



THE ANNUAL REGISTRATION STATEMENT

THE ANNUAL REPORT YEAR 2025 (FORM 56-1 ONE REPORT)

Diamond Building Products Public Company Limited



CONTENTS

PART 1

COMPANY PROFILE AND PERFORMANCE

1. Structure and Operations	9
2. Risk Management	33
3. Sustainable Business Development Report	38
4. Management Discussion and Analysis (MD&A)	111
5. General and Other Important Information	140

PART 2

CORPORATE GOVERNANCE

6. Corporate Governance Policy	143
7. Corporate Governance Structure and Important Information About the Board of Directors, Sub-Committees, Executives, Employees, and Others	160
8. Report of Key Performance on Good Governance	187
9. Internal Control and Related Transactions	208

PART 3

FINANCIAL STATEMENTS 213

ATTACHMENTS

Attachments 1 269

Details of Directors, Executives, Controlling Persons, the Person Taking the Highest Responsibility in Accounting and Finance, Person Supervising Accounting, and Company Secretary

Attachments 2 291

Details on the Directors of the Subsidiary Company

Attachments 3 294

Details of the Chief of Internal Audit and Chief of Compliance

Attachments 4 296

Details on Asset Valuation

Attachments 5 297

Corporate Governance Handbook (Full Version)

Attachments 6 298

Miscellaneous

STATEMENT FROM THE CHAIRMAN



Although the Company had formulated a rigorous proactive strategic plan since the end of year 2024, unforeseen external factors affected the achievement of its targets particularly severe volatility in economic conditions. The slowdown in the real estate sector spread more broadly into the consumer sector, causing purchasing power for construction and repair activities to decline significantly. This directly impacted distribution channels, including general building material retailers and major modern trade operators such as Thai Watsadu and Global House.

In addition, more than 600 agent partners nationwide faced flooding in both the northern and southern regions, together with export constraints arising from border-related issues toward the end of the year. These factors further exacerbated the situation and caused overall consumption of construction materials to stagnate.

During the year, the Company faced persistently adverse market conditions, leading to intensified competition in both marketing strategies and promotional activities particularly an escalating “price war.” At the same time, in the early part of the year, the Company encountered a sharp surge in raw material costs, which became a key constraint on profitability, as the Company had to reduce selling prices to maintain its customer base while production costs were rising.

Although the Company made every effort to improve operating efficiency to reduce expenses and to adjust its management strategies to the fullest extent possible, both revenue and profit continued to decline during the first to third quarters. However, from sustained adaptation efforts, the situation began to show signs of recovery and improved progressively in the fourth quarter.



“Excellent”

**Corporate Governance by
the Thai Institute of Directors.**



Thailand Sustainability Investment (THSI)

**Award For the 9th consecutive year, spanning from 2017–2022
and also in year 2023–2025, the Stock Exchange changed its
name from THSI to SET ESG Ratings.**

**During this period, the company consistently
maintained an AA rating in the real estate
and construction sector.**

The industry downturn in year 2025 had a direct impact on the Company's performance, with sales declining by nearly 9%. Amid intensified competition, net profit declined by 37%.

As part of its liquidity management policy, the Company repurchased 5% of its shares in the early part of the year. This helped cushion the decline in earnings per share (EPS), with EPS decreasing by 35%, which was lower than the rate of decline in net profit. While the Company remains concerned about these figures, the Board would like to assure shareholders that management has devoted its fullest efforts to address external factors beyond the Company's control and to maintain the Company's stability as effectively as possible under these challenging circumstances.

Based on the Company's operating results for year 2025, the Board of Directors recognized the potential impact on shareholders if dividends were to be paid strictly in accordance with the existing policy (50% of net profit), as such a payout could be perceived as too low compared with the previous year. Nevertheless, the Company continues to maintain a strong operating cash flow position, a low debt-to-equity (D/E) ratio, and solid debt servicing capacity, including the ability to repay long-term debt ahead of schedule.

In addition, with the production capacity expansion projects now fully completed, the Company no longer faces significant capital expenditure requirements. Accordingly, the Board of Directors resolved to propose an additional dividend of 14 satang per share, bringing the total dividend for the year to 32 satang per share. This represents a dividend payout ratio of 84% of net profit, which is comparable to the level in year 2024. Based on the market price, the dividend yield would be 6.4%, which is considered high and attractive relative to the average level in the Stock Exchange.

The Board of Directors would like to express its sincere gratitude to the management team and all employees for their unwavering dedication and full commitment in carrying out their duties, which enabled the Company to steady its operations and overcome the challenges of the past year with stability. The Board also wishes to thank all shareholders for their trust and understanding regarding the circumstances.

The Company commits to continued progress and will not stand still in its development, with a focus on enhancing production efficiency, expanding its sales base, and leveraging innovation to drive the business. These efforts are intended to deliver sustainable growth and to consistently create the best possible value for all stakeholders in the years ahead.

|||||

Mr. Prakit Pradipasen

Chairman of the Board

STATEMENT FROM THE CHIEF EXECUTIVE OFFICER



In year 2025, Diamond Building Products Public Company Limited marked a moment of pride and a significant milestone as **the Company celebrated its 40th anniversary of business operations**. Despite continued economic headwinds during the year, including subdued purchasing power and pressures arising from household debt, the **“Diamond”** brand maintained its competitiveness and market leadership, supported by the Company’s strong foundation and decades of accumulated experience. During the year, the Company leveraged management agility, improved production efficiency, and continued product development aligned with the evolving needs of modern consumers. These initiatives enabled the Company to navigate challenges effectively and transform them into opportunities, strengthening the platform for sustainable long-term growth.

At the beginning of the year, the Company organized **“DIAMOND VISION 2025: New Markets, New Frontiers”** to communicate a shared direction and common goals with distributors nationwide. The event emphasized expanding the customer base into new markets to create growth opportunities. The Company also reaffirmed its commitment to move forward alongside its trade partners to overcome economic challenges and achieve new successes together.

In terms of production, the Company upgraded its manufacturing capabilities during the year by commencing commercial operations of its second autoclaved aerated concrete (AAC) plant in Saraburi Province (AAC-2). The facility not only increases production capacity by more than 163,200 tons per year, but also serves as a Smart Factory model through the application of Green Cake technology, together with automation, robotics, and AI in operational management. These technologies help reduce energy consumption and waste while further enhancing production efficiency to support rising demand from both public and private-sector projects.



The Company was selected as one of the ESG 100 security groups with distinct performance in the environment, society, and governance (ESG) of the year 2025 by Thaipat Institute.

In terms of products and services, under the concept “**Build your dream home with DIAMOND**”, the Company expanded its product line to include premium, eco-innovative offerings that promote well being and support sustainable quality of life. Key products include Emerald ceramic roof tiles, Air Cool thermal insulation, Max Block autoclaved aerated concrete (AAC) blocks, Diamond Stone Coated Metal Roof sheets, and Diamond XTruShield WPC (wood-plastic composite) products. In addition, the Company proactively advanced its **One Stop Service** market strategy through **Diamond Solutions**, a product-and-service model designed to accelerate customer base expansion. This includes Diamond Roof Solutions, which provides end-to-end roofing system installation, and Diamond SPC Solutions, which provides installation services for SPC stairs, flooring, and wall applications. The Company also offered **Diamond Modular House (prefabricated buildings)** to meet modern lifestyle needs, including housing for the elderly and commercial buildings, thereby strengthening competitive advantage and increasing the proportion of revenue from service-related businesses.

Regarding distribution channels, the Company adjusted its strategy to place greater emphasis on expanding its customer base in high-rise projects and public sector projects, as well as in key institutional segments such as hotels and resorts, schools, hospitals, temples, and other religious sites. The Company also proactively expanded market coverage into 55 secondary provinces across Thailand. For international expansion, the Company focused on expanding its presence in ASEAN markets, including the Lao PDR, Myanmar, and the Philippines. At the same time, the Company continued to strengthen the “**Diamond**” brand and maintain its customer base through a comprehensive distribution network.

In terms of social, community, and environmental responsibility, in addition to achieving production goals and releasing quality products to the market, the company remains committed to continuous improvement. It focuses on developing environmentally friendly production processes that consider society and communities from upstream to downstream. This commitment is evident through investments in innovative projects such as automation and robotics, which reduce the risk of work-related injuries. The company also adopts a Circular Economy approach through the 3R strategy: Reduce, Reuse, and Recycle.

Returns to Shareholders and Good Governance, with its strong financial position, the Company maintained consistent dividend payments to shareholders. During the year, the Company announced an interim dividend of THB **0.18 per share**, reaffirming its profitability amid economic volatility. In year 2025, DRT was included in the **ESG100 list for the eighth** consecutive year and received a **SET ESG Ratings assessment of “AA”** in the Property and Construction sector. In addition, the Company received the **CAC Change Agent Award 2025**, reflecting transparent business operations and a firm stance against corruption in all forms.

|||||

Mr. Satid Sudbuntad

Chief Executive Officer

AWARDS OF PRIDE

With business management determination in upholding to the principles of good corporate governance for effective, transparent and fair management as well as maintaining a code of business ethics for **“Create Sustainable Business Value”** recognized by all stakeholders, in the year 2025, the Company has received 4 awards of pride from leading institutions as follows:



Thailand Sustainability Investment (THSI) Award For the 9th consecutive year, spanning from 2017–2022, and also in year 2023–2025, the Stock Exchange changed its name from THSI to SET ESG Ratings. During this period, the company consistently maintained an AA rating in the real estate and construction sector. from the Stock Exchange of Thailand and Money and Banking Magazine for listed companies that conduct their business with stability and sustainability with regards to Environment, Society, and Governance or “ESG”.



Five-star Award () from the project of the Corporate Governance Assessment of Thai Listed Companies year 2025 organized by the Thai Institute of Directors Association, with a score of 99%, which is rated as **Excellent**.



Five-star Award () in the quality assessment of the year 2025 convening of the Annual General Meeting of Shareholders from the Thai Investors Association with a score of 100%, which is rated as **Excellent**.



In the **ESG 100 award**, the Company was selected as one of the ESG 100 security groups with distinct performance in the environment, society, and governance (ESG) from evaluation of the year 2025 Listed Securities Assessment companies organized by Thaipat Institute. The first award was presented in the year 2015 and has continued in the year 2019 until the year 2025.

