-committees to the Board of Directors.

3) The evaluation of the Chief Executive Officer (CEO) and Managing Director (MD) is (1) the progress of the plan, (2) the performance measurement, with the following topics: 1. Leadership, 2. Strategy formulation, 3. Strategy execution, 4. Financial planning and performance, 5. Relationship with the Board of Directors. 6. External Relations 7. Management and Personnel Relations 8. Succession 9. Product and Service Knowledge 10. Personal Characteristics

Due to The work of the Chief Executive Officer and the Managing Director is similar, only the difference is in the amount of approval, so the Managing Director is evaluated with the same evaluation form as the Chief Executive Officer (CEO).

The process for evaluation As follows:

1. Evaluate the performance of the Chief Executive Officer and the Managing Director at least once a year
2. The Company Secretary summarized and proposed the results of the performance evaluation of the Chief Executive Officer and the Managing Director. to the Nomination and Remuneration Committee. To consider the evaluation results and development guidelines to improve work efficiency.
3. The Nomination and Remuneration Committee proposes the results of the evaluation and the guidelines for improving the operational efficiency of the Chief Executive Officer and the Managing Director to the Board of Directors.

Results of the performance evaluation of the Board of Directors and sub-committees as a whole and individually (self-assessment)

In 2025, the Company has evaluated the performance of the Board of Directors as follows:

1. Overall Evaluation of the Board of Directors
2. Self-assessment of the sub-committee
3. Self-assessment of the Board of Directors and individual sub-committees
4. Chief Executive Officer (CEO) Evaluation
5. Assessment Deputy CEO
6. Deputy COO

The evaluation results have criteria. As follows:

Score Range	Meaning
90% -100%	Excellent
80% - 89%	Very good
70% - 79%	Good
60% - 69%	Satisfactory
50% - 59%	Pass
Below 50%	Needs Improvement

Results of the Board of Directors' Performance Evaluation The sub-committees of the whole group and the individual sub-committees (self-assessment) and the Chief Executive Officer and Managing Director in 2025 are as follows:

1. Results of the Evaluation of the Board of Directors as a whole The Board of Directors has a score of 90.21%, which is in the excellent criterion. Therefore, the Company's ability and expertise in each field and covering all issues related to the Company's business operations are adequate and appropriate. In the effective work of the Board of Directors.

2. The results of the evaluation of the sub-committees are divided into two committees: the Audit Committee. Board of Directors Recruitment and Remuneration Consideration The average score was 93.51%, which is in the excellent criterion. Individual subset (self-assessment) The average score was 93.75%, which is excellent. Knowledge, ability, and expertise in each field, covering all issues related to the Company's business operations, appropriately and adequately to perform the duties of each sub-committee member who holds that position effectively.

3. Results of the Chief Executive Officer's Performance Evaluation The score was 89.81%, which is within the criteria of excellence and the performance evaluation results of the Deputy Chief Executive Officer. The Deputy Chief Operating Officer scored at the level of 89.93%, which is in the excellent criterion, and the Deputy Chief Operating Officer scored at the level of 90.74%. Executives are dedicated to work and plan short-term and long-term strategies to enable the business to grow and compete in the market, as well as analyze business opportunities and adapt to industry trends, and apply knowledge, abilities, expertise in each field, and knowledge in organizational management to be able to implement strategies, goals, and effective financial cost planning. By providing financing with interest rates lower than the bank's lending rates to enhance the company's liquidity. Maintain reputation The company's image and profits to gain the trust of people within the organization. Shareholders, Investors and Financial Institutions

From the results of the three evaluations, it can be found that in 2025, the overall assessment score is higher than in 2024. It should adapt to industry trends. In 2026, the Board of Directors will provide operational support for effective internal risk management and will continue to perform its duties to the best of its ability so that the Company can grow sustainably.

8.1.2 Attendance and remuneration of individual directors

1. Attendance at Board Meetings

In 2025, the Board of Directors held a total of 4 meetings conducted in a hybrid format. Throughout the year, the Board fulfilled its fiduciary duties by approving the quarterly financial statements, establishing corporate policies and business plans, and overseeing the management and operations of the Executive Committee. Furthermore, the Board meticulously reviewed and considered potential conflicts of interest to ensure transparency and the best interests of the Company and its shareholders."

The Board of Directors meets at least once every 3 months and has additional special meetings as necessary, and non-executive directors meet at least once a year without the attendance of the executive directors. The date of the meeting will be the date set by the Company Secretary in advance throughout the year. Every meeting has a clear agenda and an agenda to consider and monitor the performance on a regular basis. An invitation letter with the agenda and documents was sent 7 days before the meeting date so that the directors had sufficient time to study and research information before attending the meeting. The Board of Directors has a policy to expect directors to attend every meeting, so the number of listed companies that each director will hold a position is limited to no more than 5 without exception. Everyone should have at least 75 percent of the annual attendance at the board's meetings. At the meeting, the Chairman of the Board of Directors encouraged the exercise of prudent discretion and adhered to the policy of the minimum quorum at the time of the Board of Directors voting at the meeting, the number of directors must be at least two-thirds of the total number of directors. After the meeting, the minutes of the meeting were recorded in writing. Stores board certified meeting minutes Ready for the directors and related persons to investigate.

In 2025, the Board of Directors held a total of 4 meetings conducted in a hybrid format. The attendance record of each director is detailed as follows:

No.	List of Directors	Location	Board of Directors	Meetings Ordinary Shareholders for the year 2025
1.	Mr. Wichai Maithong	Chairman of the Board of Directors Independent Director	0 (Resigned)	-
	Mr. Naofumi Nakanishi	Chairman of the Board of Directors Independent Director	3/4	1
2.	Mr. Danucha Verapong	Vice Chairman of the Board of Directors Chief Executive Officer	4/4	1
3.	Mr. Prapakorn Veerapong	Director Executive Vice Chairman	4/4	1
4.	Mrs. Duangrat Jaengmongkol	Director / Executive Director, Advisor / Company Secretary	1/4 (Resigned)	-
	Mr. Satoshi Ukai	Director, Co - Chief Financial Operating	3/4	1
5.	Mr. Masayuki Nozawa	Director Executive Director Executive Vice President	4/4	1

No.	List of Directors	Location	Board of Directors	Meetings Ordinary Shareholders for the year 2025
6.	Mrs. Praphasri Permsup	Chairman of the Audit Committee, Chairman of the Nomination Committee, Independent Director	4/4	1
7.	Mr. Thailuck Lithavorn	Chairman of the Nomination Committee, Audit Committee Independent Director	1/4 (Resigned)	-
	Mr. Masaki Iguchi	Audit Committee Member Independent Director	3/4	0
8.	Mr. Jaturong Pothirak	Director	1/4 (Resigned)	-
	Mr. Hiroomi Yamamura	Director	3/4	1
9.	Assoc. Pro. Dr. Sompong Pornupatham	Audit Committee Member Nomination Committee Member Independent Director	4/4	1
10.	Mr. Taketo Aoki	The 10th member of the Board	3/4	-

*Mr. Taketo Aoki held the position Director No. 10 effective from April 28, 2025 (according to the resolution of the 2025 Annual General Meeting of Shareholders)

2. Individual Board Remuneration

Remuneration Policy

Remuneration of Directors

The Company has clearly considered the guidelines for determining the remuneration policy of the Board of Directors. It has been carefully screened by the Board of Directors and the Nomination and Remuneration Committee. The remuneration will take into account various appropriate aspects, including the responsibilities of the Board of Directors. It has been compared with the company's reference data. In the same or similar industry group. However, The Board of Directors will propose the remuneration of the Board of Directors to the shareholders' meeting for consideration and approval of the remuneration of the Board of Directors every year.

1. Monetary remuneration

The Company's remuneration for directors in 2025 is in the amount of 5.5 million baht. As approved by the resolution of the shareholders' meeting and allocated in the form of monthly remuneration and meeting allowances as follows:

Position	Monthly Retainer	Meeting Allowance
Chairman	50,000 – 80,000 Baht	7,000 Baht
Director	30,000 – 50,000 Baht	5,000 – 7,000 Baht
Audit Committee		
Chairperson of Audit Committee	20,000 Baht	None

Audit Committee Members	10,000 Baht	None
Nomination and Remuneration Committee		
Chairperson of Nomination and Remuneration Committee	None	None
Nomination and Remuneration Committee Members	None	None

** Note Board of Directors Resolution No. 1/2024 Date 22 February 2024 Approved and abolished the Corporate Governance and Sustainable Development Committee and the Risk Management Committee by establishing the Corporate Governance and Sustainable Development Subcommittee and the Risk Management Subcommittee to implement the Company's policies under the supervision of the Executive Committee

Remuneration (Baht)	Year 2025	Year 2024	Year 2023
Approval Limit (Million Baht)	5.5	8.5	8.5
Number of people (persons)	7	6	6
Amount paid	2,650,000	3,617,000	4,647,000

Note * Displays the number of directors and compensation. Only non-executive directors and independent directors who are paid by the Company for the whole year.

* In 2023, the remuneration rate for new Chairman of the Board of Directors and directors will be revised from May 2023 onwards.

* In 2025, there are directors representing major shareholders who do not receive monthly remuneration and meeting allowances.

In 2025, the Company paid remuneration to directors. In the form of individual remuneration and meeting allowances as follows:

List of Directors	Location	Faculty Director Company	Faculty Audit Committee	Faculty Director Recruitm ent	Faculty Director Pastoral	Risk Manageme nt Committee	Meeting Allowanc e	Included
1. Mr. Wichai Maithong (Resigned Feb 2025)	Chairman of the Board of Directors	160,000	-	-	-	-	-	160,000
2. Mr. Naofumi Nakanishi (replace of Mr. Wichai Maithong)	Chairman of the Board of Directors	500,000					15,000	515,000
2. Mrs. Praphasri Permsup	Director/ Chairman of the Audit Committee /Chairman of the Nomination Committee/	600,000	240,000	-	-	-	28,000	868,000
3. Mr. Thailuck Lithavorn (Resigned) Feb 2025)	Director /Chairman of the Nomination Committee/Member of the Exam Committee	100,000	20,000	-	-	-	7,000	127,000
4. Mr. Masaki Iguchi (replace of Mr. Thailuck Lithavorn)	Director Audit Committee	300,000	100,000	-	-	-	15,000	415,000
5. Mr. Sompong Pornupatham	Director Nomination and Remuneration Committee /Audit Committee	360,000	120,000	-	-	-	20,000	500,000
6. Mr. Jaturong Pothirak (Resigned Feb 2025)	Director	60,000	-	-	-	-	5,000	65,000
Includes remuneration or other benefits for directors 1 person Total		2,080,000	480,000	-	-	-	90,000	2,650,000 11,674 2,661,674

Note* Year 2025 Directors who are representatives of major shareholders and not executive directors do not receive remuneration and meeting allowances.

** Director Details are included in the management group.

2. Rewards or other benefits

Life and Accident Insurance Limit Not more than 300,000 baht, health coverage limit not exceeding 100,000 baht, including insurance premium for 1 person in 2025, equal to 11,674 baht (only for directors who reside in Thailand and are under 70 years old and do not have any underlying diseases according to the insurance company's rules).

8.1.3 Governance of Associates and Subsidiaries

1. ECL ASSET Co., Ltd. (ECL ASSET) operates the Land for cash business and was established on March 27, 2018 as a joint venture company with the joint venture partners EAST Company and Tri House Co., Ltd. investing in the ratio of 60:40 respectively. As of December 31, 2025, the Company has appointed two authorized directors in proportion to the Company's shareholding to have voting rights and jointly manage the business (details are shown in Clause 1.3.1.1 Shareholding Structure of the Group (ECL Asset)).

2. Mighty Broker Co., Ltd. (Mighty) is an insurance brokerage business established on November 20, 2019 with 100% investment by the Company, which is considered to be a subsidiary of the Company.

3. Premium Service (Thailand) Company (PST) Formerly known as "Eastern Premium Service Co., Ltd. (EPS)", the company operates a car repair service center business established on November 16, 2016.

In 2017-2018, EPS was a joint venture company, ECL or EAST and PG, which is the main shareholder, appointed 2 directors to jointly manage the business and have the right to vote 1 person per 1 vote.

In 2019, as ECL or EAST reduced its investment proportion from 54.55% to only 15% by selling some of its shares to new investors, ECL or EAST's investment in EPS changed its status from "investment in joint venture companies" to "other non-current financial assets" and changed its name to "PST", which accounted for only 15% of the investment. (Details are shown in Clause 1.3.1.3 of the Group's Shareholding Structure (PST)).

Supervision of Operations of Associates and Subsidiaries

1. The Board of Directors provides the overall framework for operations and strategic goals, and oversees the mechanism for supervising the policies and operations of the associates and subsidiaries.
2. The Company appoints persons as directors in associates and subsidiaries with the approval of the Executive Committee.
3. The Company has required the appointed person to exercise the right to vote on important matters as approved by the Executive Committee before voting. Submission of directors to represent associates The subsidiary is in accordance with the Company's shareholding.
4. The appointed person must take care of the associate company. Subsidiaries in connection transactions Acquisition or disposal of assets or any other important transactions connected with the Company in a complete and accurate manner. The Company must also supervise the collection and accounting of associates and subsidiaries so that the Company can audit and compile and prepare consolidated financial statements on time.
5. In the event of significant investment in other businesses or the sale of shares to other individuals or juristic persons. The Company will prepare an agreement to participate in the capital or an agreement and price for trading shares that are appropriate. To clarify the authority, management, and participation in decision-making on important matters, and to require regular reporting of performance for the benefit of the Company.

The Board of Directors has appointed individuals and third parties to be directors of associates and subsidiaries as of December 31, 2025, as follows:

1. ECL Asset Co., Ltd. 3 people as of December 31, 2025

<u>Position in ECL</u>	<u>Position in ECL - Asset</u>
1.1 Mr. Danucha Verapong Chief Executive Officer	Chairman of the Board of Directors (27 March 2018 – Present)
1.2 Ms. Sunee Kultarawut	Director (17 May 2019 - Present) (Third Party)
1.3 Mrs. Walaip Panyathana	Director (27 March 2018- Present) (Third Party)

2. Mighty Broker Co., Ltd., 6 people (Resolution dated November 12, 2019 to December 31, 2025)

There are directors. 5 people

<u>Position in ECL</u>	<u>Positions in Mighty Brokers</u>
2.1 Mr. Prapakorn Veerapong 2.1 Managing Director	Chairman of the Board of Directors (20 November 2019 - Present)
2.2 Mrs. Duangrat Jaengmongkol Executive Director	Director (20 November 2019 – Present)
2.3 Mr. Mano Boonyasrisawat Director of Insurance	Director (20 November 2019 – Present)
2.4 Mr. Thawachphat Konpetch Consultant	Director (20 November 2019 – Present)
2.5 Ms. Thanatchan Wonglert Borirak Insurance Administration Manager	Director (20 November 2019 – Present)

Monitoring compliance with corporate governance policies and practices

(1) Prevention of conflicts of interest

Prevention of directors and executives from exploiting conflicts of interest The Company has a policy to oversee conflicts of interest by prohibiting directors. Executives and employees commit any act that is contrary to the Company's business interests, such as causing the Company to lose benefits, seeking personal benefits from the Company's business, or exploiting and holding shares in businesses that compete with the Company, etc. The Company has a policy that requires the Company's directors and executives to disclose information and securities holdings in accordance with the law, report to the Board of Directors on a regular basis, and must disclose information about themselves and related persons. The Board of Directors has an interest in transactions and businesses that may have a conflict of interest with the Company so that the Board of

Directors can consider and make decisions for the overall benefit of the Company. By the directors who are involved in the must not participate in approving or abstaining from voting on the agenda.

The Company has established a policy that connected transactions must be carefully considered. If necessary, the Company must obtain approval from the Board of Directors and the shareholders' meeting, as well as comply with the rules set by the Stock Exchange of Thailand, with the same price and conditions as transactions with third parties, and disclose details. Transaction Value Counterparty Reason/Necessity in the Annual Report (Form 56-1)

In 2025, the Board of Directors considered and approved two related party transactions , namely:

- On May 14 , 2025, the Board of Directors Meeting No. 2/2025 considered and approved the payment of loan guarantee to P remium Co., Ltd.) at the rate of 0.85% of the loan amount received of 600 million baht, amounting to 5.10 million baht.
- On November 12, 2025, the Board of Directors Meeting No. 4/2025 considered and approved the loan. The bill of exchange was issued in a limited manner with Mr. Danucha Verapong. The Chief Executive Officer, who is a related person, in the amount of 100 million baht. At an interest rate of 4.00% per annum.

In considering the matter, The Company has implemented the procedures, policies mentioned above, and reported in detail to the SET within the specified time (for details, please refer to Clause 9.2 of the Related Transactions).

This is due to the fact that the Company has a representative to attend training courses related to good corporate governance. Therefore, the working group has presented to the Board of Directors the preparation of a Conflict of Interest Prevention Manual. Conflicts of interest must be reported from the beginning of the year and reports when incidents occur, which are in the process of being prepared and will be promulgated by 2025 . Executives and employees at all levels thoroughly.

In 2025, the Board of Directors Executives and Employees There were no complaints about offenses related to the use of power. duties for their own benefit in an abusive way, leading to conflicts of interest.

(2) Monitoring the use of inside information

Regarding the use of internal information, the Company has set out the guidelines for the use of internal information and the retention of personal information of customers and business partners in the Corporate Governance Policy and Business Ethics Manual. To prevent the Company's internal information from being disclosed or exploited for oneself or others. In addition, Directors and executives who have received the Company's financial information. The Company has notified directors and executives who wish to buy and sell the Company's shares at least 1 day in advance and avoid trading the Company's securities. During the 30-day period before the financial statements are disclosed to the public, the directors and executives have been informed of their obligations. In reporting the holdings of securities issued by their own companies. Spouse and minor children, as well as every change, within 3 working

days. The Company Secretary shall collect information on the securities holdings of such directors and executives and present them to the Board of Directors for acknowledgment on a quarterly basis.

The Company prepares a confidentiality agreement for directors Company Executives Associates and subsidiaries, interpreters, company secretaries Participants of all Board of Directors meetings of the Company, including related business partners and representatives of the Company. Signing a confidentiality agreement of the Company, the customer and related parties shall strictly comply with the contract and will not use inside information for personal gain or cause damage to the Company. Executives and employees have signed the acknowledgment in full.

The Company has imposed disciplinary penalties for those who exploit the use of the Company's internal information to the extent that it may cause damage to the Company. The Company considers appropriate disciplinary action as prescribed in the Company's regulations.

In 2025, the Board of Directors Executives and employees have strictly complied with the requirements for the use of inside information. It does not appear that securities issued by the Company were traded during the period of the prohibition of trading, and the Company did not receive any complaints about the misconduct of the directors. Executives and employees who are involved in the misuse of inside information for their own benefit.

Report on the Securities Holdings of the Company's Directors and Executives for the Year 2025

Sequence	Directors and Executives	Location	Number of Shares Held As of December 30, 2025	Number of Shares Held As of December 30 , 2024	The number of shares changed increased (decreased) during the year.
1.	Mr. Wichai Maithong (Resigned Feb 2025)	Chairman of the Board of Directors / Independent Director	ECL -	ECL - ECL-W4 -	- -
2	Mr. Naofumi Nakanishi	Chairman of the Board of Directors / Independent Director	ECL -	ECL -	-
3.	Mr. Danucha Verapong	Director / Chief Executive Officer	ECL 43,200,000	ECL 43,200,000 ECL-W4 -	- -
4.	Mr. Prapakorn Veerapong	Director / Managing Director	ECL 50,088,480	ECL 50,088,480 ECL-W4 -	- -
	Spouse		ECL 2,750,000	ECL 2,750,000 ECL-W4 -	- -
5.	Mr. Masayuki Nozawa	Director / Deputy Chief Executive Officer	ECL 500,000	ECL 500,000 ECL-W4 -	- -
6.	Mrs. Duangrat Jaengmongkol (Resigned Feb 2025)	Director / Nomination and Remuneration Committee	ECL -	ECL - ECL-W4 -	- -
	Spouse		ECL 2,960,000	ECL 2,960,000 ECL-W4 -	- -
7.	Mr. Satoshi Ukai	Director/Deputy Chief Operating Officer	ECL -	ECL -	-

Sequence	Directors and Executives	Location	Number of Shares Held As of December 30, 2025	Number of Shares Held As of December 30 , 2024	The number of shares changed increased (decreased) during the year.
8.	Mrs. Praphasri Permsup	Independent Director / Chairman of the Audit Committee / Chairman Nomination Committee	ECL -	ECL - ECL-W4 -	- -
9.	Mr. Sompong Pornupatham	Independent Director / Audit Committee	ECL -	ECL - ECL-W4 -	- -
10.	Mr. Masaki Iguchi	Independent Director / Audit Committee	ECL -	ECL -	-
11	Mr. Hiroomi Yamamura	Director	ECL -	ECL -	-
12	Mr. Taketo Aoki	Director	ECL -	ECL -	-
13	Mr. Kohei Yamada	Head of Division	ECL -	ECL -	-
14	Mr. Suguru Yanogawa	Head of Division	ECL -	ECL -	-
15.	Mr. Jaturong Pothirak (Resigned) Feb 2025)	Director	ECL -	ECL -15,000 ECL-W4 -	(15,000) -
	Spouse		ECL -58,358,700	ECL 58,460.900 ECL-W4 -	- -
16.	Mr. Thailuck Lithavorn (Resigned) Feb 2025)	Independent Director / Audit Committee	ECL -	ECL - ECL-W4 -	- -
17.	Mrs. Charatsang Yuampai	Head of Division	ECL -	ECL - ECL-W4 -	- -
18	Ms. Kanchana Soponpongpiat	Consultant	ECL	ECL ECL-W4 -	- -

(3) Anti-Corruption

The Company is committed to conducting business with integrity and transparency. It is open and verifiable by adhering to the principle of anti-corruption in all forms. The Company has joined the Thai Private Sector Collective Action against Corruption (CAC) since October 16 , 2015 and has established an anti-corruption policy and related guidelines to prevent the risk of corruption, which has been approved by the Board of Directors. Do not bribe, do not accept, and do not give, as well as set guidelines that prohibit directors. Accept or give goods, gifts, hospitality, solicitations, donations or any other benefits from persons who have business relationships with the Company, and avoid participating in activities that may lead to corruption in both the public and private sectors.

The Company was renewed its membership in the 2nd Thai Private Sector Coalition Against Corruption (CAC) on October 18, 2019, which is valid until 2022. The CAC requires that applications or renewals of membership require the preparation of an internal audit report to assess the risk of fraud involving third parties and/or government officials.

Therefore, the Company needs to make additional preparations in accordance with the prescribed rules. As a result, it is not possible to submit an assessment to obtain certification for membership renewal within the specified period.

However, in order to demonstrate its continued commitment to anti-corruption and raising corporate governance standards in line with international principles, the Company has officially announced its intention to participate in the new CAC program in 2024, as well as prepared and reviewed the assessment form according to the CAC criteria, the Anti-Corruption Internal Audit Plan, and related policies and practices to ensure that it is complete and in line with the criteria of the project and serves as the basis for the next round of certification applications. Subsequently, in 2025, the Company officially submitted the application for CAC membership certification, and the Thai Institute of Directors Association (IOD), as the Secretary of the Coalition Committee, informed the Company that the Coalition Board of Directors meeting had approved the renewal of the CAC membership certification for a period of 3 years from 2025 to 2028.

In addition, in 2025, the Company reviewed and updated its anti-corruption policy and guidelines to comply with the CAC's criteria and the current business environment, as well as announced and communicated the policy to the directors. Executives, Employees, Subsidiaries Associates, business partners, agents, and related stakeholders to acknowledge and strictly comply with the The Company's executives, employees, business partners, and representatives signed to acknowledge and express their readiness to comply with the policy 100 percent.

The Company's operations are in accordance with the Corruption Prevention Policy.

- The Company attaches great importance to participation and supports and encourages cooperation among organizations in the business sector, the government, and civil society. The media and international organizations to drive the use of anti-corruption measures. Disclosure of information and setting standards for clean business operations, emphasizing competition through market mechanisms.

- The Company has separated corruption risk management from corporate risk management to facilitate supervision. Monitoring operations and risk assessment to prevent corruption to cover charitable donations. Being a political supporter Receiving gifts and spending for receptions, etc.

- Improve the Corruption Risk Assessment to cover more potential risks. In particular, the risk of corruption with government agencies at the company. Associates or business partners must conduct transactions together.

- Update employment contracts with suppliers and agents who work with external contacts on behalf of the Company, such as customers, suppliers or government agencies, clearly stating additional information in the contract. In the Code of Conduct regarding the non-corruption of all forms, if there is a violation, the contract will be terminated as soon as the investigation and decision has been made, and if the agent finds bribery, the company must be notified immediately.

- The Company has submitted the anti-corruption policy and manual to all agents for acknowledgement and compliance.

- The Company has established the operating mechanism of the Accounting and Finance Department to report accurate financial status. Transparency to ensure that it is effective in preventing corruption and can combat bribery and corruption.

- The Company has established a corruption risk assessment process. It is separate from the risk assessment from routine operations and is reported to the Audit Committee and the Board of Directors on a quarterly basis.

- Establish a Subcommittee on Ethics and Anti-Corruption consisting of executives and employees. It is responsible for assessing and managing corruption risks, which covers all important departments such as marketing, marketing, and marketing. Procurement, debt acceleration, payment, etc. In order to put in place appropriate measures and follow up on corrections regularly and in a timely manner, the evaluation results are presented to the Executive Committee, the Audit Committee and the Company's directors respectively.

Duties of the Subcommittee on Ethics and Anti-Corruption As follows:

1. Presenting information on new potential risks in corruption.
2. Advise executives on fraud risk assessment and collect corruption risk assessment results to document the organization's corruption risk.
3. Encourage training Monitoring and testing to evaluate employee knowledge and understanding.
4. Monitor each line of work to ensure that there is adequate fraud prevention and risk management, and report various incidents and information that are significant fraud risks in order to achieve effective and rapid management.
5. Supervise the compliance with the Anti-Corruption Operational Guidelines.

- Establish a Subcommittee to Supervise the Operation of the Operation consisting of: The Executive Director, Executive Director, and Employees are responsible for preparing regulations, manuals, and policies for the department, along with announcing and organizing training so that employees can understand, acknowledge, and perform their duties correctly and effectively, as well as supervising the operation of all departments. By the rules Policies and regulations are set both from within and outside the Company, along with supervising violations of regulations and laws of all departments. This also affects the company's reputation.

- Conduct internal audits, evaluate the internal control system covering corruption risks, and report audit results with recommendations to the Audit Committee.

- Provide channels for receiving information Complaints and whistleblowing Acts that violate the Company's rules and regulations or business ethics, or have doubts about financial reports or internal control systems, or suspect that they are involved in corruption, by consulting their supervisors or notifying them via email or sending a confidential letter to the Company Secretary or the Director of Central Operations and Administration or the Audit Committee.

- The Company has a Whistle Blowing Policy in which the Company assures that it will keep the information confidential of the whistleblower and will not take any punishment against employees who provide information in good faith.

- Communication and anti-corruption training were organized to educate directors. Executives, new employees, and employees throughout the organization should be informed of the Company's anti-corruption policies and guidelines, as well as point out the penalties of corruption that pose a serious threat to society and the country, and that the perpetrators may be punished according to the law. Friends or outsiders can also understand the guidelines for anti-corruption practices. The Human Resources Department has organized training on corporate governance policy and business ethics and anti-corruption policy and guidelines for compliance with the policy.

In 2025, the Company has increased online training and testing channels to promote education and raise awareness of the importance of ethics, corruption, and environmental management.

- Communicate to customers or third parties who come into contact with the Company, both at the head office and branches, about the Company's anti-corruption policy and intention by posting signs and images of the anti-corruption campaign in front of the Company, and setting up desk signs at all levels.

- The company's uniform shirt is embroidered with the message "Anti-Corruption" for all executives and employees in the organization to wear at least once a week to communicate the message and remind the wearer and outsiders of the dangers of corruption and invite them to join together against corruption.

- The Company has complied with the policy by avoiding involvement in any activities that will lead to corruption problems in the public and/or private sectors, and is ready to cooperate and support public and private measures to combat corruption.

In 2025, the Company established an anti-corruption support program. As follows:

1. Test the knowledge and understanding of employees at all levels. The average score was 9.71 points (out of 10 points) (a total of 238 employees attended the training, accounting for 97.54%).

2. Prepare and promulgate anti-corruption policies and measures of associates and subsidiaries for the year 2025 and test the knowledge and understanding of employees at all levels, with the average score of 9.70 points (out of 10 points) (97.54% of the employees who took the test).

3. Follow the news and new guidelines issued by Thai CAC, such as the Guidelines for Developing Anti-corruption Operating Control, etc., to improve policies and procedures in accordance with the CAC's guidelines.

4. Working in tandem with the Internal Audit Department in preparing standards for commission disbursement. Various benefits to be consistent, appropriate, and concise. Check for errors in issuing receipts, etc.

5. Update manuals and procedures and follow up on outsourcing work in the section of tracking, collecting, confiscating vehicles, and prosecuting cases.

6. The Company continues to monitor and pay attention to activities that promote anti-corruption regularly and continuously. To show its stance on denying involvement in all forms of corruption continuously. He pointed out the importance of anti-corruption and cooperation to achieve anti-corruption on a large scale, and jointly pushed the government to improve its work processes in a transparent manner. Accept participation and auditability from the private sector and civil society. To protect the public interest from corruption.

(4) Whistleblowing

The Company provides opportunities for employees and all groups of stakeholders to be satisfied and participate in the supervision of the Company's operations, participate in monitoring undisciplined, unethical or illegal practices, as well as reporting behaviors that may indicate corruption or suspicious behavior related to money laundering. Stakeholders can contact the Company to express their opinions, report whistleblows, or complain by letter to one of the following faculties: Chairman of the Audit Committee, Independent Director, General Manager of Administration Department or Company Secretary at the address of Dong Commercial Leasing Public Company Limited 976/1 Soi Rama 9 Hospital, Bang Kapi Sub-district Huay Khwang District, Bangkok 10310 or call 02-641-5252 or the Company's website https://www.eastautocash.com/IR_cor_form
Complaints and suggestions will be considered and processed as appropriate.

Complaint Management Guidelines

When the Audit Committee, Independent Director, Company Secretary, Deputy Director of Human Resources, or any other channels receive whistleblowing or complaints from the Company's stakeholders, the Company will make a preliminary determination as to what type of complaint falls into. If the complaint is related to the principles of good governance and business ethics, the agency receiving the complaint will collect information and present it to the Compliance Subcommittee. Consider taking action, collect evidence, search for information, and present it to the Executive Committee for further consideration of the matter. Fraud or corruption the agency receiving the complaint will coordinate and propose the matter to the Subcommittee on Ethics and Anti-Corruption and the Internal Auditor to jointly process and propose to the Audit Committee for further consideration.

For employee complaints and/or whistleblowing. The Company has a process in place to handle employee complaints. By considering what type of matter the employee complained about, whether it is a possible offense, and what level of offense it is in, in order to determine the penalty for the offense fairly and accurately. The decision of the complaint will be made by the sub-committee or the committee. The agency that receives the complaint will consider the type and level of offense of the matter, and employees can complain or express their opinions through various channels, such as emailing the Deputy Director of Human Resources. or send it by mail to the Human Resources Department or the Office of the Director and Company Secretary. The Company has a Whistleblowing Policy in which the Company assures that the information of the whistleblower will be kept confidential and will not take any penalties against the person who provides

information in good faith. To ensure that all parties involved will not be affected by such whistleblowing and complaints.

In the past year, the Company did not receive any complaints from stakeholders, and in 2025, there were no complaints from stakeholders regarding corruption or violations of the Good Corporate Governance Policy. Senior Management There was no corruption or any prosecution or resignation. Due to the issue of corporate governance.