กระเบื้องหลังคาเซรามิก

CERAMIC ROOF TILE

DIAMOND EMERALD

NEW

EMERALD
หลังคาเซรามิก
ตราไอเอส

PART 1

Company Profile and Performance



1. STRUCTURE AND OPERATIONS

1.1 POLICIES AND BUSINESS OVERVIEW

The Diamond Building Products Public Company Limited was established in 1985 under the name of Siam City Tiles and Pipes Company Limited. Formally it was a subsidiary company of Siam City Cement Public Company Limited and the Company's performance was only to manufacture roofing products and pipes to the Siam City Cement Public Company Limited who was responsible for marketing and distribution the entire products of the Company through own distributors.

In addition, the Company had canceled the production of asbestos cement pipes, the original main product of the Company because such product was not marketable. Roofing products became the only main product of the Company. Therefore, on April 3, 2001, the Company changed its name to **Diamond Roofing Tiles Company Limited**.

Subsequently, the Siam City Cement Public Company Limited had changed the shareholder new structure. The Siam City Cement Public Company Limited group of companies then sold all its shares in 2002 to Myriad Materials Company Limited which was established as Holding Company to especially invest in the Company without operating any other business. The major shareholders of the Myriad Materials Company Limited comprising of groups of Mr. Chaiyut Srivikorn, Mr. Prakit Pradipasen and Khunying Sasima Srivikorn. And on December 2, 2004 the Company registered to become a public company. On November 9, 2005, the Company received permission from the Securities and Exchange Commission (SEC) to list ordinary shares on the Stock Exchange of Thailand and on November 29, 2005, the first securities trading was made under the stock trading acronym of **"DRT"**. The Company has commenced to produce a wide variety of products in order to be consistent with the new image and support the business expansion in the future which enhancing the Company's overall picture to be contemporary, reliable and universal and can be used with a variety of products other than roof tiles while still being the **"Diamond Trademark"**. The Company changed its name to **Diamond Building Products Public Company Limited** on January 12, 2011 by being a manufacturer and distributor of roofing products, boards and ceiling, siding boards and other roof accessories and non-roof products as well as being a service provider for roof stripping and installation under the trademark names of Diamond, Roof, Adamas and Jearanai. In addition, Diamond Materials Company Limited is a Company's subsidiary company which is a manufacturer of autoclaved aerated concrete in the northern region of Thailand.

1.1.1 VISION, MISSION, CORE VALUES, OBJECTIVES AND STRATEGIES

(1) VISION, MISSION, CORE VALUES

Vision

“TO BE A BETTER CHOICE FOR CONSTRUCTION MATERIALS AND SERVICES”

Mission

We are in the business of production and distribution as well as providing services relating to roofing tiles, boards and accessories. We believe that operating business with ethics and social responsibility is fundamental for serving the needs and expectations of our customers, employees, society and shareholders, leading to the success of our mission.



FOR OUR CUSTOMERS

We shall deliver quality products and design differentiation with value and competitive pricing by utilizing modern technology and offering excellent services to the customers with our strong distribution channels and effective management.



FOR OUR EMPLOYEES

We shall build and promote an environment of learning and well-being of employees as well as their families in order to allow the employees to achieve their fullest potential.



FOR OUR SOCIETY

We shall support and help the society that we live in to have good quality of life by realizing that the society is an important mechanism for promoting and pushing forward the Company for its existence and sustainable development.



FOR OUR SHAREHOLDERS

We shall create financial return with continuous growth and stability.

Core Values

We shall be diligent, focused at work, accountable, strive toward success and excellence in order to maintain balance of interest fairly for all stakeholders. We shall operate in unity with honesty and transparency, promote learning and sharing, and continue with unceasing development in order to achieve superior differentiation, as well as care for the society, community and environment for sustainable value generation.

Determined**Transparent****Learning for
Development****Environmental
Protection**

The abbreviation, “D-BUILDS” is defined as “Determined, Transparent, Learning for Development, Environmental Protection”, having the meaning for each character of the abbreviation as follows:

						
Diligence	Balance	Unity	Integrity	Learning	Differentiation	Social Responsibility
Being focused in achieving success with accountability, work diligence and determination.	Insisting on maintaining the balance of interest for all stakeholders with fairness.	Believing that unity will bring on success.	Holding fast to honesty and transparency which will lead to excellence.	Promoting learning and sharing to become intellect and good person accepted by the society.	Unceasing development for superior differentiation.	Caring for the society, community and environment for sustainable value generation.

(2) OBJECTIVES AND MAIN GOALS

The Board of Directors has established objectives and goals of the Company by considering business that can generate values for the Company, stakeholders, and the society. Many aspects are considered, including the environment, changing factors, utilization of innovations and technologies, the needs of customers and stakeholders, readiness, skills, and competitiveness of the Company as follows.

OBJECTIVES

- 1) The Company shall produce and sell roofing products, board and ceiling products, siding board products, as well as roof accessories and non-roof products. The Company shall also offer roof stripping and installation services under the trademarks of Diamond brand, Adamas brand, and Jeeranai brand, as well as creating innovations as better alternatives for construction material and services.
- 2) The Company shall operate its business for competitiveness, good operating results, and sustainable growth.
- 3) The Company shall operate its business with ethics, transparency, respect and accountability to the rights of shareholders and all stakeholders, as well as contributing to the society and minimizing environmental impact, while being adaptable under changing conditions.
- 4) The Company shall promote communication, bolstering the objectives and goals of the Company as the guidelines for decision making and operations of employees at every level to foster the corporate values.

MAIN GOALS

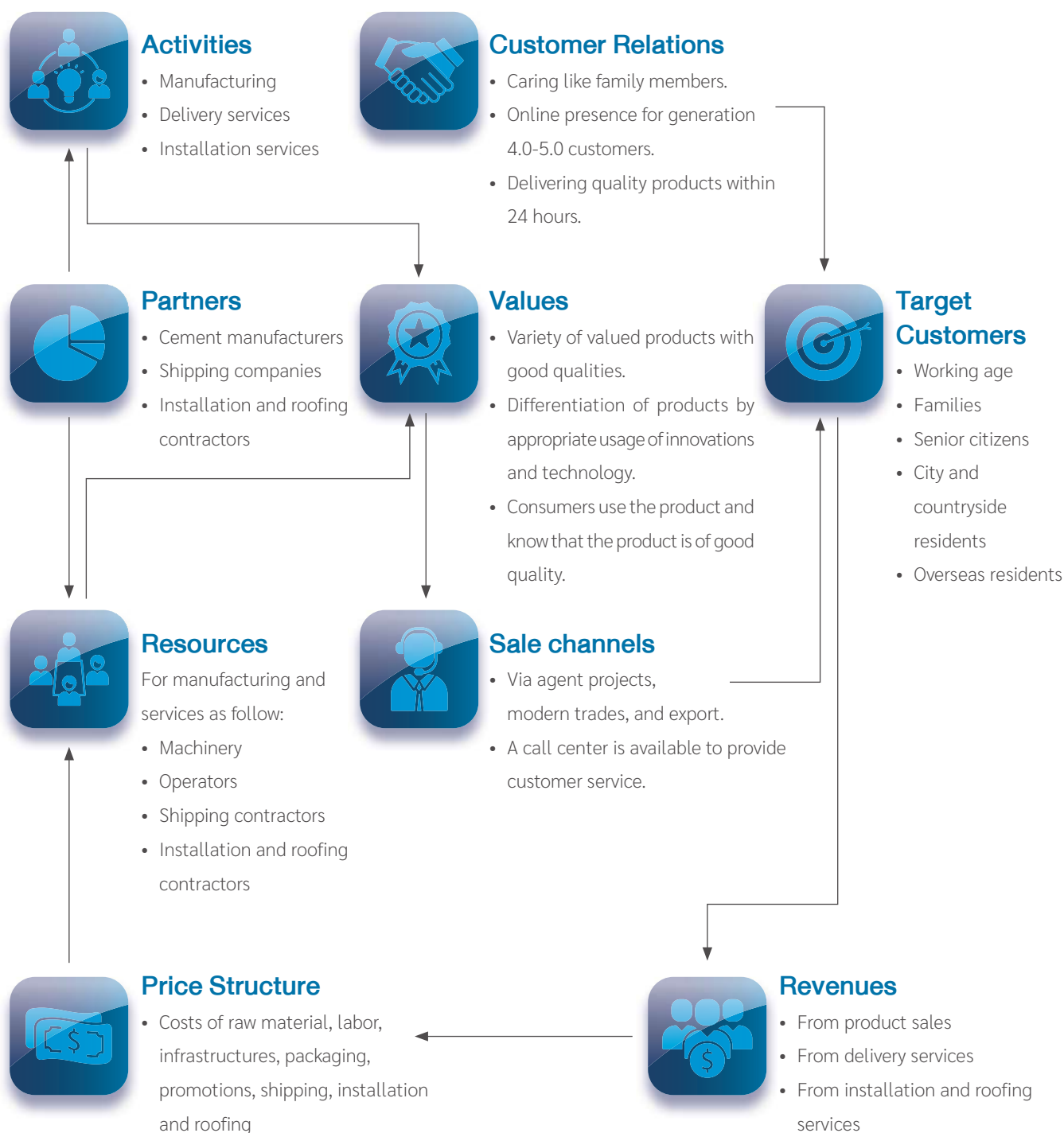
- 1) **Committed on sustainable growth:** By looking after both domestic and export customers in order to retain existing customer base and steadily expand new customer base, creating balance of benefits with mutual agreement of income based on fairness, as well as continuous development of partners to increase competitiveness and support sustainable growth.
- 2) **Emphasis on effective production:** By planning effective and flexible production plan according to sale and marketing plans, creating innovation by implementing automation and robotic technology to improve productivity, and developing new products to enhance competitiveness, meeting consumers' demand and maintain competitive level of cost.
- 3) **Fostering learning focused environment:** By ensuring wellbeing and safety for Diamond People, developing knowledge and capabilities in management, manufacturing, and marketing skills, to drive the organization forward and support the growth in both domestic and overseas market with excellence. With focus on **"Innovative Organization,"** creativity is promoted to sustainably developing the organization.
- 4) **Committed on adequate financial liquidity:** By ensuring that the Company is able to repay debt with measures put in place in case of financial difficulties. Low-cost loans are sourced to support the business operation as per the objectives, main goals, strategies, operational plan, and annual budget. Financial and non-financial information are also reliably disclosed.
- 5) **Standing firm on good corporate governance principles:** By ensuring that the Company adheres to the corporate governance principles, be transparent, auditable, and provides equitable treatment to all stakeholders.
- 6) **Balancing economic, societal, and environmental aspects:** By overseeing that Diamond People balance economic, societal and environmental aspects and supervise on minimizing environmental impact according to the sustainable development framework.