8.2 Report on the performance of the Audit Committee in the past year.

8.2.1 Number of Audit Committee Meetings

In 2025, the Audit Committee has held a total of 4 meetings as follows:

Sequ ce	List of Directors	Location	Attendance at the Audit Committee Meeting
1.	* Mrs. Praphasri Permsup	Chairman of the Audit Committee / Independent Director	4/4
2.	* Mr. Sompong Pornupatham	Audit Committee / Independent Director	4/4
3.	* Mr. Thailuck Lithavorn	Audit Committee / Independent Director	1/4
	* Mr. Masaki Iguchi	Audit Committee / Independent Director	3/4

Notes:

- * Mr. Masaki Iguchi Independent Director, Audit Committee effective February 26, 2025 (by the Resolution of the Board of Directors No. 1/2025 dated February 26, 2025)

8.2.2 Performance of the Audit Committee

Audit Committee There were 4 meetings in 2025, including meetings without the participation of the management. 1 time On February 26, 2025, it was about the organizational structure. The results of the meeting have been reported to the Board of Directors for acknowledgment. The Chairman of the Audit Committee, who has sufficient knowledge and experience to perform his duties. In reviewing the reliability of the financial statements. The Audit Committee held meetings with the auditor and the internal auditor. Review of financial statements Internal Control, Consideration and Selection of Acting Auditors, Internal Auditors and Remuneration Consider connected transactions. Evaluation of the internal control system Review risk management, oversee compliance with regulations and policies, and oversee overall work. Proposed to shareholders in the Annual Report

8.3 Summary of the performance of duties of other sub-committees

8.3.1 Number of Nomination and Remuneration Committee Meetings

In 2025, the Nomination and Remuneration Committee has held a total of 2 meetings. As follows:

Sequen ce	List of Directors	Location	Attendance Nomination Committee
1.	Mrs. Praphasri Permsup	Chairman of the Nomination and Remuneration Committee /Independent Director	2/2
2.	Mr. Prapakorn Veerapong	Nomination and Remuneration Committee /Independent Director	1/2
3..	Mrs. Duangrat Jaengmongkol	Nomination and Remuneration Committee	1/2
4..	Mr. Sompong Pornupatham	Nomination and Remuneration Committee	1/2
5.	Mr. Thailuck Lithavorn	Chairman of the Nomination and Remuneration Committee	1/2

Notes:

- Mr. Thailuck Lithavorn and Mrs. Duangrat Chaengmongkol Resigned as an Independent Director Chairman of the Nomination and Remuneration Committee and Audit Committee, effective February 26, 2025 (by the Board of Directors' Resolution No. 1/2025 dated February 26, 2025)

Nomination and Remuneration Committee There have been 2 meetings in 2025 for the Nomination and Remuneration Committee to perform its duties. Determine the criteria In the nomination and appointment of directors. To replace directors who have retired from office according to their term of office. Consider the payment of remuneration of directors. and Chief Executive Officer Consider the establishment of sub-committees and propose the appointment of appropriate personnel to serve as directors of each committee. Formulate policies and review forms and guidelines. In paying remuneration to directors. and other annual remuneration. Establish rules for evaluating the performance of the Board of Directors, the Chief Executive Officer and the Managing Director. Summary of the report on the performance of duties of the Nomination and Remuneration Committee Proposed to shareholders in the Annual Report

8.3.2 Number of Executive Committee Meetings

In 2025, the Executive Committee has held a total of 12 meetings as follows:

Seque nce	List of Directors	Location	Attendance Executive Committee
1.	Mr. Danucha Verapong	Chairman of the Executive Committee	12/12
2.	Mr. Prapakorn Veerapong	Executive Vice Chairman	12/12
3.	Mr. Masayuki Nozawa	Chief Operating Officer	12/12
4.	Mrs. Charatsang Yuampai	Chief Financial Officer	12/12
5.	Mr. Satoshi Ukai	Chief Financial Officer (Co-Chair)	11/12
		Deputy Chief Operating Officer	
6.	Mr. Kohei Yamada	Head of Division	11/12
7.	Mr. Suguru Yanogawa	Head of Division	11/12
	Ms. Kanchana Soponpongpiat	Advisor and Secretary of the Meeting	12/12

Remarks: Mr. Satoshi Ukai, Mr. Kohei Yamada Mr. Suguru Yanogawa was appointed by the representative of the major shareholder.

The Executive Committee has held 12 meetings and has held special meetings as necessary to consider marketing plans, approve loans, approve operational regulations, and manage and control the operation of various departments as usual in the Company's business, etc. Supervision The management can operate continuously and promptly. The Company has a 7-member Executive Committee, consisting of 4 executive directors and 3 executives (details are shown in section 7.2 Information on the Board of Directors and 7.3 Information on Sub-committees).

8.3.3 The performance of the duties of other sub-committees is shown in the 8 sub-committees, Clause 7.3.1

Report of the Nomination and Remuneration Committee Year 2025

The Nomination and Remuneration Committee consists of 3 independent directors with the Chairman of the Board of Directors as an independent director. Building confidence for shareholders and all stakeholders It consists of 3 qualified persons appointed by the Board of Directors . As follows:

1. Mrs. Praphasri Permsup	Chairman of the Nomination and Remuneration Committee/Independent Director
2. Assoc. Prof. Dr. Sompong Pornuptham	Nomination and Remuneration Committee Member/Independent Director
3. Mr. Prapakorn Verapong	Nomination and Remuneration Committee/ Executive Director

Roles and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee plays an important role in supervising the nomination process and determining the remuneration of directors and senior executives to ensure that it is transparent and appropriate. The scope of important duties and responsibilities according to the Charter is as follows:

Nomination:

1. Consider and propose criteria and procedures for nominating persons to serve as directors and senior executives.
2. Nominate, select and nominate qualified persons in terms of knowledge, ability, experience and necessary attributes to propose to the Board of Directors for consideration of appointment as new directors, both in the case of additional appointment and replacement of vacant positions, including the nomination of the Chairman of the Board of Directors.
3. To consider nominating directors who are due to retire from their positions according to the term of office so that the shareholders' meeting can consider and approve the reappointment to another term.
4. Prepare a succession plan for senior executives to create continuity in the Company's management.

Remuneration:

1. Consider proposing criteria Policies and Remuneration Scheme for Directors The Board of Directors and Senior Executives will be suitable for their duties and responsibilities and in line with the Company's performance and comparable to companies in the same industry.
2. To consider determining the annual remuneration for directors and sub-committees at an appropriate rate. To propose for approval to the shareholders' meeting.

3. Review the performance of the Board of Directors Sub-committees and managers to be used for consideration of annual remuneration adjustment.
4. All operations of the Board of Directors are in accordance with the principles of good corporate governance, with the best interests of the Company as the priority. Perform their duties with transparency, independence, and auditability.

Key Activities and Operations in 2025

In 2025, the Nomination and Remuneration Committee held a total of All directors attended the meeting to consider important matters according to the scope of their authority and duties, with a summary of the main activities as follows:

1. Appointment/Nomination of Directors and Related Persons

1.1 Restructuring of the Board of Directors Considering and approving the structure of the Board of Directors in accordance with the new Shareholder Agreement, which stipulates that there will be 10 directors, consisting of 6 independent directors and 4 independent directors.

1.2 Appointment of new directors Consider and screen the qualifications, educational backgrounds, and work experience of the nominees for the position of new directors. 5 people to replace the old position and support the new structure. It is considered that the person is qualified. Therefore, it was resolved that the nomination should be submitted to the Board of Directors to be presented to the Annual General Meeting of Shareholders for further approval.

1.3 To consider and propose the appointment of directors who are authorized to sign to bind the Company and the Bank. to the Board of Directors

1.4 Consideration of the re-appointment of directors Consider the performance and qualifications of one director who has completed his term of office and resolve to propose re-appointment for another term of office for a period of 3 years.

1.5 To consider the appointment of directors to the Nomination and Remuneration Committee and the Audit Committee by determining the term of office in accordance with good practices.

1.6 To consider and propose the appointment of 2 members of the Audit Committee who have completed their term of office for another term (2-year term). After consideration, it was found that he was still fully qualified and performed his duties effectively.

2. Consideration of the remuneration structure and criteria

The Board of Directors has reviewed the remuneration structure for directors and sub-directors for the year 2025 based on the company's performance trends at a good level and compared it with data in the

same industry to ensure that the remuneration is at a competitive level and incentivizes the retention of quality personnel with the organization.

The Board of Directors resolved to propose to revise the remuneration rate for 2025 and propose to approve the total directors' remuneration limit for 2025 in the amount of 5,500,000 Baht. The details of the revision are as follows:

Chairman of the Board of Directors	80,000 THB/month and meeting allowances. 7,000 Baht/Meeting
Chairman of the Board of Directors of the Company 2025 onwards	50,000 THB/month and meeting allowances. 5,000 Baht/Meeting
Director	50,000 THB/month and meeting allowances. 7,000 Baht/Meeting
New Director Year 2566 It's a search.	30,000 THB/month and meeting allowances. 5,000 Baht/Meeting
Chairman of the Audit Committee	20,000 THB/month No meeting allowance
Audit Committee	10,000 THB/month No meeting allowance
Chairman of the Nomination and Remuneration Committee	None No meeting allowance
Nomination and Remuneration Committee	None No meeting allowance

Remarks: This is in accordance with the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, which approved the appointment of new directors to replace the resigned directors. This is in accordance with the terms of the Shareholders Agreement.

3. Policy Review Relevant Guidelines or Guidelines

The Board of Directors reviewed and aligned the company's board structure with the new shareholder agreement to reflect the rights of various shareholder groups to nominate directors. This represents a significant improvement in practice to ensure corporate governance adheres to appropriate agreements and principles.

Key Points and Decisions: Throughout 2025, the Committee considered important issues affecting the company's corporate governance. The key points and conclusions are as follows:

Key points to consider

- Restructuring and composition of the Board of Directors to be suitable for the changing business and shareholder structure
- Recruitment of persons with diverse knowledge and abilities that are beneficial to the Company to strengthen the Board of Directors.
- The determination of remuneration is transparent, fair, and linked to the Company's performance to motivate and retain quality directors.

Governance Results

- The process of nominating and appointing directors is prudent and transparent, taking into account appropriate qualifications and in line with the organization's strategy, which helps to strengthen the Board of Directors to have a strong composition and be able to perform its supervisory duties effectively.
- Offering a compensation structure that has been thoroughly analyzed and compared. It allows companies to set appropriate levels of remuneration that reflect their responsibilities and performance. This promotes the principles of responsibility and fairness.
- All recommendations of the Board of Directors are presented to the Board of Directors and/or the shareholders' meeting for approval in a procedural manner, demonstrating a process of balancing power and appropriate corporate governance.

Performing duties fully and efficiently.

In 2025, the Nomination and Remuneration Committee has fully performed its duties as assigned in the Charter. It has used its knowledge, ability, prudence, and independence to consider and give opinions on various matters for the best interests of the Company and all stakeholders. All operations, including the nomination of directors, All of them have undergone a transparent and principled moderation process, which is an important mechanism to support and promote good corporate governance for the Company's sustainability.

On behalf of the Nomination and Remuneration Committee

(Mrs. Prapasri Permsup)

Chairman of the Nomination and Remuneration Committee

Report of the Executive Committee for the year 2025

Board of Directors Eastern Commercial Leasing Public Company Limited has performed its duties with prudence and determination throughout the year. It serves as an important mechanism to supervise, moderate, and drive the organization's strategy so that the management can operate effectively. Achieve the set goals and create sustainable value for shareholders and all stakeholders. In 2025, a total of 12 meetings were held, an average of 1 meeting per month. The minutes of the meeting are prepared and submitted to the Board of Directors for consideration and acknowledgment on a quarterly basis. In addition, there are 7 members of the Board of Directors, consisting of the Company's executive director and the Deputy Managing Director as a director in the Executive Committee. As follows:

1.	Mr. Danucha	Verapong	Chief Executive Officer
2.	Mr. Masayuki	Nozawa	Deputy Chief Executive Officer and Chief Operating Officer
3.	Mr. Satoshi	Ukai	Deputy Chief Operating Officer and CO- Chief Financial Officer
4.	Mr. Prapakorn	Veerapong	Managing Director, Marketing and Debt Collection
5.	Mr. Kohei	Yamada	Deputy Managing Director, Business Division
6.	Mr. Suguru	Yanogawa	Deputy Managing Director, Business Planning and Promotion
7.	Mrs. Charatsang	Yuampai	Deputy Managing Director, Accounting and Finance

1) Roles and Authority of the Executive Committee

The Executive Committee performs its duties as assigned by the Board of Directors and as stipulated in the Charter, focusing on supervising the operations of the management and considering and scrutinizing important matters in terms of policies and strategies. Before presenting for approval from the Board of Directors. The operation is in line with the principles of Good Corporate Governance, with the following important roles:

- 1.1 Strategic Governance Consider and approve the Company's business plan, strategic plan, and annual goals to ensure that it is in line with the direction and vision of the organization.
- 1.2 Regular monitoring and evaluation of management's performance Both in terms of finances. Marketing Risk management and operations to ensure that the set targets are met and corrected in a timely manner.

- 1.3 Consider and screen investments, projects and transactions that are significant to the Company's business operations. Before presenting it for approval to the Board of Directors.
- 1.4 Supervise the Company to have an appropriate risk management framework and comply with the law. Strictly relevant rules and regulations.
- 1.5 Acknowledging the results of the 2025 Corporate Governance Survey of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association (IOD), the company has been rated 4 stars at the "Very Good" level.
- 1.6 Acknowledged the renewal of the membership certification of the Thai Private Sector Anti-Corruption Coalition The Thai Private Sector Collective Action against Corruption (CAC) is valid from 31 December 2025 to 31 December 2028, with certification renewed every 3 years.

2) Overview of the Executive Committee's Operations in 2025

In 2025, the Board of Directors has focused on considering key issues that affect the Company's growth and sustainability, with the following essences:

- 2.1 Strategic Organizational Restructuring The Board of Directors has focused on major organizational and management restructuring. This restructuring aims to increase agility. Strengthen efficiency and enhance the competitiveness of the organization in the long term.
- 2.2 Driving business growth: Supporting and approving the 2025 marketing plan, which sets a target of new loans worth 2,600 million baht. This is an increase of 25% from the previous year, while closely monitoring the performance of the marketing and credit departments. To achieve challenging growth targets amid volatile economic conditions and the automotive industry.
- 2.3 The Company has considered and acknowledged management guidelines such as the non-performing loan disposal plan to control the NPL level to an appropriate level, as well as monitoring losses from the sale of seized vehicles and providing suggestions to improve the process.
- 2.4 Corporate Governance in the Group Monitoring the performance of subsidiaries, including Mity Company Broker Co., Ltd. and ECL Asset Co., Ltd. also provides policy commentary to support operations and consider business guidelines that are appropriate to the situation.

3) Activities and Key Issues Considered

All year In 2025, the Executive Committee held a meeting to consider and decide on various important issues.as fallows:

Strategy and Business Plan

- 3.1 Re-organization Approved the new organizational structure, effective April 1 , 2025, consisting of 5 divisions and 17 departments to support growth and increase productivity after the joint venture, as well as the establishment of new departments such as Compliance and Legal to strengthen supervision.
- 3.2 Organizational Image Modification Acknowledged the plan to change the symbol of the stock exchange of Thailand from "ECL" to "EAST", effective from February 27. 2025 to be in line with the shareholder structure and the new business direction.
- 3.3 Marketing Goals Approved the 2025 marketing plan with a total loan target of 2,600 million baht and monitored the progress of expanding the customer base and increasing the proportion of dealers. Active Dealer
- 3.4 Subsidiary Strategy Acknowledging the business plan of Mity Brokerage Co., Ltd., which aims to grow by 20% by expanding its customer base to non-motor insurance and corporate customers, and approving the Run Down approach of ECL Asset Co., Ltd.

Performance Monitoring

- 3.5 Hire Purchase Loan Performance Track the monthly loan results by considering both the finance amount, the number of contracts, and the actual interest rate (EIR) of the main products, namely car loans (PCs) and large motorcycle loans (Bigbike).
- 3.6 Financial performance Acknowledging the company's performance in 2024, which increased to 735 million baht. Although the amount of new loans and net profit decreased from the previous year. The increase in income is the result of the expansion of Big bike's loan portfolio, which offers good interest rates.
- 3.7 Loan Approval Rate: Consider the Approval Rate report and the main reasons for loan rejection to analyze the data and improve the loan consideration criteria to be more efficient.
- 3.8 Operating Results of Subsidiaries Acknowledging the 2024 financial results of Mighty Broker Co., Ltd., which had a profit of Baht 6.02 million, and ECL Asset Co., Ltd., which had a net profit of 2.5 million baht.

Risk Management and Governance

- 3.9 Managing non-performing loans (NPLs) and closely monitoring the NPL situation, which stood at 9.05% as of January 2025. A plan to sell approximately 100 million baht worth of debt within the first quarter was acknowledged, with the goal of reducing the NPL ratio by approximately 2%.
- 3.10 Management of Repossessed Vehicles: Monitor and report losses from the sale of repossessed vehicles and review statistics on the number of repossessed vehicles in inventory. This information will be used by management to plan vehicle disposal and manage losses efficiently.

3.11 Personal Data Protection. Acknowledged and approved the Data Protection Officer (DPO)'s 2025 annual work plan to review policies, assess risks, and ensure the company fully complies with the Personal Data Protection Act.

Human Resources and Management Structure

3.12 Appointment of senior management Approve the appointment of the position. Deputy Chief Executive Officer and Chief Operating Officer and appointed two new Deputy Managing Directors who are experienced from the joint venture group to strengthen the management team.

3.13 Improvement of the Executive Committee: Consider improving the composition of the Executive Committee to be in line with the new organizational structure in order to ensure the most effective supervision.

4) Essence and performance

The deliberations of the Executive Committee have led to several important outcomes and decisions. This improves management efficiency and drives the organization forward.

4.1 Policy Recommendations The Executive Committee provided valuable recommendations to management, such as improving data reporting formats for more effective analysis, compiling statistics on customer online access for inclusion in the annual report, and promoting strategic cooperation between the insurance brokerage subsidiary and the company's partners..

4.2 Strategic Decisions: Approving the new organizational structure and appointing senior executives are crucial decisions that form the foundation for consolidating efforts with business partners and driving the company's new strategic plans to fruition.

4.3 Organizational Efficiency Improvement: Driving organizational restructuring and process improvements has a clear goal of increasing efficiency, reducing redundancy, and building agility to respond to market changes.

5) Performing duties fully and efficiently.

The Executive Committee fully performed its assigned duties in accordance with the charter throughout 2025, meeting regularly to consider important issues comprehensively, based on sufficient and transparent information. The Executive Committee's work played a crucial role in supporting and enhancing good corporate governance, effective risk management, and ensuring that management conducts business in the best interests of the company and all stakeholders, aiming for stable and sustainable growth.

On behalf of the Executive Committee

(Mr. Danucha Verapong)

Chairman of the Executive Committee

**INTERNAL CONTROL AND RELATED
PARTY TRANSACTIONS**

9. Internal Control and Related Transactions

9.1 Internal Control

The Company recognizes the importance of internal control systems and risk management as a mechanism to enable the Company to operate its business effectively. The Company has established an internal control system that covers all aspects, including finance, finance, and financial aspects. Operations and operations must comply with relevant regulations and laws. The Audit Committee is responsible for supervising the internal audit work to ensure that it is in accordance with the internal control guidelines of The Committee of Sponsoring Organization of the Tread way Commission (COSO).

Risk Management In 2025, the Company has completely restructured the organization to clearly divide the duties and responsibilities of corporate management into divisions. The main committee and important subcommittees such as the Risk Management and Anti-Corruption Subcommittee will be retained. The Company's risk management policy is responsible for reviewing the Company's risk management policy to serve as a framework and guideline for effective supervision of risk management operations. Agile, fast, and able to respond appropriately to changing environments and situations. It is under the supervision of the Executive Committee and shall report to the Audit Committee for review and to the Board of Directors for quarterly information.

In addition, the Company has separated the role of the Corporate Compliance and Risk Office to be independent in accordance with the principles. Three Lines of Defense is responsible for summarizing the risk performance report on a quarterly basis and reporting directly to the Chief Executive Officer. To propose to the Board of Directors for consideration on a regular basis every quarter.

There are 5 components of internal control practices is

1. Control Environment

The Company has established an organizational structure that is appropriate to the business conditions to ensure that the operation is efficient, transparent, and in accordance with the principles of good corporate governance. Regulations and operational manuals of all departments are written to ensure that the operation is consistent and linked. The Company has established an appropriate separation of authority and responsibility, along with a clear reporting line, to ensure checks and balances between each other. The Board of Directors has the independence to supervise the operation to meet clear goals. It is measurable and practical. The Company assigns duties and responsibilities to be appropriate to the knowledge. Encourage employees to operate with honesty, responsibility, and adherence to ethics, while focusing on the development and retention of potential personnel by preparing a systematic plan to recruit, develop, and retain employees and executives. In addition, the Company has adopted the Key Performance Indicators

(KPIs) system as a tool to determine the work direction and evaluate the annual performance of executives and employees. To create motivation and consistency in achieving the organization's goals.

2. Risk Assessment

The Company has a risk management policy to control and reduce the potential impact on business operations, both internal and external, to an appropriate and acceptable level. without affecting the principles of good corporate governance. The Company has classified risks into 5 main categories: strategic risk, operational risk, financial risk, and compliance risk. In addition, the Company operates under the Personal Data Protection Act B.E. 2562 (2019) by identifying personal data risks to cover all relevant departments. At the same time, the Personal Data Protection Officer (DPO) has been appointed who has been trained and certified according to the standards. The Company is aware of the volatile and uncertain economic conditions, so it has prepared resources, personnel, and various work systems to be able to operate continuously, safely, and without affecting the organization's important goals. Risk management is considered as part of the annual business planning process to ensure that the risk management approach is effectively aligned with the Company's objectives, strategies, and operational goals.

The Company has designated the executives and employees of each department as "Risk Owners". It is responsible for assessing and managing risks within their respective departments, as well as preparing plans and measures to mitigate potential risks. However, The Company has communicated to employees at all levels and strictly complied with the prescribed risk management measures. The Subcommittee on Risk Management and Anti-Corruption The Board of Directors is responsible for monitoring the performance of the risk management plan and reporting to the Executive Committee on a quarterly basis in order to prevent and reduce losses that may occur in the work process, as well as to promote the Company's operations to be efficient and achieve the set goals.

3. Control Activities

The Company has established the decentralization of authority and authorized the executives and employees to act on behalf of the authorized directors. In various fields such as lending, ordering payments, Debt acceleration, procurement, etc. by preparing regulations on delegation of power. Example of a Signature The scope of authority and duties and the approval limit of executives and employees at each level are clearly defined. To make operations streamlined and verifiable. The Company has clearly separated important responsibilities. In terms of approval, accounting, access to information, and asset custody, the company is regularly audited by internal auditors. In addition, the company has also collected information on major shareholders. Director The Company's transactions with major shareholders or connected persons must be considered by the Audit Committee and approved by the Board of Directors in accordance with the rules of the regulatory authorities. To ensure transparent operations. It is reasonable and takes into account the best

interests of the Company. The Company has assigned the Risk Management and Anti-Corruption Subcommittee. It is responsible for controlling and monitoring operations, as well as regularly reviewing the existing control system to suit the changing circumstances and risks.

4. Information and Communication

The Company has established an effective information system and communication channels. To ensure that the management and all departments within the organization receive complete, accurate and timely information through electronic channels such as e-mail, Line Works. Storing documents as required by law Important information for the Board of Directors will be communicated and sent to support the decision-making process. In addition, the Company Secretary coordinates with various departments in organizing meetings and preparing additional information at the request of the Board of Directors.

For communication channels with stakeholders and investors. The Company assigned the Chief Executive Officer, together with the Investor Relations and Chief Accounting and Finance Officers, to disseminate information and communicate with shareholders. Investors, analysts Stakeholders and investors can contact for information, complaints, or whistleblowing regarding violations of the Company's corporate governance policies and practices. By phone 0-2641-5252, email comsec@eastautocash.com or the company's website <https://www.eastautocash.com/>

5. Monitoring Activities

The Company holds monthly meetings of the Board of Directors. To consider the Company's monthly operating results. Monitor problems and determine solutions, including improving the operational procedures of each party or adjusting policies in line with the changing situation. This is to ensure that the operation is efficient and the problem can be solved within a reasonable time. If a significant defect is detected in the internal control system, Those involved must urgently report to the Executive Committee and/or the Audit Committee. For auditing the operation of the internal control system and risk management system. The Company assigns an internal auditor to conduct audits every quarter. The Company will provide advice on relevant issues to ensure that all departments have an effective internal control system and can operate in accordance with the Company's objectives.

9.1.1 Summary of the Board of Directors' opinion on the internal control system

At the Board of Directors Meeting No. 1/2026 On February 25, 2026, the Board of Directors considered and evaluated the adequacy and appropriateness of the Company's internal control system. In various aspects, 5 elements Based on the audit report of the internal auditor, the recommendations from the Audit Committee, and the report from the management, it is seen that the Company has an internal control system that covers all important aspects of its operations.

Based on the evaluation according to the elements of the internal control system in 5 areas: internal control, risk assessment, operational control, Information and Communication Systems and Tracking Systems The Board of Directors considers that the Company's internal control system is appropriate and adequate. It can support business operations to be efficient, transparent, and auditable, as well as prevent or limit risks that may cause damage to the Company's assets and stakeholders to an appropriate extent. In addition, the Board of Directors is of the opinion that the Company has a system and process to supervise transactions with major shareholders. Director Executives and related persons are closely connected. The consideration and approval process is in accordance with the rules of the regulatory authorities and takes into account the best interests of the Company. In addition, the monitoring and reporting system allows the Board of Directors and management to identify deficiencies or issues that need improvement in a timely manner. and take appropriate corrective action.

However, The Board of Directors is of the opinion that the Company's internal control system as a whole is adequate and appropriate to the nature and size of the business and that there are no significant deficiencies that may affect the accuracy of the financial statements or the decisions of the users of the financial statements. However, The Board of Directors will continue to focus on reviewing and developing the internal control system. This is in line with changes in the business environment, risks, and good corporate governance practices.

9.1.2 Previous bugs

Past The Company found some shortcomings in the internal control system, mainly caused by mistakes in the daily operations of employees in some cases , such as:

- The hire-purchase loan marketing officer wrote the name of the car tent and the recipient of the money incorrectly. Originally written the name Mr.Thanaphat Itsroranpornsin the correct Mr.Somsit panithaporn name caused the company to pay the wrong person, which has been corrected. Within 2 day Counting from the date the event occurred-

The defect is not significant and does not affect business operations or the accuracy of the financial statements. However, The Company has completed the correction of the error within a reasonable period of time. Generally, within 1-3 working days, and review the relevant work processes to prevent the same incident from happening again.

In managing such shortcomings. The Company has assigned the Compliance & Corporate Risk Management Office to prepare the "Loss Data Reporting" form to be used as a tool for reporting operational errors. Immediately report the incident to the management or the Risk Management and Anti-Corruption Subcommittee. At the same time, send a copy to the Internal Auditor for acknowledgement. The Company will jointly analyze the cause of the error to determine whether it is caused by personnel factors. Then, the

deficiencies will be completed as soon as possible. and develop additional information technology systems to strengthen the control mechanism and prevent errors at a new level. However, Internal auditors periodically inspect the work processes and related systems. To continuously evaluate the effectiveness of corrective measures and the adequacy of the internal control system.

9.1.3 Opinion of the Audit Committee and the Auditor

The Audit Committee has considered the results of the evaluation and reports related to the Company's internal control system, and found that there are no additional issues or observations and there is no difference in the opinion of the Board of Directors. The Company's auditor did not provide any opinion or observation in the audit report indicating that the Company had any significant deficiencies in the internal control system. This reflects that the Company's internal control system is adequate and appropriate to the nature and size of the business, and can support operations to be efficient, transparent, and consistent with the principles of good corporate governance.

9.1.4 Internal Audit Supervisor

At the Audit Committee Meeting No. 1/2026 on February 25, 2026, the Audit Committee appointed Improvis Co., Ltd. to perform the duties of the Company's Internal Auditor for the year 2026.

The Audit Committee considered the qualifications, experience and independence of the Company. Improvis Co., Ltd. and Mr. Chalot Lokitchariya, who are considered to have sufficient and appropriate knowledge, ability, and experience in internal audit. The Company is able to perform its internal audit duties efficiently, independently, and in accordance with generally accepted internal audit standards. Details of the profile and qualifications of the Internal Auditor are shown in Attachment 3)

9.1.5 Consideration and approval of the appointment and dismissal of the company responsible for internal audit

Approval from the Audit Committee

9.2 Related Items

Summary of the Company's transactions with persons who may have a conflict of interest in 2024 and 2025

(1) Asset Lease

Name of Person Involved / Relationship	Characteristics of the item	**Item Value		Price Policy	Reasons and Necessity
		2025	2024		
Mr. Prapakorn Veerapong, Lessor <u>Relationship</u> Director and Executive Director and Shareholder 3.17 percent of the company. Eastern Commercial Leasing Public Company Limited, which is also the tenant.	The company leased land with Mr. Prapakorn Veerapong. It is located at Land No. 477, Soi Nawasri 5, Ramkhamhaeng 21 Road, Phlappha Sub-district. Wang Thonglang District, Bangkok has an area of about 130 square wah to be used as a parking lot, as well as to hold car auctions and other uses, with a lease term of 2 years, starting from September 1, 2024 to August 31, 2026. 48,505.26 Baht per month	1,164,126.24	1,164,126.24	*The average rental price for 2 years is 93.28 baht per square meter , which is lower than 450 baht, which is the appraisal price of the land of Land Company (1969) Co., Ltd., which is located on the adjacent plot of land. Other terms in the contract are equivalent to other lessors.	The Company needs to use the place of business and the land. Not far from the company office.

Note - Approved by the Board of Directors No. 3/2024 Date 13 August 2024

* Average land per square meter 450 From the appraisal price by Sims Property Consultant Co., Ltd.,
which has assessed the land of Din Daeng Company (1969) which is located on the adjacent plot,
dated 8 May 2562

** Lease Term 2 Year

Item Value 1 September 2024 – 31 August 2026 (24 month) Total Value 1,164,126.24 Baht

Name of Person Involved / Relationship	Characteristics of the item	**Item Value		Price Policy	Reasons and Necessity
		2025	2024		
Hi-Tech Land Chonburi (2002) Co., Ltd. Lessor <u>Relationship</u> It is a company with a major shareholder Mr. Danucha Verapong and Mr. Prapakorn Veerapong hold a total of 27% of the shares . Chief Executive Officer Director Executives and shareholders of the Company Dong Commercial Leasing Public Company Limited with a total shareholding of 5.77%	The company rents space on the 1st floor of the building at 728/10 Sukhumvit Road. The lease period is 2 years from June 1, 2024 to May 31, 2026, with a monthly rental fee of 49,372.10 baht.	1,184,930.40	1,184,930.40	*The average rental price for 2 years is 202.30 baht per square meter, which is lower than 245 baht, which is the average price based on the assessment. Other terms in the contract are equivalent to other lessors.	The company needs to rent space to set up a branch as an opportunity to build a business and there is no other suitable building.

Note - Approved by the Board of Directors No. 2/2024 Date 13 May 2024

* 245 Baht is the average price from the assessment by Prospec Company. Appraisal Limited dated 30 April 2547 and Siam Express & Service Co., Ltd. dated 6 May 2008

** Lease Term 2 Year (1 June 2024 – 31 May 2526) total value 1,184,930.40 Baht

Name of Person Involved / Relationship	Characteristics of the item	**Item Value		Price Policy	Reasons and Necessity
		2025	2024		
Hi-Tech Land Chonburi (2002) Co., Ltd. <u>Relationship</u> It is a company with a major shareholder Mr. Danucha Verapong and Mr. Prapakorn Veerapong hold a total of 27% of the shares. Executives and shareholders of the Company Eastern Commercial Leasing Public Company Limited by jointly holding shares. 5.77 percent	The company rents space on the 3rd floor of the building at 728/10 Sukhumvit Road. The lease period is 3 years from March 1, 2023 to February 28, 2026, with monthly rent payment of 51,840.70 baht per month for the first year. Year 2: 54,432.74 Baht per month Year 3: 57,154.38 Baht per month	1,961,133.84	1,961,133.84	*The average rental price for 3 years is 150.83 baht – 166.29 baht per square meter, which is the lower price of 245 baht, which is the average price based on the evaluation of other conditions in the contract equivalent to other lessors.	The company needs to rent space to be used as an office for the analysis department and a meeting room for employees in the Eastern Region.

Note

- Approved by the Board of Directors No. 1/2023 Date 23 February 2023
- * 245 Baht is the average price from the assessment by Prospec Company. Appraisal Limited dated 30 April 2004 and Siam Express & Service Co., Ltd. dated 6 May 2008
- ** Lease Term 3 Year

The transaction value from 1 March 2023 – 28 February 2026 (36 months) total value 1,961,133.84 Baht.

Name of Person Involved / Relationship	Characteristics of the item	**Item Value		Price Policy	Reasons and Necessity
		2025	2024		
Mr. Prapakorn Veerapong <u>Relationship</u> Director, executive and shareholder of 3.17% of the Company. Eastern Commercial Leasing Public Company Limited, which is also the tenant.	The company leased the warehouse building on the 1st floor with Mr. Prapakorn Veerapong. Located at 38/3 Soi Nawasri 5, Ramkhamhaeng 21 Road, Phlappha Sub-district. The total leased area is 233 square meters to be used as a storage area for documents and other uses, with a lease term of 2 years, starting from March 1, 2024 to February 28, 2026. Year 1: 55,263.16 Baht per month Year 2: 58,026.32 Baht per month	1,359,473.76	1,359,473.76	*The average rental price for 2 years is 237.06 baht per square meter and 249.04 baht, which is less than 450 baht, which is the appraisal price of the land of Land Company (1969) Co., Ltd., which is located on the adjacent plot of land. Other terms in the contract are equivalent to other lessors.	The Company needs to use the premises for doing business and the building. Not far from the company office.

Note

- Approved by the Board of Directors No. 1/2024 Date 22 February 2024
 - * 450 Baht is the average land price based on the assessment by Sims Property Consultant Co., Ltd., which has assessed the land of the Territory Company (1969) which is located at the adjacent plot, dated 8 May 2019
 - ** Lease Term 2 Year
- The transaction value from 1 March 2024 – 28 February 2026 (24 months) total value 1,359,473.76 Baht.

(2) Loans

The Company has borrowed short-term loans during 2025 from directors and executives who are connected persons as of December 31, 2025, with a shareholding ratio of 2.60% by issuing short-term bills of exchange in a limited period of 180 – 183 days. As follows:

Related Persons and Relationships Shareholding As of December 31, 2025	Loan Transaction Size (Million Baht)				The nature of the program is continuous loans.		
	1 Jan 2025	Repayment	Borrow more	31 Dec 2025	Interest Rate %	Interest paid for the year 2568	Interest Paid in Advance As of 31 Dec 25
Mr. Preecha Veerapong Major shareholder and connected person.	20.00	20.00	-	-	-	-	-
Mr. Danucha Verapong Director and Executive Director	30.00	20.00	-	10.00	3.50–4.15	769,111.12	46,176.00
Total loans as of 31 Dec 2025	50.00	40.00*	-	10.00	3.50-4.15	769,111.12	46,176.00

- Note*
- It is the sum of the increase or decrease in the amount of each ticket issued.
 - Approved by the Board of Directors (No. 4/2025 Date 12 November 2025) Loan Limit 100 Million Baht
 - Passed the review of connected transactions from the Audit Committee. (No. 4/2568 Date 12 November 2568)
 - Price Policy: The interest rate paid is lower than the interest rate on a bank loan on the date of ticket issuance by paying interest on the date of ticket issuance and is the same rate as a transaction with a third party.
 - Reasons and necessity: It is a loan to be used as working capital. No assets are placed as collateral.
 - The terms and conditions of the connected parties that occur are reasonable.

(1) Loan Guarantee Fee Payment:

Premium Co., Ltd. (the major shareholder) contacted Sumitomo Mitsui Banking Corporation (SMBC) to apply for a loan from Sumitomo Mitsui Banking Corporation (SMBC) to EAST, for which SMBC approved a loan of 600 million baht. that period of one year, from June 1, 2025 to May 31, 2026, interest rate of 2.90 – 2.95% per annum (a floating interest rate subject to change as announced by the Bank of Thailand).The corporate guarantee that EAST shall pay Premium Co., Ltd. a guarantee fee at the rate of 0.85% p.a. of the Baht 600 million credit limit amounting to Baht 5.10 million, resulting in an average interest rate of 3.75 – 3.80% which is the same rate as the previous year, which is still lower than other commercial bank borrowing rate thus benefitting the company (as per. 2/2025 dated 14 May 2025).

Necessity and Reasonableness of Related Party Transactions

Related party transactions have been reasonable with terms and conditions between parties established capable of being compared with normal transactions with other entities without relationship. The Company anticipates that there may be more of the related party transaction in this same nature, in the future.

Measures and the Approval Process for Related Party Transaction

The consideration of the related party transaction will take into account the interests of the Company by considering the reasons and necessities of the Company and the payment of remuneration must be in accordance with the market price or fair price, and comply with the criteria for the inclusion of the transaction size of each group of connected parties for the past 6 months. Consider giving opinions on the transaction and present it at the Board of Directors meeting for approval.

Policy and Trend toward Related Party Transaction

In the future, for related party transactions with individuals or entities who may have conflicting interests or vested interest, as a matter of policy, the Company shall request opinion from the Audit Committee as pertinent to the necessity, the best interest to the Company of those transactions, the appropriateness of pricing, and the reasonableness of the transactions. In the event the Audit Committee lacks the expertise in consideration of the related party transactions, the Company shall seek opinion from independent subject matter expert or Company auditor for opinion on the transactions as well. This opinion shall be submitted to assist the Board's or the Shareholders' decision-making process as appropriate. Individuals with vested interest in the transactions shall not authorize such transactions by themselves.

In conducting the transaction, the Company shall engage the transaction in accordance with the normal business practices and in accordance with law and regulations of the security exchange including the rules on disclosure of related party transactions and the acquisition or disposal of Company's essential assets per accounting standards. The Company shall disclose related party transactions in the Notes to Financial Statements as audited by the company's auditor.

For the year 2025, the company has not engaged in offence related to conflicts of interest.

Report on the Board's Responsibility for Financial Reporting

The Board of Directors is responsible for the separate and consolidated financial statements of the Company and its subsidiaries, as well as the financial information contained in the Annual Report, which for the year ended 31 December 2025 have been prepared in accordance with Financial Reporting Standards No. 9 (TFRS9) and No. 16 (TFRS16) and have selected appropriate accounting practices. announced by the Federation of Accounting Professions to be regularly observed. The Company has prepared the best estimates and adequately disclosed material information in the notes to the financial statements, which covers important matters in accordance with the Good Practices for Directors of Listed Companies as specified by the Stock Exchange of Thailand. Therefore, the financial statements reflect the financial position and operating results of the past year in a realistic and useful manner. To investors and general investors, it is transparent and verifiable so that stakeholders have confidence in the Company's financial statements, both quarterly and annually.

The Board of Directors has appointed an Audit Committee to review the Company's interim financial statements and annual financial statements together with the Company's auditors and accounting departments, and to inquire, listen to clarifications, as well as provide advice and comments on various issues related to the Company's financial reports before presenting them to the Board of Directors for consideration and approval for disclosure to the Stock Exchange of Thailand (SET) and the Office of the Securities and Exchange Commission ("SEC") on a scheduled basis with an analysis of the financial statements of the Accounting Department that clarifies the causes or factors that cause changes to affect the Company's financial statements. Therefore, it is ensured that the Company has audited both operations, Resource use, asset management. Prevent or reduce errors, damage, waste, or corruption. Legal Compliance The auditors from DIA International Auditing Company Limited agreed that there were no material issues or deficiencies and there were no cases where The regulatory has instructed them to amend the financial statements or to place any markers

The Board of Directors has established and maintains a risk management system. Internal control system that covers risk factors Internal audit and good corporate governance are appropriate and effective, and to prevent fraud or significant irregularities. The Board of Directors and the Audit Committee have complied with their duties and responsibilities as reasonably and in accordance with the Charter, the rules of the Stock Exchange of Thailand and other laws related to business operations by using their knowledge, competence, prudence, prudence, and the Audit Committee is sufficiently independent. For the benefit of stakeholders equally.

The Board of Directors is of the opinion that the adequacy of the Company's internal control system is adequate and appropriate and can build reasonable confidence. The separate financial statements and consolidated financial statements of the Company and its subsidiaries for the year ended December 31 , 2025 are accurate, complete, and in accordance with generally accepted accounting standards, as well as in compliance with laws and regulations of relevant authorities.

On behalf of the Board of Directors

(Mr. Naofumi Nakanishi)

Chairman of the Board of Directors

(Mr. Danucha Verapong)

Chief Executive Officer

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED

AND SUBSIDIARIES

AUDITOR'S REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2025



INDEPENDENT AUDITOR'S REPORT

To The Shareholders of EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED

Opinion

I have audited the accompanying consolidated and separate financial statements of EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES ("the Group") and of EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED ("the Company"), which comprise the consolidated and separate statements of financial position as at December 31, 2025, and the consolidated and separate statement of comprehensive income, consolidated and separate statements of changes in equity and consolidated and separate statements of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES and of EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED as at December 31, 2025, and 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 Consolidated and Separate 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 consolidated and separate 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 judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matters and how audit procedures respond for each matter are described below.

Allowance for expected credit losses of hire purchase receivables (consolidated and separate financial statements)

As described in Note 6 to the consolidated financial statements, as at December 31, 2025, the Group had total hire purchase receivables in the consolidated and separate financial statements amount of Baht 5,762.48 million representing 93.73% and 94.79% of total assets respectively, and allowance for expected credit losses of Baht 280.68 million, which are material to the financial statements.

Because of the of expected credit losses calculation is required to use the basis of developing for sophisticated models calculation. The Management needs to use judgements and estimates in developing expected credit losses model to be conformed to Thai Financial Reporting Standards. The significant judgement of management include identify significant increase in credit risk of receivable accounts since the initial recognition of the transaction. The selection of forecasts relating to the economic factors used in the models and incremental adjustments from allowance for expected credit losses management due to limitation of the model.

Because of the materiality and the extent of the judgement and estimates mentioned above, I, therefore, focus on auditing the allowance for expected credit losses of hire purchase receivables by.

- Obtain an understanding and evaluate and test by sampling the efficiency of internal control relating to credit providing, debt receiving, classification of debts and calculation of expected credit losses.
- Evaluate and test internal control of related information technology.
- Obtain an understanding, evaluate and test the reasonable of the expected credit losses model by reviewing evidence supporting the development of models, and sampling test the accuracy and completeness of information used in models developing.
- Assess the calculation method and assumptions used in the consideration of expected credit losses allowance as well as the appropriation of judgements used in incremental adjustment from management.
- Test calculation of expected credit losses allowance by sampling test the completeness of the data used in the calculation and classification of receivables.
- Consider disclosure of information relating to the allowance for expected credit losses of receivables under hire purchase agreement.

Recognition of revenues from hire purchase interest (consolidated and separate financial statements)

The Group has policy for recognition of revenues from hire purchase interest as stated in notes 4.1.1 to financial statements (in 2025, has revenues from hire purchase interest on the consolidated and separate financial statements amount of Baht 567.32 million or equal to 72.26% and equal to 76.19% of total revenues respectively). The amounts of revenues from hire purchase interest is material and arose from a lot of minor receivable under hire purchase agreement and long-time installment. Recognition of hire purchase interest is used information technology in processing. Accordingly, I have addressed such recognition of revenues from hire purchase interest as key audit matter.

I have obtained an assurance in respect of recognition of revenues from hire purchase interest, by included;

- Obtained an understanding and sampling test the Group's internal control system relating to credit providing for hire purchase agreement entering, receipt, revenues recognition, and test the general internal control of the information technology as well as the sampling test the accuracy of information and calculation.
- Tested by sampling the hire purchase agreement for checking the record of hire purchase receivable transaction and recognition of revenues from hire purchase interest that they are conformity to the conditions as stipulated in agreement and there is adjustment by the effective interest rate.
- Tested by sampling the significant adjustment made through general ledger.

Other Information

Management is responsible for the other information. The other information comprises information in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I do not and will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above 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 appropriately.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate 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 Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate 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 consolidated and separate financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate 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 consolidated and separate 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 consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance 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 the Code of Ethics for Professional Accountants 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 consolidated and separate 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.

D I A International Audit Co., Ltd.



(Mr. Wirote Satjathamnukul)

C.P.A. Thailand

Registration No. 5128

February 25, 2026

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION

AS AT DECEMBER 31, 2025

		Unit : Baht			
Assets	Note	Consolidated financial statements		Separate financial statements	
		December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Current assets					
Cash and cash equivalents	5	37,894,579.94	38,748,047.45	1,864,792.01	30,223,513.02
Hire purchase receivables due within 1 year	6	1,740,979,912.12	1,536,914,782.83	1,740,979,912.12	1,536,914,782.83
Loan receivables due within 1 year	7	13,473,013.77	6,548,629.39	13,473,013.77	6,548,629.39
Other current receivables	9	31,537,401.52	17,502,062.43	18,021,927.80	13,395,612.70
Properties foreclosed	10	16,324,898.11	26,413,121.64	16,324,898.11	26,413,121.64
Total current assets		1,840,209,805.46	1,626,126,643.74	1,790,664,543.81	1,613,495,659.58
Non-current assets					
Hire purchase receivables due over 1 year	6	4,021,496,954.57	3,203,087,279.28	4,021,496,954.57	3,203,087,279.28
Loan receivables due over 1 year	7	39,352,207.35	16,365,098.62	39,352,207.35	16,365,098.62
Investments in subsidiaries	12	0.00	0.00	5,000,000.00	5,000,000.00
Investment in joint venture	13	57,162,464.53	67,510,595.41	36,000,000.00	36,000,000.00
Other non-current financial asset	11	0.00	0.00	0.00	0.00
Other non-current receivables	14	2,321,768.28	2,786,570.87	2,321,768.28	2,786,570.87
Property, plant and equipment	15	34,349,712.35	23,262,153.41	33,209,719.70	21,036,247.70
Right-of-use assets	16	44,982,905.51	34,701,203.46	44,982,905.51	34,701,203.46
Intangible assets	17	10,307,540.81	5,870,359.21	9,911,766.41	5,456,776.82
Deferred tax assets	33.3	93,148,186.91	84,920,469.58	93,863,922.46	85,636,205.13
Pledged deposit at financial institution	18	1,596,060.21	2,584,141.23	96,700.00	96,700.00
Other non-current assets		2,778,839.26	2,656,704.04	2,200,465.40	1,899,844.00
Total non-current assets		4,307,496,639.78	3,443,744,575.11	4,288,436,409.68	3,412,065,925.88
Total assets		6,147,706,445.24	5,069,871,218.85	6,079,100,953.49	5,025,561,585.46

Notes to financial statements are parts of these financial statements.

(Signature).....Director

()

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION (Cont'd)

AS AT DECEMBER 31, 2025

		หน่วย : บาท			
		Consolidated financial statements		Separate financial statements	
Liabilities and shareholders' equity	Note	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Current liabilities					
Bank overdrafts and short-term loans from financial institutions	19	770,543,292.69	598,996,349.13	770,543,292.69	598,996,349.13
Trade and other current payables	20	79,981,119.06	40,012,116.55	70,982,819.71	38,832,673.70
Current portion of long-term loans	22	908,142,565.50	982,551,927.53	908,142,565.50	982,551,927.53
Short-term loans from related persons	21.1	9,953,824.00	49,513,195.77	9,953,824.00	49,513,195.77
Current portion of lease liabilities	23	9,456,930.75	9,024,102.67	9,456,930.75	8,825,351.69
Accrued income tax		22,692,600.02	11,428,764.30	17,334,504.88	11,427,180.28
Total current liabilities		1,800,770,332.02	1,691,526,455.95	1,786,413,937.53	1,690,146,678.10
Non-current liabilities					
Long-term loans from financial institutions	22	1,451,898,042.27	1,360,793,275.26	1,451,898,042.27	1,360,793,275.26
Lease Liabilities	23	36,127,568.96	28,120,791.07	36,127,568.96	28,120,791.07
Non-current provisions for employee benefit	24	43,200,940.82	33,813,662.62	42,345,311.00	32,876,315.80
Deferred tax liabilities	33.3	29,796,962.14	23,363,429.47	29,796,962.14	23,363,429.47
Total non-current liabilities		1,561,023,514.19	1,446,091,158.42	1,560,167,884.37	1,445,153,811.60
Total liabilities		3,361,793,846.21	3,137,617,614.37	3,346,581,821.90	3,135,300,489.70

Notes to financial statements are parts of these financial statements.

(Signature).....Director

(

)

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF FINANCIAL POSITION (Cont'd)

AS AT DECEMBER 31, 2025

		หน่วย : บาท			
		Consolidated financial statements		Separate financial statements	
Liabilities and shareholders' equity (Cont'd)	Note	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Shareholders' equity					
Share capital					
Authorized share capital					
1,478,478,669 common shares of Baht 1.00 each	25		1,478,478,669.00		1,478,478,669.00
1,664,460,561 common shares of Baht 1.00 each		1,664,460,561.00		1,664,460,561.00	
Issued and paid - up share capital					
1,108,859,002 common shares of Baht 1.00 each	25		1,108,860,561.00		1,108,860,561.00
1,664,460,561 common shares of Baht 1.00 each	25	1,664,460,561.00		1,664,460,561.00	
Paid-in capital					
Premium on common share		446,390,417.40	279,960,417.40	446,390,417.40	279,960,417.40
Reserve for Equity-Settled Share-Based Payment		42,752,220.00	42,752,220.00	42,752,220.00	42,752,220.00
Retained earnings					
Appropriated - Legal reserve	26	78,298,719.42	71,971,583.27	78,298,719.42	71,971,583.27
Unappropriated		554,010,681.21	428,708,822.81	500,617,213.77	386,716,314.09
Total shareholders' equity		2,785,912,599.03	1,932,253,604.48	2,732,519,131.59	1,890,261,095.76
Total liabilities and shareholders' equity		6,147,706,445.24	5,069,871,218.85	6,079,100,953.49	5,025,561,585.46

Notes to financial statements are parts of these financial statements.

(Signature).....Director

(

)

EASTERN COMMERCIAL LEASING PUBLIC COMPANY

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED DECEMBER 31, 2025

		Unit : Baht			
		Consolidated financial statements		Separate financial statements	
	Note	2025	2024	2025	2024
Revenues					
Realized selling interest under hire purchase agreement		567,321,138.30	530,822,848.46	567,321,138.30	530,822,848.46
Loan interest income		5,604,382.07	2,595,026.51	5,604,382.07	2,595,026.51
Interest income		300,613.18	227,062.36	300,613.18	227,062.36
Other income					
Fee and services income		142,748,484.16	108,863,440.73	70,894,721.86	84,132,393.04
Recovered bad debts		22,427,637.22	15,202,103.29	22,427,637.22	15,202,103.29
Others		46,655,141.48	51,692,201.01	78,083,129.67	59,517,727.00
Total revenues		785,057,396.41	709,402,682.36	744,631,622.30	692,497,160.66
Expenses					
Selling expenses		(16,481,903.38)	(21,281,687.25)	(9,223,194.91)	(11,001,217.12)
Administrative expenses		(343,483,992.79)	(319,454,348.19)	(331,054,748.14)	(312,413,756.14)
Reversal of expected credit loss (loss)		(122,942,785.44)	(127,827,883.09)	(122,942,785.44)	(127,827,883.09)
Total expenses		(482,908,681.61)	(468,563,918.53)	(463,220,728.49)	(451,242,856.35)
Operating profit before finance costs and tax expenses		302,148,714.80	240,838,763.83	281,410,893.81	241,254,304.31
Finance costs		(126,219,032.09)	(164,960,103.78)	(126,215,573.07)	(164,947,825.45)
Share of gain (loss) on investment in joint venture by equity method		1,171,869.12	1,646,428.82	0.00	0.00
Profit before tax expenses		177,101,551.83	77,525,088.87	155,195,320.74	76,306,478.86
Tax expenses	33.1	(39,157,870.08)	(15,499,577.54)	(28,652,597.71)	(13,934,055.93)
Profit for the period		137,943,681.75	62,025,511.33	126,542,723.03	62,372,422.93
Other comprehensive income					
Items that will not be reclassified subsequently to profit or loss					
Actuarial gain (loss) on defined employee benefit plan		(7,893,359.00)	0.00	(7,893,359.00)	0.00
Less : Taxable effects		1,578,671.80	0.00	1,578,671.80	0.00
Other comprehensive income for the period		(6,314,687.20)	0.00	(6,314,687.20)	0.00
Total comprehensive income for the period		131,628,994.55	62,025,511.33	120,228,035.83	62,372,422.93
Earnings per share					
Basis earnings per share	34	0.0873	0.0559	0.0800	0.0562

Notes to financial statements are parts of these financial statements.

(Signature).....Director

(

)

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2025

Unit : Baht

Note	Consolidated financial statements					
	Issued and paid-up share capital	Premium on share capital	Reserve for Equity-Settled Share-Based Payment	Retained earnings (Deficit)		Total shareholders' equity
				Appropriated	Unappropriated	
Balance as at January 1, 2024	1,108,859,002.00	279,958,858.40	42,752,220.00	68,852,962.12	391,979,090.67	1,892,402,133.19
Ordinary shares	1,559.00	0.00	0.00	0.00	0.00	1,559.00
Premium on common share	0.00	1,559.00	0.00	0.00	0.00	1,559.00
Appropriated for legal reserve	0.00	0.00	0.00	3,118,621.15	(3,118,621.15)	0.00
Dividend paid	0.00	0.00	0.00	0.00	(22,177,158.04)	(22,177,158.04)
Other comprehensive income for the year	0.00	0.00	0.00	0.00	62,025,511.33	62,025,511.33
Balance as at December 31, 2024	1,108,860,561.00	279,960,417.40	42,752,220.00	71,971,583.27	428,708,822.81	1,932,253,604.48
Balance as at January 1, 2025	1,108,860,561.00	279,960,417.40	42,752,220.00	71,971,583.27	428,708,822.81	1,932,253,604.48
Ordinary shares	555,600,000.00	0.00	0.00	0.00	0.00	555,600,000.00
Premium on common share	0.00	166,430,000.00	0.00	0.00	0.00	166,430,000.00
Appropriated for legal reserve	0.00	0.00	0.00	6,327,136.15	(6,327,136.15)	0.00
Total comprehensive income for the year	0.00	0.00	0.00	0.00	131,628,994.55	131,628,994.55
Balance as at December 31, 2025	1,664,460,561.00	446,390,417.40	42,752,220.00	78,298,719.42	554,010,681.21	2,785,912,599.03

Notes to financial statements are parts of these financial statements.

(Signature).....Director

()

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2025

Unit : Baht

	Note	Separate financial statements					Total	
		Issued and paid-up share capital	Premium on share capital	Reserve for Equity- Settled Share-Based Payment		Retained earnings (Deficit)		
						Appropriated		Unappropriated
Balance as at January 1, 2024		1,108,859,002.00	279,958,858.40	42,752,220.00	68,852,962.12	349,639,670.35	1,850,062,712.87	
Ordinary shares		1,559.00	0.00	0.00	0.00	0.00	1,559.00	
Premium on common share		0.00	1,559.00	0.00	0.00	0.00	1,559.00	
Appropriated for legal reserve		0.00	0.00	0.00	3,118,621.15	(3,118,621.15)	0.00	
Dividend paid	27	0.00	0.00	0.00	0.00	(22,177,158.04)	(22,177,158.04)	
Other comprehensive income for the year		0.00	0.00	0.00	0.00	62,372,422.93	62,372,422.93	
Balance as at December 31, 2024		1,108,860,561.00	279,960,417.40	42,752,220.00	71,971,583.27	386,716,314.09	1,890,261,095.76	
Balance as at January 1, 2025		1,108,860,561.00	279,960,417.40	42,752,220.00	71,971,583.27	386,716,314.09	1,890,261,095.76	
Ordinary shares		555,600,000.00	0.00	0.00	0.00	0.00	555,600,000.00	
Premium on common share		0.00	166,430,000.00	0.00	0.00	0.00	166,430,000.00	
Appropriated for legal reserve		0.00	0.00	0.00	6,327,136.15	(6,327,136.15)	0.00	
Total comprehensive income for the year		0.00	0.00	0.00	0.00	120,228,035.83	120,228,035.83	
Balance as at December 31, 2025		1,664,460,561.00	446,390,417.40	42,752,220.00	78,298,719.42	500,617,213.77	2,732,519,131.59	

Notes to financial statements are parts of these financial statements.

(Signature).....Director

()

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2025

	Unit : Baht			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit for the period	137,943,681.75	62,025,511.33	126,542,723.03	62,372,422.93
Adjustments to net profit to cash receipt (disbursement)				
Tax expenses	39,157,870.08	15,499,577.54	28,652,597.71	13,934,055.93
Depreciation and amortized expenses	15,215,780.93	13,287,576.01	14,223,121.60	12,200,272.33
Amortized expenses	43,969,086.84	41,864,990.91	43,969,086.84	41,864,990.91
Reversal of expected credit loss (loss)	122,942,785.44	127,827,883.09	122,942,785.44	127,827,883.09
Dividend received from subsidiaries	0.00	0.00	(20,000,000.00)	0.00
Dividend received from joint venture	0.00	0.00	(11,520,000.00)	0.00
Share of (gain) loss on investment in joint venture by equity method	(1,171,869.12)	(1,646,428.82)	0.00	0.00
(Gain) Loss on sales of property, plant and equipment	48,755.75	51,951.13	(64,667.22)	92,438.66
(Gain) Loss on impairment of properties foreclosed	7,090,749.54	1,945,688.66	7,090,749.54	1,945,688.66
(Gain) Loss on written off of right-of-use assets	0.00	(25,589.58)	0.00	(25,589.58)
Amortization loans issuing costs	7,141,477.91	6,976,009.29	7,141,477.91	6,976,009.29
Expenses of loans issuing costs	(6,850,000.00)	(6,475,000.00)	(6,850,000.00)	(6,475,000.00)
Employee benefit provisions	4,478,103.06	3,546,905.70	4,246,363.20	3,347,128.39
Finance costs	119,077,554.18	157,984,094.49	119,074,095.16	157,971,816.16
Profit (Loss) from operation before changes in current investment	489,043,976.36	422,863,169.75	435,448,333.21	422,032,116.77
(Increase) Decrease in hire purchase receivables	(1,096,811,890.00)	(117,285,218.75)	(1,096,811,890.00)	(117,285,218.75)
(Increase) Decrease in loan receivables	(31,529,293.92)	(16,394,759.75)	(31,529,293.92)	(16,394,759.75)
(Increase) Decrease in other current receivables	(14,123,162.99)	4,091,687.18	(4,714,139.00)	3,694,236.32
(Increase) Decrease in properties foreclosed	2,997,473.99	(9,113,175.83)	2,997,473.99	(9,113,175.83)
(Increase) Decrease in other non-current receivables	(90,404,359.56)	(97,107,345.93)	(90,404,359.56)	(97,107,345.93)
Pledged deposit at financial institution	988,081.02	(37,041.05)	0.00	(20,700.00)
Other non-current assets	(122,135.22)	(266,611.90)	(300,621.40)	(74,751.86)
Increase (Decrease) in trade and other current payables	33,602,816.11	(5,933,918.38)	25,783,959.61	(5,295,173.51)
Increase (Decrease) in employee benefits	(313,456.86)	(5,791,496.69)	0.00	(5,791,496.69)
Cash generated (paid) from operation	(706,671,951.07)	175,025,288.65	(759,530,537.07)	174,643,730.77
Interest paid	(115,842,592.05)	(156,506,380.03)	(115,842,592.05)	(156,494,101.70)
Corporate income tax paid	(28,109,547.22)	(24,857,888.01)	(22,960,785.97)	(23,292,366.40)
Net cash provided by (used in) operating activities	(850,624,090.34)	(6,338,979.39)	(898,333,915.09)	(5,142,737.33)

Notes to financial statements are parts of these financial statements.

(Signature).....Director

()

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES

STATEMENTS OF CASH FLOWS (Cont'd)
FOR THE YEAR ENDED DECEMBER 31, 2025

	Unit : Baht			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from investing activities				
Dividend received from subsidiaries	0.00	0.00	20,000,000.00	0.00
Dividend received from joint venture	11,520,000.00	0.00	11,520,000.00	0.00
Payments for acquire of intangible assets	(5,404,075.49)	(1,175,360.00)	(5,349,075.49)	(1,100,360.00)
Proceeds from sales of property, plant and equipment	420,548.88	1,164,442.93	347,277.85	1,034,442.93
Payment for acquire of property, plant and equipment	(15,502,969.73)	(5,149,127.17)	(15,482,337.45)	(5,062,552.03)
Net cash provided by (used in) investing activities	(8,966,496.34)	(5,160,044.24)	11,035,864.91	(5,128,469.10)
Cash flows from financing activities - increase (decrease)				
Increase (Decrease) in bank overdrafts	31,541,370.63	(5,062,480.61)	31,541,370.63	(5,062,480.61)
Proceeds from short-term loans from financial institutions	140,000,000.00	0.00	140,000,000.00	0.00
Payment for short-term loans from financial institutions	0.00	(40,000,000.00)	0.00	(40,000,000.00)
Proceeds from short-term loans from related persons	0.00	50,000,000.00	0.00	50,000,000.00
Payment for short-term loans from related persons	(40,000,000.00)	(100,000,000.00)	(40,000,000.00)	(100,000,000.00)
Proceeds from long-term loans from financial institutions	1,510,000,000.00	1,120,000,000.00	1,510,000,000.00	1,120,000,000.00
Payment for long-term loans from financial institutions	(1,493,590,500.00)	(973,610,500.00)	(1,493,590,500.00)	(973,610,500.00)
Payments for lease liabilities	(11,243,751.46)	(9,970,450.96)	(11,041,541.46)	(9,740,077.29)
Proceeds from share capital payment	722,030,000.00	3,118.00	722,030,000.00	3,118.00
Dividend paid	0.00	(22,177,158.04)	0.00	(22,177,158.04)
Net cash provided by (used in) financial activities	858,737,119.17	19,182,528.39	858,939,329.17	19,412,902.06
Net increase (decrease) in cash and cash equivalents	(853,467.51)	7,683,504.76	(28,358,721.01)	9,141,695.63
Cash and cash equivalents, as at January 1	38,748,047.45	31,064,542.69	30,223,513.02	21,081,817.39
Cash and cash equivalents, as at December 31	37,894,579.94	38,748,047.45	1,864,792.01	30,223,513.02

Notes to financial statements are parts of these financial statements.

(Signature).....Director

()

EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2025

1. GENERAL INFORMATION

- 1.1. EASTERN COMMERCIAL LEASING PUBLIC COMPANY LIMITED ("The Company") was incorporated as a public limited company in Thailand on September 15, 2003, and as a listed company in the Stock Exchange of Thailand on March 22, 2004.
- 1.2. Head office is located at 976/1, Soi Rama 9 Hospital, Rim Klong Samsean Road, Bangkapi, Huaykwang, Bangkok.
- 1.3. The Company has 4 branches
1. Branch is located at 728/10, Sukhumvit Road, Bang-plasroy, Mueng, Chonburi.
 2. Branch is located at 624/4, Kanchanaphisek Road, Bang Phai, Bang Khae, Bangkok.
 3. Branch is located at 131/36, Moo.9, Nong Prue, Bang Lamung, Chonburi.
 4. Branch is located at 89 AIA Capital Center Tower, 12A floor, Room No.12A05, Ratchadapisek Road, Din Daeng, Din Daeng, Bangkok.
- The Company has registered the termination of Chanthaburi branch with the Ministry of Commerce on May 13, 2024.
- 1.4. The Company engaged in business of credit services to personal and juristic person in the form of hire purchase and regulated personal loan with motor vehicle registration as collateral and regulated personal loan without motor vehicle registration as collateral.

2. PREPARATION OF FINANCIAL STATEMENTS BASIS

2.1. Financial statements preparation

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.

(Signature).....Director

(

)

2. PREPARATION OF FINANCIAL STATEMENTS BASIS (CONT'D)

2.2. Preparation of consolidated financial statements basis

2.2.1. Investments in subsidiaries

- On November 20, 2019, the Company entered into Mighty Broker Co., Ltd. in order to engage in business of insurance broker, which held at 100%.
- The consolidated financial statements incorporate the financial statements of Eastern Commercial Leasing Public Company Limited and its subsidiaries, control is achieved where the Company has the power to govern the financial and operating policies until the control is ceased as follows:

		Shareholding percentage (%)		
	Established in	December 31, 2025	December 31, 2024	Type of business
Subsidiaries				
Mighty Broker Co., Ltd.	Thailand	100.00	100.00	Insurance broker

(Registration on November 20, 2019)

- The consolidated financial statements have been prepared in conformity with the same accounting policy for the same accounts and accounting events of the Company and subsidiaries.
- The balance of accounts and transactions between the Company and its subsidiaries, unrealized gain between of the Company and net assets of subsidiaries have been eliminated from the consolidated financial statements.
- The separate financial statements present investments in subsidiaries under the cost method.

2.2.2 Investment in joint venture

- Investment in joint venture is accounted for in the consolidated financial statements under the equity method.
- Investment in joint venture is accounted for in the separate financial statements under the cost method.

(Signature).....Director

(

)

3. NEW FINANCIAL REPORTING STANDARDS

3.1 Financial reporting standards that became effective in the current period

During the year, the Group has adopted the revised financial reporting standards 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 New 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.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 Income and Expenses Recognition

4.1.1 Hire purchase interest income

The Group recognises interest income from hire purchase agreements on an accrual basis throughout the term of the contract, using the effective interest rate method, with the calculation based on the gross book value of the receivables.

Costs directly attributable to the initial recognition of the loan receivables are amortised using the effective interest rate method and presented as adjustments on interest income throughout the term of the agreement, to reflect the effective rate of return.

When the receivables are later credit-impaired, the Group continues to recognise interest income using the effective interest rate, based on the net book value (gross book value net of allowance for expected credit losses) of the receivables. When the debtor is no longer credit-impaired, the Group changes to calculate interest income based on the gross book value.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1.2 Loan interest income

The Group has recognised interest income from loan receivables on an accrual basis throughout the term of the contract, using the effective interest rate method and the calculation based on the gross carrying amounts of the loan receivables.

Initial direct income and costs at the inception of loan arrangement are to be deferred and amortised using the effective interest rate method, with amortisation deducted from interest income from loan receivables throughout the contract period to reflect the effective rate of return on the contracts.

4.1.3 The Group recognized other revenues and expenses are recognized on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Investment in subsidiary

Investments in subsidiary is accounted for in the separate financial statements using the cost method Less impairment (if any).

4.4 Investment in an associated company

a) Investment in associated company is accounted for in the financial statements in which the equity method is applied using the equity method.

b) Investment in associated company is accounted for in the separate financial statements using the cost method Less impairment (if any).

4.5 Property, plant and equipment

Plant and equipment are stated at cost less accumulated depreciation except land are stated at cost. Impairment of assets will be provided (if any).

The Group depreciated all type of assets on over the estimated useful lives of the assets as follows:

	<u>Number of years</u>
Building and improvement	20
Temporary building	2 – 3
Furniture, fixture and office equipment	3 – 5
Office equipment	5
Vehicles	5

(Signature).....Director

()

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

The Group include costs of asset dismantlement, removal and restoration as parts of cost of property, plant and equipment, the depreciation charge has to be determined separately for each significant parts of property, plant and equipment with a cost that is significant in relation to the total cost of assets item. In addition, the entity is required to estimate the recoverable amount in the current expected to be obtained from asset to bring the age and condition at the end of useful lives. Besides, the entity is required to review the useful lives, residual value and depreciation method at least at each financial year-end.

4.6 Intangible assets

Intangible assets are initially recognised at cost. Following initial recognition, the intangible assets are stated at cost less accumulated amortisation and allowance for impairment loss on assets (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end.

The amortisation expense is charged to profit or loss.

The finite useful lives of intangible assets, computer software is 10 years.

No amortisation is provided for computer software under installation.

4.7 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of property, plant and equipment, right-of-use asset, investment properties, 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 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.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

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 estimate 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.

4.8 Properties foreclosed

These represent assets repossessed from hire purchase and financial lease receivables and are stated at the lower of cost (which mostly comprises the net outstanding balance) and estimated net realisable value. Allowance is made for the decline in value of the repossessed assets.

4.9 Employee benefits

4.9.1 The Group recognized salaries, wages, bonus and contribution to social security fund as expenses in the period in which they are incurred.

4.9.2 Provident fund

The Group has established provident fund under the defined contribution plan. The fund's assets are separated entities which are administered by the outsider fund manager. The Group and employees made contribution into such provident fund. The Group's contribution payments to the provident fund were recorded as expenses in statements of comprehensive income in the period in which they are incurred.