(3) STRATEGY AND OPERATIONAL PLAN

To ensure success of the Company's operations according to the objectives and main goals, the Board of Directors has established a short-term, mid-term, and annual strategy and operational plan according to the objectives and main goals of the Company. It includes environmental analyses; assessment of potential risks of unachieved objectives for the whole value chain; promotion of innovations and implementation of manufacturing technologies to enhance competitiveness, on the basis of social responsibility and sustainability; communication of the objectives and main goals, as well as strategy, and operational plan to the whole organization; and consistently follow up the operations to be in accordance with the strategy and annual plan.

(4) BUSINESSES

The Company is a manufacturer and distributor of roofing products, boards and ceilings, siding boards, and other roof accessories and non-roof products as well as being a service provider for roof stripping and installation under the trademark names of Diamond, Roof, Adamas and Jeeranai, having the following business model.



1.1.2 SIGNIFICANT CHANGES AND DEVELOPEMENTS

Major changes and developments in business operations and management over the past 3 years.

2023

December

- On December 18, 2023, the Company's Board of Directors meeting convened to approve an investment in a project aimed at installing autoclaved aerated concrete production machinery (AAC-2) with a capacity of 163,200 tons per year at the Saraburi factory. The investment budget is approximately 648 million baht, driven by increasing demand for aerated concrete (AAC) products while market supply remains insufficient.

2024

February

- On February 19, 2024, a meeting of the Company's Board of Directors resolved to appoint Mr. Jark Chulakiet as the Independent Director replacing Mr. Sakda Maneeratchatchai, whom had resigned, having effective date from April 20, 2024 onward.

April

- On April 19, 2024, the General Meeting of Shareholders has approved the appointment of Assoc.Prof.Dr. Somjai Phagaphasvivat as the Independent Director replacing Mr. Anun Louharanoo, whose term has expired, having effective date from April 19, 2024 having effective date from April 20, 2024 onward.

2025

February

- On February 17, 2025, the Company's Board of Directors, at Meeting No. 395, approved a share repurchase (Treasury Stock) program for financial management purposes, with a maximum budget of 320,350,000 baht and a maximum repurchase volume of not more than 5.03% of the total issued and paid-up shares, equivalent to 43,000,000 shares. As of March 27, 2025, the Company had repurchased a total of 42,999,964 shares, with a total repurchase value of 320,349,731.80 baht. The repurchased shares are scheduled to be resold no earlier than three months after completion of the repurchase and no later than three years thereafter.

August

- On August 29, 2025, the Company commenced commercial operations at its second autoclaved aerated concrete plant in Saraburi (AAC-2), with an investment of THB 648 million and a production capacity of 163,200 tons per year, or approximately 2.9 million square meters per year. Including existing facilities in Saraburi and Chiang Mai, which together have a production capacity of 5.8 million square meters per year, the Company's total AAC production capacity increased to 8.7 million square meters per year.

1.1.3 COMPANY PROFILE

COMPANY PROFILE

Company's Name	Diamond Building Products Public Company Limited
Abbreviation	DRT
Registration Number	0107547001041
Type of Business	Production and distribution of roofing products, boards and ceilings, siding boards, and other roof accessories and non-roof products as well as being a service provider for roof stripping and installation under the trademark names of Diamond, Roof, Adamas and Jearanai.
Registered Capital	855,033,100 ordinary shares at a par value of Baht 1 per share totaling Baht 855,033,100, all being issued and paid-up ordinary shares.

BACKGROUND

1985	August 28, 1985: The Company was established under the name of Siam City Tiles and Pipes Company Limited (SCTP) with Siam City Cement Public Company Limited as a major shareholder.
2001	April 3, 2001: The Company formally changed its name to Diamond Roofing Tiles Company Limited (DRT).
2002	December 26, 2002: There was a change in the shareholding structure with Myriad Materials Company Limited becoming a major shareholder.
2004	December 2, 2004: The Company was incorporated as a public company and became Diamond Roofing Tiles Public Company Limited.
2005	November 9, 2005: The Company was given permission by the Securities and Exchange Commission (SEC) to register its ordinary shares for trading on the Stock Exchange of Thailand (SET) and its shares were first traded on November 29, 2005 under the stock trading acronym of "DRT".
2011	January 18, 2011: The Company formally changed its name to Diamond Building Products Public Company Limited (DBP).
2013	May 9, 2013: Formation and registration of a subsidiary company, Diamond Materials Co., Ltd. with initial, "DMATS".

LOCATIONS

Head Office	69-70 Moo 1, Mitraphap Road, Km. 115, Tambon Talingchan, Amphur Muang, Saraburi 18000 Tel: 0 3622 4171-8, Fax: 0 3622 4187
Branch Office 1	408/163-165, Phaholyothin Place Bldg., 40 th Floor, Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400 Tel: 0 2619 0742, Fax: 0 2619 0488
Branch Office 2	269 Moo 3, Tambon Samran, Amphur Muang, Khon Kaen 40000 Tel: 0 4339 3390-1
Branch Office 3	169-170 Moo 4, Mitraphap Road, Tambon Tan Diao, Amphur Kaengkhroi, Saraburi 18110 Tel: 0 3622 4171-8 Ext. 401-420



Call Center
0 2619 2333



Website
www.dbp.co.th



E-mail Address
Corpcenter@dbp.co.th

1.2 BUSINESS OPERATIONS

1.2.1 REVENUE STRUCTURE

As of year ending December 31st for each of the past 3 years:

Products and Services	2025		2024		2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenues from sales and services						
1) Revenue from Product Sales	4,176.58	92.17%	4,575.39	92.06%	5,111.27	90.77%
1.1) Fiber Cement Tiles Products	1,111.20	24.52%	1,171.28	23.57%	1,196.99	21.26%
1.2) Concrete Tiles Products	754.11	16.64%	920.79	18.53%	1,141.66	20.27%
1.3) Siding Board and Board Products	1,238.68	27.34%	1,201.15	24.17%	1,277.46	22.69%
1.4) Autoclave Aerated Concrete Products	504.33	11.13%	629.48	12.67%	664.55	11.80%
1.5) Diamond Truss Products	201.79	4.45%	212.46	4.27%	318.34	5.65%
1.6) Original Equipment Manufacturer	366.47	8.09%	440.23	8.85%	512.27	9.10%
2) Revenue from Services	354.76	7.83%	394.50	7.94%	519.88	9.23%
Total Revenues from sales and services	4,531.34	100.00%	4,969.89	100.00%	5,631.15	100.00%

1.2.2 PRODUCT INFORMATION

(1) PRODUCT CHARACTERISTICS

The Company produces and distributes roofing products, boards and ceilings, siding boards, and other roof accessories and non-roof products as well as being a service provider for roof stripping and installation under the trademark names of Diamond, Roof, Adamas, and Jearanai. The Company's seven main groups of products are as follows.

(A) Fiber Cement Tile Group, namely Roman Tiles, Small Corrugated Tiles, Jatulon Tiles, Jearanai Tiles and Fiber Cement Ridges, etc.

(B) Concrete Tile Group, namely CT Diamond, CT Venice, Adamas and Concrete Ridges, etc.

(C) Siding Board Product Group and Board Group, consists of two product groups as follows:

- 1) Siding Board Product Group, namely Siding Boards, Lathes, Eaves, Fences, Floor Plank and door frame, etc.
- 2) Board Product Group, namely Boards, Ceiling or **"Diamond Board"**, etc.

(D) Autoclaved Aerated Concrete Group, namely Autoclaved Aerated Concrete or **"Diamond Block"**, Lintel or **"Diamond Lintel"**, Kitchen Counter or **"Diamond Counter"** and Autoclaved Aerated Concrete or **"Max Block"**, etc.

(E) Diamond Truss Group, namely Truss, Beam and SuperSteel Purlins, etc.

(F) Original Equipment Manufacturer Group, consists of two product groups as follows:

1) **Original Equipment Manufacturer Group**, namely Heat Insulators, Foils, Bird Guards, Gypsum Boards, Mortar Paint, etc., including steel roof with volcanic rock coating **"Decra"** and steel roof coated with natural stone **"Diamond Stone Coated"**, ceramic roof tiles **"Emerald"** SPC (Stone Plastic Composite) flooring and stair materials, and WPC (Wood Plastic Composite) synthetic wood products, etc.

- 2) **Other groups include** Modular House and readymade Coffee Shops (DIAMOND Cafe), etc.

(G) Roof stripping and installation services comprises of truss, beam, roof and siding board product group, SPC stairs and flooring product group by the team of experts and installation teams who have received training and examination from the Company to build confidence for the customers that whenever the Company's product is purchased, there will be good and effective installation and after-sales services, which can be summarized as follows.

1) **Installation service from the central part** stationing at Saraburi Plant, Bangkok and surrounding areas who are experts normally work on housing projects, etc.

2) **Installation service in the local part** stationing at the distribution agents throughout the Country by local technicians whom have been trained and examined on knowledge and skills on installation of truss, beam, roof and siding board product group, SPC stairs and flooring product group professionally, capable of transferring their knowledge to other local technicians, creating job and revenue for the people in the surrounding communities, including recommendation on the correct methods for disposal of wastes or scraps from work to help reduce air pollution.

(2) MARKETING AND COMPETITION

(A) Industrial Situation and Competition

In year 2025¹, overall demand for construction materials showed a growth trend, supported by government projects that continued to accelerate infrastructure development. As a result, the public construction sector expanded by 10.6% year-on-year (YoY), while the private construction sector remained sluggish, contracting by approximately 1.9% YoY. The key drivers of the private sector slowdown were the deceleration in residential construction, stemming from a continued decline in real estate sales, a significant reduction in new project launches, and ongoing strictness by financial institutions in credit approval. In addition, purchasing power among certain consumer groups remained fragile due to high household debt levels and deteriorating credit quality. Nevertheless, overall investment in the construction sector still grew by 5.4% YoY, supported by several positive factors, including:

1) **Accelerated public-sector investment in construction and large-scale projects:** Public infrastructure projects particularly large-scale developments in Thailand and neighboring countries are expected to continue progressing and accelerating, serving as a key driver of overall demand for construction materials. In addition, investment promotion policies for the Eastern Economic Corridor (EEC) have further stimulated construction activity and significantly increased the use of construction materials in the EEC area.

2) **Adjustment in real estate project development:** Major property developers have increasingly shifted their investment focus from low-rise housing projects toward vertical developments, such as condominiums and mixed-use high-rise buildings, which have continued to gain popularity. In addition, investments have been increasingly diversified into key regional cities, such as Phuket, Chiang Mai, and Khon Kaen, where growth prospects remain positive. This trend is expected to continue supporting demand for construction materials in new projects in the period ahead.

3) **Demand for residential repair and renovation** has increased, with many operators placing greater emphasis on investing in building and housing renovation particularly in central urban areas supported by demand from higher purchasing power consumers. As a result, demand for construction materials has risen, especially for repair and decorative product categories. This trend is therefore considered a significant supporting factor for growth in certain segments of the construction materials market.

The construction material manufacturing and trading sectors are undergoing significant changes in their strategies and business operations, driven by various factors:

1) **Investment in Technology and ESG:** Major manufacturers have increasingly prioritized the development and adoption of technologies that reduce carbon emissions and are environmentally friendly, in response to the growing focus on Environmental, Social, and Governance (ESG) factors. Such adaptation not only helps reduce environmental impacts, but also strengthens corporate reputation, builds stakeholder confidence, and supports long-term competitiveness in global markets.

¹ Chiewcharn Srithaiya (2025), *Construction Materials Business 2025*.

2) Development of online distribution channels: Distributors of construction materials have increasingly accelerated the development and expansion of online sales channels to respond to digital-era consumer behavior. This includes the development of e-commerce platforms, the use of social media as a marketing tool, and the analysis and application of customer data to enhance the customer experience. These approaches help improve the efficiency of reaching target customers, strengthen competitiveness, and support long-term business growth.

3) Cost Challenges: Key Risk Factors as follows:

- **Energy and transportation costs** remain at elevated levels, impacting the overall cost structure and contributing to upward pressure on product prices.
- **Competition from imported goods:** Competition from imported products particularly from China and Vietnam, which benefit from lower production costs has significantly intensified price competition in the market.
- **Rising raw material costs:** Raw material costs particularly cement rose by more than 20%, directly increasing the cost of the Company's self-manufactured products. However, due to market slowdown conditions, the Company has been unable to increase selling prices in line with the higher costs.

4) Price Pressures Imports from China and Vietnam continue to exert pressure on domestic manufacturers, requiring operators to adjust both pricing and product quality strategies in order to maintain competitiveness and market share over the long term.

Industrial Situation and Competition

1) Operators in the Industry

The construction materials industry is undergoing rapid change, with the trend toward environmentally friendly product development such as materials that help reduce carbon dioxide emissions playing an increasingly important role. This is driven by rising consumer demand for sustainability, together with stricter environmental requirements. As a result, manufacturers are required to invest in modern production technologies to improve efficiency and comply with such standards, leading to higher production costs particularly at a time when energy prices remain elevated making upward pressure on market prices increasingly unavoidable.

In the distributor segment, persistently intense competition has required operators to appropriately adjust both operational and marketing strategies. Large players continue to hold advantages through branch network expansion and effective sales promotion strategies, such as promotional campaigns and the development of brand loyalty programs. These factors have increased pressure on smaller operators and have affected the overall industry's ability to maintain profit margins.

These trends have led businesses in the construction materials industry to face increasingly greater challenges on an ongoing basis. Accordingly, organizations need to develop and adjust their strategic plans in line with the changing business environment in order to strengthen and sustain long-term competitiveness.

2) Competition in Domestic Market

Rising cement raw material costs have increased overall product costs. However, amid continued market weakness and intense competition, most manufacturers have had to absorb higher costs and have been unable to raise product prices accordingly. At the same time, in the wood-plastic composite (WPC) and wood-substitute board product segments, many producers continue to adopt a **"fighting brand"** strategy focusing on competitive pricing to expand market share resulting in sustained and intense price competition across product categories.

This situation reflects the challenges faced by manufacturers in managing costs and maintaining profitability amid intense competition. Accordingly, operators need to develop and implement strategies that emphasize differentiation and value creation in order to reduce reliance on price competition alone. Such strategies include expanding product variety, enhancing product quality, strengthening brand equity, and adding features or functions that better address the specific needs of different customer segments.

Domestic Market Shares are as follows:

Manufacturers (Unit: Million Baht)	Sales in year 2024		Sales in year 2023		Sales in year 2022	
	Amount	Market Share	Amount	Market Share	Amount	Market Share
1) Siam Cement Group	11,126.42	45.34%	13,249.51	46.88%	13,656.92	48.13%
2) Mahaphant Group	7,069.09	28.81%	7,600.51	26.89%	7,562.33	26.66%
3) Diamond Building Products	4,969.89	20.26%	5,631.15	19.93%	5,232.11	18.44%
4) Kitermit Group (Olanvnanich)	716.09	2.92%	878.74	3.11%	1,017.40	3.59%
5) Conwood	654.78	2.67%	900.36	3.19%	902.15	3.18%
Total	24,536.27	100.00%	28,260.27	100.00%	28,370.91	100.00%

Source : Department of Business Development, Ministry of Commerce

3) Competition in Foreign Market

In year 2025, the value of exported roofing tiles, siding boards, boards and ceilings from Thailand to foreign market was Baht 10,141.45 million, an decrease of 3.67 percent from year 2024, being categorized according to trading countries as follows:

Export Value of Construction Products are as follows:

Product Description (Unit: Million Baht)	2025	2024	2023
Fiber Cement Tiles	639.80	625.46	639.09
Concrete Tiles	460.61	496.90	557.22
Boards and Ceilings	5,595.87	6,171.61	5,809.63
Siding Boards	3,445.17	3,233.83	3,316.78
Total Export Value	10,141.45	10,527.80	10,322.72
Expansion rate increase (decrease) (%)	(3.67)%	1.99%	11.04%

Source : Thai Customs Department

Trading Countries

Trading Countries (Unit : Million Baht)	Fiber Cement Tiles	Ratio	Concrete Tiles	Ratio	Boards & Ceilings	Ratio	Siding Boards	Ratio
Philippines	0.00	0.00%	4.71	1.02%	1,819.23	32.51%	13.40	0.39%
Myanmar	97.36	15.22%	54.37	11.80%	786.28	14.05%	33.45	0.97%
Campodia	65.28	10.20%	91.80	19.93%	227.59	4.07%	70.10	2.03%
Laos	466.09	72.85%	280.28	60.85%	390.05	6.97%	112.35	3.26%
China	5.82	0.91%	4.47	0.97%	0.00	0.00%	0.55	0.02%
Vietnam	0.14	0.02%	0.00	0.00%	620.53	11.09%	2.84	0.08%
Malaysia	3.44	0.54%	11.38	2.47%	202.23	3.61%	15.11	0.44%
Australia	0.00	0.00%	7.96	1.73%	574.53	10.27%	27.88	0.81%
India	0.00	0.00%	0.16	0.03%	123.84	2.21%	0.66	0.02%

Trading Countries (Unit : Million Baht)	Fiber Cement Tiles	Ratio	Concrete Tiles	Ratio	Boards & Ceilings	Ratio	Siding Boards	Ratio
Indonesia	0.00	0.00%	0.00	0.00%	149.33	2.67%	1.11	0.03%
South Korea	0.00	0.00%	0.00	0.00%	50.09	0.90%	1.87	0.05%
United States	0.00	0.00%	4.74	1.03%	18.23	0.33%	3,014.10	87.49%
Others	1.67	0.26%	0.74	0.16%	633.94	11.33%	151.75	4.40%
Total Export Value	639.80	100.00%	460.61	100.00%	5,595.87	100.00%	3,445.17	100.00%

Source : Thai Custom Department

The Company mainly exports its products to neighboring countries adjacent to Thailand, namely Laos, Cambodia, Myanmar and Vietnam. In addition, the Company exports fiber cement board products to the Philippines, Vietnam, and Myanmar. Since the products are heavy and fragile with high transportation cost, there is a limitation for long distance transport. Total export value for year 2025 was at Baht 714.19 million or 7.04 percent of the total export value, which decreased of 6.98 percent from the previous year

4) Future Competitive Trends

- Roofing product group:** For the group of fiber cement roof tiles, Overall demand declined in line with the broader economic slowdown, together with the increasing presence of substitute products, resulting in continued intense price competition. Demand for concrete roof tiles also decreased due to the slowdown in the low-rise residential property market, driven by accumulated housing inventory in the market particularly in Bangkok and the surrounding metropolitan area which remained at elevated levels. This led property developers to delay new project launches, thereby limiting growth in demand for construction materials for new housing projects. Nevertheless, from a cost management perspective, the concrete roof tile segment has remained competitively positioned in the market. The Company also has plans to continuously enhance product competitiveness, with a focus on developing mounting and wiring accessories for use with Solar Rooftop systems, as well as introducing new color options and further upgrading product quality to better and more comprehensively meet customer needs.
- Wood Substitute and Board Group:** To respond to current customer usage behavior, which increasingly prioritizes ready-to-use products, together with demand for residential decoration materials, the Company has developed and expanded its wood substitute and decorative board product range. These products are designed to replace natural wood, which carries higher costs, and to ensure that the Company can meet market needs in a suitable and up-to-date manner. However, given the intense competition in this product segment, effective cost management to maintain selling prices at appropriate and competitive levels remains a key factor in expanding sales volume and increasing market share.
- Autoclaved Aerated Concrete Group :** The slowdown in the real estate market in line with economic conditions has led to excess supply (oversupply). In addition, substitute products in certain areas such as red bricks and concrete blocks have returned to the market, resulting in more intense price competition. Accordingly, the Company has planned cost management measures and adjusted its marketing strategy by focusing on promoting 10 cm and 20 cm AAC blocks, together with reinforced lightweight concrete products, including lintels and counters, which have received increasing positive response from real estate projects. In addition, the Company developed a new product **Max Block** AAC to address market demand and strengthen long-term competitiveness.

(B) Trading Partner Characteristics and Distribution Channels

The following table depicts the revenue and ratio from both domestic and foreign or export market sales:

Revenue from Sales (Unit: Million Baht)	2025	Ratio	2024	Ratio	2023	Ratio
1) Domestic Market	3,462.39	82.90%	3,807.65	83.22%	4,385.62	85.80%
• Agent Group	2,265.31	54.24%	2,553.69	55.81%	2,801.37	54.81%
• Modern Trade Group	691.74	16.56%	783.40	17.12%	834.97	16.34%
• Housing Project Group	505.34	12.10%	470.56	10.29%	749.28	14.65%
2) Foreign Market (Export)	714.19	17.10%	767.74	16.78%	725.65	14.20%
Total	4,176.58	100.00%	4,575.39	100.00%	5,111.27	100.00%

The Company has four main distribution channels as follows:

1) **Domestic Market** has revenue proportion of 82.90 percent, categorized into 3 groups as follows:

- **Agent Group:** Distribution agents in year 2025 consisting of 694 stores (increased by 7 stores), which covers 77 provinces nationwide. It has the policy to maintain existing dealers, and push the sale of new products with new services to increase sales value, and add new dealers continually.