4.9.3 Employee benefits

The Group provide for post-employment benefits, payable to employees under the Thai Labor Law. The present value of employee benefit liabilities recognized in the statements of financial position is estimated on an actuarial basis using Projected Unit Credit Method of which calculated by the Independent Actuary by using Actuarial Technique. The calculation was made from determining the present value of future cash flows expected to be required to settle the obligation and determines discount rate by reference to market yield of government bonds should have term to maturity approximately equal to the terms of such obligations. In determine the future cash flows expected to be required to settle is used from employees'salaries, turnover, length of services and other factors. Changes in actuarial gains or loss are recognixed in the period in which they are incurred in other comprehensive income.

(Signature).....Director

()

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.10 Income tax

Income tax expense for the year comprises current income tax 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 tax is provided on temporary differences between their carrying amounts at the end of each reporting period and the tax bases of assets and liabilities by using the tax rates enacted at the end of the reporting period.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced 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 utilized. Nevertheless, unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax assets to be recovered.

The Group recognized deferred tax directly to shareholders' equity, except to the extent that it relates to items recognized in other comprehensive income or directly in equity.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but the Group intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realized simultaneously.

4.11 Accounting estimates

Preparation of financial statements in conformity with Thai Financial Reporting Standards required the management to make several estimation and assumption which affect the reported amounts in the financial statements and notes to related thereto. Consequent actual results may differ from those estimates.

4.12 Provisions

The Group recognizes a provision when an entity has a present legal or constructive obligation as a result of a past event. It is probable that an outflow of resources will be required to settle the obligation and reliable estimate can be made of the amount of the obligation. Expenditure is required to settle a provision, is expected to be reimbursed when it is virtually certain that reimbursement will be received.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.13 Measurement of fair values

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 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.

4.14 Related person and parties transaction

Enterprise and individuals that directly, or indirectly control or are controlled by, or are under common control with the Group. Associates and individuals owning that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Group which has a power in planning and operating control.

(Signature).....Director

()

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.15 Earnings per share

Basic earnings per share as presented in the statements of comprehensive income is the basic earnings (loss) per share which is determined by dividing the net profit (loss) for the year by the weighted average number of common shares issued and paid-up during the year.

Diluted earnings per share is calculated by dividing profit (loss) for the year by the weighted average number of ordinary shares outstanding during the period plus the number of ordinary share issued in the conversion of potential ordinary shares to ordinary shares as assumption that the conversion is made at the beginning of year or at the issuance date of the potential ordinary shares.

4.16 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

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.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.16 Financial instruments (CONT'D)

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 the income statement.

Classification and measurement of financial 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 discounts or premiums on acquisition and 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 neither transferred nor retained substantially all the risks and rewards of the asset, but 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 the income statement.

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. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.16 Financial instruments (CONT'D)

The Group recognises an allowance for expected credit losses for hire purchase receivables, financial lease receivables and loan receivables using a general approach. The Group considers changes in credit risk and groups its receivables into 3 stages as described below.

- Stage 1: Receivables with no significant increase in credit risk (Performing) - The Group recognises expected credit losses in an amount equal to the expected credit losses in the next 12 months. For receivables under loan agreements with remaining periods of less than 12 months, recognition is based on the probability of default over the remaining period.
- Stage 2: Receivables with a significant increase in credit risk (Under-performing) - The Group recognises expected credit losses in an amount equal to the expected credit losses over the lifetime of the receivable.
- Stage 3: Receivables that are credit-impaired (Non-performing) - The Group recognises expected credit losses in an amount equal to the expected credit losses over the lifetime of the receivable.

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 in credit-impaired 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.

If the credit quality of a receivable improves in a subsequent period and the assessment is that it is no longer a receivable whose credit risk has significantly increased since initial recognition, as assessed in a previous period, the Group will change the basis for recognising expected credit losses from the lifetime expected credit losses to the 12-month expected credit losses, or the remaining period if that is less than 12 months.

In order to estimate expected credit losses, the Group considers historically collected loss data, adjusted on the basis of current observable data. In addition, the Group applies forward-looking macroeconomic information that is supportable and reasonable and appropriately exercises judgement. At least once a year the Group also considers whether to adjust forward-looking information and the weighting of the probability of each scenario used in determining the expected credit losses. Most of the information used by the Group is announced by the Bank of Thailand or other government agencies and adjusted to reflect the Group's internal perspective. The Group calculates expected credit losses based on three probability-weighted scenarios, which are a base scenario, best-case scenario and worst-case scenario. For the base scenario, the Group applies an unbiased market perspective that incorporates forecasts of macroeconomic factors.

(Signature).....Director

()

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.16 Financial instruments (CONT'D)

For factoring, floor-plan loan and other receivables, the Group applies a simplified approach in calculating expected credit losses. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime expected credit losses at each reporting date. The Group has established a provision matrix of ageing that is based on its historical credit loss experience, 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.

4.17 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.

4.17.1 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, the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease.

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.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.17 Leases (CONT'D)

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.

	<u>Number of years</u>
Land	3 - 4
Building	1 - 7
Equipment	4

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.

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.

(Signature).....Director

()

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.17.1 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.

4.18 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.

Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

Leases

Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Group as a lessee

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate (IBR) to discount lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Lease classification - The Group as lessor

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgement as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Allowance for expected credit losses

Judgement is used in estimating the allowance for expected credit losses of debtors who are having problems making principal and/or interest payments, with management taking into consideration analysis of debtor status performed on an individual and a group basis, the probability of default, estimated losses arising from the default, historical collection experience, collateral value, statistical data and economic factors. These are used in determining assumptions and forward-looking scenarios, as well as probability weighted outcomes. In addition, the management sets aside an additional allowance for expected credit losses to account for the uncertainties around future events that have not yet been reflected in the model (Management overlay), based on the assessment and judgement of the management.

Impairment of non-financial assets

In the assessment of non-financial assets impairment, the management is required to exercise judgment in assessment of 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.

Land, building and equipment/Depreciation

In determining depreciation of building and equipment, the management is required to make estimates of the useful lives and salvage values of the Company's building and equipment and to review estimate useful lives and salvage values when there are any changes.

In addition, the management is required to review land, building and equipment for impairment on a periodical basis and record impairment losses in the period when it is determined that their recoverable amount is lower than the carrying cost. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

(Signature).....Director

(

)

4. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Deferred tax assets

Deferred tax assets are recognised in respect of temporary differences only to the extent that it is probable that taxable profit will be available against which these differences can be utilised. Significant management judgment is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future profits.

Fair value of financial instruments

In determining the fair value of financial instruments that are not actively traded and for which quoted market prices are not readily available, the management exercise judgment, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value and disclosure of fair value hierarchy.

5. CASH AND CASH EQUIVALENTS

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Cash on hand	219,862.00	151,448.00	219,185.00	150,012.00
Current accounts	1,457,322.73	26,640,908.84	1,316,860.60	26,627,216.29
Savings deposit	36,217,395.21	11,955,690.61	328,746.41	3,446,284.73
Total	37,894,579.94	38,748,047.45	1,864,792.01	30,223,513.02

(Signature).....Director

()

6. HIRE PURCHASE RECEIVABLES

6.1 As at December 31, 2025 and 2024, the balances of hire purchase receivables classified by contractual due date are as follows.

(Unit : Baht)

	Consolidated and Separate financial statements			
	Due within 1 year		Due over 1 year	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Hire purchase receivables	2,458,043,611.53	2,094,277,961.25	5,110,406,715.25	4,002,055,505.93
Less Unrealized interest income	(647,855,563.23)	(499,108,480.17)	(877,434,276.35)	(606,907,302.97)
Net	1,810,188,048.30	1,595,169,481.08	4,232,972,438.90	3,395,148,202.96
Less Allowance for expected credit losses	(69,208,136.18)	(58,254,698.25)	(211,475,484.33)	(192,060,923.68)
Hire purchase receivables				
– Net	1,740,979,912.12	1,536,914,782.83	4,021,496,954.57	3,203,087,279.28

6.2 As at December 31, 2025 and 2024, the balances of hire purchase receivables and allowance for expected credit losses by a general approach classified by the stage of credit risk are as follows.

(Unit : Baht)

	Consolidated and Separate financial statements			
	December 31, 2025		December 31, 2024	
	Balance of receivables		Balance of receivables	
	net of unearned interest income	Allowance for expected credit losses	net of unearned interest income	Allowance for expected credit losses
Receivables with no significant increase in credit risk	5,294,257,251.58	83,795,356.79	4,264,440,484.83	64,904,660.89
Receivables with a significant increase in credit risk	358,049,218.92	45,180,011.26	350,397,177.32	42,326,857.51
Receivables that are credit-impaired	390,854,016.70	151,708,252.46	375,480,021.89	143,084,103.53
Total	6,043,160,487.20	280,683,620.51	4,990,317,684.04	250,315,621.93

As at December 31, 2025, parts of hire purchase receivables (before less by unrealized interest) amount of Baht 4,001,040,847.85 were used as collateral against loans from a bank as stated in note 19 and note 22. (As at December 31, 2024, parts of hire purchase receivables amount of Baht 3,770,036,939.92 were used as collateral against bank overdrafts and long-term loans from a bank).

(Signature).....Director

(

)

7. LOAN RECEIVABLES

7.1 As at December 31, 2025, the balances of loan receivables classified by contractual due date are as follows.

(Unit : Baht)

	Consolidated and Separate financial statements		
	December 31, 2025		
	Due within 1		
	year	Due over 1 year	Total
Loan receivables	13,410,949.02	40,789,995.30	54,200,944.32
<u>Less</u> Deferred financing fee - net	9,680.71	86,114.19	95,794.90
<u>Add</u> Interest receivables	737,072.37	11,672.88	748,745.25
	14,157,702.10	40,887,782.37	55,045,484.47
<u>Less</u> Allowance for expected credit losses	(684,688.33)	(1,535,575.02)	(2,220,263.35)
Loan receivables - net	13,473,013.77	39,352,207.35	52,825,221.12

As at December 31, 2024, the balances of loan receivables classified by contractual due date are as follows.

(Unit : Baht)

	Consolidated and Separate financial statements		
	December 31, 2024		
	Due within 1		
	year	Due over 1 year	Total
Loan receivables	6,621,384.05	16,994,052.98	23,615,437.03
<u>Less</u> Deferred financing fee - net	(133,734.28)	(199,101.93)	(332,836.21)
<u>Add</u> Interest receivables	221,916.85	11,672.88	233,589.73
	6,709,566.62	16,806,623.93	23,516,190.55
<u>Less</u> Allowance for expected credit losses	(160,937.23)	(441,525.31)	(602,462.54)
Loan receivables - net	6,548,629.39	16,365,098.62	22,913,728.01

(Signature).....Director

(

)

7. LOAN RECEIVABLES (CONT'D)

7.2 As at December 31, 2025 and 2024, the balances of loan receivables and allowance for expected credit losses by a general approach classified by the stage of credit risk are as follows.

(Unit : Baht)

	Consolidated and Separate financial statements			
	December 31, 2025		December 31, 2024	
	Balance of receivables net of unearned interest income	Allowance for expected credit losses	Balance of receivables net of unearned interest income	Allowance for expected credit losses
Receivables with no significant increase in credit risk	50,473,735.47	977,617.83	23,180,261.72	454,363.59
Receivables with a significant increase in credit risk	1,879,459.16	89,261.77	0.00	0.00
Receivables that are credit-impaired	2,692,289.84	1,153,383.75	335,928.83	148,098.95
Total	55,045,484.47	2,220,263.35	23,516,190.55	602,462.54

(Signature).....Director

(

)

8. ALLOWANCE FOR EXPECTED CREDIT LOSS

Allowance for expected credit loss for the year ended December 31, 2025 is as follows:

(Unit : Baht)

	Consolidated and Separate financial statements		
	Allowance for expected credit loss		
	Performing (Stage 1)	Under-Performing (Stage 2)	Non-Performing (Stage 3)
			Total
Balance as at January 1, 2025	65,359,024.48	42,326,857.51	143,232,202.48
Changes in staging	3,828,261.21	(12,800,569.55)	8,972,308.34
Changes in risk parameters	(23,842,275.32)	15,324,313.89	49,699,376.24
New financial assets originated or purchased	46,493,450.73	10,416,155.23	5,526,059.90
Financial assets derecognized	(5,524,683.39)	(2,336,672.37)	(3,288,732.98)
Written off	(1,540,803.09)	(7,660,811.68)	(51,279,577.77)
Balance as at December 31, 2025	84,772,974.62	45,269,273.03	152,861,636.21
			282,903,883.86

(Signature).....Director

)

8. ALLOWANCE FOR EXPECTED CREDIT LOSS

Allowance for expected credit loss for the year ended December 31, 2024 is as follows:

	Consolidated and Separate financial statements			(Unit : Baht)
	Allowance for expected credit loss			
	Performing (Stage 1)	Under-Performing (Stage 2)	Non-Performing (Stage 3)	
Balance as at January 1, 2024	67,361,730.42	45,998,380.70	106,154,309.91	219,514,421.03
Changes in staging	5,206,018.67	(17,225,947.15)	12,019,928.48	0.00
Changes in risk parameters	(27,129,852.88)	17,268,487.54	63,015,708.89	53,154,343.55
New financial assets originated or purchased	27,492,393.53	7,985,123.85	10,086,347.50	45,563,864.88
Financial assets derecognized	(5,720,940.24)	(2,894,559.81)	(2,187,364.27)	(10,802,864.32)
Written off	(1,850,325.02)	(8,804,627.62)	(45,856,728.03)	(56,511,680.67)
Balance as at December 31, 2024	65,359,024.48	42,326,857.51	143,232,202.48	250,918,084.47

(Signature).....Director

()

9. OTHER CURRENT RECEIVABLES

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Accrued value added tax	4,806,495.84	4,546,415.22	4,806,495.84	4,546,415.22
Accrued insurance premium				
discount income	13,116,285.39	3,682,066.35	2,376.81	1,186,845.65
Loans receivable to employee	1,075,834.63	1,025,000.44	1,075,834.63	1,025,000.44
Others	13,486,204.05	9,108,174.91	13,084,638.91	7,496,945.88
Total	32,484,819.91	18,361,656.92	18,969,346.19	14,255,207.19
<u>Less</u> Allowance for expected				
credit losses	(947,418.39)	(859,594.49)	(947,418.39)	(859,594.49)
Other current receivables – net	31,537,401.52	17,502,062.43	18,021,927.80	13,395,612.70

10. PROPERTIES FORECLOSED

(Unit : Baht)

	Consolidated and Separate financial statements	
	December 31, 2025	December 31, 2024
Properties foreclosed	46,261,226.46	49,138,700.45
<u>Less</u> Provision for impairment - properties foreclosed	(29,936,328.35)	(22,725,578.81)
Properties foreclosed – net	16,324,898.11	26,413,121.64

(Signature).....Director

()

11. OTHER NON-CURRENT FINANCIAL ASSET

No.	Company's name	Type of business	Paid-up share capital (Thousand Baht)	Percentage of investment (%)	Consolidated (Baht)	Separate financial statements at cost method (Baht)
			December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Investments in equity instruments of non-listed companies						
1	Premium Services (Thailand) Co., Ltd. (Formerly named Eastern Premium Services Co., Ltd.)	Motor vehicles maintenance body repairing	32,912.00	15.00	3,882,622.23	7,461,300.00
		and printing	32,912.00	15.00	3,882,622.23	7,461,300.00
	Less Allowance for impairment of investments				(3,882,622.23)	(7,461,300.00)
	Other non-current financial asset- net				0.00	0.00

11.1 On October 16, 2019, Premium Services (Thailand) Co., Ltd. increase its share capital from issued and paid - up shares amount of 224,400 shares, amount of Baht

12,342,000 that Eastern Commercial Leasing Public Company Limited agreed to invest in that increase share capital.

11.2 On July 31, 2019, the Company has disposed investments in Premium Service (Thailand) Company Limited For 147,900 shares, as a result, it incurred the decrease in shareholding proportion from 54.55% to 15% of the paid-up share capital. After the decrease of shareholding proportion that the Company has no significant influence over such company, the Company therefore reclassified investments accounts form investments in joint venture to Other non-current financial asset.

11.3 On November 16, 2016, the Company entered into joint venture agreement with Premium Service (Thailand) Company Limited in order to engage in business of motor vehicles maintenance, which held at 51% and on September 6, 2018, the increase its capital from the percentage of shareholding from 51% to 54.55%. Under the joint venture agreement, the Company agreed with another party to determine that both party commonly power to control such company.

(Signature).....Director

()

12. INVESTMENT IN SUBSIDIARIES

No.	Company's name	Type of business	Paid-up share capital (Thousand Baht)		Percentage of investment (%)		Separate financial statements (Baht) cost method	
			December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
1	Mighty Broker Co., Ltd.	Insurance broker	5,000.00	5,000.00	100.00	100.00	5,000,000.00	5,000,000.00
						Total	5,000,000.00	5,000,000.00

12.1 Mighty Broker Co., Ltd. was registered as a company limited on November 20, 2019, share capital from registered shares amount of 50,000 shares of Baht 100 each, share capital from issued and paid - up shares in fully amount.

13. INVESTMENT IN JOINT VENTURE

Investment in joint venture - under equity method								
No.	Company's name	Type of business	Relationship	Paid-up share capital (Thousand Baht)		Percentage of investment (%)		Separate financial statements at cost method (Baht)
				December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024	
1	ECL Asset Co., Ltd.	providing credit, mortgage, sales with right of redemption of assets in the form of real estate	Joint venture	60,000.00	60,000.00	60.00	60.00	36,000,000.00
						Total	60.00	36,000,000.00
							57,510,595.41	36,000,000.00
							67,510,595.41	36,000,000.00

(Signature).....Director

()

13. INVESTMENT IN JOINT VENTURE (CONT'D)

13.1 On May 23, 2019, ECL Asset Co., Ltd. has increased its share capital that Eastern Commercial Leasing Public Company Limited and Global Best Real Estate Loan Co., Ltd. agreed to invest in that increase share capital at the existing investment proportion.

13.2 ECL Asset Co., Ltd., is a joint venture by Eastern Commercial Leasing Public Company Limited (ECL) and Global Best Real Estate Loan Co., Ltd. Has jointly agreed for investment in order to engage in mortgaging credit, sale with right of redemption, asset as properties businesses on March 23, 2018 at the ratio of 60:40 which has representative from the joint companied to be director of such joint venture. The company and the joint venture have authorized to monitor stated company concurrently.

As at December 31, 2025, the Company recorded investment in joint venture at cost in separate financial statements and recognized share of profit in joint venture 1 company for the year ended December 31, 2025, amount of Baht 1.17 million.

14. OTHER NON-CURRENT RECEIVABLES

	(Unit : Baht)	
	Consolidated and Separate financial statements	
	December 31, 2025	December 31, 2024
Receivables under lawsuit	57,964,790.19	69,471,771.58
<u>Less</u> Allowance for expected credit losses	(55,646,198.59)	(66,692,900.71)
Net	2,318,591.60	2,778,870.87
Receivables under debt compromise agreement	1,042,895.33	1,183,110.28
<u>Less</u> Allowance for expected credit losses	(1,042,895.33)	(1,183,110.28)
Net	0.00	0.00
Receivables under debt mediation agreement	4,316,448.06	4,618,223.73
<u>Less</u> Allowance for expected credit losses	(4,316,448.06)	(4,618,223.73)
Net	0.00	0.00
Receivables - net	2,318,591.60	2,778,870.87
Others	299,505.68	304,029.00
<u>Less</u> Allowance for expected credit losses	(296,329.00)	(296,329.00)
Total	2,321,768.28	2,786,570.87

(Signature).....Director

(

)

14. OTHER NON-CURRENT RECEIVABLES (CONT'D)

Receivables under lawsuit and allowance for expected credit losses.

		(Unit : Baht)		
		Consolidated and		
Number of receivable		Separate financial statements		
December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024	
Receivable after unrealized				
interest income	56	73	57,964,790.19	69,471,771.58
Receivable for provide				
Allowance for expected credit losses			57,964,790.19	69,471,771.58
%			96% - 100%	96% - 100%
Allowance for expected credit losses			(55,646,198.59)	(66,692,900.71)

Overdue receivable under debt compromise agreement and allowance for expected credit losses as at December 31, 2025.

	(Unit : Baht)				
	Consolidated and Separate financial statements				
	Number of receivable	Receivables less by unrealized interest	Receivables for provide allowance for doubtful accounts	% of allowance for doubtful accounts	Allowance for expected credit losses
Undue 3 installments	1	383,554.31	383,554.31	100%	383,554.31
Overdue 4 – 11 installments	1	386,450.62	386,450.62	100%	386,450.62
Overdue 12 installments					
onwards	2	272,890.40	272,890.40	100%	272,890.40
Total	4	1,042,895.33	1,042,895.33		1,042,895.33

(Signature).....Director

(

)

14. OTHER NON-CURRENT RECEIVABLES (CONT'D)

Overdue receivable under debt compromise agreement and allowance for doubtful accounts as at December 31, 2024.

					(Unit : Baht)
Consolidated and Separate financial statements					
	Number of receivable	Receivables less by unrealized interest	Receivables for provide allowance for doubtful accounts	% of allowance for doubtful accounts	Allowance for doubtful accounts
Undue 3 installments	1	455,554.31	455,554.31	100%	455,554.31
Overdue 4 – 11 installments	2	482,248.18	482,248.18	100%	482,248.18
Overdue 12 installments onwards	1	245,307.79	245,307.79	100%	245,307.79
Total	4	1,183,110.28	1,183,110.28		1,183,110.28

Receivables under debt mediation agreement and allowance for expected credit losses.

				(Unit : Baht)
Consolidated and				
Number of receivable		Separate financial statements		
December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024	
Receivable after unrealized interest income	13	4,316,448.06	4,618,223.73	
Receivable for provide Allowance for expected credit losses		4,316,448.06	4,618,223.73	
%		100%	100%	
Allowance for expected credit losses		(4,316,448.06)	(4,618,223.73)	

(Signature).....Director

(

)

15. PROPERTY, PLANT AND EQUIPMENT

		Consolidated financial statements							(Unit : Baht)	
		December 31, 2025								
		Land	Building	Building improvement	Temporary building	Office equipment	Office furniture	Vehicles	Assets under construction	Total
Cost										
As at December 31, 2024		7,324,162.50	8,977,783.71	4,059,657.20	15,101,698.86	18,226,636.75	13,739,286.56	26,857,402.07	690,186.91	94,976,814.56
Acquisition		0.00	0.00	992,895.61	365,610.28	2,284,662.37	621,559.39	5,269,288.00	5,968,954.08	15,502,969.73
Transfer in (out)		0.00	0.00	1,601,888.56	1,944,578.20	0.00	1,296,314.23	0.00	(4,842,780.99)	0.00
Written off		0.00	0.00	0.00	(439,141.70)	(1,795,627.59)	(1,121,385.30)	0.00	0.00	(3,356,154.59)
As at December 31, 2025		7,324,162.50	8,977,783.71	6,654,441.37	16,972,745.64	18,715,671.53	14,535,774.88	32,126,690.07	1,816,360.00	107,123,629.70
Accumulated depreciation										
As at December 31, 2024		0.00	8,843,039.15	1,579,952.74	13,400,907.94	16,646,342.33	12,976,865.51	18,267,553.48	0.00	71,714,661.15
Depreciation		0.00	16,799.57	514,863.13	732,658.66	940,069.54	467,871.97	1,273,843.29	0.00	3,946,106.16
Transfer in (out)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Written off		0.00	0.00	(252,447.70)	0.00	(1,514,979.59)	(1,119,422.67)	0.00	0.00	(2,886,849.96)
As at December 31, 2025		0.00	8,859,838.72	1,842,368.17	14,133,566.60	16,071,432.28	12,325,314.81	19,541,396.77	0.00	72,773,917.35
Net book value										
As at December 31, 2024		7,324,162.50	134,744.56	2,479,704.46	1,700,790.92	1,580,294.42	762,421.05	8,589,848.59	690,186.91	23,262,153.41
As at December 31, 2025		7,324,162.50	117,944.99	4,812,073.20	2,839,179.04	2,644,239.25	2,210,460.07	12,585,293.30	1,816,360.00	34,349,712.35

(Signature).....Director

(

)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(Unit : Baht)

Separate financial statements									
December 31, 2025									
	Land	Building	Building improvement	Temporary building	Office equipment	Office furniture	Vehicles	Assets under construction	Total
Cost									
As at December 31, 2024	7,324,162.50	8,977,783.71	2,476,619.93	13,165,834.90	18,226,636.75	13,591,844.73	25,671,102.07	690,186.91	90,124,171.50
Acquisition	0.00	0.00	992,895.61	350,300.00	2,284,662.37	616,237.39	5,269,288.00	5,968,954.08	15,482,337.45
Transfer in (out)	0.00	0.00	1,601,888.56	1,944,578.20	0.00	1,296,314.23	0.00	(4,842,780.99)	0.00
Written off	0.00	0.00	0.00	0.00	(1,795,627.59)	(1,121,385.30)	0.00	0.00	(2,917,012.89)
As at December 31, 2025	7,324,162.50	8,977,783.71	5,071,404.10	15,460,713.10	18,715,671.53	14,383,011.05	30,940,390.07	1,816,360.00	102,689,496.06
Accumulated depreciation									
As at December 31, 2024	0.00	8,843,039.15	899,137.23	12,288,848.76	16,646,342.33	12,910,685.28	17,499,871.05	0.00	69,087,923.80
Depreciation	0.00	16,799.57	198,255.73	397,087.49	940,069.54	437,459.24	1,036,583.25	0.00	3,026,254.82
Transfer in (out)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Written off	0.00	0.00	0.00	0.00	(1,514,979.59)	(1,119,422.67)	0.00	0.00	(2,634,402.26)
As at December 31, 2025	0.00	8,859,838.72	1,097,392.96	12,685,936.25	16,071,432.28	12,228,721.85	18,536,454.30	0.00	69,479,776.36
Net book value									
As at December 31, 2024	7,324,162.50	134,744.56	1,577,482.70	876,986.14	1,580,294.42	681,159.45	8,171,231.02	690,186.91	21,036,247.70
As at December 31, 2025	7,324,162.50	117,944.99	3,974,011.14	2,774,776.85	2,644,239.25	2,154,289.20	12,403,935.77	1,816,360.00	33,209,719.70

(Signature).....Director

)

(

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

		Consolidated financial statements							(Unit : Baht)	
		December 31, 2024								
		Land	Building	Building improvement	Temporary building	Office equipment	Office furniture	Vehicles	Assets under construction	Total
Cost										
As at December 31, 2023		7,324,162.50	8,977,783.71	3,957,754.30	14,159,505.92	18,748,573.95	13,989,682.32	27,250,840.38	0.00	94,408,303.08
Acquisition		0.00	0.00	101,902.90	942,192.94	771,382.48	356,011.94	2,287,450.00	690,186.91	5,149,127.17
Transfer in (out)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Written off		0.00	0.00	0.00	0.00	(1,293,319.68)	(606,407.70)	(2,680,888.31)	0.00	(4,580,615.69)
As at December 31, 2024		7,324,162.50	8,977,783.71	4,059,657.20	15,101,698.86	18,226,636.75	13,739,286.56	26,857,402.07	690,186.91	94,976,814.56
Accumulated depreciation										
As at December 31, 2023		0.00	8,822,369.37	1,141,967.43	12,971,687.40	16,873,697.03	13,096,044.31	18,353,309.43	0.00	71,259,074.97
Depreciation		0.00	20,669.78	437,985.31	429,220.54	1,007,198.73	485,028.78	1,439,704.67	0.00	3,819,807.81
Transfer in (out)		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Written off		0.00	0.00	0.00	0.00	(1,234,553.43)	(604,207.58)	(1,525,460.62)	0.00	(3,364,221.63)
As at December 31, 2024		0.00	8,843,039.15	1,579,952.74	13,400,907.94	16,646,342.33	12,976,865.51	18,267,553.48	0.00	71,714,661.15
Net book value										
As at December 31, 2023		7,324,162.50	155,414.34	2,815,786.87	1,187,818.52	1,874,876.92	893,638.01	8,897,530.95	0.00	23,149,228.11
As at December 31, 2024		7,324,162.50	134,744.56	2,479,704.46	1,700,790.92	1,580,294.42	762,421.05	8,589,848.59	690,186.91	23,262,153.41

(Signature).....Director

)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Separate financial statements										(Unit : Baht)
December 31, 2024										
	Land	Building	Building improvement	Temporary building	Office equipment	Office furniture	Vehicles	Assets under construction	Total	
Cost										
As at December 31, 2023	7,324,162.50	8,977,783.71	2,374,717.03	12,310,217.10	18,748,573.95	13,842,240.49	25,858,277.38	0.00	89,435,972.16	
Acquisition	0.00	0.00	101,902.90	855,617.80	771,382.48	356,011.94	2,287,450.00	690,186.91	5,062,552.03	
Transfer in (out)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Written off	0.00	0.00	0.00	0.00	(1,293,319.68)	(606,407.70)	(2,474,625.31)	0.00	(4,374,352.69)	
As at December 31, 2024	7,324,162.50	8,977,783.71	2,476,619.93	13,165,834.90	18,226,636.75	13,591,844.73	25,671,102.07	690,186.91	90,124,171.50	
Accumulated depreciation										
As at December 31, 2023	0.00	8,822,369.37	778,626.73	12,261,472.96	16,873,697.03	13,059,433.20	17,737,754.24	0.00	69,533,353.53	
Depreciation	0.00	20,669.78	120,510.50	27,375.80	1,007,198.73	455,459.66	1,170,826.90	0.00	2,802,041.37	
Transfer in (out)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Written off	0.00	0.00	0.00	0.00	(1,234,553.43)	(604,207.58)	(1,408,710.09)	0.00	(3,247,471.10)	
As at December 31, 2024	0.00	8,843,039.15	899,137.23	12,288,848.76	16,646,342.33	12,910,685.28	17,499,871.05	0.00	69,087,923.80	
Net book value										
As at December 31, 2023	7,324,162.50	155,414.34	1,596,090.30	48,744.14	1,874,876.92	782,807.29	8,120,523.14	0.00	19,902,618.63	
As at December 31, 2024	7,324,162.50	134,744.56	1,577,482.70	876,986.14	1,580,294.42	681,159.45	8,171,231.02	690,186.91	21,036,247.70	

(Signature).....Director

(

)

15. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Depreciation(consolidated) for the year ended December 31, 2025 and 2024, amounted to Baht 3,946,106.16 and Baht 3,819,807.81 respectively.

Depreciation(separate) for the year ended December 31, 2025 and 2024, amounted to Baht 3,026,254.82 and Baht 2,802,041.37 respectively.

As at December 31, 2025, has fixed assets at cost of Baht 26,013,744.30 and net book value of Baht 3,149.00 which were fully depreciated but are still being (as at December 31, 2024, cost of Baht 27,512,711.59 and net book value of Baht 3,343.00).

Land and construction were mortgaged as guarantee for bank overdrafts and long-term loans from a bank as mentioned in notes 19 and 22.

16. RIGHT-OF-USE ASSETS

	(Unit : Baht)			
	Consolidated and Separate financial statements			
	December 31, 2025			
	Land	Building	Equipment	Total
Cost				
As at December 31, 2024	6,580,332.63	62,890,520.38	6,441,031.17	75,911,884.18
increase	0.00	20,584,482.93	0.00	20,584,482.93
write off	0.00	(10,170.03)	0.00	(10,170.03)
As at December 31, 2025	6,580,332.63	83,464,833.28	6,441,031.17	96,486,197.08
Accumulated depreciation				
As at December 31, 2024	3,700,190.79	33,803,478.52	3,707,011.41	41,210,680.72
Depreciation	709,595.62	9,051,781.29	540,876.55	10,302,253.46
write off	0.00	(9,642.61)	0.00	(9,642.61)
As at December 31, 2025	4,409,786.41	42,845,617.20	4,247,887.96	51,503,291.57
Net book value				
As at December 31, 2024	2,880,141.84	29,087,041.86	2,734,019.76	34,701,203.46
As at December 31, 2025	2,170,546.22	40,619,216.08	2,193,143.21	44,982,905.51
Write off depreciation for the year				
As at December 31, 2025	709,595.62	9,051,781.29	540,876.55	10,302,253.46
As at December 31, 2024	725,785.04	7,244,353.89	554,522.62	8,524,661.55

(Signature).....Director

()

16. RIGHT-OF-USE ASSETS (CONT'D)

	(Unit : Baht)			
	Consolidated and Separate financial statements			
	December 31, 2024			
	Land	Building	Equipment	Total
Cost				
As at December 31, 2023	5,021,197.56	55,154,626.45	5,518,602.89	65,694,426.90
increase	1,559,135.07	9,142,381.29	922,428.28	11,623,944.64
write off	0.00	(1,406,487.36)	0.00	(1,406,487.36)
As at December 31, 2024	6,580,332.63	62,890,520.38	6,441,031.17	75,911,884.18
Accumulated depreciation				
As at December 31, 2023	2,974,405.75	27,465,593.96	3,152,488.79	33,592,488.50
Depreciation	725,785.04	7,244,353.89	554,522.62	8,524,661.55
write off	0.00	(906,469.33)	0.00	(906,469.33)
As at December 31, 2024	3,700,190.79	33,803,478.52	3,707,011.41	41,210,680.72
Net book value				
As at December 31, 2023	2,046,791.81	27,689,032.49	2,366,114.10	32,101,938.40
As at December 31, 2024	2,880,141.84	29,087,041.86	2,734,019.76	34,701,203.46
Write off depreciation for the year				
As at December 31, 2024	725,785.04	7,244,353.89	554,522.62	8,524,661.55
As at December 31, 2023	737,120.79	6,985,179.13	774,557.52	8,496,857.44

(Signature).....Director

()

17. INTANGIBLE ASSETS

	(Unit : Baht)		
	Consolidated financial statements		
	December 31, 2025		
	Computer software	Computer software under installation	Total
Cost			
As at December 31, 2024	8,033,764.30	5,972,380.00	14,006,144.30
Acquisition	713,952.64	4,690,122.85	5,404,075.49
Transfer in (out)	1,147,980.00	(1,147,980.00)	0.00
Disposal or write off	0.00	(5,100,000.00)	(5,100,000.00)
As at December 31, 2025	9,895,696.94	4,414,522.85	14,310,219.79
Accumulated amortization			
As at December 31, 2024	3,035,785.09	0.00	3,035,785.09
Amortization for the year	966,893.89	0.00	966,893.89
Transfer in (out)	0.00	0.00	0.00
Disposal or write off	0.00	0.00	0.00
As at December 31, 2025	4,002,678.98	0.00	4,002,678.98
Allowance for impairment			
As at December 31, 2024	0.00	5,100,000.00	5,100,000.00
Increase	0.00	(5,100,000.00)	(5,100,000.00)
As at December 31, 2025	0.00	0.00	0.00
Net book value			
As at December 31, 2024	4,997,979.21	872,380.00	5,870,359.21
As at December 31, 2025	5,893,017.96	4,414,522.85	10,307,540.81
Amortization for the year			
As at December 31, 2025	966,893.89	0.00	966,893.89
As at December 31, 2024	943,106.65	0.00	943,106.65

(Signature).....Director

()

17. INTANGIBLE ASSETS (CONT'D)

	(Unit : Baht)		
	Separate financial statements		
	December 31, 2025		
	Computer software	Computer software under installation	Total
Cost			
As at December 31, 2024	7,441,020.00	5,972,380.00	13,413,400.00
Acquisition	693,952.64	4,655,122.85	5,349,075.49
Transfer in (out)	1,147,980.00	(1,147,980.00)	0.00
Disposal or write off	0.00	(5,100,000.00)	(5,100,000.00)
As at December 31, 2025	9,282,952.64	4,379,522.85	13,662,475.49
Accumulated amortization			
As at December 31, 2024	2,856,623.18	0.00	2,856,623.18
Amortization for the year	894,085.90	0.00	894,085.90
Transfer in (out)	0.00	0.00	0.00
Disposal or write off	0.00	0.00	0.00
As at December 31, 2025	3,750,709.08	0.00	3,750,709.08
Allowance for impairment			
As at December 31, 2024	0.00	5,100,000.00	5,100,000.00
Increase	0.00	(5,100,000.00)	(5,100,000.00)
As at December 31, 2025	0.00	0.00	0.00
Net book value			
As at December 31, 2024	4,584,396.82	872,380.00	5,456,776.82
As at December 31, 2025	5,532,243.56	4,379,522.85	9,911,766.41
Amortization for the year			
As at December 31, 2025	894,085.90	0.00	894,085.90
As at December 31, 2024	873,569.41	0.00	873,569.41

(Signature).....Director

()

17. INTANGIBLE ASSETS (CONT'D)

	(Unit : Baht)		
	Consolidated financial statements		
	December 31, 2024		
	Computer software	Computer software under installation	Total
Cost			
As at December 31, 2023	7,292,284.30	5,538,500.00	12,830,784.30
Acquisition	507,980.00	667,380.00	1,175,360.00
Transfer in (out)	233,500.00	(233,500.00)	0.00
Disposal or write off	0.00	0.00	0.00
As at December 31, 2024	8,033,764.30	5,972,380.00	14,006,144.30
Accumulated amortization			
As at December 31, 2023	2,092,678.44	0.00	2,092,678.44
Amortization for the year	943,106.65	0.00	943,106.65
Transfer in (out)	0.00	0.00	0.00
Disposal or write off	0.00	0.00	0.00
As at December 31, 2024	3,035,785.09	0.00	3,035,785.09
Allowance for impairment			
As at December 31, 2023	0.00	5,100,000.00	5,100,000.00
Increase	0.00	0.00	0.00
As at December 31, 2024	0.00	5,100,000.00	5,100,000.00
Net book value			
As at December 31, 2023	5,199,605.86	438,500.00	5,638,105.86
As at December 31, 2024	4,997,979.21	872,380.00	5,870,359.21
Amortization for the year			
As at December 31, 2024	943,106.65	0.00	943,106.65
As at December 31, 2023	841,992.36	0.00	841,992.36

(Signature).....Director

()

17. INTANGIBLE ASSETS (CONT'D)

	(Unit : Baht)		
	Separate financial statements		
	December 31, 2024		
	Computer software	Computer software under installation	Total
Cost			
As at December 31, 2023	6,774,540.00	5,538,500.00	12,313,040.00
Acquisition	432,980.00	667,380.00	1,100,360.00
Transfer in (out)	233,500.00	(233,500.00)	0.00
Disposal or write off	0.00	0.00	0.00
As at December 31, 2024	7,441,020.00	5,972,380.00	13,413,400.00
Accumulated amortization			
As at December 31, 2023	1,983,053.77	0.00	1,983,053.77
Amortization for the year	873,569.41	0.00	873,569.41
Transfer in (out)	0.00	0.00	0.00
Disposal or write off	0.00	0.00	0.00
As at December 31, 2024	2,856,623.18	0.00	2,856,623.18
Allowance for impairment			
As at December 31, 2023	0.00	5,100,000.00	5,100,000.00
Increase	0.00	0.00	0.00
As at December 31, 2024	0.00	5,100,000.00	5,100,000.00
Net book value			
As at December 31, 2023	4,791,486.23	438,500.00	5,229,986.23
As at December 31, 2024	4,584,396.82	872,380.00	5,456,776.82
Amortization for the year			
As at December 31, 2024	873,569.41	0.00	873,569.41
As at December 31, 2023	777,071.92	0.00	777,071.92

(Signature).....Director

()

18. PLEDGED DEPOSIT AT FINANCIAL INSTITUTION

As at December 31, 2025, the Group's has fixed deposit in the accompanying consolidated and separate financial statements amount of Million Baht 1.60 and Million Baht 0.10 respectively, is used as guarantee to the Office of Insurance Commission and guarantee against borrowings from bank and electricity usage, guarantee the service rendering of a bank and also use as guarantee with the post office as mentioned in note 35 (as at December 31, 2024, the Group's has fixed deposit in the accompanying consolidated and separate financial statements amount of Million Baht 2.58 and Million Baht 0.10 respectively, is used as guarantee to the Office of Insurance Commission and guarantee against borrowings from bank and electricity usage, the brokerage guarantee with an insurer, guarantee the service rendering of a bank and also use as guarantee with the post office).

19. BANK OVERDRAFTS AND SHORT-TERM LOANS FROM FINANCIAL INSTITUTION

	(Unit : Baht)	
	Consolidated and	
	Separate financial statements	
	December 31, 2025	December 31, 2024
Bank overdrafts	31,541,370.63	0.00
Short-term loans - promissory notes	740,000,000.00	600,000,000.00
Total	771,541,370.63	600,000,000.00
<u>Less</u> Deferred loans issuing costs	(998,077.94)	(1,003,650.87)
Total	770,543,292.69	598,996,349.13

(Signature).....Director

(

)

19. BANK OVERDRAFTS AND SHORT-TERM LOANS FROM FINANCIAL INSTITUTION (CONT'D)

- 19.1 As at December 31, 2025 and 2024, the Company has overdrafts line with 5 banks totaling Baht 100 million mortgaging land with its construction in note 15.
- 19.2 As at December 31, 2025 and 2024, has loans from 3 banks by issuing promissory notes due on term of payment for credit line total amount of Baht 740 million as detailed below:
- 19.2.1 Loans from the 1th Foreign bank for credit line amount of Baht 600 million were withdrawn in full at the interest is charged at the rate of 2.40% - 2.45% per annum. These loans are guaranteed by related parties in foreign countries.
- 19.2.2 Loans from the 2nd bank for credit line amount of Baht 40 million were withdrawn in full at the interest is charged at the rate of 3.60% per annum. These loans are guaranteed by transferring the right on part of hire purchase receivable in note 6.
- 19.2.3 Loans from the 3rd bank for credit line amount of Baht 100 million were withdrawn in full at the interest is charged at the rate of 3.00% per annum. These loans are guaranteed by transferring the right on payment of hire purchase receivable as stated and mortgaging land with its construction in note 6 and 15.

20. TRADE AND OTHER CURRENT PAYABLES

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Credit payable	9,199,847.47	0.00	9,199,847.47	0.00
Accrued interest expenses	1,678,665.44	1,250,805.74	1,678,665.44	1,250,805.74
Advance receipt	34,244,683.00	13,524,635.64	28,869,810.21	13,259,732.33
Revenue Department payable	6,620,012.12	12,358,701.84	6,620,012.12	12,358,701.84
Accrued expenses	15,651,808.75	3,994,312.20	12,878,067.23	3,333,464.11
Others	12,586,069.28	8,883,661.13	11,736,417.24	8,629,969.68
Total	79,981,086.06	40,012,116.55	70,982,819.71	38,832,673.70

(Signature).....Director

()

21. TRANSACTION WITH RELATED PERSONS AND PARTIES

Parts of assets, liabilities, revenues and expenses arose from the transactions with related Parts of assets, liabilities, revenues and expenses arose from the transactions with related

Relationship of the Group and related persons is summarized as follows:

<u>Related person name</u>	<u>Relationship</u>	<u>Particulars and pricing policy</u>
Mr. Preecha Veeraphong	Major shareholder and president	Loans is repayable on maturity, interest is prepaid at the rate of 4.15 per annum
Mr. Danucha Veeraphong	Major shareholder and chief executive officer	Loans is repayable on maturity, interest is prepaid at the rate of 3.50 - 4.40 per annum
Mr. Prapakorn Veeraphong	Major shareholder and managing director	At the lease liabilities as agreed, averaged by the independent appraiser
Premium Co., Ltd. (Formerly Premium Financial Services Co., Ltd.) (Japaneses)	Shareholder at 25.40% shareholding	Borrowing guarantee fee at the rate of 0.85 per annum.
Hightechland Chonburee (2002) Co., Ltd.	Common directorship	Lease liabilities at the agreed price.
ECL Asset Co., Ltd.	Associate	Rental income at the agreed price.
Mighty Broker Co., Ltd.	Subsidiaries	Rental income at the agreed price. Commission income at the agreed price.
Ngernheng Co., Ltd.	Shareholder and director of the company are close relatives of the managing director of the parent company	Rental income at the agreed price. Commission expense at the agreed price.
T B J Trans Co., Ltd. (Formerly Marvel Transport Co., Ltd.)	Common directorship	Hire purchase receivables shall apply an interest rate as determined by the Credit Sub-Committee, which is closely aligned with that of general customers.
Premium Asset Management (Thailand) Co., Ltd.	Joint Major shareholders	Service fees at the agreed price.

(Signature).....Director

(

)

21. TRANSACTION WITH RELATED PERSONS AND PARTIES (CONT'D)

21.1 Short-term loans from related person

	(Unit : Baht)			
	Consolidated and Separate financial statements			
	Balance			Balance
	December 31, 2024	Increase	Decrease	December 31, 2025
Mr. Preecha Veeraphong	20,000,000.00	0.00	(20,000,000.00)	0.00
Mr. Danucha Veeraphong	30,000,000.00	0.00	(20,000,000.00)	10,000,000.00
<u>Less</u> Prepaid interest expenses	(486,804.23)	(769,111.12)	1,209,739.35	(46,176.00)
Total	<u>49,513,195.77</u>			<u>9,953,824.00</u>

As at December 31, 2025, loans from 1 related person by issuing bills of exchange matured in February 2026 at the interest rate of 3.50 per annum.

21.2 Hire purchase receivables

	(Unit : Baht)	
	Consolidated and	
	Separate financial statements	
	December 31, 2025	December 31, 2024
T B J Trans Co., Ltd.	0.00	8,759,901.61
(Formerly Marvel Transport Co., Ltd.)		

(Signature).....Director

(

)

21. TRANSACTION WITH RELATED PERSONS AND PARTIES (CONT'D)

21.3 Other receivables

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Premium Co., Ltd.				
Borrowing guarantee fee	998,077.94	1,003,650.87	998,077.94	1,003,650.87
Mighty Broker Co., Ltd.				
Accrued commission income	0.00	0.00	0.00	1,157,554.16

21.4 Lease liabilities

	(Unit : Baht)	
	Consolidated and	
	Separate financial statements	
	December 31, 2025	December 31, 2024
Hitec Land Chonburi (2002) Co., Ltd.	3,603,657.34	4,876,531.82
Mr. Prapakorn Veeraphong	3,060,852.64	4,333,705.28

(Signature).....Director

()

21. TRANSACTION WITH RELATED PERSONS AND PARTIES (CONT'D)

21.5 Revenues and expenses are as follows:

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	For the year ended			
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
T B J Trans Co., Ltd.				
(Formerly Marvel Transport Co., Ltd.)				
Realized selling interest under				
hire purchase agreement	0.00	1,610,426.74	0.00	1,610,426.74
ECL Asset Co., Ltd.				
Rental income	480,000.00	480,000.00	480,000.00	480,000.00
Premium Co., Ltd.				
Borrowing guarantee fee	5,105,572.93	5,096,401.95	5,105,572.93	5,096,401.95
Mighty Broker Co., Ltd.				
Commission income	0.00	0.00	0.00	38,920,097.99
Service agreements income	0.00	0.00	18,000,000.00	0.00
Ngernheng Co., Ltd.				
Rental income	20,000.00	60,000.00	20,000.00	60,000.00
Commission expense	0.00	289,768.45	0.00	289,768.45
Mr. Preecha Veeraphong				
Interest paid	236,154.32	3,127,960.14	236,154.32	3,127,960.14
Mr. Danucha Veeraphong				
Interest paid	973,585.03	1,456,112.74	973,585.03	1,456,112.74
Mr. Prapakorn Veeraphong				
Interest paid	175,663.88	170,832.73	175,663.88	170,832.73
Hightechland Chonburee (2002) Co., Ltd.				
Interest paid	175,972.39	194,738.50	175,972.39	194,738.50
Premium Asset Management				
(Thailand) Co., Ltd.				
Service agreements expense	1,925,000.00	780,000.00	1,925,000.00	780,000.00

(Signature).....Director

()

22. LONG-TERM LOANS FROM FINANCIAL INSTITUTIONS

Loans from 4 banks consist of:

As at December 31, 2025				
(Unit : Million Baht)			(Unit : Baht)	
	Credit amount	Credit remaining	Interest rate	
				December 31, 2025
				December 31, 2024
1st bank	500.00	74.26	3.90% to 5.20%, MLR-1.75%	425,738,000.00
2nd bank	1,900.00	150.00	Fixed Rate (IRS)(4.25 to 5.68%)	1,106,047,000.00
			MLR – 2.30% to 2.45%	
3th bank	1,800.00	346.67	MLR – (1.405% to 3.125%)	831,122,000.00
4th bank	0.00	0.00	MLR – 1.50%	0.00
Total	4,200.00	570.93		2,362,907,000.00
<u>Less</u> Deferred loans issuing costs				(2,866,392.23)
Net				2,360,040,607.77
<u>Less</u> Current portion of long-term debts				(908,142,565.50)
Long-term loans from financial institutions				1,451,898,042.27
				1,360,793,275.26

(Signature).....Director

()

22. LONG-TERM LOANS FROM FINANCIAL INSTITUTIONS (CONT'D)

The loans agreement have various limitation that must comply with the maintain of financial ratio etc.

Moments in long-term loan for the year ended December 31, 2025, are as follows:

	(Unit : Baht)
	Consolidated and Separate financial statements
Balance as at December 31, 2024	2,346,497,500.00
Additional proceeds during the year	1,510,000,000.00
Repayment during the period	(1,493,590,500.00)
Balance as at December 31, 2025	2,362,907,000.00

- 22.1 The first bank, loans from bank amount of Baht 500 million which were withdrawn. Where the repayment is made that the credit line can be reutilized. (remaining is Baht 74.26 million) These loans are guaranteed by transferring the right on part of hire purchase receivable as stated in note 6.
- 22.2 The second bank, loans from bank amount of Baht 1,900 million which were gradually withdrawn of each not exceeds 75% of hire purchase receivable. The principal and interest are monthly repayable within 4 years from the loans withdrawal date in fully amount. Credit line total amount of Baht 1,900 million dividend into credit line amount of Baht 1,000 million credit line amount of Baht 300 million from the loans withdrawal date in fully amount and credit line amount of Baht 600 million (remaining is Baht 150 million). The loans are guaranteed by transferring the right on payment of hire purchase receivable as stated and mortgaging land with its construction as stated in note 6 and 15.
- 22.3 The third bank, loans from bank amount of Baht 1,800 million which were gradually withdrawn of each not exceeds 75% of hire purchase receivable under hire purchase agreement. The principal and interest are monthly repayable within 4 years from the loans withdrawal date. Credit line total amount of Baht 1,800 million dividend into credit line amount of Baht 850 million and credit line amount of Baht 250 million which were withdrawn in fully amount and credit line amount of Baht 400 million were already withdrawn, when the repayment is made that the withdrawal can be renewed (remaining is Baht 46.67 million) and credit line amount of Baht 300 million (remaining is Baht 300 million) The loans are guaranteed by transferring the right on payment of some hire purchase receivable as stated in note 6.
- 22.4 The fourth bank, loans from bank amount of Baht 500 million which were withdrawn in fully amount and fully repaid in the first quarter of 2025.

(Signature).....Director

(

)

23. LEASE LIABILITIES

	(Unit : Baht)	
	Consolidated financial statements	
	December 31, 2025	December 31, 2024
Lease liabilities	51,118,752.86	40,699,518.74
Less: Deferred interest expense	(5,534,253.15)	(3,554,625.00)
Total	45,584,499.71	37,144,893.74
Less: Current portion of lease liabilities	(9,456,930.75)	(9,024,102.67)
Lease liabilities - net of current portion	36,127,568.96	28,120,791.07

	(Unit : Baht)	
	Separate financial statements	
	December 31, 2025	December 31, 2024
Lease liabilities	51,118,752.86	40,497,308.74
Less: Deferred interest expense	(5,534,253.15)	(3,551,165.98)
Total	45,584,499.71	36,946,142.76
Less: Current portion of lease liabilities	(9,456,930.75)	(8,825,351.69)
Lease liabilities - net of current portion	36,127,568.96	28,120,791.07

(Signature).....Director

()

23. LEASE LIABILITIES (CONT'D)

The Group has entered into the land lease agreements, lease agreements to lease building and lease agreements to lease equipment for use in their operation. The terms of the agreements are generally between 3 to 6 years.

Future minimum lease payments required under the lease agreements were as follows:

	(Unit : Baht)			
	Consolidated and separate financial statements			
	December 31, 2025			
	Less than			
	1 year	Over 1 - 5 years	Over 5 years	Total
Future minimum lease payments	11,457,197.28	37,397,973.38	2,263,582.20	51,118,752.86
Deferred interest expenses	(2,000,266.53)	(3,507,658.49)	(26,328.13)	(5,534,253.15)
Present value of future minimum lease payments	9,456,930.75	33,890,314.89	2,237,254.07	45,584,499.71

	(Unit : Baht)			
	Consolidated financial statements			
	December 31, 2024			
	Less than			
	1 year	Over 1 - 5 years	Over 5 years	Total
Future minimum lease payments	10,476,364.08	29,618,154.66	605,000.00	40,699,518.74
Deferred interest expenses	(1,452,261.41)	(2,086,982.83)	(15,380.76)	(3,554,625.00)
Present value of future minimum lease payments	9,024,102.67	27,531,171.83	589,619.24	37,144,893.74

(Signature).....Director

()

23. LEASE LIABILITIES (CONT'D)

	(Unit : Baht)			
	Separate financial statements			
	December 31, 2024			
	Less than			
	1 year	Over 1 - 5 years	Over 5 years	Total
Future minimum lease payments	10,274,154.08	29,618,154.66	605,000.00	40,497,308.74
Deferred interest expenses	(1,448,802.39)	(2,086,982.83)	(15,380.76)	(3,551,165.98)
Present value of future minimum lease payments	8,825,351.69	27,531,171.83	589,619.24	36,946,142.76

The following are the amounts relating to lease contracts recognised in the income statements for the year ended December 31, 2025:

	(Unit : Baht)	
	Consolidated	Separate
	financial statements	financial statements
Depreciation expenses of right-of-use assets	10,539,513.50	10,302,253.46
Interest expenses on lease liabilities	2,366,474.22	2,363,015.20
Expense relating to short-term leases	193,500.00	193,500.00
Expenses relating to leases of low-value assets	1,094,760.12	508,100.00

Others

The Group had total cash outflows for leases of consolidated and separate financial statements for the year ended December 31, 2025 of Baht 11.24 million and Baht 11.04 million respectively.

(Signature).....Director

()

24. NON-CURRENT PROVISIONS FOR EMPLOYEE BENEFIT

The changes in present value of employee benefit obligations for the year ended December 31, 2025 and 2024, as follows:

	(Unit : Baht)	
	Consolidated financial statements	
	December 31, 2025	December 31, 2024
Non-current provisions for employee benefit as at January 1	33,813,662.62	36,058,253.61
Recognition in profit or loss :		
Current cost of service and interest	4,478,103.06	3,546,905.70
Employee compensation - Retirement	(2,293,212.00)	(4,290,656.00)
Employee compensation - Layoff	(690,971.86)	(1,500,840.69)
Recognition in other comprehensive income :		
Actuarial loss for the period	7,893,359.00	0.00
Non-current provisions for employee benefit as at December 31	43,200,940.82	33,813,662.62

	(Unit : Baht)	
	Separate financial statements	
	December 31, 2025	December 31, 2024
Non-current provisions for employee benefit as at January 1	32,876,315.80	35,320,684.10
Recognition in profit or loss :		
Current cost of service and interest	4,246,363.20	3,347,128.39
Employee compensation - Retirement	(2,293,212.00)	(4,290,656.00)
Employee compensation - Layoff	(377,515.00)	(1,500,840.69)
Recognition in other comprehensive income :		
Actuarial loss for the period	7,893,359.00	0.00
Non-current provisions for employee benefit as at December 31	42,345,311.00	32,876,315.80

(Signature).....Director

(

)

24. NON-CURRENT PROVISIONS FOR EMPLOYEE BENEFIT (CONT'D)

Long-term employee benefit expense for the year ended December 31, 2025 and 2024 presented in statement of comprehensive income.

Actuarial assumptions to use for calculation:

	<u>2025</u>	<u>2024</u>
	Percentage	Percentage
Discount rate	2.32	2.81
Salary increase rate	4.23	4.23
Mortality rate	Thailand TMO2017 tables	Thailand TMO2017 tables

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at December 31, 2025, are summarized below:

	(Unit : Baht)	
	Increase	Decrease
Discount rate (changed at 0.5%)	(1,445,211.00)	1,536,668.00
Salary increase rate (changed at 0.5%)	1,615,052.00	(1,531,708.00)
Turnover rate (changed at 10%)	(4,193,358.00)	3,154,717.00

(Signature).....Director

()

25. SHARE CAPITAL

Reconciliation of issued and paid-up share capital

	Registered ordinary shares		Issued and paid-up ordinary shares		
	Number of share	Amount	Number of share	Paid-up share capital	Premium on share capital
	(Share)	(Baht)	(Share)	(Baht)	(Baht)
As at January 1, 2025	1,478,478,669	1,478,478,669.00	1,108,860,561	1,108,860,561.00	279,960,417.40
Share capital decreased	(369,618,108)	(369,618,108.00)	-	-	-
Share capital increased	555,600,000	555,600,000.00	555,600,000	555,600,000.00	166,430,000.00
Increase from exercised of warrants	-	-	-	-	-
As at December 31, 2025	1,664,460,561	1,664,460,561.00	1,664,460,561	1,664,460,561.00	446,390,417.40

25.1 On February 17, 2025, At the Extraordinary General Meeting of Shareholders No. 1/2025, the resolutions are the resolution to decrease its share capital from registered shares amount of Baht 1,478,478,669 to new registered shares amount of Baht 1,108,860,561 by cutting unissued 369,618,108 shares of Baht 1 each. , the Group has decrease its share capital from registered shares with the Ministry of Commerce on February 18, 2025

25.2 On February 17, 2025, At the Extraordinary General Meeting of Shareholders No. 1/2025, the resolution to increase its share capital from registered shares amount of Baht 1,108,860,561 to new registered shares amount of Baht 1,664,460,561 to support the issuance and offering of the Company's additional shares capital allocated to the Private Placement, by issuing new ordinary shares for Premium Co., Ltd. 137,800,000 shares at a par value of Baht 1 per share. The offering price is Baht 1.30 per share and issuing new ordinary shares for GR Management (Thailand) Co., Ltd 417,800,000 shares at a par value of Baht 1 per share. The offering price is Baht 1.30 per share. The Group has received the payment for such share capital and registered the increase its share capital with the Ministry of Commerce on February 25, 2025

25.3 During the period 3, 2024, the Group received the payment for shares increased from the exercise of warrants (ECL-W4) to purchase the newly issued ordinary shares, resulting in an increase of 1,559 ordinary shares amounting to Baht 3,118 (ordinary shares value of Baht 1,559 and share premium on ordinary shares of Baht 1,559). Therefore, the last exercise date is July 19, 2024.

(Signature).....Director

()

26. LEGAL RESERVE

According to the Public Company Limited Act B.E. 2535, the Company is required to set aside a legal reserve at least 5% of annual net profit after deduction with deficit brought forwards (if any) until the reserve reach an amount of 10% of the authorized share capital. Such legal real reserve is not available for dividend distribution.

27. DIVIDEND

At the Annual General Meeting of shareholders for the year 2024 held on April 24, 2024, passed the resolution to pay dividend from retained earnings, at Baht 0.02 per share for 1,108,859,002 shares, totally amount to Baht 22.18 million. The dividend payment is made on May 16, 2024.

28. PROVIDENT FUND

The Company and employees have jointed to be member of provident fund in accordance with the Provident Fund Act B.E. 2530. Under the fund regulation, the employees have to contribute to the fund at the rate of 3% - 15% of their salaries and the Company's contribution at the rate of 3% - 10%. The benefits will be paid to the members upon the condition of length of work on their retirement, death or resignation from the members.

For the year ended December 31, 2025 and 2024, the Company paid the contribution to the fund of Baht 7,162,156.00 and Baht 7,056,609.00 respectively.

29. DIRECTORS' REMUNERATION AND MANAGEMENT BENEFIT EXPENSES

29.1 Directors' remuneration

Directors' remuneration is contributed to directors of the Company under Section 90 of the Public Company Act excluding salaries and related fringe benefit paid to directors.

29.2 Management benefit expenses

Management benefit expenses focuses expenses relating to salaries, remunerations and other benefits to the directors and management, in accordance with the definitions of the Office of the Securities and Exchange Commission. Management under definition includes a chief executive officer, the next four executive levels immediately below that chief executive officer and all persons in positions comparable to these fourth executive levels.

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS

30.1 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash equivalents, hire purchase receivables, Loans and sale with right of redemption agreement receivables, loans, Pledged deposit at financial institution, Bank overdrafts and short-term loans from financial institutions, Trade and other current payables, Short-term loans from related persons, Long-term loans from financial institutions and debentures. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group has the risk with hire purchase receivables, cash and cash equivalents and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

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 receivables are regularly monitored.

In addition, the Group does not have high concentrations of credit risk since it has a large customer.

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 calculation of expected credit losses are considered the reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The Group has a policy to write-off its receivables when a demand for payment has been properly made and clearly evidenced, and yet the debts remain unsettled.

Maximum exposure to credit risk

The maximum exposure is shown gross of financial instruments before taking into account collateral arrangements and any actions taken to improve. For financial assets that recognises in statement of financial position, the maximum exposure is shown gross, before taking into allowance for expected credit losses.

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS (CONT'D)

As at December 31, 2025 and 2024, the exposure to credit risk are as follow:

(Unit: Baht)

	Consolidated financial statements	
	December 31, 2025	December 31, 2024
Cash and cash equivalents	37,894,579.94	38,748,047.45
Pledged deposit at financial institution	1,596,060.21	2,584,141.23
Hire purchase receivables	5,762,476,866.69	4,740,002,062.11
Total exposure to credit risk	5,801,967,506.84	4,781,334,250.79

(Unit: Baht)

	Separate financial statements	
	December 31, 2025	December 31, 2024
Cash and cash equivalents	1,864,792.01	30,223,513.02
Pledged deposit at financial institution	96,700.00	96,700.00
Hire purchase receivables	5,762,476,866.69	4,740,002,062.11
Total exposure to credit risk	5,764,438,358.70	4,770,322,275.13

Credit quality analysis

Credit risk refers to the risk that a customer or a counterparty will default on its contractual obligations resulting in a financial loss to the Group. The Group has adopted policies to mitigate this risk by analyst from customer information and monitoring status of customer.

(Signature).....Director

(

)

30. FINANCIAL INSTRUMENTS (CONT'D)

Collateral and any operations to increase creditability

The Group has held collateral and any operations to increase creditability of exposure to credit risk. The details of the collateral held by the Group for each type of financial assets are as follows:

(Unit: Baht)

	Consolidated and Separate financial statements	
	Exposure to risk with collateral	
	December 31, 2025	Type of collateral
Hire purchase receivables	5,762,476,866.69	Car- Motorcycle -truck

Market risk

Market risk is the risk that changes in interest rates, foreign exchange rates and securities prices may have an effect on the financial position of the Group. As the Group has no foreign currency assets and liabilities and no investments in securities, market risk therefore consists of only interest rate risk. The Group manages the changes in interest rate risk by means of an appropriate structuring of holdings in assets and liabilities with different repricing dates, in order to generate a suitable yield while maintaining risk at acceptable levels.

Interest rate risk

The Group enters into a variety of derivatives to manage its risk exposure, including Bank deposit, Hire purchase receivables, loans, Bank overdrafts and loans.

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.

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS (CONT'D)

(Unit: Million baht)

	Consolidated financial statements					
	December 31, 2025					
	Fixed interest rate					
	Within	Over	Over	Floating	Non-interest	
	1 year	1-5 years	5 years	interest rate	bearing	Total
Financial assets						
Cash and cash equivalents	-	-	-	36.22	1.68	37.90
Hire purchase receivables	1,740.98	4,021.50	-	-	-	5,762.48
Loan receivables	13.47	39.35	-	-	-	52.83
Other non-current financial asset	-	-	-	-	-	0.00
Pledged deposit at financial institution	1.50	0.10	-	-	-	1.60
	1,755.95	4,060.95	-	36.22	1.68	5,854.80
Financial liabilities						
Bank overdrafts and short-term loans						
from financial institutions	770.54	-	-	-	-	770.54
Trade and other current payables	-	-	-	-	79.98	79.98
Short-term loans from related persons	9.95	-	-	-	-	9.95
Long-term loans	232.56	416.78	-	1,710.70	-	2,360.04
Lease liabilities	9.46	33.89	2.24	-	-	45.59
	1,022.51	450.67	2.24	1,710.70	79.98	3,266.10

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS (CONT'D)

(Unit: Million baht)

	Separate financial statements					
	December 31, 2025					
	Fixed interest rate					
	Within	Over	Over	Floating	Non-interest	
	1 year	1-5 years	5 year	interest rate	bearing	Total
Financial assets						
Cash and cash equivalents	-	-	-	0.33	1.54	1.87
Hire purchase receivables	1,740.98	4,021.50	-	-	-	5,762.48
Loan receivables	13.47	39.35	-	-	-	52.82
Other non-current financial asset	-	-	-	-	-	0.00
Pledged deposit at financial institution	-	0.10	-	-	-	0.10
	1,754.45	4,060.95	-	0.33	1.54	5,817.27
Financial liabilities						
Bank overdrafts and short-term loans						
from financial institutions	770.54	-	-	-	-	770.54
Trade and other current payables	-	-	-	-	70.98	70.98
Short-term loans from related persons	9.95	-	-	-	-	9.95
Long-term loans	232.56	416.78	-	1,710.70	-	2,360.04
Lease liabilities	9.46	33.89	2.24	-	-	45.59
	1,022.51	450.67	2.24	1,710.70	70.98	3,257.10

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS (CONT'D)

(Unit: Million baht)

	Consolidated financial statements					
	December 31, 2024					
	Fixed interest rate					
	Within	Over	Over	Floating	Non-interest	
	1 year	1-5 years	5 years	interest rate	bearing	Total
Financial assets						
Cash and cash equivalents	-	-	-	11.96	26.79	38.75
Hire purchase receivables	1,536.91	3,203.09	-	-	-	4,740.00
Loan receivables	6.53	16.37	-	-	-	22.90
Other non-current financial asset	-	-	-	-	-	0.00
Pledged deposit at financial institution	2.48	0.10	-	-	-	2.58
	1,545.92	3,219.56	-	11.96	26.79	4,804.23
Financial liabilities						
Bank overdrafts and short-term loans						
from financial institutions	599.00	-	-	-	-	599.00
Trade and other current payables	-	-	-	-	40.01	40.01
Short-term loans from related persons	49.51	-	-	-	-	49.51
Long-term loans	288.30	365.76	-	1,689.29	-	2,343.35
Lease liabilities	9.03	27.53	0.59	-	-	37.15
	945.84	393.29	0.59	1,689.29	40.01	3,069.02

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS (CONT'D)

(Unit: Million baht)

	Separate financial statements					
	December 31, 2024					
	Fixed interest rate					
	Within	Over	Over	Floating	Non-interest	
	1 year	1-5 years	5 year	interest rate	bearing	Total
Financial assets						
Cash and cash equivalents	-	-	-	3.45	26.77	30.22
Hire purchase receivables	1,536.91	3,203.09	-	-	-	4,740.00
Loan receivables	6.53	16.37	-	-	-	22.90
Other non-current financial asset	-	-	-	-	-	0.00
Pledged deposit at financial institution	-	0.10	-	-	-	0.10
	1,543.44	3,219.56	-	3.45	26.77	4,793.22
Financial liabilities						
Bank overdrafts and short-term loans						
from financial institutions	599.00	-	-	-	-	599.00
Trade and other current payables	-	-	-	-	38.83	38.83
Short-term loans from related persons	49.51	-	-	-	-	49.51
Long-term loans	288.30	365.76	-	1,689.29	-	2,343.35
Lease liabilities	8.83	27.53	0.59	-	-	36.95
	945.64	393.29	0.59	1,689.29	38.83	3,067.64

Analysis of effect to changes in interest rates

Analysis of effect to changes in interest rates shows the potential change in interest rates on the statement of comprehensive income and the equity of the Group by setting constant to other variables. However, financial assets and financial liabilities at the end of reporting period of the Group have constant interest rates. Effect to changes in interest rates does not have any significant impact on the financial statements.