- **Modern Trade Group:** Modern construction material retailers are expanding their branches. In year 2025, the number of branches expanded as follows: (1) Thai Watsadu increased from 87 branches to 90 branches (2) Global House increased from 89 branches to 96 branches (3) Mega Home increased from 33 branches to 38 branches, (4) Home Shop has 7 branches (5) Hardware House increased from 9 branches to 11 branches (6) Do Home increased from 25 branches to 26 branches and YongHouse has 3 branches. There has been a concerted effort to introduce new products and services in order to increase sales value.

- **Housing Project Group:** The Company fosters relationships with key operators and aims to increase sales among the top 20 operators with the highest revenues. It is also accelerating the expansion of both product and service markets in Chiang Mai, Chiang Rai, Khon Kaen, Nakhon Ratchasima, and Phuket. Additionally, it has adjusted its strategies to participate in government projects.

2) **Foreign Market (Export):** In year 2025, export revenue accounted for 17.10% of total revenue. The number of overseas distributors increased to 74 outlets (an increase of 6 outlets). Due to border-related issues with Cambodia, sales declined from the third quarter onward. Accordingly, the Company adjusted its strategy to identify new markets and sales channels, including Myanmar, Vietnam, and the Philippines, and promoted new products in the Lao PDR, where demand continued to grow. In addition, the Company adopted a strategy to focus on overseas partners with strong cash flow and distribution readiness in order to reduce payment default risk.

(C) Competitive Strategies

The Company has established strategy and marketing plan in accordance with the established target including regularly reviewed the strategy in order to meet the established strategy, which can be summarized as follows:

1) Development of Service Excellence

The Company developed and implemented the SuperApp system as a tool to monitor and manage sales information, while strengthening and maintaining relationships with both existing and new customers. This supports product offerings that are aligned with market needs, creates business opportunities, and facilitates expansion into new markets. In addition, the Company implemented the **BCI LeadManager program** as a system to support the sourcing and management of new projects, which enhances sales efficiency and improves the accuracy and responsiveness in meeting customer requirements.

At the same time, the Company expanded and enhanced its customer communication channels to be more convenient and comprehensive through both offline and online platforms. These include the Customer Service Center (Call Center) and various digital channels such as LINE, Facebook, and other social media platforms, aimed at enhancing customer experience and strengthening service efficiency in a comprehensive manner.

2) Development of products with better differentiation

The Company places importance on the continuous development of new products to respond to evolving market needs. During the year, the Company developed and introduced a range of products, including roof tiles and mounting and wiring accessories for use with Solar Rooftop systems, Emerald ceramic roof tiles, Stone Coated Metal Roof products, SPC stair and flooring products, and Diamond XTruShield WPC wood plastic composite products. These offerings are designed to meet user requirements for aesthetics, strength and durability, and product quality. Such product development strengthens the Company's competitiveness and expands long-term business opportunities.

3) Fair and competitive pricing

Amid continued economic weakness, market competition has intensified, together with risks arising from higher energy and transportation costs. Nevertheless, the Company has been able to manage product costs efficiently and implement a pricing policy that is appropriate, fair, and competitive, while continuing to emphasize product quality and portfolio diversity. In addition, the Company provides appropriate returns and incentives to customers and distributors, which has contributed to confidence and acceptance among all stakeholder groups.

4) Strengthening of competitive distribution channels

The Company is committed to developing and strengthening its domestic and international distributor network through effective sales and marketing planning. This is complemented by relationship-building activities with distributor executives, covering both business initiatives and corporate social responsibility (CSR) activities, to enhance confidence and engagement with distributors. In addition, the Company places importance on participating in community support efforts for areas affected by natural disasters, which is considered an important factor in supporting and driving the sustainable long-term growth of the Company's products and business.

Expanding the network of high-potential new distributors, together with increasing market coverage across various areas particularly secondary provinces will be a key factor supporting the Company's long-term market share growth. In addition, the Company places importance on ongoing marketing communications to continuously build awareness and brand recall among consumers.

In year 2025, the Company plans to communicate the Diamond Solution concept, comprising Diamond Roof Solutions and Diamond SPC Solutions, which provide comprehensive installation services for roofing systems as well as SPC stairs, flooring, and wall applications under Diamond's professional standards. To reach target customers effectively, the Company will emphasize the use of online media alongside television advertising to build broad-based, sustained awareness and brand recall.

The Company expanded its sales channels through e-commerce platforms, such as Shopee, to strengthen brand awareness and support wider recognition of new product introductions. This initiative is also a key strategy to effectively reach consumers and enhance sales opportunities through digital channels.

(3) MANAGEMENT OF PRODUCTS

(A) Production

In year 2025, the Company continuously expanded its production capacity, with a total production capacity of 1,301,734 tons per year. (This included the production capacity from the Autoclaved Aerated Concrete line (AAC-2), which began operations in September 2025 with a capacity of 54,400 tons from a total of 163,200 tons per year. In year 2025, the Company used a capacity rate of about 67 percent, which decreased from the previous year when using 78 percent. This decline was attributed to weak purchasing power, the strict lending policies by financial institutions, This led to a slowdown in sales of core products, including in especially from Cambodia, due to the unrest situation in the region, which collectively led to lower production capacity. Nevertheless, the Company successfully managed these challenges and minimized their impact to maintain the targeted gross profit margin.

(B) Procurement of raw materials

The Company has provided its categorized Procurement Handbook as a clear and effective guideline and procedure by separating into categories starting from procurement, purchase order up to the receipt of products and services in both domestic and foreign countries which can be summerizes as follows:

- Domestic sources: raw materials such as Portland cement, sand, paint, paper pulp, and other raw materials are purchased from domestic sources. The proportion of raw material purchased from domestic sources has decreased from 71.81 percent in year 2024 to 69.89 percent in year 2025.
- Foreign sources: raw materials such as asbestos and paper pulp, etc., are produced overseas. The proportion of raw material purchased from overseas sources has increase from 28.19 percent in year 2024 to 30.11 percent in year 2025.

(C) Problems concerning raw materials

The Company has never faced problem with raw material shortage as the Company has efficient planning and management in the procurement system, including procurement from various trading partners for each product type. The Company also searches for new sources of raw materials as reserve to prevent risk from raw material shortage. Additionally, the Company has good cash flow, sufficient revolving credit and long-established relationships with trading partners, which have created trust and credibility from the trading partners.

(4) ASSETS USED IN BUSINESS OPERATIONS**(A) Fixed assets used in business operation**

As of December 31, 2025, the Company has fixed assets used in business operations totaling 2,259.17 million baht located on the following areas:

- 1) DBP-1: 69-70 Moo 1, Mitraphap Road, Km.115, Tambon Talingchan, Amphur Muang, Saraburi Province.
- 2) DBP-2: 169-170 Moo 4, Mitraphap Road, Tambon Tan Diao, Amphur Kaengkhroi, Saraburi Province.
- 3) CT-KK: 269 Moo 3, Tambon Samran, Amphr Muang, Khon Kaen Province.

For subsidiary company, main fixed assets used in business operations totaling 85.77 million baht located at 263, Moo 10, Tambon Maefaek, Amphur Sansai, Chiang Mai, which can be summarized as follows:

Asset Types	Company		Subsidiary Company		Consolidated Financial Statements **
	Property	Book Value (in thousand Baht)	Property	Book Value (in thousand Baht)	Book Value (in thousand Baht)
1) Land *	Owned assets total of 17 title deeds	237,875	Owned assets total of 9 title deeds	20,097	257,972
2) Building structure	Owned	494,639	Owned	42,246	536,885
3) Machinery and equipment	Owned	1,447,680	Owned	21,806	1,469,476
4) Office furniture fixture and equipment	Owned	18,719	Owned	1,258	19,968
5) Vehicles	Owned	3,242	Owned	158	3,400
6) Asset under construction	Owned	57,018	Owned	204	57,223
Total		2,259,173		85,769	2,344,924

Remark : * Company's land is the land where the factories and office buildings situated with a total area of 328 rai 2 ngan 10 square wa, for a subsidiary with a total area of 34 rai 2 ngan 44.80 square wa.

** Consolidated financial statements are derived from fixed assets utilized in the Company's business operations and subsidiaries, which are updated to reflect the list of asset purchases and sales between the Company and its subsidiaries. Additionally, the accounting records of the subsidiaries are adjusted to ensure compliance with the Company's accounting standards.

In year 2025, the main fixed assets used in business operations of the Company and such subsidiary have not been used as collateral in any way.

As of December 31, 2025, the Company has investment property of 20.06 million baht, and the Company been appraised land that is not in use in year 2025 by Group Appraisal Company Limited, an appraisal company approved from the SEC, but for the subsidiary, there is no fixed asset of not-used type which can be summarized as follows:

Asset Type	Company			
	Location	Property	Book Value (in thousand baht)	Appraised Value (in thousand baht)
Investment property				
Land	Lampang Province	total of 5 title deeds	20,059	54,441
Total *			20,059	54,441

Remarks : * Investment property has a total value of 20.06 million baht from the appraisal of land, every plot of land has a higher appraisal value than the cost. In year 2019, the Company reversed the allowance for impairment set in 2016 in the amount of 1.70 million baht.

Details of the property appraisal can be found in Attachment 4.

For the year 2025, the said investment property of the Company and subsidiaries have not been used as collateral in any way. In the future the Company may consider the development of such land to enhance the Company's operational capability.

As at December 31, 2025, the Company has right-of-use assets of 22.27 million baht, which are lease assets in accordance with IFRS 16 "Lease Agreement" from 1 January 2020 onwards the Company had to recognize it as right-of-use assets and lease liabilities, there is no right-of-use assets which can be summarized as follows:

Asset Type	Book Value (in thousand baht)		
	Company	subsidiary	Consolidated Financial Statements *
Right-of-use assets			
1) Land	328	-	328
2) Building Structure	3,204	-	3,204
3) Machinery and equipment	-	-	-
4) Office furniture fixture and equipment	163	-	173
5) Vehicles	18,574	-	18,575
Total	22,269	-	22,280

Remarks : * Consolidated financial statements are derived from the Company's right-of-use assets and subsidiaries, updated with the list of purchases and sales of assets between the Company and its subsidiaries. Additionally, the accounting records of the subsidiaries are adjusted to ensure compliance with the Company's accounting standards.

(B) Intangible Asset

As of December 31, 2025, the Company had intangible assets totaling 11.46 million baht and its subsidiaries had intangible assets remaining because the account has been fully debited according to its useful life, consisting of the whole amount of deferred license fee which can be summarized as follows:

Intangible Asset Type	Book Value (in thousand baht)		
	Company	subsidiary	Consolidated Financial Statements
Software licence fee	11,460	-	11,460
Total	11,460	-	11,460

(C) Trademark

The Company has registered 31 trademarks with the Department of Intellectual Property, Ministry of Commerce as follows:

Trademark	Product	Registered No.	Country of Registration	Date of Registration	Expiry Date
1), 2), 3), 4) Diamond image and roof tile 	Cement, ready-mixed concrete Ceramic tiled roof Concrete tiled roof Construction lime Ready-mixed concrete slabs Ready-mixed concrete wall panels Cement columns Prestressed concrete piles Prefabricated paving blocks Cement pipe, gypsum board, ceramic tiled floor Cement tiled roof, block brick	Kor.142373 9327 2852/2002 KH/18146/ 03	Thailand Laos Myanmar Cambodia	23 February 1987 26 April 2002 28 July 2023 8 April 2002	22 February 2027 26 April 2032 Indefinite 8 April 2032
5), 6), 7), 8) Thai alphabets of Nor, Gor, Tho in a house 	Cement, ready-mixed concrete Ceramic tiled roof Concrete tiled roof Construction lime Ready-mixed concrete slabs Ready-mixed concrete wall panels Cement columns Prestressed concrete piles Prefabricated paving blocks Cement pipe, gypsum board, ceramic tiled floor Cement tiled roof, block brick	Kor.142905 9326 2851/2002 KH/17257/03	Thailand Laos Myanmar Cambodia	23 February 1987 26 April 2002 28 July 2023 8 January 2002	22 February 2027 26 April 2032 Indefinite 8 April 2032
9), 10), 11), 12), 13) Diamond image and roof tile 	Cement, ready-mixed concrete Ceramic tiled roof Concrete tiled roof Construction lime Ready-mixed concrete slabs Ready-mixed concrete wall panels Cement columns Prestressed concrete piles Prefabricated paving blocks Cement pipe, gypsum board, ceramic tiled floor Cement tiled roof, block brick Artificial wood fiber Wall Panels	Kor.170424 9328 2853/2002 KH/18147/03 221120066	Thailand Laos Myanmar Cambodia Thailand	12 April 2001 26 April 2002 28 July 2023 8 April 2002 17 March 2021	11 April 2031 26 April 2032 Indefinite 8 April 2032 16 March 2031
14) Diamond image and ADAMAS English alphabet 	Cement, ready-mixed concrete Ceramic tiled roofing Concrete tiled roofing Construction lime Ready-mixed concrete slabs Ready-mixed concrete wall panels, cement columns Prestressed concrete piles, Prefabricated paving blocks Cement pipe, gypsum board, ceramic tiled floor Cement tiled roof, block brick	Kor.415667	Thailand	21 May 2014	20 May 2034

Trademark	Product	Registered No.	Country of Registration	Date of Registration	Expiry Date
15) Diamond image and Thai alphabet read Jearanai 	Roofing tiles Non-metal wall panels Flat tiles Non-metal floor cornice Non-metal skirting board and ceiling Non-metal laths Non-metal eaves decoration material Non-metal building material sheets Non-metal wooden covers Non-metal eaves Non-metal slabs	Kor.415647	Thailand	21 May 2014	20 May 2034
16) Diamond image and Thai alphabet read Jearanai 	Roofing tiles Non-metal wall panels Flat tiles Non-metal floor cornice Non-metal skirting board and ceiling Non-metal laths Non-metal eaves decoration material Non-metal building material sheets Non-metal wooden covers Non-metal eaves Non-metal slabs	Kor.242367	Thailand	29 August 2005	28 August 2035
17) Diamond image and English alphabet Jearanai 	Roofing tiles Non-metal wall panels Flat tiles Non-metal floor cornice Non-metal skirting board and ceiling Non-metal laths Non-metal eaves decoration material Non-metal building material sheets Non-metal wooden covers Non-metal eaves Non-metal slabs	Kor.242368	Thailand	29 August 2005	28 August 2035
18) Diamond image and roof tile with English alphabet read Gran Onda 	Non-metal roof tiles	Kor.242366	Thailand	29 August 2005	28 August 2035
19) Diamond image and Thai alphabets read TRAPETCH ULTRA TRUSS 	Metal roof structure Metal roof structure used in construction Metal roof mounting bracket Metal roof structure for buildings Metal roof structure used in construction Prefabricated steel roof structure Metal roof structure Steel roof structure, Aluminum roof truss Metal parts used in roof assemble	Kor.374979	Thailand	28 April 2011	27 April 2031
20), 21) Diamond image and Thai alphabets read TRAPETCH CERAMIC 	- Cement adhesive, cement adhesive for tiles, cement adhesive for mosaic, ceramic and marble, floor tile adhesive - Tile grout, ready-made tile grout	Kor.376100 Kor.388211	Thailand Thailand	18 April 2012 18 April 2012	17 April 2032 17 April 2032

Trademark	Product	Registered No.	Country of Registration	Date of Registration	Expiry Date
22) Diamond image and English alphabets read DCERA 	Ceramic roofing tiles	Kor.386091	Thailand	19 June 2012	18 June 2032
23) Bird and tile images Thai alphabet: น น น 	Cement, ready-mixed concrete slabs, cement pipes, ready-mixed concrete, ready mixed concrete wall panels, gypsum boards, ceramic roof tiles, cement pillars, ceramic floor tiles, concrete roof tiles prestressed concrete pile, cement roof tiles, lime for construction, prefabricated flooring blocks, brick blocks	Kor.142339	Thailand	23 February 1987	22 February 2027
24) Diamond image and English alphabet capital D 	Readymixed mortar, readymixed cement	Kor.397140	Thailand	18 February 2013	17 February 2033
25) English alphabet D 	Brick, autoclaved aerated concrete, construction brick, flooring or wall cladding brick, refractory brick, heat-resistant brick, construction brick	Kor.399486	Thailand	5 April 2013	4 April 2033
26) English alphabets D-BP 	Galvanized sheet	Kor.422159	Thailand	3 January 2014	2 January 2034
27) English alphabets D - TRUSS 	Metal roof trusses, Metal roof mounting brackets, Steel roof trusses, Aluminum roof truss, Metal roof parts	211117040	Thailand	5 April 2017	4 April 2027
28) English alphabets DIAMOND TRUSS 	Metal roof trusses, Metal roof mounting brackets, Steel roof trusses, Aluminum roof truss, Metal roof parts	211117070	Thailand	5 April 2017	4 April 2027

Trademark	Product	Registered No.	Country of Registration	Date of Registration	Expiry Date
29) English alphabets EMERALD 	Ceramic roof tiles	211121256	Thailand	2 October 2020	1 October 2030
30) Thai alphabets read TRAPETCH 	Metal roof structure	221110372	Thailand	21 May 2021	20 May 2031
31) English alphabets DIAMOND 	Metal roof structure	221110390	Thailand	21 May 2021	20 May 2031

(D) Future Projects

In year 2024-2026, the Company has expanded production capacity as well as researched in developing new products by utilizing technology and innovation in the production process to be modernized as well as increasing production efficiency and reducing production costs, accidents, and environmental impacts. The processes to enhance competitiveness, support sustainable growth in the future are as follows:

1) Innovation Development Project : The Company applied technology as a core tool in its production processes and upgraded existing machinery to enhance modernity and operational performance. The project focused on strengthening the Company's innovation capabilities through initiatives such as the board tapping machine and the gypsum weighing machine. These developments enhanced production efficiency, reduced production costs, decreased reliance on manual labor, and supported sustainable long-term growth.

2) The Smart Factory project involves integrating automation technology with systems Internet of Thing (IoT) to modernize the production line work process.

- The IoT system was expanded across production lines, focusing on monitoring raw material consumption and energy usage in real time. This enabled accurate analysis of material and energy data to support informed operational decision making.

3) Robotic Process Automation (RPA) project intends to develop RPA to replace time-consuming and repetitive tasks to reduce waste in work, increase accuracy and speed, such as manufacturing and logistics, and customer service work, Specific projects include the enhancing the SAP iRPA system, and developing an automated workflow for the accounting department, etc.

4) Circular Economy Project: The objective is to reduce environmental impact, cost of handling industrial waste by means of recycling, resource consumption, energy consumption which possibly enable to reduce the amount of carbondioxide and global warming. All of these according to the sustainable development guidelines.

- DBP2 Natural Water Treatment Project: The objective of this project is to enhance wastewater treatment and enable its reuse within the production process by leveraging natural ecosystems for effective treatment.
- Condensate Water System Project: This project intends to decrease the disposal of water outside the facility by repurposing it within the production process.

5) Information Management Project: Because technology is a part of today's lifestyle. Technology has been brought to assist managing information which increasing efficiency and reducing errors in data recording as well as reducing the amount of paper consumption. It is considered an important mechanism for organizational success. The action plans for the year 2026 and development continuously as follows:

- Customer Registration Project for the Special Price Request System: This project aims to streamline the process for sales representatives and analysis teams, allowing for the creation of new customer accounts through an online system.
- Websale Development Project: Developed an online payment process that supports document issuance and online payment status notifications.
- 360 TECHX ENTERPRISE Project (Delivery Management System): The project focused on developing a transportation and delivery management system covering vehicle loading and delivery route planning. The system enhanced efficient resource utilization and enabled performance measurement in terms of cost efficiency and service level.

1.3 SHAREHOLDING STRUCTURE OF THE CORPORATE GROUP

1.3.1 INVESTMENT IN SUBSIDIARY COMPANY

The Board of Directors has established policies and operations for the subsidiary company and other businesses, which the Company has significant investment at appropriate level for each business as follows:

(1) The Board of Directors has established a governance policy for the subsidiary company as follows:

(A) The Board of Directors shall appoint directors, executives, or other authorized persons in subsidiary company in writing to ensure operations that are compliant with the parent company.

(B) The scope of duties and responsibilities of the representatives as in 1.1 is established according to the policy of the subsidiary company. In case of joint investment with other parties, the representatives shall perform their duties at their best for the subsidiary's interest and in compliance with the policy of the parent company.