(Signature).....Director

()

30. FINANCIAL INSTRUMENTS (CONT'D)

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the management of sufficient cash and cash equivalent, to reduce the effect of fluctuation of cash flows. The table below summarises the maturity profile of the Group's financial liabilities as at December 31, 2025 based on contractual undiscounted cash flows:

(Unit: Million baht)

Consolidated financial statements					
December 31, 2025					
	At call	Within 1 year	1 – 5 years	Over 5 years	Total
Financial liabilities					
Bank overdrafts and short-term loans from financial institutions	730.54	40.00	-	-	770.54
Trade and other current payables	-	79.98	-	-	79.98
Short-term loans from related persons	-	9.95	-	-	9.95
Long-term loans	-	908.14	1,451.90	-	2,360.04
lease liabilities	-	9.46	33.89	2.24	45.59
Total	730.54	1,047.53	1,485.79	2.24	3,266.10

(Unit: Million baht)

Separate financial statements					
December 31, 2025					
	At call	Within 1 year	1 – 5 years	Over 5 years	Total
Financial liabilities					
Bank overdrafts and short-term loans from financial institutions	730.54	40.00	-	-	770.54
Trade and other current payables	-	70.98	-	-	70.98
Short-term loans from related persons	-	9.95	-	-	9.95
Long-term loans	-	908.14	1,451.90	-	2,360.04
lease liabilities	-	9.46	33.89	2.24	45.59
Total	730.54	1,038.53	1,485.79	2.24	3,257.10

(Signature).....Director

(

)

30. FINANCIAL INSTRUMENTS (CONT'D)

Fair values 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 maturities, including cash and cash equivalents, Short-term loans, Bank overdrafts and short-term loans, the carrying amounts in the statement of financial position approximate their fair value.
- For fixed rate hire purchase and 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.
- For long-term loans carrying interest approximate to the market rate, their carrying amounts in the statement of financial position approximate their fair value.

As at December 31, 2025, the Group had the assets and liabilities that were measured and disclosed at fair value using different levels of inputs as follows:

(Unit: Milion baht)

	Consolidated financial statements				
	December 31, 2025				
	Fair values				
	Book value	Level 1	Level 2	Level 3	Total
Financial assets					
Cash and cash equivalents	37.90	37.90	-	-	37.90
Hire purchase receivables	5,762.48	-	-	5,845.21	5,845.21
Loan receivables	52.82	-	-	55.71	55.71
Other non-current financial asset	0.00	-	-	0.00	0.00
Pledged deposit at financial institution	1.60	1.60	-	-	1.60
Financial liabilities					
Bank overdrafts and short-term loans from financial institutions	770.54	-	770.54	-	770.54
Trade and other current payables	79.98	-	79.98	-	79.98
Short-term loans from related persons	9.95	-	9.93	-	9.93
Long-term loans	2,360.04	-	2,366.31	-	2,366.31
Lease liabilities	45.59	-	45.59	-	45.59

(Signature).....Director

(

)

30. FINANCIAL INSTRUMENTS (CONT'D)

(Unit: Milion baht)

	Separate financial statements				
	December 31, 2025				
	Fair values				
	Book value	Level 1	Level 2	Level 3	Total
Financial assets					
Cash and cash equivalents	1.87	1.87	-	-	1.87
Hire purchase receivables	5,762.48	-	-	5,845.21	5,845.21
Loan receivables	52.82	-	-	55.71	55.71
Other non-current financial asset	0.00	-	-	0.00	0.00
Pledged deposit at financial institution	0.10	0.10	-	-	0.10
Financial liabilities					
Bank overdrafts and short-term loans from					
financial institutions	770.54	-	770.54	-	770.54
Trade and other current payables	70.98	-	70.98	-	70.98
Short-term loans from related persons	9.95	-	9.93	-	9.93
Long-term loans	2,360.04	-	2,366.31	-	2,366.31
Lease liabilities	45.59	-	45.59	-	45.59

31. FINANCIAL INFORMATION BY SEGMENT

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The Company's operation involve virtually a single credit providing business in the form of hire purchasing to ordinary person and juristic person and operated in one geographical segment in domestic, hence, all of revenues, gain and assets presented in the financial statements are related to the said business and geographical segment.

(Signature).....Director

(

)

32. EXPENSES ANALYZED BY NATURE

The significant expenses analyzed by nature are as follows:

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	For the year ended			
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Employees benefit expenses	147,892,445.51	131,624,516.51	135,436,057.41	119,379,182.51
Directors' remuneration	2,650,000.00	3,617,000.00	2,650,000.00	3,617,000.00
Management benefit expenses	29,898,218.00	37,327,290.00	29,898,218.00	37,327,290.00
Depreciation	15,214,650.36	13,287,239.94	14,221,991.03	12,199,936.26
Amortized commission expenses	43,932,218.51	41,750,238.21	43,932,218.51	41,750,238.21
Reversal of expected credit				
loss (loss)	122,942,785.44	127,827,883.09	122,942,785.44	127,827,883.09

33. INCOME TAX

33.1 Income tax expenses for the year ended December 31, 2025 and 2024, can be summarized as follows:

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	For the year ended		For the year ended	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Current tax:				
Income tax for the year	39,373,382.94	23,912,650.63	28,868,110.57	22,347,129.02
Deferred tax:				
Deferred tax on temporary differences and				
reserved temporary differences	(215,512.86)	(8,413,073.09)	(215,512.86)	(8,413,073.09)
Income tax expenses presented in statement				
of comprehensive income	39,157,870.08	15,499,577.54	28,652,597.71	13,934,055.93
Income tax realized in other comprehensive income				
Deferred tax recognized to actuarial loss	1,578,671.80	0.00	1,578,671.80	0.00

(Signature).....Director

(

)

33. INCOME TAX (CONT'D)

33.2 Reconciliation amount between income tax expenses and multiplication of accounting profits and tax rates used for the year ended December 31, 2025 and 2024, can be presented as follows:

	(Unit : Baht)			
	Consolidated financial statements		Separate financial statements	
	For the year ended		For the year ended	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Accounting profit before income tax	177,101,551.83	77,525,088.87	155,195,320.74	76,306,478.86
Income tax rates	20%	20%	20%	20%
Accounting profit before income tax				
multiply by tax rates	35,420,310.37	15,505,017.77	31,039,064.15	15,261,295.77
Taxable effect for:				
Prohibited taxable items	3,953,072.57	8,137,632.86	(2,170,953.58)	6,815,833.25
Temporary differences from				
effect of deferred income tax	(215,512.86)	(8,413,073.09)	(215,512.86)	(8,413,073.09)
Income tax expenses presented				
in statement of income	39,157,870.08	15,499,577.54	28,652,597.71	13,934,055.93
Effective income tax rate (%)	22.11%	19.99%	18.46%	18.26%

(Signature).....Director

()

33. INCOME TAX (CONT'D)

33.3 Deferred tax assets and liabilities components as at December 31, 2025 and 2024, consist of the following transaction.

(Unit : Baht)

	Consolidated financial statements		Separate financial statements	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Deferred tax assets				
Allowance for expected credit losses - hire purchase receivable	56,136,724.11	50,063,124.38	56,136,724.11	50,063,124.38
Allowance for expected credit losses - Receivables under lawsuit	444,052.67	120,492.50	444,052.67	120,492.50
Allowance for expected credit losses - debt compromise receivables	11,129,239.72	13,338,580.14	11,129,239.72	13,338,580.14
Allowance for expected credit losses - debt mediation receivables	131,868.20	145,511.19	131,868.20	145,511.19
Allowance for expected credit losses - other receivables	940,000.47	923,644.75	940,000.47	923,644.75
Allowance for expected credit losses - Receivables under lawsuit – car loan	59,265.80	59,265.80	59,265.80	59,265.80
Provision for impairment of assets – foreclosed	5,755,065.67	4,336,915.76	5,755,065.67	4,336,915.76
Non-current provisions for employee benefit	8,469,062.20	6,575,263.16	8,469,062.20	6,575,263.16
Provision for impairment of investment	776,524.45	776,524.45	1,492,260.00	1,492,260.00
Reserve for allowance for doubtful accounts – Accrued value added tax	189,483.68	171,918.90	189,483.68	171,918.90
Right-of-use assets				
(Installment - Accumulated depreciation)	9,116,899.94	7,389,228.55	9,116,899.94	7,389,228.55
Provision for impairment of intangible assets	0.00	1,020,000.00	0.00	1,020,000.00
Total	93,148,186.91	84,920,469.58	93,863,922.46	85,636,205.13
Deferred tax liabilities				
The difference of the realized accounting and tax revenues	8,996,581.11	6,940,240.70	8,996,581.11	6,940,240.70
Deferred commission	20,800,381.03	16,423,188.77	20,800,381.03	16,423,188.77
Total	29,796,962.14	23,363,429.47	29,796,962.14	23,363,429.47
Net	63,351,224.77	61,557,040.11	64,066,960.32	62,272,775.66

(Signature).....Director

(

)

34. EARNINGS PER SHARE

Basic earnings per share is determined by dividing the net profit (loss) for the year attributable to the shareholders (excluding other comprehensive income) by the weighted average number of common shares issued and paid-up during the year.

Diluted earnings per share is calculated by dividing the profit for the year attributable to shareholders (excluding other comprehensive income) by sum of the weighted average number of ordinary shares issue during the year which is increased shares by the weighted average number of additional ordinary shares that would result from the conversation of all dilutive potential ordinary shares to ordinary shares at the beginning of the year or at the potential ordinary shares issuance date.

Basic earnings per share for the year ended December 31, 2025 and 2024, can be presented as follows:

(Unit : Baht)

Consolidated financial statements						
For the year ended						
	December 31, 2025			December 31, 2024		
	Profit (Loss)	Number of share	Earnings per share	Profit (Loss)	Number of share	Earnings per share
Basis earnings per share	137,943,681.75	1,580,968,758	0.0873	62,025,511.33	1,108,859,728	0.0559

(Unit : Baht)

Separate financial statements						
For the year ended						
	December 31, 2025			December 31, 2024		
	Profit (Loss)	Number of share	Earnings per share	Profit (Loss)	Number of share	Earnings per share
Basis earnings per share	126,542,723.03	1,580,968,758	0.0800	62,372,422.93	1,108,859,728	0.0562

(Signature).....Director

()

35. COMMITMENT AND CONTINGENT LIABILITIES

- 35.1 As at December 31, 2025, contingent liabilities from bank's issuance of letter of guarantee for electricity usage amount of Baht 96,700.00 (as at December 31, 2024, of Baht 96,700.00).
- 35.2 As at December 31, 2025, contingent liabilities from Office of Insurance Commission amount of Million Baht 1.00 (as at December 31, 2024, of Million Baht 1.00).
- 35.3 As at December 31, 2025, there is contingent liability arise from a brokerage guarantee with an insurer in the amount of Million Baht 0.20 (as at December 31, 2024, of Million Baht 0.20).
- 35.4 As at December 31, 2025, there is contingent liability arise from guarantee the service rendering of a bank in the amount of Million Baht 0.25 (as at December 31, 2024, of Million Baht 0.25).
- 35.5 As at December 31, 2024, there is contingent liability arise from bank issuance of letter of guarantee for a brokerage guarantee with an insurer in the amount of Million Baht 1.00.
- 35.6 As at December 31, 2024, there is contingent liability arise from applying for a credit card loan with a bank for credit in the amount of Million Baht 0.10.
- 35.7 As at December 31, 2025, liable on payment under rental agreement within 1 year in amount of Baht 0.80 million and over 1 year in amount of Baht 0.80 million.

36. CAPITAL MANAGEMENT

The objective of financial management is to preserve the ability to continue its operation as a going concern and capital structure to be properly appropriated.

As at December 31, 2025, the Company has debt to equity ratio as summarized below:

	Consolidated financial statements	Separate financial statements
Debt to equity ratio	1.21	1.22

(Signature).....Director

()

37. EVENTS AFTER REPORTING PERIOD

37.1 According to the minutes of the Board of directors' meeting of ECL Asset Company Limited, a joint venture of the Company No.1/2026 held on January 14, 2026, passed the resolution to cease the new credit providing and approved the management plan to monitor and expedite the closure of accounts receivable, including the disposal of all properties foreclosed in order to prepare for the further liquidation process.

37.2 According to the Board of Director meeting of the Company No. 1/2026 held on February 25, 2026, the meeting passed a resolution to request the approval from the General Shareholder Meeting to pay dividend to the shareholders at rate of Baht 0.02 per share for 1,664,460,561 shares, totally amount of Baht 33.29 million. The dividend is scheduled to pay on May 18, 2026.

38. APPROVAL OF FINANCIAL STATEMENTS APPROVAL

These financial statements were approved and authorized for issue by the Company's Board of directors on February 25, 2026.

(Signature).....Director

(

)

Certification of the Accuracy of Information

The Company has reviewed the information in this annual registration statement with due diligence. The Company hereby certifies that the said information is accurate, complete, not false, not misleading, and does not lack material information required to be disclosed. Furthermore, the Company certifies that:

1. The financial statements and summarized financial information presented in this annual registration statement accurately and completely present, in all material respects, the financial position, results of operations, and cash flows of the Company and its subsidiaries.
2. The Company has established an effective information disclosure system to ensure that the Company accurately and completely discloses material information regarding both the Company and its subsidiaries, and has supervised compliance with such system.
3. The Company has established an effective internal control system and has supervised compliance with such system. The Company has informed the auditors and the Audit Committee of the Company of its assessment of the internal control system as of December 31, 2025, covering material deficiencies and changes in the internal control system, as well as any misconduct that may affect the preparation of the financial reports of the Company and its subsidiaries.

In this regard, as evidence that all documents are the same set as those certified by the Company, the Company has authorized Mr. Danucha Verapong to sign on every page of this document. If any page lacks the signature of Mr. Danucha Verapong, the Company shall deem that such document is not part of the information certified by the Company as mentioned above.

Authorized Directors of the Company

Name	Position	Signature
1. Mr. Danucha Verapong	Chairperson of the Executive Committee	Mr. Danucha Verapong
2. Mr. Prapakorn Veerapong	Vice Chairperson of the Executive Committee	Mr. Prapakorn Veerapong
3. Mr. Masayuki Nozawa	Deputy Chief Executive Officer	Mr. Masayuki Nozawa
4. Mr. Satoshi Ukai	Deputy Chief Operation Officer	Mr. Satoshi Ukai

Authorized Person

Name	Position	Signature
Mr. Danucha Verapong	Chairperson of the Executive Committee	Mr. Danucha Verapong

Data Accuracy Certification

I have reviewed the information in this annual registration statement, and with the diligence expected of a company director, I have no reason to suspect that such information is inaccurate, incomplete, false, misleading, or lacks material information required to be disclosed.

In this regard, as evidence that all documents are the same set as those I have reviewed, I have authorized Mr. Danucha Verapong to sign on every page of this document. If any page lacks the signature of Mr. Danucha Verapong, I shall deem that such document is not part of the information I have reviewed as mentioned above.

Directors

Name	Position	Signature
1. Mr. Naofumi Nakanishi	Chairperson of the Board Director	Mr.Naofumi Nakanishi
2. Mrs. Prapasri Permsup	Independent Director and Chairperson of the Audit Committee	Mrs.Prapasri Permsup
3. Assoc. Prof. Dr. Sompong Pornupatham	Independent Director and Audit Committee Member Assoc.Prof.Dr.Sompong Pornupatham	
4. Mr. Masaki Iguchi	Independent Director and Audit Committee Member	Mr.Masaki Iguchi
5. Mr. Hiroomi Yamamura	Director	Mr.Hiroomi Yamamura
6. Mr. Taketo Aoki	Director	Mr.Taketo Aoki

Authorized Person

Name	Position	Signature
Mr. Danucha Verapong	Chairperson of the Executive Committee	Mr.Danucha Verapong

ATTACHMENT 1

1. Details of the Executive Director, Controlling Person and Company Secretary

1.1 Information of the Directors Executives, Controllers and Company Secretaries

1. Mr. Wichai Maithong

Location	- Chairman of the Board of Directors
	- Independent Director
Age	65 Years old
Date of Appointment	23 April 2018
Date of Appointment as Chairman of the Board of Directors	12 May 2023
Date of resignation ¹	26 February 2025
Number of years as a director	6 Year 10 Month
Shareholding	None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	- Master of Business Administration (MBA) Graduate University of Business
	- Bachelor of Business Administration (BA) Ramkhamhaeng University
Training	- Passed the training of the Thai Institute of Directors Association. (IOD)
	Curriculum Director Leadership Certification Program (DLCP) Generation 7/2565
	Curriculum Director Certification Program (DCP) Generation 258/2561
	Curriculum Advance Audit Committee Program (AACP) Generation 30/2561
	Curriculum Executive Development Program (EDP) Generation 12/2556

¹ Pursuant to the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, the Board of Directors approved the resignation of Mr. Wichai Maithong from the position of Chairman of the Board of Directors. and Independent Directors effective February 27, 2025

Experience

2018 – 2023	Advisor to the Risk Management Team, Doi Kham Food Products Co., Ltd.
2017 – 2022	Director Prism Consulting Co., Ltd.
2017 – 2019	Director and Advisor, Risk Management and Internal Control Club of the Thai Listed Companies Association
2016– 2017	Manager of Sustainability Development Department, Thai Oil Public Company Limited
2008 – 2016	Corporate Risk Management Manager Thai Oil Public Company Limited
1993 – 2008	Executive Manager, Thai Lube Base Public Company Limited
1986– 1993	Procurement Agency Officer Petroleum Authority of Thailand (PTT)

Positions in other listed companies

25018 – Present	Independent Director Chairman of the Risk Management Committee and Audit Committee Prosper Engineering Public Company Limited

Positions in non-listed companies – None

2. Mr. Danucha Verapong

Location	- Director - Chairman of the Executive Committee - Chief Executive Officer - Authorized Directors
Age	56 Years old
Date of Appointment	11 November 2003
Number of years as a director	22 Year 1 Month
Shareholding	2.60%
Family relationship between	- Son of Mr. Preecha Weerapong
Director, Executive or Major Shareholder/-	Brother Mr. Prapakorn Veerapong
Minority shareholders of the Company	- Relative, Mrs. Duangrat Chaeng Mongkol
Educational Qualifications	- Master of Business Administration in Marketing University of Hartford Connecticut, U.S.A. - Bachelor of Business Administration Economic / Finance, Bentley College, Massachusetts, U.S.A.
Training	- Passed the training of the Thai Institute of Directors Association. (IOD) Curriculum Director Accreditation Program (DAP)

Experience

2007 – 2019	Director Cool Solution Co., Ltd.
2002 – 2003	Director of Sales & Service, Asia Bank Public Company Limited

Positions in other listed companies - None

Positions in non-listed companies

2018 – Present	Chairman of the Board of Directors ECL Asset Co., Ltd.
2017 – Present	Chairman of the Audit Committee, Siam Syndicate Technology Co., Ltd.
2016 – Present	Independent Director, Siam Syndicate Technology Co., Ltd.
2002 – Present	Director Hi-Tech Land Chonburi (2002) Ltd.

3. Mr. Prapakorn Veerapong

Location	- Director - Nomination and Remuneration Committee² - Executive Vice Chairman - Managing Director - Chairman of the Credit Subcommittee - Vice Chairman of the Asset Valuation Subcommittee - Vice Chairman of the Subcommittee on Corporate Governance and Sustainable Development
Age	55 Years old
Date of Appointment	15 September 2003
Number of years as a director	22 Year 3 Month
Shareholding	3.01%
Spouse's shareholding ratio	0.17%
Family relationship between	- Son of Mr. Preecha Weerapong
Director, Executive or Major Shareholder/-	Brother Mr. Danucha Verapong
Minority shareholders of the Company	- Relative, Mrs. Duangrat Jaeng Mongkol
Educational Qualifications	- Master of Business Administration in International Trade, Boston University - Bachelor of Business Administration in Finance University of Hartford Connecticut, U.S.A.

² According to the resolution of the Board of Directors' Meeting No. 1/2025 which was held on February 26, 2025, the Board of Directors approved the appointment of Mr. Prapakorn Veerapong to the position of Chief Executive Officer. Nomination and Remuneration Committee Effective February 27, 2025, with the remaining term of Mr. Thailuck Lithavorn.

Training - Passed the training of the Thai Institute of Directors Association.
(IOD)
Curriculum Director Accreditation Program (DAP)

Experience

1991 – 1995 Business Development Officer, Phatra Leasing Co., Ltd.

Positions in other listed companies - None

Positions in non-listed companies

2019 – Present Director Mighty Broker Company Limited
2003 – Present Director Thai Preeda Industrial Company Limited
2003 – Present Director Company Eastern Land Company Limited
2003 – Present Director Prapakorn Business Company Limited
2003 – Present Director Prasartporn Junior Company Limited
2002– Present Director Hi-Tech Land Chonburi (2002) Limited
1997– Present Chairman of the Board of Directors Thai Preeda Company Trading Limited

4. Mrs. Duangrat Jaengmongkol

Location - Company Secretary
Age 78 Years old
Date of Appointment 15 September 2003
Date of resignation³ 26 February 2025
Number of years as a director 21 Year 5 Month
Shareholding None
Spouse's shareholding ratio 0.18%
Family relationship between - Relative: Mr. Preecha Weerapong
Director, Executive or Major Shareholder/- Relative: Mr. Danucha Verapong
Minority shareholders of the Company - Relative: Mr. Prapakorn Veerapong
Educational Qualifications - Bachelor of Accountancy, Thammasat University
- Bachelor of Laws Thammasat University
- Mini Master of Management Graduate Institute of Development (NIDA)

³ Pursuant to the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, the Board of Directors approved the resignation of Ms. Duangrat Chaengmongkol from the position of Director of the Company, Nomination and Remuneration Committee and Executive Director, effective February 27, 2025.

Training	- Passed the training of the Thai Institute of Directors Association. (IOD) Curriculum Director Accreditation Program (DAP) Generation 8/2547 - Director Certification Program (DCP), Class 91/2007 - Curriculum Company Secretary Program (CSP) Generation 28/2551 - Curriculum Effective Minute Taking (EMT) Generation 12/2551 - Board Nomination & Compensation Program (BNCP), Class 7/2019

Experience

1984 – 2005	Managing Director, Eastern Commercial Leasing Company Limited (Before the merger)

Positions in other listed companies	- None

Positions in non-listed companies

2019 – Present	Director Mighty Broker Company Limited

5. Mr. Masayuki Nozawa

Location	- Director - Authorized Directors - Executive Director - Deputy Chief Executive Officer - Chief Operating Officer - Chairman of the Property Valuation Subcommittee

Age	61 Years old

Date of Appointment	15 May 2020

Number of years as a director	5 Year 7 Month

Shareholding	0.03%

Family relationship between	- None

Director, Executive or Major Shareholder/

Minority shareholders of the Company

Educational Qualifications	- Bachelor of Law, Kokugakuin University, Japan

Training	- Passed the training of the Thai Institute of Directors Association. (IOD) Curriculum Director Certification Program (DCP) Generation 153/2554

Experience

2022 – Present	Managing Director of Eastern Commercial Leasing Company Public Company Limited
2018– 2022	Deputy Managing Director, Dong Commercial Leasing Public Company Limited
2016– 2018	Director and Director Senior Business Administration Department, Acom Co., Ltd.
2009- 2016	Director and Director Business Administration Department, Acom Company Limited
2006 – 2016	Managing Director, Marketing Plan, Investor Relations, Customer Service of Acom Co., Ltd.
2006	Assistant Manager International Business Department Acom Company Limited
1996 – 2006	Managing Director, ISI Corporation Co., Ltd.
1993 – 1996	Marketing Manager, ISI Corporation Co., Ltd.
1990– 1993	Head of Credit Card Business Planning Department, Aplus Co., Ltd.
1986 – 1990	Employee of Aplus Co., Ltd., Shizuoka Branch

Positions in other listed companies - None

Positions in non-listed companies

2019– Present	Director Premium Company Asset Management (Thailand) Co., Ltd.
2019 – 2020	Director Premium Service (Thailand) Co., Ltd.

6. Mrs. Prapasri Permsup

Location	- Director - Independent Director - Chairman of the Audit Committee - Chairman of the Nomination and Remuneration Committee ⁴
Age	76 Years old
Date of Appointment	24 April 2018
Number of years as a director	7 Year 8 Month
Shareholding	- None
Family relationship between	- None

⁴ According to the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, the Board of Directors approved the appointment of Mrs. Praphasri Pongsap to hold the position. Chairman of the Nomination and Remuneration Committee Effective February 27, 2025

Director, Executive or Major Shareholder/

Minority shareholders of the Company

Educational Qualifications	- Master's Degree MBA (Public Accounting) St. John's University, New York, U.S.A. - Bachelor of Accounting (Hons), Chulalongkorn University
Training	- Passed the training of the Thai Institute of Directors Association. (IOD) - Curriculum Director Certification Program (DCP) Model 258/2561 - Curriculum Advance Audit Committee Program (AACP) 29/2561 - Curriculum Board Nomination & Compensation Program (BNCP) Generation 6/2562 - Diploma in Advanced Finance, Thammasat University - Certificates Executive Development for The Experienced Manager University of Pennsylvania - Certificates Siam Cement Management Development Programs University of Pennsylvania - Certificate in Human Resource Management and Labor Relations, Faculty of Economics, Chulalongkorn University - Certificate, Marketing Management Thailand Management Association - Certificate of Internal Auditor, Association of Internal Auditors
Experience	
2020 – 2023	Director Saints Foundation for the Blind in Thailand Under the Royal Patronage
2017 – 2021	Audit and Evaluation Committee Ministry of Public Health
2007– 2015	Director of the Audit Office, Thai Red Cross Society
1980– 2007	Assistant Audit Director, Thai Cement Public Company Limited Deputy Managing Director, Thai Cement Accounting Company Director of Financial Accounting Thai Cement Group
1977 – 1979	Assistant Comptroller IT (Thailand) Co., Ltd.
19736 – 1976	Senior Auditor, Auditing Company Coopers & Lybrand
Positions in other listed companies	- None
Positions in non-listed companies	- None

7. Mr. Thailuck Leethavorn

Location	- Director - Independent Director - Audit Committee - Chairman of the Nomination and Remuneration Committee
Age	77 Years old
Date of Appointment	15 August 2017
Date of resignation ⁵	26 February 2025
Number of years as a director	7 Year 6 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	-Master's Degree BUT (Economics) Sul Ross State University, Texas, USA. - Bachelor of Commerce (Statistics), Chulalongkorn University
Training	- Passed the training of the Thai Institute of Directors Association. (IOD) - Curriculum Director Accreditation Program (DAP) Generation 37/2548 - Curriculum Director Certification Program (DCP) Generation 64/2548 - Curriculum Advance Audit Committee Program (AACP) 29/2561 - Passed the training of the Thai Registration Association (TLCA) - Curriculum Executive Development Program (EDP) Generation 1 - Vocational Course Generation 4 (Institute of Capital Markets)
Experience	
2013 – 2016	Independent Director and Audit Committee Prom Metal Public Company Limited
2012 – 2013	Independent Director, Prom Metal Public Company Limited
2006 – 2019	Chairman of the Executive Committee, Director and Chief Executive Officer of Unimit Engineering Public Company Limited

⁵ Pursuant to the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, the Board of Directors approved the resignation of Mr. Thailuck Lithavorn from the position of Director, Independent Director, Audit Committee, and Chairman of the Nomination and Remuneration Committee. Effective February 27, 2025

Positions in other listed companies

2012– Present	Independent Director and Chairman of the Audit Committee Prom Metal Public Company Limited
2009 – Present	Director UNIMIT ENGINEERING PUBLIC COMPANY LIMITED
Positions in non-listed companies	- None

8. Associate Professional Dr. Sompong Pornupatham

Location	- Director - Independent Director - Audit Committee - Nomination and Remuneration Committee ⁶
Age	53 Years old
Date of Appointment	22 February 2024
Number of years as a director	1 Year 10 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	- PhD (Accounting) Cardiff University, UK - Master's Degree (Accounting), Lancaster University, UK - Master's Degree (Accounting), Thammasat University - Bachelor's Degree (Accounting) First Class Honors Chulalongkorn University
Training	- Trained by the Thai Institute of Directors Association (IOP) Curriculum Director Accreditation Program (DAP) Generation 218/2567 Curriculum director Certification Program (DCP) Generation 364/2567 Curriculum Comprehensive Program for ESG Governance (ESG 6/2024)

⁶ Pursuant to the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, the Board of Directors approved the appointment of Mr. Sompong Pornupatham to the position of Chief Executive Officer of the Board of Directors of the Company. Nomination and Remuneration Committee on behalf of Mrs. Duangrat Chaengmongkol Effective February 27, 2025 with the remaining term of Mrs. Duangrat Chaeng Mongkol.

Experience

1995– 2000 Pricewaterhouse Coopers ABAS Co., Ltd.

Positions in other listed companies - None

Positions in non-listed companies

2023 – Present Director of the Accounting Profession Committee Audit of the Federation of Accounting Professions under the Royal Patronage

2022 – Present Administrative Audit Committee, Faculty of Medicine, Siriraj Hospital Mahidol University

2013 – Present Advisor of Thamniti Auditing Company

2000 – Present Associate Dean for Finance and Accounting Faculty of Commerce and Accountancy, Chulalongkorn University

1995 – 2000 Pricewater House Coopers

9. Mr. Jaturong Phothirak

Location - Director

Age 48 Years old

Date of Appointment 30 April 2566

Date of resignation⁷ 26 February 2023

Number of years as a director 1 Year 9 Month

Shareholding - None

Spouse's shareholding ratio 3.51%

Family relationship between - Son-in-law, Mr. Preecha Weerapong

Director, Executive or Major Shareholder/

Minority shareholders of the Company

Educational Qualifications - Master of Business Administration Assumption University

- Bachelor's Degree, Faculty of Business Administration
Assumption University

Training - Passed the training of the Thai Institute of Directors Association.
(IOD)

Curriculum Director Accreditation Program (DAP) 212/2566

⁷ Pursuant to the resolution of the Board of Directors' Meeting No. 1/2025 held on February 26, 2025, the Board of Directors approved the resignation of Mr. Jaturong Pothirak from the position of Director of the Company, effective February 27, 2025.

Experience

2010– 2012	Deputy Director of Strategy, Securities Company Apple Wealth Co., Ltd. (Public Company)
2008 – 2019	Assistant Private Fund Manager, Bfit Securities Company Limited (Public Company)
Positions in listed companies	- None
Positions in non-listed companies	
2010 – Present	Managing Director of Lakrapat Company Limited

10. Mr. Satoshi Ukai

Location	- Director - Authorized Directors - Executive Director - Deputy Chief Operating Officer - Chief Accounting and Joint Finance Officer (Co-CFO) - Deputy Managing Director of Planning and Corporate Control - Chairman of the Subcommittee on Corporate Governance and Sustainable Development - Chairman of the Subcommittee on Risk Management and Anti-Corruption
Age	57 Years old
Date of Appointment	27 February 2025
Number of years as a director	- Year 10 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree Faculty of Engineering, Waseda University
Training	- Trained by the Thai Institute of Directors Association (IOP) - Curriculum Director Accreditation Program (DAP) 234/2568
Experience	
2567 – 2025	Director Easy Buy Public Company Limited
2024 – 2025	Managing Director, GCT Management (Thailand) Co., Ltd.
2023 – 2024	Senior Officer, Finance and Insurance Department, Itoshu Corporation Co., Ltd.

2019 – 2023	Director, Chief Executive Officer and Senior Manager, Fintech & Marketing Business Famima Digital One Co., Ltd.
2019 – 2019	Senior Officer, Finance and Insurance Department, Itoshu Corporation Co., Ltd.
2017 – 2019	Planning and Administration Manager Finance & Insurance Department Itoshu Corporation Co., Ltd.
2015 – 2017	General Manager, Finance and Insurance Department, Itochu (Thailand) Co., Ltd.
2011 – 2015	General Manager, Finance & Insurance Department Itochu Management (Thailand) Co., Ltd.
2010 - 2011	General Manager, Finance & Insurance Division, Itoshu Singapore Limited
2009 – 2010	Manager Financial Business Services Department 1 Financial Business Services Department Itoshu Corporation Co., Ltd.
2007 – 2009	Retail Business Manager, Finance 1 Retail Finance Itoshu Corporation Co., Ltd.
2001 – 2007	Investment Department, Itoshu Corporation Co., Ltd.
20003 – 2001	Office of the Association of New Business Associations (The New Business Conference)
1996 – 2000	Health Services Department, Healthcare-Tech Corporation
1995– 1996	Medical Project Department Industrial Machinery & Systems Department 2 Itoshu Corporation Co., Ltd.
1994 – 1995	Medical Project Department, C.I. Techno-Sales Co., Ltd.
1992 – 1994	Medical & Food Project Department Industrial Machinery & Systems Department 2 Itoshu Corporation Co., Ltd.
1991 – 1992	Medical Project Department Industrial Machinery Department 3 Itoshu Corporation Co., Ltd.
Positions in other listed companies	- None
Positions in non-listed companies	- None
2024 – Present	Group Chief Operating Officer Information Technology and Financial Business Region: Asia & Oceania Itochu (Thailand) Co., Ltd.