(C) The internal control system and risk management system for the subsidiary company are suitably, adequately, and circumspectly established, ensuring that transactions are compliant with related laws and regulations.

(D) Information to be disclosed include financial status and operating results, related party transactions, acquisition or disposition of assets, other important transactions, capital increase and reduction, and closure of subsidiary company, etc.

(2) Significant rules and criteria for joint investment in other business have been established, such as, holding shares with voting right of equal to or more than 20 percent, but not exceeding 50 percent, as well as investment amount or required additional investment that is significant to the Company. The Board of Directors has also established that a Shareholders' Agreement or other agreements shall be made to make certain the executive authorities and role in decision making on important matters.

(3) The operating results of the subsidiary company are monitored to ensure that the information can be used to prepare Company's consolidated financial statements in accordance with the standards and within the specified period.

The Company has invested in a subsidiary company with direct shareholding of more than 50 percent having details as follows.

Diamond Materials Co., Ltd. (Registered in Thailand) Registration Number 0105556075009

Location

- Head Office** : 408/163-165 Phaholyothin Place Bldg., 40th Floor, Phaholyothin Road, Samsennai, Phayathai, Bangkok 10400 Tel: 0 2619 0742, Fax: 0 2619 0488
- Branch Office 1** : 263, Moo 10, Tambon Maefaek, Amphur Sansai, Chiang Mai 50290
Tel: 0 3622 4171-8 Fax: 0 3622 4187
- Type of Business** : Production and Distribution of Autoclaved Aerated Concrete.
- Registered Capital** : 2,000,000 ordinary shares at a par value of Baht 50 per share, totaling Baht 100,000,000.
- Paid-up Capital** : 2,000,000 ordinary shares at a par value of Baht 50 per share, totaling Baht 100,000,000.
- Company's Shareholding** : 1,999,995 ordinary shares at a par value of Baht 50 per share, totaling Baht 99,999,750, a direct shareholding of 99.99 percent of the paid-up capital.

Business Structure

Diamond Materials Co., Ltd. is a subsidiary company, registered in Thailand by Diamond Building Products Public Co., Ltd. (Parent Company) holding 99.99 percent of the paid-up by Diamond Materials Co., Ltd. 1st branch, Chiang Mai Province capital in a business of production and distribution of autoclaved aerated concrete. The manufacturing plant is located at San Sai District, Chiang Mai Province, having a production capacity of 80,000 tons per year, using cement and sand as the main raw materials.

1.3.2 SHAREHOLDERS

(1) MAJOR SHAREHOLDERS

Top ten major shareholders and their shareholding proportions.

10 Largest Shareholders	No. of Shares	Proportion
1) Myriad Materials Co., Ltd.	476,937,615	55.78%
2) Diamond Building Products Public Company Limited **	42,999,964	5.03%
3) Mr. Prinya Tieworn	17,800,000	2.08%
4) Mr. Prakit Pradipasen *	13,973,577	1.63%
5) Bualuang Equity Fund	13,631,400	1.59%
6) Mr. Teera Jungthirapanich	11,000,000	1.29%
7) Bualuang Mixed 75/25 Fund	9,522,600	1.11%
8) Mr. Chaikut Srivikorn	8,766,200	1.03%
9) Bualuang Infrastructure Retirement Mutual Fund	8,328,812	0.97%
10) Thai NVDR Co., Ltd.	6,892,530	0.81%
11) Others	245,180,402	28.68%
Total	855,033,100	100.00%

Remark : * Number of shareholding including spouse and minor child.

** The Company holds 42,999,964 shares from the Treasury Stock Program for financial management purposes. Details of this program can be checked from the Company's notification to the Stock Exchange of Thailand or the Company's website.

The Company has determined the name list of shareholders with rights to attend the 41st Annual General Meeting of Shareholders (Year 2026) and rights to receive dividends on the Record Date of Wednesday, March 4, 2026.

Currently, Myriad Material Co., Ltd. is the major shareholder of the Company, having the group of Teepsuwan (Mr. Chatchai Teepsuwan and Mr. Kamolaphat Teepsuwan) as the major shareholders of indirectly with shareholding of 40.00 percent, 25.11 percent and 25.00 percent, respectively. Accordingly, the representatives of Myriad Materials Co., Ltd. group, having five positions of directorship in the Company, namely Mr. Prakrit Pradipasen, Mr. Chaiyut Srivikorn, Mr. Warayu Pradipasen, Mr. Chatchai Teepsuwan and Mr. Kamolaphat Teepsuwan.

Nevertheless, with regard to the approval of related transactions, the Board of Directors has established measures or procedure for approval of related transactions that have conflict of interest by having them inspected by the Audit Committee first before proposing to the Board of Directors and/or the Shareholders' Meeting for consideration and approval and the person who may have the interest is not allowed to approve such transaction related to the person. Accordingly, the Company shall disclose the transactions with related parties within the notes to the financial statements of the Company.

(2) SHAREHOLDING OF DIRECTORS AND EXECUTIVES

Information from report on securities holding of Directors and executives as at December 31, 2025.

Names	Ordinary Shares (shares)					
	As at December 31, 2025		As at December 31, 2024		Increase / (Decrease)	
	Direct	Indirect *	Direct	Indirect *	Direct	Indirect *
Directors and Executives Holding the Company's Securities						
1) Mr. Prakrit Pradipasen	9,973,577	4,000,000	10,644,500	3,812,700	(670,923)	187,300
2) Mr. Chaiyut Srivikorn	8,766,200	-	8,766,200	-	-	-
3) Mr. Warayu Pradipasen	780,000	-	750,000	-	30,000	-
4) Mr. Asanee Chantong	1,048,000	-	1,048,000	-	-	-
5) Mr. Satid Sudbuntad	6,000,000	1,000,000	6,000,000	1,000,000	-	-
6) Mr. Sunthorn Suwannajade	165,000	-	150,000	-	15,000	-
7) Mr. Jark Chulakiet	120,000	-	-	-	120,000	-
8) Ms. Peachayanant Lorvorlak	160,000	-	140,000	-	20,000	-
9) Mr. Krit Kullertprasert	420,000	-	420,000	-	-	-
10) Mr. Somkuan Sittichoketum	6,500	-	6,500	-	-	-
11) Mr. Supoj Suwanmune	2,433,000	-	2,433,000	-	-	-
Directors and Executives Not Holding the Company's Securities						
1) Mr. Thanit Pulivekin						
2) Mr. Chatchai Teepsuwan						
3) Mr. Woodthikrai Soatthiyanon						
4) Mr. Kamolaphat Teepsuwan						
5) Assoc.Prof.Dr. Somjai Phagaphasvivat						
6) Mr. Seree Saengmark						
7) Mr. Kamchub Vatanatham						
8) Mr. Songkran Suwanmak						
9) Mr. Supat Kietnithiamorn						
10) Mr. Direk Chaokongchak						
Total	29,872,277	5,000,000	30,358,200	4,812,700	(485,923)	187,300

Remark : * Number of shareholding including spouse and minor child.

1.4 REGISTERED CAPITAL AND PAID-UP SHARE CAPITAL

As at March 4, 2026, the Company has a registered capital being all ordinary shares of 855,033,100 shares at a par value of Baht 1 per share totaling Baht 855,033,100, all being issued and paid-up ordinary shares.

1.5 OTHER SECURITIES : None

1.6 DIVIDEND PAYMENT POLICY

(1) DIVIDEND PAYMENT OF DIAMOND BUILDING PRODUCTS PUBLIC COMPANY LIMITED (PARENT COMPANY)

Dividend Payment Policy: The Company has established the dividend payment policy to pay the dividend for each year at no less than 50 percent of the net profit according to the separate financial statements after deductions of legal provisions set forth in the Company's regulations and relevant laws, provided that such dividend payment would not have significant impact to the Company's normal business operation.

The Company was able to pay out dividend to its shareholders starting from 2004 after the Company started to generate profit after having deducted all the loss carried forward. Details on the dividend payment in year 2025 are as follows:

Dividend	2025 *	2024	2023
Earnings Per Share (Baht Per Share)	0.38	0.58	0.73
Dividend Per Share (Baht Per Share)	0.32	0.50	0.52
Dividend Payout Ratio (%)	84.21%	86.21%	71.23%
Dividend Paid (Million Baht)	260	428	445
Number of Paid – up Common Shares (Million Shares)	855	855	855
Number of Treasury Shares (Million Shares)	43	-	-
Par Value (Baht Per Share)	1.00	1.00	1.00

Remark : * According to the Table above for year 2025, the projected dividend payment was calculated based on the number of issued and paid-up shares deducted by the number of treasury stock remaining as of the end of year 2025; however, the actual number of shares with right to receive the dividend must be calculated based on the number of issued and paid-up shares deducted by the number of treasury stock remaining as at the Record Date of March 4, 2026.

(2) DIVIDEND PAYMENT OF DIAMOND MATERIALS CO., LTD. (SUBSIDIARY COMPANY)

According to the Articles of Association of the subsidiary company, Article 26 states that : At every dividend payment, the company must appropriate fund for reserve capital for at least one-twentieth of the net profit according to the separate financial statements, which the company has made from its business operation until such reserve capital reaches one-tenth of the capital of the company or more.

2. RISK MANAGEMENT

2.1 RISK MANAGEMENT POLICY

The Company places strong emphasis on and is committed to the development of a comprehensive risk management plan to address risks and economic volatility at both microeconomic and macroeconomic levels arising from external and internal factors. To support this commitment, the Company has appointed the Risk Management Committee (RMC), comprising directors and senior executives at divisional management level and above. In year 2025, the Risk Management Committee assessed and reviewed key risk factors that could potentially affect all aspects of the Company's business operations. The Committee provided oversight and supervision, established improvement and corrective measures, and monitored implementation to ensure that the Company maintains a robust, appropriate, and sufficient risk management system in line with the principles of good corporate governance. These actions aim to prevent and mitigate potential impacts on the Company's operations. To maintain risk exposure at levels acceptable to the Company, arising from both external and internal factors, including potential future risks, and to continuously enhance confidence among all groups of stakeholders.

Risk Management Policy: The Company is determined to prevent and mitigate any potential risks that may occur in the future by analyzing, assessing, and reviewing risk factors that may affect every aspect of Company's business operation by controlling and determining guideline for resolving or managing unacceptable risks, as well as monitoring that risk management system is concise, appropriate, adequate, efficient and effective according to the principles of corporate good governance.