11. Mr. Naofumi Nakanishi

Location	- Chairman of the Board of Directors - Independent Director
Age	73 Years old
Date of Appointment	27 February 2025
Number of years as a director	- Year 10 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/ Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree Bachelor of Arts (Italian) Faculty of Letters, Osaka University
Training	- Through the training of the Thai Institute of Directors Association (IOD) Director Certification Program (DCP), Class 153/2011 - Thai Course Certificate, Technology Promotion Association (Thai-- Japan)
Experience	
2005 – 2016	Chief Financial Officer, Easy Buy Public Company Limited
2005 – 2005	Acom Company Limited
1996 – 2005	Mitsubishi Bank UFJ Co., Ltd.
1975 – 1996	Mitsubishi Bank UFJ Co., Ltd.
Positions in other listed companies	
2016 – Present	Japanese Business Development Specialist Corporate Business Department Kasikorn Bank Public Company Limited
Positions in non-listed companies	- None

12. Mr. Masaki Iguchi

Location	- Director - Independent Director - Audit Committee
Age	42 Years old
Date of Appointment	27 February 2025

Number of years as a director	- Year 10 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/ Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree, Faculty of Economics, Tokyo Metropolitan University
Training	- Passed the training of the Thai Institute of Directors Association. (IOD) Curriculum Director Accreditation Program (DAP) 234/2568
Experience	
2011 – 2017	Hongo Tsuji Taxi & Consulting Co., Ltd.
Positions in other listed companies	- None
Positions in non-listed companies	
2017 - Present	Managing Director HONGKO TSUJI ACCOUNTING (THAILAND) CO., LTD.
2017 - Present	Managing Director, Hong Ko Tsuji (Thailand) Co., Ltd.

13. Mr. Hiromi Yamamura

Location	- Director
Age	53 Years old
Date of Appointment	27 February 2025
Number of years as a director	- Year 10 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/ Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree, Faculty of Information Science and Technology, Kyushu University
Training	- None
Experience	
2022 – 2025	Director Car Premium Company Limited
2008– 2015	Rakuten Group Co., Ltd.
2003 – 2007	Idol Company Limited

2001 – 2003	Company Pricewater House Limited (Japan)
1996 – 2001	NTT Data Group Corporation Limited
Positions in other listed companies	- None
Positions in non-listed companies	
2020 - Present	Director Premium Company Mobility Services Co., Ltd.
2015 - Present	Senior Executive Director Premium Group Company Limited (Tokyo, Japan)

14. Mr. Taketo Aoki

Location	- Director
Age	51 Years old
Date of Appointment	28 April 2025
Number of years as a director	- Year 8 Month
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree, Faculty of Economics, Keio University
Training	- None
Experience	
2023 – 2025	Manager Business and Finance Department Business Finance Department 1 Itoshu Corporation Co., Ltd.
2018 – 2023	Director PT Pasar Dana Pinjaman Limited
2017 – 2018	Assistant Manager Business and Finance Department Business Finance Department 1 Itoshu Corporation Co., Ltd.
2015 – 2017	Assistant Manager Team Planning & Management M&A, ICT, General Products & Real Estate Itoshu Corporation Co., Ltd.
2014 – 2015	Project Leader Business and Finance Department Business Finance Department 3 Itoshu Corporation Co., Ltd.
2012 – 2014	Project Leader Finance Department Financial Markets Department Itoshu Corporation Co., Ltd.
2011 – 2012	Deputy General Manager Marketing and Product Development

	Team
	Itoshu Capital Security Co., Ltd.
2010 – 2011	Project Leader Insurance Business Department Overseas & Insurance DepartmentContinue Itoshu Corporation Co., Ltd.
2007 – 2010	Assistant Manager Financial Markets Department, Asset Management Department Itoshu Corporation Co., Ltd.
2005 – 2007	International Interns, Senior Researcher Itoshu Financial Services, New York, USA
2000 – 2005	Financial Solutions Department Financial Business Department, Itoshu Corporation Co., Ltd.
Positions in other listed companies	- None
Positions in non-listed companies	
201 - Present	Managing Director, GCT Management (Thailand) Co., Ltd.

15. Mr. Kohei Yamada

Location	- Executive Director - Deputy Managing Director of Business Division - Member of the Subcommittee on Risk Management and Anti-Corruption
Age	48 Years old
Date of Appointment	20 February 2025
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree Bachelor of Business Administration, Jose University
Training	- None
Experience	
2025 – Present	Head of Business Division, Eastern Commercial Leasing Public Company Limited
2021 – 2024	Director of Credit, Debt Collection, Finance and Accounting Company PT Oriko Balimor Finance Limited (Indonesia)
2019 – 2021	Deputy General Manager, International Business Department

	Orient Corporation Limited
2015 – 2019	Managing Director Orico Management (Thailand) Co., Ltd.
2015 – 2019	General Manager, Corporate Planning, Finance, Accounting, and Human Resources & Administration Orrico Auto Leasing (Thailand) Co., Ltd.
2012 – 2015	Deputy Manager, Foreign Business Office Corporate Planning Department
	Orient Corporation Limited
2011 – 2012	Marketing Manager Nagoya Branch
	Orient Corporation Limited
2008 – 2011	Associate Manager, Customer Marketing Planning Department
	Orient Corporation Limited
2004 – 2008	Assistant Marketing Manager Shibuya Branch
	Orient Corporation Limited
2002 – 2004	Debt Collection Officer, Yokohama Debt Collection Center
	Orient Corporation Limited
2000 – 2002	Marketing Officer Shizuoka Branch, Orient Corporation Limited
Positions in other listed companies	- None
Positions in non-listed companies	
2568 - Present	Premium Group Company Limited

16. Mr. Suguru Yanogawa

Location	- Executive Director - Deputy Managing Director, Business Planning and Promotion - Member of the Credit Subcommittee
Age	49 Years old
Date of Appointment	20 February 2025
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/	
Minority shareholders of the Company	
Educational Qualifications	- Bachelor's Degree Bachelor of Arts in Western Literature Faculty of Arts and Humanities, Osaka City UniversityOh
Training	- None

Experience

2025 – Present	Head of Business Planning and Promotion Eastern Commercial Leasing Public Company Limited
2025 – 2025	Director Etomo Finance Corporation Limited (Philippines)
2024 – 2025	Executive Officer, Deputy General Manager, Group Management Strategy Department Premium Group Company Limited
2024 – 2024	Executive Officer, General Manager, Sales Planning Department Premium Company Limited
2023 – 2024	Executive Officer, Product Planning and Marketing Department Premium Company Mobility Services Co., Ltd.
2022 – 2023	Executive Officer, General Manager, Leasing Business Promotion Department Premium Company Mobility Services Co., Ltd.
2022 – 2023	Chairman of the Board of Directors and Chief Executive Officer of PLS Co., Ltd.
2019 – 2022	General Manager, Sales Planning Department Premium Company Limited
2018 – 2019	General Manager, Business and Finance Department, Premium Company Group Co., Ltd.
2018– 2019	Director PLS Company Limited
2017 – 2018	Director Company CFFU Limited
2016– 2017	Assistant Manager New Business Development Department, Premium Group Co., Ltd.
2014 – 2016	Assistant Manager, Corporate Planning Department, SBI Credit Co., Ltd. (Currently, it is a premium company. Co., Ltd.)
2013 – 2014	Team Leader, Sales Planning Department, SBI Credit Co., Ltd.D (Currently, it is a premium company.(Thailand Co., Ltd.)
2012 – 2013	Sales Department, Kanto West Branch, SBI Credit Co., Ltd.D (Currently, it is a premium company.(Thailand Co., Ltd.)
2009 – 2012	Assistant Manager, Corporate Planning Department, Cedina Financial Corporation (Currently, Sumitomo Mitsui Card Co., Ltd.)

2008- 2009	Assistant Manager, Operational Planning Department SMFG Card & Credit Co., Ltd.
2003– 2008	Assistant Manager, Corporate Planning Department, Central Finance Company (Currently Sumitomo Mitsui Card Co., Ltd.)
1999 – 2003	Sales Department Gifu Branch, Central Finance (Currently Sumitomo Mitsui Card Co., Ltd.)
Positions in other listed companies	- None
Positions in non-listed companies	- None

17. Mrs. Charatsang Yuampai

Location	- Executive Director - Chief Accounting & Finance Officer (CFO) - Deputy Managing Director, Accounting and Finance - Member of the Subcommittee on Risk Management and Anti-Corruption - Member of the Credit Subcommittee - Member of the Subcommittee on Corporate Governance and Sustainable Development
Age	54 Years old
Date of Appointment	1 June 2016
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/ Minority shareholders of the Company	
Educational Qualifications	- Bachelor of Business Administration in Finance and Banking, Ramkhamhaeng University
Training	- Curriculum Accounting for CFO 2024 (New Curriculum 2567) - Professional Leasing Business Accountant Course TFRS For the leasing and leasing business. 5 - Curriculum CFO Refresher 2024 ESG with relevant taxes. Course Code A54 N.Y.C. Management Co., Ltd. - Curriculum CFO Fresher Course 2023 (Online) The Stock Exchange of Thailand

- Curriculum Formula for success planning Control, supervise and monitor work for Accounting Manager
- Curriculum Accounting Hedging Tools and Examples for Understanding N.Y.C. Management Co., Ltd.
- Curriculum CFO 2023 Company N.Y.C. Management Co., Ltd.
- Curriculum Prohibited expenditure and prohibited purchase tax
- Curriculum Drill down BAG 1 Transition to IFRS 18 Preparation of financial statements for organizational readiness

Experience

2016 – Present	Head of Accounting and Finance Eastern Commercial Leasing Public Company Limited
2014 – 2016	Director of Accounting and Finance Eastern Commercial Leasing Public Company Limited
2013 – 2014	Assistant Managing Director of Accounting - Finance Eastern Commercial Leasing Public Company Limited
2006 – 2013	Assistant Managing Director of Risk Analysis Eastern Commercial Leasing Public Company Limited
2003- 2006	Business Development Manager, Eastern Commercial Leasing Public Company Limited
Positions in other listed companies	- None
Positions in non-listed companies	- None

18. Ms. Kanchana Soponpongpiat

Location	- Consultant - Director and Secretary of the Subcommittee on Risk Management and Anti-Corruption - Member of the Subcommittee on Corporate Governance and Sustainable Development
Age	62 Years old
Date of Appointment	1 November 2016
Shareholding	- None
Family relationship between	- None
Director, Executive or Major Shareholder/ Minority shareholders of the Company	
Educational Background	- Bachelor of Accountancy, Ramkhamhaeng University

Experience

2024 – Present	Consultant
2016 – 2024	Director of Accounting and Finance Eastern Commercial Leasing Public Company Limited
2016 - 2016	Assistant Director of Accounting and Finance Eastern Commercial Leasing Public Company Limited
2015– 2016	Assistant Company Secretary Eastern Commercial Leasing PLC
2003– 2014	Accounting Manager Eastern Commercial Leasing PLC.
1996 - 2002	Assistant Financial Manager, SMT Leasing Company Limited
1990- 1995	Accounting Assistant, Eastern Commercial Leasing Company Limited
Positions in other listed companies	- None
Positions in non-listed companies	- None

1.2 Duties and Responsibilities of the Company Secretary

The Company has appointed Mrs. Duangrat Jaengmongkol Advisor and former director is the Company Secretary.

- Educational qualifications and training background are shown in Attachment 1, Section 1.1 Information of the Directors. Executives and Company Secretaries (No. 4)
- The duties and responsibilities of the Company Secretary are set forth in the corporate governance structure and important information about the Board of Directors. Sub-committees, executives and other employees Clause 7.6.1 Company Secretary

1.3 Location Chief Financial Officer (CFO)

The Company has appointed Mrs. Charassang Yuampai Deputy Managing Director Accounting and Finance. The Securities and Exchange Commission is responsible for supervising accounting and finance and is responsible for reporting all financial statements as required by the Securities and Exchange Commission, effective from 30 November 2018 onwards.

- Educational qualifications and training background are shown in Attachment 1, Section 1.1 Information of the Directors. Executives and Controlling Persons (No. 17)
- The CFO's responsibilities are set out in the corporate governance structure and important information about the Board of Directors. Sub-committees, executives and other employees Clause 7.6.1 Person in charge of accounting and finance

However, On March 26, 2025, the Company appointed Mr. Satoshi Ukai Deputy Chief Operating Officer is responsible for managing and supervising accounting and joint finance with effect from 1 April 2025 onwards.

- Educational qualifications and training background are shown in Attachment 1, Section 1.1 Information of the Directors. Executives and Controlling Persons (No. 10)
- The Co-CFO's responsibilities are outlined in the corporate governance structure and important information about the Board of Directors. Sub-committees, executives and other employees Clause 7.6.1 Person in charge of accounting and finance

ATTACHMENT 2

2. Information on Directors' and Management's Positions in Related Companies of the Company

List of Directors and Management	Eastern Commercial Leasing PLC	Thai Preda Industry Co., Ltd.	Eastern Estate Co., Ltd	Prapakorn Business Co., Ltd.	Prasartporn Junior Co., Ltd	Thai Preda Trading Co., Ltd.	Hitechland Chonburi 2002 Co., Ltd.	ECL Asset Co., Ltd	Mighty Broker Co., Ltd.	GR Management (Thailand) Limited.
1. Mr. Naofumi Nakanishi	X, /									
2. Mr. Danucha Verapong	/, ///						/	X		
3. Mr. Prapakorn Veerapong	/, ///, /X	X, /	/	/	/	X, /	/		X	
4. Mr. Masayuki Nozawa	/, ///									
5. Mrs. Prapasri Permsup	/, XX, /X									
6. Assoc. Prof. Dr. Sompong Pornupatham	/, //, //X									
7. Mr. Masaki Iguchi	/, //									
8. Mr. Satoshi Ukai	/, ///									
9. Mr. Hiroomi Yamamura	/									
10. Mr. Taketo Aoki	/									/

Note X Chairman of the Board / Director XX Chairman of the Audit Committee // Audit Committee Member /// Management

 /X Chairman of the Nomination and Remuneration Committee //X Member of the Nomination and Remuneration Committee

2. Information on Directors' and Management's Positions in Related Companies of the Company (Continued)

Directors and Management	Eastern Commercial Leasing PLC	Thai Preda Industry Co., Ltd.	Eastern Estate Co., Ltd	Prapakorn Business Co., Ltd.	Prasartporn Junior Co., Ltd	Thai Preda Trading Co., Ltd.	Hitechland Chonburi 2002 Co., Ltd.	ECL Asset Co., Ltd.	Mighty Broker Co., Ltd	GR Management (Thailand) Limited.
1. Mrs. Charatsang Yuampai	///									
2. Mr. Kohei Yamada	///									
3. Mr. Suguru Yanogawa	///									

Note **X** Chairman of the Board Director **XX** Chairman of the Audit Committee // Audit Committee Member /// Management
 /X Chairman of the Nomination and Remuneration Committee //X Member of the Nomination and Remuneration Committee

ATTACHMENT 3

3. Details regarding the Head of Internal Audit and the Company's Compliance and Legal Supervision

1. Case of using an external service provider (Outsource) as the Internal Auditor

Name : Improvis Co., Ltd.

Office Location : 94/334 Chaiyapruet Village, Ramintra-Wongwaen 2 Road, Khubon Subdistrict, Bang Chan Subdistrict, Khlong Sam Wa District, Bangkok

Telephone : 081-301-6799

E-mail : chalat.improvis@gmail.com

2. Person authorized by Improvis Company Limited to perform duties as the Head of Internal Audit

Name of Audit firm : Mr. Chalat Lokitthajariya

Position : Director of Improvis Company Limited

Educational Qualifications :

- Master's Degree in Applied Management, Management Technology, National Institute of Development Administration (NIDA), Honors.
- Bachelor's Degree in Commerce and Accountancy, Chulalongkorn University, Major in Statistics.
- Certified in Risk and Information System Control (CRISC): ISACA and Certificate number 1002894
- Certified in IRCA: ISMS (ISO 27001:2013 Lead Auditor) and Certificate number ENR – 00311677

Certificates : BOT Compliance Officer โดยสมาคมธนาคารไทย

Work Experience

present: Independent Director, Audit Committee Member, Cereal Factoring Co., Ltd.

Year 2014 – present: Improvis Co., Ltd.

Year 2012 – 2014: Thanaban Co., Ltd.

Year 2005 – 2012: Thai Retail Credit Bank PLC

Year 2003 – 2005: Thanachart PLC

Year 1996 – 2003: SCB Asset Management Co., Ltd.

Year 1993 – 1996: Laemthong Bank PLC (UOB PLC presently)

Year 1985 – 1993: SCB PLC

3. Responsibilities of the Head of Internal Audit

To audit the operations of various departments within the company to ensure compliance with relevant rules and regulations; to gather, study information, and provide advice to various departments regarding relevant regulations and announcements; and to coordinate with the Company Secretary, the Secretary of the Audit Committee, and the Chairman of the Compliance Subcommittee. Details are as follows:

3.1 Prepare audit plans and report internal audit results to the Audit Committee quarterly.

3.2 Audit the operations of various departments according to the defined plan to ensure compliance with the company's established procedures.

3.3 Review the operations of various departments, evaluate internal controls and risk management, and provide recommendations for improving and modifying systems to be appropriate and efficient

3.4 Provide advice regarding regulatory and company regulations to departments and various subcommittees of the company

3.5 Coordinate with the Company Secretary for scheduling departmental interviews and submitting reports to the Audit Committee

4. Person authorized by the company to be responsible for compliance supervision

In 2025, the Executive Committee resolved to restructure the company's subcommittees by reducing the number of subcommittees from 8 in 2024 to 6 committees. The Compliance Subcommittee and the Personal Data Protection (PDPA) Subcommittee were dissolved, as it was considered that there were already departments responsible for those tasks (the 6 subcommittees are as detailed in Item 7.3, Information on Subcommittees, section on the Company's 6 Subcommittees, Item 4, Corporate Governance and Sustainable Development Subcommittee).

For the compliance supervision function, the company has assigned the Chairman of the Corporate Governance and Sustainable Development Subcommittee to act as the representative for supervising and coordinating with

Mr. Chalot Lokittajariya, who is the person authorized by Improvis Company Limited to perform duties as the Head of Internal Audit. Details of the person responsible for compliance supervision are as follows:

Information of the Person Responsible for Compliance Supervision

1. Name	:	Mr. Satoshi Ukai
Position:	:	Director
		Authorized Directors
		Executive Director

Deputy Chief Operating Officer

Chief Accounting and Joint Finance Officer (Co-CFO)

Deputy Managing Director of Planning and Corporate Control

Chairman of the Subcommittee on Corporate Governance and Sustainable Development

Chairman of the Subcommittee on Risk Management and Anti-Corruption

Educational Qualifications : Bachelor's Degree Faculty of Engineering, Waseda University

Certificates :

2025 Trained by the Thai Institute of Directors Association (IOD)
Curriculum Director Accreditation Program (DAP) 234/2568

Work Experience

2025 – Present	Group Chief Operating Officer Information Technology and Financial Business Region: Asia & Oceania Itochu (Thailand) Co., Ltd.
2024 – 2025	Director Easy Buy Public Company Limited
2024 – 2025	Managing Director, GCT Management (Thailand) Co., Ltd.
2024 – 2025	Senior Officer, Finance and Insurance Department, Itochu Corporation Co., Ltd.
2023 – 2024	Director, Chief Executive Officer and Senior Manager, Fintech & Marketing Business Famima Digital One Co., Ltd.
2019 – 2023	Senior Officer, Finance and Insurance Department, Itochu Corporation Co., Ltd.
2017 – 2019	Planning and Administration Manager Finance & Insurance Department Itochu Corporation Co., Ltd.
2015 – 2017	General Manager, Finance and Insurance Department, Itochu (Thailand) Co., Ltd.
2011 – 2015	General Manager, Finance & Insurance Department Itochu Management (Thailand) Co., Ltd.
2010 – 2011	General Manager, Finance & Insurance Division, Itochu Singapore Limited
2009 – 2010	Manager Financial Business Services Department 1 Financial Business Services Department Itochu Corporation Co., Ltd.
2007 – 2009	Retail Business Manager, Finance 1 Retail Finance

	Itochu Corporation Co., Ltd.
2001 – 2007	Investment Department, Itochu Corporation Co., Ltd.
2000 – 2001	Office of the Association of New Business Associations (The New Business Conference)
1996 – 2000	Health Services Department, Healthcare-Tech Corporation
1995 – 1996	Medical Project Department Industrial Machinery & Systems Department 2 Itochu Corporation Co., Ltd.
1994 – 1995	Medical Project Department, C.I. Techno-Sales Co., Ltd.
1992 – 1994	Medical & Food Project Department Industrial Machinery & Systems Department 2 Itochu Corporation Co., Ltd.
1991 – 1992	Medical Project Department Industrial Machinery Department 3 Itochu Corporation Co., Ltd.

5. Duties and Responsibilities of the Head of Compliance Supervision

5.1 Oversee, control, and direct the study, compilation, and monitoring of laws, regulations, and rules relevant to the company's business operations issued by government agencies and/or regulatory organizations, ensuring they are always accurate, complete, and up-to-date. Examples include laws and/or regulations issued by the National Credit Bureau, the Anti-Money Laundering Office (AMLO), the Revenue Department, the Department of Land Transport, the Office of the Consumer Protection Board (OCPB), the Debt Collection Act, the Royal Decree Prescribing that the Hire-Purchase and Leasing Business for Cars and Motorcycles is Subject to the Financial Institution Business Act B.E. 2551 (2008) B.E. 2568 (2025), and other relevant laws.

5.2 Oversee and direct the preparation, review, and revision of manuals, regulations, and operating procedures for each department to ensure they are consistent with and accurate according to relevant laws and regulations.

5.3 Oversee, control, and monitor the collection of operational issue data from relevant internal and external departments to analyze, develop, and improve work systems to be efficient and not conflict with the law.

5.4 Oversee and support the promotion of knowledge and understanding of regulatory compliance among the Board of Directors, executives, general managers, deputy general managers, department heads, and employees at all levels.

- 5.5 Oversee and direct the clear, complete, and appropriate assignment of responsibilities and tasks to personnel within the organization, enabling task owners to supervise themselves and comply with manuals and operating procedures.
- 5.6 Oversee and direct the dissemination of manuals and operating procedures in writing and monitor for strict acknowledgment and compliance.
- 5.7 Oversee, control, monitor, and evaluate the effectiveness of supervision in operational processes, including monitoring errors or discrepancies in Loss Data that still occur.
- 5.8 Consider, analyze, and direct or provide opinions on intervening or suspending risky transactions or activities as necessary, and submit matters to the Executive Committee for further consideration.
- 5.9 Oversee and consider approving employee training in relevant courses, whether organized by the company or external organizations, appropriately and in a timely manner.
- 5.10 Oversee and report progress, operational results, and key compliance issues to the Executive Committee for reporting to the Board of Directors on a quarterly basis.
- 5.11 Provide policy advice on relevant laws and regulations to support investment planning, business line expansion, and the company's new product development.

ATTACHMENT 4

4. Assets Used in Business Operations

4.1 Accounts Receivable

The assets used in the Company's business operations are:

1. **Hire-purchase receivables** as of December 31, 2025, which constitute the core business of the Company.

The trade receivable balance, net of deferred interest on hire-purchase contracts (before allowance for doubtful accounts), amounted to **6,043.16 million baht**.

2. **Loans receivable secured by vehicle registration**, which commenced operations at the end of 2023. As of December 31, 2025, these amounted to **54.20 million baht**.

Hire-purchase Receivables	2025		2024		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Hire-purchase Receivables						
- Passenger Cars	3,614.75	59.82	2,893.34	57.98	3,393.24	68.94
- Motorcycles	2,233.15	36.95	1,778.06	35.63	1,214.13	24.67
- Pickup Trucks	0.00	0.00	0.00	0.00	0.00	0.00
- Vans and Others**	195.26	3.23	318.92	6.39	314.65	6.39
Total	6,043.16	100.00	4,990.32	100.00	4,922.02	100.00
Credit Installments						
- 12 Months	2.56	0.04	3.27	0.06	2.24	0.05
- 18 Months	0.00	0.00	0.00	0.00	0.00	0.00
- 24 Months	28.23	0.47	29.67	0.59	41.76	0.85
- 30 Months	0.00	0.00	0.00	0.00	0.00	0.00
- 33 Months	0.00	0.00	0.00	0.00	0.00	0.00
- 36 Months	232.01	3.84	219.05	4.39	255.08	4.57
- 37 Months	0.00	0.00	0.00	0.00	0.06	0.00
- 43 Months	0.00	0.00	0.00	0.00	0.00	0.00
- 48 Months	1,282.20	21.22	1,253.73	25.12	1,287.40	26.16
- 49 Months	0.00	0.00	0.00	0.00	4.93	0.10
- 51 Months	0.00	0.00	0.00	0.00	0.15	0.00
- 60 Months	2,829.68	46.82	2,534.36	50.79	2,384.18	48.44
- 61 Months	3.14	0.05	0.00	0.00	0.54	0.01
- 72 Months	1,517.34	25.11	808.75	16.21	963.27	19.57
- 73 Months	1.29	0.02	0.00	0.00	0.00	0.00
- 84 Months	56.68	0.94	57.91	1.16	12.40	0.25
- 96 Months	42.81	0.71	40.86	0.82	0.00	0.00
- 108 Months	35.91	0.59	30.34	0.61	0.00	0.00
- 120 Months	11.30	0.19	12.38	0.25	0.00	0.00
Total	6,043.16	100.00	4,990.32	100.00	4,922.02	100.00

Note: The Company has pledged a portion of its receivables as collateral for loans from financial institutions, with a total value as of December 31, 2025, of [4,001.04] million baht.

Loans Receivable	2025		2024		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Loans Receivable						
- Passenger Cars	42.52	78.44	16.54	70.35	5.66	79.44
- Motorcycles	10.53	19.42	5.09	21.65	0.64	9.00
- Vans and Others**	1.16	2.14	1.89	8.00	0.82	11.56
Total	54.20	100.00	23.52	100.00	7.12	100.00
Credit Installments						
- 12 Months	0.12	0.21	1.80	7.64	0.12	1.68
- 24 Months	2.91	5.37	1.61	6.84	0.23	3.22
- 36 Months	3.98	7.35	0.00	0.00	0.33	4.66
- 48 Months	14.91	27.51	8.03	34.15	1.39	19.46
- 60 Months	32.28	59.56	12.08	51.38	5.05	70.90
Total	54.20	100.00	23.52	100.00	7.12	100.00

Income Recognition Policy

The Company records revenue from hire-purchase contracts as unearned interest income and recognizes it as earned hire-purchase revenue from January 1, 2008, onwards using the effective interest rate method over the term of each contract. Revenue recognition is suspended when payments are overdue for more than 4 installments. Other income is recorded on an accrual basis. In 2022, the Company recognized interest income from hire-purchase contracts on an accrual basis using the effective interest rate method over the contract term, calculated from the gross carrying amount of the receivable.

Initial direct costs incurred in providing credit services are recognized by allocating and recognizing them progressively using the effective interest rate method and are adjusted against interest income over the life of the contract to reflect the contract's effective yield.

Interest income from loan agreements is recognized on an accrual basis using the effective interest rate method and is calculated from the gross carrying amount of the loan receivable.

Initial direct income and costs incurred from lending are recognized by allocating and recognizing them progressively using the effective interest rate method and are presented as a deduction from interest income from loan agreements over the life of the contract.

Policy for Recognition of Expected Credit Losses

In 2021, the calculation of the allowance for doubtful accounts was adjusted to comply with the accounting standard TFRS 9, using the term "Allowance for expected credit losses." The following actions have been implemented:

The Company recognizes expected credit losses for receivables under hire-purchase contracts, loan agreements, and loans using the general approach. The Group assesses changes in the credit risk of these receivables in three stages as follows:

- **Stage 1 (Performing):** For receivables that have not had a significant increase in credit risk, the Group recognizes an allowance for expected credit losses equal to the 12-month expected credit losses. For receivables with a remaining term of less than 12 months, the Group uses a probability of default consistent with the remaining term.
- **Stage 2 (Under-performing):** For receivables that have had a significant increase in credit risk, the Group recognizes an allowance for expected credit losses equal to the lifetime expected credit losses.
- **Stage 3 (Non-performing):** For receivables that are credit-impaired, the Group recognizes an allowance for expected credit losses equal to the lifetime expected credit losses.
- The Group considers that credit risk has increased significantly when contractual payments are more than 30 days past due and considers a financial asset to be credit-impaired when contractual payments are more than 90 days past due. However, in some cases, the Group may determine that a financial asset has experienced a significant increase in credit risk or is in default based on other internal or external information.
- In subsequent periods, if the credit quality of the receivable improves and it is assessed that the credit risk has not increased significantly since initial recognition as previously estimated, the Group will revert from recognizing lifetime expected credit losses to recognizing 12-month expected credit losses (or the remaining term if less than 12 months).
- The Group considers historical loss experience and adjusts it with current observable information. Furthermore, the Group uses reasonably supportable macroeconomic forecasts, including the appropriate exercise of judgment, in estimating expected credit losses. The Group considers adjusting for forecast future economic conditions and probability-weighted scenarios in calculating expected credit losses at least annually. The Group primarily uses data published by the Bank of Thailand or government agencies, adjusted with the Group's internal views. Base, upside, and

downside scenarios are considered with probability weights to reflect an unbiased expected credit loss estimate. For the base scenario, the Group uses a market-neutral view and consistent forecasts of relevant macroeconomic factors.

- The Group applies a simplified approach for calculating expected credit losses for receivables from the purchase of claim rights, loans to car dealers, and other receivables. Therefore, at each reporting date, the Group does not track changes in credit risk but recognizes a loss allowance based on lifetime expected credit losses, referencing historical credit loss experience adjusted for forward-looking information about the receivable and the economic environment.
- A financial asset is written off when the Group has no reasonable expectations of recovering the contractual cash flows.

Policy for Writing Off Bad Debts

The Company has a policy for writing off bad debts in accordance with the criteria of the Revenue Department under Ministerial Regulation No. 374. This is based on receivables that have been overdue for a long period, cannot be traced, and for which legal action has been taken, categorized as follows:

- For debts of each debtor not exceeding 200,000 baht, the Company may consider not pursuing legal action.
- For debts of each debtor ranging from 200,000 to 2,000,000 baht, where the court has accepted the filing of the lawsuit.
- For debts of each debtor exceeding 2,000,000 baht, where a court judgment has been obtained.

4.2 Assets (Reposessed Vehicles) Held for Sale

Table Showing Number of Repossessed Vehicles Compared to Total Debtors

Year	Number of Repossessed Vehicles (Units)	Asset Value* (Million Baht)	Total Number of Debtors (Number of Contracts / Units)	%
2025	931	236.79	27,518	3.38
2024	806	227.10	21,608	3.73
2023	481	133.59	19,914	2.42
2022	651	152.22	20,066	3.24
2021	1,495	361.47	22,771	6.57
2020	1,756	428.94	26,664	6.59
2019	1,097	296.82	28,617	3.83

Note: - * Asset Value = Outstanding balance – Unearned interest income + Repossession expenses.

Table Showing Details of Repossessed and Disposed Assets

Vehicle Type	Year 2023			
	Reposessed and Disposed Assets (Units)	Asset Value (Million Baht)	Value of Disposed Assets (Million Baht)	Gain (Loss) on Disposal of Assets (Million Baht)
- Passenger Cars	297	89.78	50.72	(39.06)
- Pickup Trucks	0	0.00	0.00	0.00
- Motorcycles	164	25.60	20.76	(4.85)
- Vans and Others	20	18.21	5.11	(9.10)
Total	481	133.59	80.59	(53.01)

Note: - * Asset Value = Outstanding balance – Unearned interest income + Late charges + Repossession expenses.

Vehicle Type	Year 2024			
	Reposessed and Disposed Assets (Units)	Asset Value (Million Baht)	Value of Disposed Assets (Million Baht)	Gain (Loss) on Disposal of Assets (Million Baht)
- Passenger Cars	534	167.62	78.11	(89.51)
- Pickup Trucks	0	0.00	0.00	0.00
- Motorcycles	254	43.51	28.37	(15.14)
- Vans and Others	18	15.97	7.42	(8.55)
Total	806	227.10	113.90	(113.20)

Note: - * Asset Value = Outstanding balance – Unearned interest income + Late charges + Repossession expenses

Vehicle Type	Year 2025			
	Reposessed and Disposed Assets (Units)	Asset Value (Million Baht)	Value of Disposed Assets (Million Baht)	Gain (Loss) on Disposal of Assets (Million Baht)
- Passenger Cars	417	137.43	71.10	(66.33)
- Pickup Trucks	0	0.00	0.00	0.00
- Motorcycles	495	86.72	52.34	(34.38)
- Vans and Others	19	12.64	5.26	(7.38)
Total	931	236.79	128.70	(108.09)

Note: - * Asset Value = Outstanding balance – Unearned interest income + Late charges + Repossession expenses.

4.3 Land, Buildings, and Equipment

The Company's assets classified as land, buildings, and equipment as of December 31, 2025, consist of:

item	Ownership Type	Net Book Value (Baht)
1. Land where HO is located, at Soi Rama IX Hospital, Title Deed # 824, land area 55.80 square wah**	Owned	7,324,162.50
2. HO Building at 976/1 Soi Rama IX Hospital, Rimklong Samsane Road, Bangkapi Sub-district, Huay Kwang District, Bangkok with an area of 960 square meters *	Owned	4,053,719.26
3. Furniture and Fixture	Owned	2,154,289.20
4. Office Equipment	Owned	2,644,239.25
5. Vehicles	Owned	12,403,935.77
6. Rented Buildings (Branches)	Leased	2,774,776.85
	Total	31,355,122.83

Note:

- * Land and building have been mortgaged as collateral for overdrafts and long-term loans with a bank.
- Government appraisal value as of December 31, 2021, was 9,660,360 baht.

Furthermore, the Company has entered into the following asset lease agreements as follows:

- (1) Land lease utilized as parking space for repossessed vehicles with total area of 280 square wah, located at Soi Ramkamhaeng 21, Ramkamhaeng Road, Bangkok, with contract details below:

Agreement date	: 27 August 2024
Contract party	Mr. Prapakorn Veerapong (lessor)
	: Eastern Commercial Leasing PLC (Lessee)
Relationship between parties	: Mr. Prapakorn Veerapong, the Lessor as an individual, and at the same time Mr. Prapakorn Veerapong, the MD, and authorized director who may sign binding Eastern Commercial Leasing PLC, as the Lessee
Contract terms	: 2 Years from 1 September 2024 to 31 August 2026
Rental rate	: Total rental Baht 1,164,126.24, payable at a monthly rate of Baht 48,505.26

- (2) Building space lease within floor 1, used as Cholburi Branch Office, located at 728/10 Sukhumvit Road, Bangprasoi Sub-district, Muang District, Cholburi Province, with an area of 244.05 square meters with contract details below:

Agreement date	: 20 May 2024
Contract parties	Hi-Tech Land Cholburi (2002) Co., Ltd. (Lessor)

Relationship between parties : Eastern Commercial Leasing PLC (Lessee)
: Mr. Prapakorn Veerapong, and Mr. Danucha Verapong
held jointly 27% and are authorized signers binding the
Lessor, and Mr. Prapakorn Veerapong, and Mr.
Danucha Verapong jointly held 7.86 equity and are
authorized signers of the Lessee
Contract terms : 2 Year from 1 June 2024 to 31 May 2026
Rental rate : Total rental Baht 1,184,930.40, Monthly rental Baht
49,372.10

- (3) Commercial building lease to be used as additional office, located at 9 7 6 / 2 Soi Rama IX Hospital, Rimklongsamsen Road, Bangkapi Sub-district, Huay Kwang District, Bangkok, title deed 825, a land area of 54.8 square wah, an 8-floor building with contract details below:

Agreement date : 19 January 2024
Contract parties : Mr. Rachaen Kritsaralam (Lessor)
: Eastern Commercial Leasing PLC (Lessee)
Relationship between parties : Contract party is not a related entity
Contract terms : 3 Years from 20 January 2024 to 19 January 2027
Rental rate : Monthly rental Baht 75,000 payable on 25th of each
Month, totaling Baht 2,700,000 contract value

- (4) Equipment and asset lease for business engagement within Building 9 7 6 / 2 Soi Rama IX Hospital, Rimklongsamsen Road, Bangkapi Sub-district, Huaykwang District, Bangkok, with contract details below:

Agreement date : 19 January 2024
Contract parties : Miss Orawan Kaewjinda (Lessor)
: Eastern Commercial Leasing PLC (Lessee)
Relationship between parties : Contract party is not a related entity
Contract terms : 3 Years from 20 January 2024 to 19 January 2027
totaling Baht 1,980,000 contract value
Rental rate : Monthly rental of Baht 55,000, payable within 25th of month
:

- (5) Parking space lease within building parking, located at 976/2, underground parking area behind building, 976/2 Soi Rama IX Hospital, Rimklongsamsen Road, Bangkapi Sub-district, Huaykwang District, Bangkok, a common area on title deed 802, with parking right assigned by project owner for two vehicle parking with land area of approximately 36 square meters with below contract details:

Agreement date : 19 January 2024

Contract parties : Miss Tanita Kritsaralam (Lessor)
: Eastern Commercial Leasing PLC (Lessee)

Relationship between parties : Contract party is not a related entity

Contract terms : 3 Year from 20 January 2024 to 19 January 2027

Rental rate : Monthly rental Baht 20,000, payable on 25th of each month, totaling Baht 720,000 contract value.

- (6) Building lease of a 3-floor commercial building, for the Kanchanapisek branch office, located at 624/4 Kanchanapisek Road, Bangpai Sub-district, Bangkhae District, Bangkok, with contract details below:

Agreement date : 9 October 2025

Contract parties : Miss Napapat Suknantasak (Lessor)
: Eastern Commercial Leasing PLC (Lessee)

Relationship between parties : Contract party is not a related entity

Contract terms : 3 Years from 10 October 2025 to 10 October 2028

Rental rate : Monthly rental Baht 49,455, payable 1st of each month commencing on 1 October 2025, with contract value Baht 1,780,380

- (7) Land and building lease to be utilized as Pattaya branch office, a commercial building located at 131/36 Mue 9, Nongprer Sub-district, and Banglamung District, Choburi Province, with contract details below:

Contract date : 6 October 2023

Contract parties : Miss Nipa Suksawang (Lessor)
: Eastern Commercial Leasing PLC (Lessee)

Relationship between parties : Contract party is not a related entity.

Contract terms : 3 years from 1 November 2023 to 31 October 2026
contract value Baht 1,104,000.

Rental rate : Year 1, monthly rental Baht 30,000
Year 2, and Year 3, monthly rental Baht 31,000
Payable on 5th of each month

(8) Space lease for AIA branch office, located at floor 12A, room 12A05 and 12A07 Ratchadapisek Road, Dindaeng Sub-district, Dindaeng District, Bangkok, an area of 399.72 square meters with contract details below:

Agreement date	: 1 May 2025
Contract parties	: AIA PLC (Lessor)
	: Eastern Commercial Leasing PLC (Lessee)
Relationship between parties	: contract party is not a related entity
Contract terms	: 3 years from 1 May 2025 – 30 April 2028
Rental rate	: Monthly rental of Baht 454,621.40 payable on the 1 st of the month commencing from 1 May 2022, contract value Baht 16,366,384.80

(9) Space lease for warehouse building, 1st floor for business engagement, located at 38/3 Soi Navasri 5, Ramkamhaeng 21, Plabpla Sub-district, Wangtonglang District, Bangkok, with floor space of 233 square meters with contract details below:

Agreement date	: 25 February 2024
Contract parties	: Mr. Prapakorn Veerapong (Lessor)
	: Eastern Commercial Leasing PLC (Lessee)
Relationship between parties	: Mr. Prapakorn Veerapong, the Lessor as an individual and at the same time Mr. Prapakorn Veerapong is the MD and authorized director who may sign binding the company, Eastern Commercial Leasing PLC as Lessee
Contract terms	: 2 Years from 1 March 2024 to 29 February 2026
Rental rate	: Total rental Baht 1,359,473.76 at the monthly rental of Baht 55,263.16 for the 1 st year, Baht 58,026.32 for the 2 nd year payable on the 5 th of each month

(10) Space lease on 3rd floor of the building for business engagement, located at 728/10 Sukhumvit Road, Bangprasoi Sub-district, Muang District, Choburi Province, with an area of 311.75 square meters, and contract details below:

Agreement date	: 28 February 2023
Contract parties	: HiTech Land Choburi (2002) Co., Ltd. (Lessor)
	: Eastern Commercial Leasing PLC (Lessee)
Relationship between parties	: Mr. Precha Veerapong, Mr. Prapakorn Veerapong, and Mr. Danucha Verapong jointly held 27 % equity, and are jointly authorized directors of the Lessor; Mr.

Prcha Veerapong, Mr. Prapakorn Veerapong, and Mr. Danucha Verapong held in aggregate 7.86 % and jointly authorized directors of the Lessee who may sign binding the company

Contract terms : 3 Years from 1 March 2023 – 28 February 2026
: contract value Baht 1,956,238.32

Rental rate Year 1 Baht 51,840.70 per month
Year 2 Baht 54,432.74 per month
Year 3 Baht 57,154.38 per month payable on the 5th of each month, contract value Baht 1,956,238.32

(11) Space lease within an 8-floor commercial building (Rama IX Building, 3-4 floors) for business engagement, Number 976/6 Rimklongsamsen Road, Bangkok Sub-district, Huaykwang District, Bangkok with below contract details

Agreement date : 16 September 2024

Contract parties : Gen Z Inspired Corporation Ltd. by
Mr. Chakapan Chartprecha, the Lessor

Relationship between parties : Contract party is not a related entity

Contract term : 3 years from 16 October 2023 to 30 November 2027
Rental total Baht 1,980,000

Rental rate payable on a monthly basis of Baht 55,000 on 1st of each month.

ATTACHMENT 5

5. Corporate Governance Policy and Code of Business Ethics

Eastern Commercial Leasing Public Company Limited recognizes the importance of good corporate governance. Internal Affairs Management and Good Control Strengthen the Company's effective operating system. Conduct business ethically with transparency and auditability. Focus on creating good and fair benefits for shareholders, taking into account all stakeholders and related parties. Social and environmental responsibility is the basis of sustainable growth.

To ensure that the business has a good corporate governance system based on the relevant regulations and good corporate governance principles of the Stock Exchange of Thailand and the Securities and Exchange Commission. Therefore, the Board of Directors has approved the preparation of a "Corporate Governance Policy and Code of Business Ethics" which contains the vision, mission, and policies related to corporate governance. Executives and employees acknowledged Understand and recognize the importance of the standards of conduct in accordance with the duties and duties assigned by employees at all levels with honesty, morality and ethics, as well as respect for the Company's regulations . The company board of directors mandates an annual review, and this published version has been revised and updated for the year 2026.

Corporate Governance Policy and Code of Business Ethics Manual Applicable to Directors The word "Employee" means a full-time employee, a temporary employee, an employee under a special employment contract.

Stakeholders at the Board of Directors Executives and employees are responsible for the Company, shareholders, employees, customers, business partners, competitors, trade creditors, financial institutions, regulators, society, community, and the environment.

For corporate governance policies and business ethics, please follow the link below.
https://www.eastautocash.com/IR_cor

ATTACHMENT 6

Report of the Audit Committee

The Audit Committee of Eastern Commercial Leasing Public Company Limited consists of 3 independent directors who possess full qualifications as required by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). They have the knowledge, ability, and experience in accounting and finance, and are able to perform duties and express opinions independently without involvement in management. They were appointed by the Board of Directors as follows:

1. Mrs. Prapasri	Permsup	Chairman of the Audit Committee
2. Assoc. Prof. Dr.Sompong	Pornupatham	Audit Committee Member
3. Mr. Masaki	Iguchi	Audit Committee Member

During the year 2025, the Audit Committee performed its duties as assigned by the Board of Directors, as specified in the Audit Committee Charter and in accordance with the requirements of the Stock Exchange of Thailand. A total of 4 Audit Committee meetings were held, including meetings with the auditor without management present to consult/discuss the independence in performing duties and the auditor's opinions. A summary of key tasks is as follows:

1. Reviewing the Company's Financial Reports for Accuracy and Sufficiency

Reviewed the interim and annual financial statements for 2025 of the Company together with the auditor and management to ensure that the financial statements were prepared with adequate, complete, and reliable disclosure of information. Inquiries and clarifications were sought, and recommendations and/or comments were provided on various issues related to the Company's financial reports before presenting them to the Board of Directors for approval to disclose to the Stock Exchange and on the Company's website.

Opinion: The Audit Committee is of the opinion that the Company's financial reports for the year 2025 are accurate and complete in all material respects according to financial reporting standards and are reliable.

2. Reviewing the Adequacy of the Company's Internal Control System and Internal Audit System, Considering the Independence of the Internal Audit Office, and Appointing Internal Auditors

Approved the audit plan, considered audit results, and followed up on management's actions to improve operations according to issues recommended by the internal auditor.

Summarized the opinion on the Company's internal control system for the year 2025 based on the SEC's internal control sufficiency assessment form, together with the self-assessment results of the Audit Committee according to good corporate governance guidelines.

Considered the selection of an external auditor as the internal auditor for the year 2026, including evaluating the performance of the internal auditor for the year 2025.

Opinion: The Audit Committee is of the opinion that the Company has an internal control system and internal audit system that are sufficient and appropriate for the Company's business operations. The internal audit results are consistent with the auditor's opinion. The Company continuously monitors operational results and corrective actions according to significant issues in internal audit reports, and consistently makes improvements based on mutual consensus.

Regarding the appointment of the internal auditor for the year 2026, the Audit Committee appointed **Improvise Company Limited**, with Mr. Chalot Lokittajariya, as the Company's internal auditor for the year 2026, with an internal audit fee of **600,000 baht per year**. Compared to the previous year's fee of 600,000 baht, this represents **an increase of 60,000 baht**. The specific audit fee for NCB is 90,000 **baht**, compared to the previous year's fee of 60,000 baht. this represents **an increase of 30,000 baht**. The Internal Audit Office and the internal auditor are independent in their work, and their performance in 2025 was satisfactory.

3. Reviewing the Company's Compliance with Securities and Exchange Laws, Laws Related to the Company's Business, and Rules/Regulations/Notifications/Orders Issued Under Such Laws

Reviewed operations and supervised the Company to ensure that various business activities were conducted correctly according to established systems and work regulations, including the operations and business conduct of associated companies/subsidiaries.

Acknowledged reports on compliance with securities and exchange laws, Bank of Thailand laws and regulations, and various laws related to the Company's business, and monitored progress on such matters.

Acknowledged from the auditor that there were no issues or observations requiring notification to the Audit Committee under Section 89/25 of the Securities and Exchange Act.

Opinion: The Audit Committee is of the opinion that the Company has appropriately monitored and supervised compliance with laws and has acknowledged reports on compliance with laws every quarter. In 2025, the Company drafted policies, operational procedures, designed various forms, and advertising messages related to the business of providing hire-purchase for cars and motorcycles, and regulated personal loans, aligning them with the laws, regulations, and orders of the Bank of Thailand. It also reviewed operational procedures regarding customer risk level classification related to compliance with the supervision and inspection of the Anti-Money Laundering Office.

4. Reviewing the Company's Risk Management System

Reviewed the efficiency and appropriateness of the risk management process arising from internal and external organizational factors, including risk management policies, plans, and approaches for managing risks affecting the Company's operations.

Reviewed policies and actions regarding legal risks related to the Company's business operations.

Opinion: The Audit Committee is of the opinion that the Company has established a risk management system encompassing strategic risk, operational risk, financial risk, compliance risk, corruption risk, credit risk, and environmental, social, and governance (ESG) risk. Measures to close or mitigate risks are consistently implemented,

both short-term and long-term, aligning with the risk management policy, and risks are managed to an acceptable level. Risks are also regularly reviewed to align with the current situation. However, the renewal for the 3rd term of CAC membership was delayed due to incomplete document submission according to the criteria.

In December 2025, the Company received certification as a **Certificate of Membership of the Thai Private Sector Collective Action Against Corruption (CAC)**, with a membership term of 3 years (from December 31, 2025, expiring December 31, 2028).

5. Considering the Selection and Nomination of the Auditor and Proposing the Auditor's Remuneration

Considered and presented to the Board of Directors for consideration and approval at the 2026 Annual General Meeting of Shareholders the appointment of **Mr. Wirote Satjathamnukul, Certified Public Accountant No. 5128, and/or Mrs. Suvimol Chrityakierne, Certified Public Accountant No. 2982, and/or Mr. Jumpol Pairattanakorn, Certified Public Accountant No. 7645, and/or Mr. Norapruek Pitsanu Wong, Certified Public Accountant No. 7764, of DIA International Audit Company Limited.** Mr. Wirote Satjathamnukul will serve as the Company's auditor for the year 2026, marking his 3rd year. The proposed audit fee for the year 2026 is 2,410,000 baht. Compared to the previous year's fee of 2,340,000 baht, this represents **an increase of 70,000 baht from 2025.**

Opinion: The Audit Committee is of the opinion that the proposed auditor's performance is satisfactory, and the audit standards comply with generally accepted auditing principles. The auditor has performed their duties with full professional competence and maintained independence in their work. Therefore, it is deemed appropriate to present this matter to the Board of Directors to propose the appointment of the auditor to the shareholders' meeting.

6. Reviewing Connected Transactions or Transactions That May Involve Conflicts of Interest to Ensure Compliance with Securities and Exchange Laws, Laws Related to the Company's Business, and Rules/Regulations/Notifications/Orders Issued Under Such Laws

Reviewed the Company's connected transactions and the criteria established for future related party transactions to ensure they are conducted on normal trade terms. Reviewed compliance with the guidelines established by the Board of Directors regarding the rules and procedures for reporting interests of directors and management, as required by the SEC for listed companies.

Opinion: The Audit Committee is of the opinion that the Company has complied with relevant requirements and laws. Information and details have been disclosed completely, sufficiently, reasonably, and transparently before presenting such transactions to the Board of Directors for approval.

7. Other Matters

- Monitored the progress of implementing Audit Committee resolutions.
- Conducted a self-assessment of the Audit Committee for the year 2025 to present to the Board of Directors.
- Reviewed information disclosed to the Stock Exchange and the SEC in the 2025 Annual Report (One Report).
- Summarized the Audit Committee's performance results for the year 2025 and reported them to the Board of Directors on a quarterly basis.

In conclusion, the Audit Committee has fully performed its duties in accordance with the Audit Committee Charter with knowledge, ability, and independence. The Audit Committee is of the opinion that the Company adheres to good corporate governance principles, manages risks significantly impacting the organization, and maintains appropriate and adequate internal controls. It has an efficient and independent internal audit system. The Company's financial statements are reported accurately and reliably in accordance with auditing standards and financial reporting standards. Information on related party transactions that may give rise to conflicts of interest is adequately disclosed, and the Company complies with laws and regulations relevant to its business operations. The Audit Committee found no material deficiencies or irregularities.

On behalf of the Audit Committee

(Mrs. Prapasri Permsup)

Chairman of the Audit Committee

ATTACHMENT 7

Report of the Corporate Governance and Sustainable Development Subcommittee

The Corporate Governance and Sustainable Development Subcommittee was appointed to ensure the efficiency and effectiveness of the agency's operations and management, and to achieve its objectives and goals. Its duties include considering, defining policies, and planning operational guidelines related to good corporate governance principles, business conduct ethics, social responsibility, and development approaches to become a company that conducts business sustainably by taking into account Environment, Social, and Governance (ESG) factors, and elevating practices for personal data protection, considering all stakeholders.

Pursuant to the resolution of the Executive Committee Meeting No. 6/2025, a resolution was passed to appoint the Corporate Governance and Sustainable Development Subcommittee. It consists of responsible individuals from various operational lines, totaling 11 people, comprising 3 Executive Directors, 1 executive, and 7 managers. The members are as follows:

1.	Mr. Satoshi	Ukai	Deputy COO & CO-CFO	Chairman
2.	Mr. Prapakorn	Veerapong	Managing Director	Vice Chairman
3.	Mrs. Duangrat	Jaengmongkol	Company Secretary	Member
4.	Mrs. Charatsang	Yuampai	Deputy Managing Director	Member
5.	Mr. Panya	Phongsawas	General Manager – Legal and Collection	Member
6.	Ms. Navaroach	Boonyanukul	General Manager – Administration	Member
7.	Mr. Krittapa	Dujprateep	IT Operation Office	Member/DPO
8.	Mr. Tanakrit	Jaksuwan	Compliance	Member
9.	Ms. Kanchana	Soponpongpiat	General Manager – Compliance & Corporate	Member
10.	Mr. Panuwat	Phonklad	Company Secretary Office	Member
11.	Ms. Nantida	Kokeatkerdsuk	Company Secretary Office	Member/Secretary

In 2025, the Subcommittee held 1 meeting and summarized its performance as follows:

1. PREPARED WORK PLANS AND SUSTAINABLE DEVELOPMENT GOALS FOR ALL DEPARTMENTS, INCLUDING SUBSIDIARIES AND ASSOCIATED COMPANIES, TO ALIGN WITH THE COMPANY'S BUSINESS STRATEGY.
2. APPROVED THE REVIEW AND REVISION OF THE CORPORATE GOVERNANCE POLICY AND BUSINESS CODE OF CONDUCT TO ALIGN WITH CURRENT OPERATIONS AND RELEVANT CRITERIA.
3. APPROVED THE REVIEW AND REVISION OF THE ANTI-CORRUPTION POLICY AND THE ANTI-CORRUPTION MEASURES MANUAL.
4. MONITORED THE IMPLEMENTATION RESULTS OF THE GOOD CORPORATE GOVERNANCE PLAN AND THE PLAN FOR SOCIAL, COMMUNITY, AND ENVIRONMENTAL RESPONSIBILITY TO ENSURE COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE FOR LISTED COMPANIES (CG CODE).

5. ASSIGNED TO THE DIRECTORS AND EMPLOYEES AT ALL LEVELS PARTICIPATE IN TRAINING AND VARIOUS ACTIVITIES AT LEAST ONCE A YEAR TO ENSURE DIRECTORS AND EMPLOYEES HAVE THE KNOWLEDGE AND UNDERSTANDING TO OPERATE IN LINE WITH THE COMPANY'S ANNUAL GOALS.
6. THE COMPANY ORGANIZED SOCIAL RESPONSIBILITY ACTIVITIES, INCLUDING CHILDREN'S DAY EVENTS AT WAT PHAI CHORAKHE SCHOOL, SAINGAM SUBDISTRICT, BANG LEN DISTRICT, NAKHON PATHOM PROVINCE, AND DONATED CLOTHES, DRY FOOD, MILK, AND SUPPLIES TO ORPHANS AT THE PATTAYA ORPHANAGE FOUNDATION, AND PROVIDED EDUCATIONAL SCHOLARSHIPS TO ANUBAN SOT PHATTHANA SCHOOL, CHONBURI PROVINCE.
7. THE COMPANY RECEIVED THE RESULTS OF THE CORPORATE GOVERNANCE REPORT OF THAI LISTED COMPANIES (CGR) FOR THE YEAR 2025, ACHIEVING A "VERY GOOD" LEVEL (4 STARS), AS ASSESSED BY THE THAI INSTITUTE OF DIRECTORS ASSOCIATION (IOD).
8. THE COMPANY RECEIVED A QUALITY ASSESSMENT FROM THE THAI INVESTORS ASSOCIATION FOR THE QUALITY OF ITS 2025 ANNUAL GENERAL MEETING OF SHAREHOLDERS, SCORING 94 PERCENT.
9. SUPERVISED ALL DEPARTMENTS TO REPORT ON FUEL USAGE THAT MAY HAVE IMPACTS ON THE COMPANY'S BUSINESS OPERATIONS RELATED TO ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS, SUCH AS CLIMATE CHANGE RISKS AND RISING PM VALUES.
10. REVIEWED PLANS FOR SOCIAL RESPONSIBILITY AND SUSTAINABLE DEVELOPMENT BY PROPOSING IMPROVEMENTS TO VALUE CHAIN MANAGEMENT, THE PROCUREMENT MANUAL FOR GOODS AND SERVICES, FAVORING ENVIRONMENTALLY FRIENDLY COMPANIES. PROMOTED EMPLOYEE HEALTH THROUGH EXERCISE ACTIVITIES AND PROVIDED EDUCATION ON SELECTING AND USING PRODUCTS THAT ARE ENVIRONMENTALLY CONSCIOUS AND DO NOT ADVERSELY AFFECT THE COMPANY'S INTERESTS OR COMPETITIVENESS.

THROUGH THE COOPERATION OF ALL DIRECTORS, MANAGEMENT, AND EMPLOYEES IN BUSINESS OPERATIONS AND ORGANIZATIONAL MANAGEMENT UNDER GOOD GOVERNANCE, ADHERING TO THE BEST INTERESTS OF SHAREHOLDERS AND THE COMPANY, AND CONSIDERING SOCIETY AND THE ENVIRONMENT, THIS CONSTITUTES A CRUCIAL PATHWAY TOWARDS SUSTAINABILITY.

Annual Personal Data Protection Report

1. Summary

This report summarizes the overall performance of the Company's personal data protection operations throughout 2025, focusing on compliance with laws relevant to the hire-purchase business. We succeeded in reducing the risk of potential data breach incidents and have continuously improved internal processes. However, the main challenge remains upgrading technological systems to support massive data storage and adapting to new regulations. Plans for the coming year will focus on increasing data processing efficiency and providing additional employee training.

2. Introduction

- **Role as DPO:** Responsible for advising, auditing, and coordinating matters related to personal data protection within the organization.
- **Relevant Laws:** The Company has strictly complied with Thailand's Personal Data Protection Act B.E. 2562 (2019) (PDPA), including the subordinate laws enacted this year, which directly impact the hire-purchase business that must handle large volumes of customer data.
- **Complaint and Penalty Statistics:** Throughout the past year, there were no complaints or penalties from regulatory authorities.

3. Organizational Overview

- **Data Protection Team Structure:** Consists of the DPO, Compliance Team, IT Team, and external IT system data security specialists. Each department has clear roles and responsibilities in protecting the personal data of customers and employees.
- **Policies and Standards:** The Company has issued a Privacy Policy and key operational regulations, which have been reviewed and updated throughout the year.
- **A budget** has been allocated for employee training and the development of data management systems, with support from an insurance company.

4. Legal Compliance

- **Legal Compliance Status:** Overall status is good, compliant with the PDPA.
- **Risk Assessment:** Personal data risks are regularly assessed. The key risk identified is managing complex data, for which we have implemented control measures such as data encryption and strict access rights management.
- **Audits:**
 - **Records of Processing Activities (ROPA)** were reviewed and newly prepared to cover all data processing activities.
 - **Privacy notices** were reviewed and revised to be clearer and easier to understand.

- **Statistical Data:**

- Request for Rights Statistics: In 2025, there were no customer requests to exercise rights to correct or delete personal data.
- Data Protection Impact Assessments (DPIA) were conducted with 3 debt collection service providers. Recommendations have been reported to the Compliance Team.
- Vendor Management: Three vendors involved in data processing were assessed: 1. Thai Warin Business Company Limited, 2. Petchnarin Business Company Limited, 3. PP (1982) Company Limited. Reports on vendor risks were provided to enhance personal data protection measures.

5. Personal Data Protection Activities

- **Incident Management:**

- Incident Statistics: In 2025, no significant data breach incidents were found.
- Summarized and acknowledged reports of security incidents occurring in the country where the PDPC fined various companies, analyzing causes to learn lessons for future prevention.

- **Training and Awareness Building:**

- Conducted training and a PDPA test for employees once a year via an online system between March 21 – April 8, 2025, along with continuous awareness-building activities.
- Continuously developed and improved data management systems and processes to comply with PDPA standards.

6.Challenges

The main challenge this year was managing large volumes of complex data, as well as fully adapting technological systems to accommodate new requirements. Therefore, it is recommended to consider using technology or software to assist in data processing and to increase regular training to cover all employees.

7. Future Goals

- **Plans:**

- Improve processes to increase efficiency and reduce risks.
- Review and develop new data protection policies to align with changing regulations.
- Provide regular employee training to build continuous knowledge and understanding.
- Plan data management systems by investing in more robust data management systems.

- **Resources Required:** Prepare a proposal for management to consider allocating a budget for the projects and activities planned for the next year.

8. Conclusion

The Company is committed to continuously improving its personal data protection standards and processes. Strict compliance with the PDPA not only helps us avoid legal risks but also builds trust with customers and related parties. Therefore, we seek cooperation from management and all sectors to support and comply with the relevant policies and laws.

(Mr. Satoshi Ukai)

Director

Chairman of the Corporate Governance and
Sustainable Development Subcommittee

ATTACHMENT 8

Report of the Risk Management and Anti-Corruption Subcommittee

Pursuant to the resolution of the Executive Committee Meeting No. 6/2025, Eastern Commercial Leasing Public Company Limited announced the appointment of the Risk Management and Anti-Corruption Subcommittee to strengthen comprehensive risk management and enhance preventive and suppressive measures. Given that in the current situation, risks can occur at any time, risk management is considered a fundamental foundation for business management to build confidence and reliability for shareholders and stakeholders.

To ensure that the operations and management of the department are efficient, effective, achieve objectives and goals, align with strategies and business plans, and that enterprise risk management, operational risk management, contingency or emergency risk management, good corporate governance, and internal controls of the department meet standards and criteria, the Executive Committee resolved to establish a Subcommittee consisting of 9 members, comprising responsible individuals from various operational lines as follows:-

1.	Mr. Satoshi	Ukai	Deputy COO & CO – CFO	Chairman
2.	Mr. Kohei	Yamada	Deputy Managing Director	Member
3.	Mrs. Charatsang	Yuampai	Deputy Managing Director	Member
4.	Mr. Veerachart	Meevechsom	General Manager – Credit Approve	Member
5.	Mr. Toonpitak	Wongsan	General Manager – MK1	Member
6.	Mr. Suravut	Jantasim	General Manager – MK2	Member
7.	Mr. Tanakrit	Jaksuwan	Compliance	Member
8.	Ms. Navaroach	Boonyanukul	General Manager – Administration	Member
9.	Ms. Kanchana	Soponpongpiat	General Manager – Compliance & Corporate	Member

During the year 2025, the Subcommittee performed its assigned duties and held 2 meetings, with all committee members attending. Management and risk owners of related matters also participated in the meeting to consider the risk assessment process, systematic risk management plans, and to manage risk management plans to an acceptable level. A summary of key tasks is as follows:

1. Systematic Enterprise Risk Management Established a systematic enterprise-wide risk management framework. This included reviewing and analyzing significant risk factors, conducting risk assessments according to the defined framework, and considering risk management plans to align risks with the Company's risk appetite. The committee also monitored the implementation of these plans on a quarterly basis and provided additional recommendations.

2. Policy Development and Regulatory Compliance Collaborated with the Compliance Department to develop new policies and update existing ones regarding risk management and anti-corruption, as well as regulatory compliance, to align with legal requirements and external regulatory standards, with details as follows:

2.1 Formulated a new Business Continuity Plan (BCP) Policy.

2.2 Developed Business Continuity Plan (BCP) Operating Guidelines.

2.3 Established a Contingency Plan to comply with the Bank of Thailand's Market Conduct regulations for personal loan businesses.

3. Risk Management Reporting

Reported risk management results to the Executive Committee and submitted quarterly reports to the Board of Directors for acknowledgment.

4. Self-Assessment of Performance

Underwent a performance evaluation by the Executive Committee to review the completeness of duties and responsibilities over the past year. The evaluation results are used to enhance the effectiveness of the Sub-Committee's operations in accordance with Good Corporate Governance principles.

5. Review of Risk Management and Anti-Corruption Policies

5.1 In 2025, the committee is in the process of developing a Risk Management Policy that covers internal and external factors affecting the organization, society, environment, and stakeholders, in line with the Company's risk management strategy.

5.2 Reviewed and updated the Anti-Corruption Policy and the Anti-Corruption Measures Manual.

5.3 Reviewed and updated the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Policy (AML/CTPF Policy).

6. Anti-Corruption Performance Report

In 2025, the Company continued its membership in the Thai Private Sector Collective Action Against Corruption (Thai CAC), with a 3-year term expiring on December 31, 2028. Throughout 2025, the Company received no complaints and found no evidence of fraudulent or corrupt activities from internal or external parties.

In conclusion, in 2025, the Company maintained a systematic risk management approach consistent with Good Corporate Governance. This promotes the achievement of business goals for the maximum benefit of the Company and its shareholders, ensuring efficient and appropriate risk management and corruption prevention in a changing environment.

7. Compliance Overview (Q4/2025) Acknowledged the Compliance Overview for Q4/2025, summarizing key operational aspects as follows:

- 7.1 Progress on legal and regulatory compliance concerning regulators such as the Bank of Thailand (BOT) and the Anti-Money Laundering Office (AMLO).
- 7.2 Monitoring the status and implementation of the Enterprise Risk Register.
- 7.3 Preparation for updating policies and guidelines to align with regulatory standards and newly enacted laws.

8. Policy Approval and Regulatory Alignment

- 8.1 Approved the new BCP Policy, BCP Guidelines, and Contingency Plan, completed in October 2025. This ensures compliance with Market Conduct (Regulation No. 9) for personal loan businesses, requiring operators to have contingency plans for business continuity.
- 8.2 Approved the 2025 annual review of the AML/CTPF Policy, completed in October 2025, to align with the latest Acts, regulations, and guidelines issued by AMLO, the Council of State, and the Constitutional Court.

9. Standard Operating Procedures (SOPs) on Compliance Developed the Compliance SOPs to ensure standardized, transparent, and auditable compliance processes. These SOPs serve as reference documents for effective internal control, provide guidelines for employees at all levels, support On-the-Job Training (OJT), act as evidence for auditors/regulators, and ensure business continuity in the absence of key personnel.

10. Compliance Training Plan (Q4/2025) Considered two main training topics:

- 10.1 Ultimate Beneficial Owner (UBO): To address new BOT and AMLO identity verification requirements. The Compliance Department, having attended BOT training, will share and train relevant units. A post-test with a minimum passing score of 80% is required.
- 10.2 BCP Training: Proposed training for all employees and executives to clarify their roles and responsibilities as defined in the Business Continuity Plan.

11. **Appointment of Reporting Officers to AMLO** Approved the appointment of officers responsible for submitting transaction reports to the Anti-Money Laundering Office (AMLO) via the Electronic Reporting System (ERS) on behalf of Eastern Commercial Leasing Public Company Limited, effective from January 6, 2026.

(Mr. Satoshi Ukai)

Director

Chairman of the Risk Management and

Anti-Corruption Subcommittee



EASTERN COMMERCIAL LEASING PCL.

976/1 Soi Praram 9 Hospital, Rim Khlong Samsen Rd.,
Bangkapi Sub-district, Huai Khwang District, Bangkok 10310.

Telephone : 0-2641-5252

 www.eastautocash.com