2.2 RISK FACTORS TOWARD BUSINESS OPERATION

In year 2025, the RMC Committee held 11 meetings altogether, the meetings comprising of executives, totaling 8 persons, to analyze and assess risk factors in order to summarize a risk map, as well as determining guidelines for risk management according to risk factors. It is divided into five levels: level 1 has the lowest risk, to level 5 has the highest risk.

- **Red Risk :** Risk Level 5: The highest risk factor that needs to be addressed urgently by setting a corrective approach to reduce the risk as the first priority.
- **Orange Risk:** Risk level 4: risk factors that need to be monitored, which may be risk factors that can prevent the risk from becoming more severe in the future.
- **Yellow Risk:** Risk Level 3: Medium-level risk factors must be monitored and tried to control to an acceptable level.
- **Green Risk:** Risk Level 2: Risk factors that are generally acceptable but still need to be monitored and controlled to prevent the risk from increasing.
- **Blue Risk:** Risk Level 1: It is a normal situation.

The RMC Committee has summarized the risk overview of the Company and its subsidiaries, with two risk factors at level 5, the highest of which need to be addressed urgently, including one external and one internal risk factor (Red Risk). In year 2025, RMC Committee has increased the risk to level 4 (Orange Risk), a group that must monitor 3 risks, which are risks from internal factors. Guidelines and measures have been established to mitigate risks that may significantly affect business operation of the Company and subsidiary company, which can be summarized as follows:

2.2.1 RISKS FROM EXTERNAL FACTORS

(1) GOVERNMENT POLICY ON THE ELIMINATION OF ASBESTOS USAGE (ORANGE RISK)

According to a cabinet resolution in December 2014 regarding the elimination of using asbestos (chrysotile), the RMC Committee has closely followed the said policy; in year 2025. The government has not yet provided clear direction regarding the prohibition of asbestos usage. Current actions are limited to ongoing initiatives undertaken by the Ministry of Industry, through the Department of Industrial Works, which has commissioned the Center of Excellence on Hazardous Substance Management, Chulalongkorn University, to conduct a research study on the impacts of asbestos-containing roofing tiles and flat sheets entitled **"Life Cycle Risk Assessment of Products Containing Chrysotile Asbestos."** The project has appointed Dr. Wantanee Phunprasit as the new project leader, together with an additional team of three to four researchers from Mahidol University, who will serve as the principal coordinators of the study. The objective of the research is to consolidate findings that assess impacts across all dimensions. Overall, the Thai Industrial Standards Institute (TISI) has shown a tendency to shift its approach from an initial focus on prohibition toward a comprehensive assessment of impacts in economic, health, and commercial dimensions at both macroeconomic and microeconomic levels, as well as an evaluation of potential effects of any future prohibition on the supply chain, affecting both business operators and the general public.

The Company has been prepared to handle such risk by developing the machinery and equipment as well as improving the manufacturing processes of non-asbestos products in Roman tiles and Jatulon tiles group to add more choices for consumers, including prepared production line, sales and marketing plans to increase multi-type of non-asbestos products group including OEM products such as Emerald ceramic roof tiles, SPC flooring, WPC wood-plastic composite materials, and Air Cool thermal insulation, together with readiness for commercial production on the sixth concrete roof tile production line and the second autoclaved aerated concrete (AAC) block production line., trusses, gypsum boards, insulating material, heat-reflecting material, and roofing accessories, etc. All of these products have become well accepted among consumers and operated well as planned. The RMC committee can control the risk level without affecting the Company's overall management.

2.2.2 RISKS FROM INTERNAL FACTORS

(1) PRODUCTION CAPACITY UTILIZATION INCONSISTENT WITH SALES AND MARKETING PLANS AND ECONOMIC VOLATILITY ARISING (RED RISK)

In year 2025, economic conditions remained highly volatile due to international conflicts, political uncertainties, and natural disasters. These factors significantly affected purchasing power in the construction materials industry, resulting in impacts on marketing and sales performance, production capacity utilization, and ongoing capacity expansion projects. In year 2025, the sixth production line for corrugated and flat concrete roof tiles and the second autoclaved aerated concrete (AAC) block production line were completed and commenced commercial operations, thereby increasing the risk that production capacity utilization may not be fully aligned with actual market demand amid a potential slowdown in sales. The Risk Management Committee (RMC) identified this issue as a critical and high-priority risk, requiring close coordination between production planning and sales forecasts. In accordance with the RMC's action plans, the Company closely monitors production volumes and sales performance on a monthly, quarterly, semi-annual, and annual basis to ensure appropriate alignment. Production planning is managed prudently to control inventory levels of finished goods and key raw materials, maintaining stock at necessary and sufficient levels to effectively manage cost of sales. In circumstances where production capacity exceeds sales plans, the production and engineering functions adjust annual maintenance schedules and implement machinery efficiency improvement initiatives to enhance productivity and product quality, while reducing unnecessary costs across all operational areas. Overall, the Company has been able to operate in accordance with its plans, maintain alignment between production and sales, and manage this risk within levels acceptable to the Company.

(2) PRODUCT QUALITY RISK: LOSSES FROM QUALITY ISSUES, REWORK, AND CUSTOMER SATISFACTION PRODUCT QUALITY & EFFICIENCY/PRODUCTIVITY (ORANGE RISK)

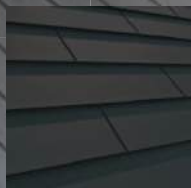
Product quality issues were identified in concrete roof tiles, particularly in relation to color durability and coating deterioration. In addition, fiber cement roof tiles including both corrugated tiles and Jatulon tiles experienced quality issues such as cracking, efflorescence (white staining), reduced color durability, uneven board surfaces, and increased brittleness. These issues occurred on a recurring basis during the latter part of year 2024 and the early part of year 2025. In response, the Risk Management Committee (RMC) implemented corrective actions in collaboration with three key functional divisions: (1) the Production and Engineering Division, responsible for improvements to manufacturing processes, machinery, formulations, and production technology; (2) the Sales and Marketing Division, responsible for monitoring customer and consumer satisfaction indicators; and (3) the Central Management Division, responsible for monitoring production costs and expenses related to product claims and compensation. Through integrated monitoring, coordination, and alignment of key performance indicators across all three divisions, the Company has been able to manage and control this risk in accordance with established standards and requirements. As a result, the risk level has been maintained within limits acceptable to the Company and in line with its objectives.

Overall, in year 2025, the Risk Management Committee successfully implemented its responsibilities in accordance with the established work plan. The Committee effectively managed and monitored key risk indicators (KRIs), enabling efficient risk control and mitigation. The severity and potential impacts of identified risks were reduced, while risks in other dimensions were closely supervised and maintained within the Company's acceptable risk tolerance levels. In addition, the Committee implemented preventive measures to address emerging risks in a timely, efficient, and effective manner. These efforts were aligned with good corporate governance principles and aimed to create sustainable value and maximize benefits for the Company and all stakeholder groups.

หลังคาเหล็กเคลือบหินภูเขาไฟ
DECRA ROOF
ROOF TILE



CALIBRE
SATIN FINISHED



CF SHINGLE
TEXTURED FINISHED



CF SHAKE
TEXTURED FINISHED



Sustainability Report

Social Management

Caring for Diamond People, Diamond Community and Diamond Society



Diamond Brand awarded 52 "Prakaipet Scholarships 2025" to employees' children.



Diamond Brand promotes health while fostering relationships and unity among its employees.



Fire Evacuation Drill of year 2025



"Perseverance Diamond 2025" Award Ceremony for Employees with More Than 25 Years of Dedicated Service.



Diamond Brand supported nearby communities by supplying autoclaved aerated concrete blocks, roof tiles, fiber-cement siding, oil-based paint, and Interlocking paving blocks.

Diamond Heart Technicians Project

Caring for Diamond Society and Diamond Community



Class 20: Diamond Brand, in collaboration with Muak Lek Technical College, provided training for students in the construction of a "Multipurpose Stage."



Class 21: Diamond Brand, in collaboration with Phra Dabos School, organized training on the conversion of a container into an office at the Phra Dabos Foundation site.





Economic Management

Corporate Governance Initiatives to Enhance Customer Confidence



"Diamond Brand" Received a SET ESG Rating of AA in year 2025.



"Diamond Brand" Received the CAC Change Agent Award 2025.



"DRT's Executive Management Team" participated in DIAMOND VISION 2025 to present the Company's vision and business direction for year 2025.



Commercial Operation Ceremony of the Saraburi AAC2 Autoclaved Aerated Concrete Production Line on August 29, 2025.



Diamond Brand Participated in the Opening Ceremony of Thai Watsadu's 90th Branch, Rattana Thibet.



"Diamond Brand" Participated in the Opening Ceremony of Global House, Somdet Branch, Kalasin.



Environmental Management

Environmental Management, Production processes that are environmentally friendly



"Diamond Brand" Received the Carbon Footprint for Organization (CFO: 2024) Certification in year 2025.



"Diamond Brand" Organized the "Diamond Green Day 2025" Activity, Planting 1,000 Trees Around the Factory Area.



Installation of a Solvent Odor Treatment System at the Concrete Tile Production Line CF-3 in year 2025.



In year 2025, Diamond Brand implemented a natural wastewater treatment system for the production process, using phytoremediation and natural sedimentation, enabling 100% water reuse.

3. SUSTAINABLE BUSINESS DEVELOPMENT REPORT

The Company is committed to developing the organization for sustainable growth and conducting business ethically and transparently. According to the principles of good corporate governance in management, it realizes responsibility for all stakeholders in economic, social, community, and environmental dimensions. Also, it is an essential mechanism in driving the organization to achieve sustainable growth by its objectives and primary goals. The policies and guidelines for corporate governance for sustainability are as follows:

3.1 SUSTAINABLE DEVELOPMENT POLICY

The Company has the policy to conduct business according to sustainable development guidelines by considering the needs and expectations delivered to all stakeholders through risk assessment from rapidly changing situations. It finds opportunities to improve work at all levels of the organization for setting business strategies to balance both economy and society and the environment, resulting in continuous development both in the short term and in the long term so that the business can grow sustainably as follows:

Economics: Develop organizational capabilities to deliver value and respond to the needs and expectations of all stakeholders by setting goals in line with rapidly changing circumstances with technology and innovation to achieve sustainable development.

Society: Improve the quality of life of employees, create a way of living happily together, fairly and equally, and ensure work safety. Participation of all groups of stakeholders for communities in the areas that go into business to support job creation, create careers and give confidence in the way of social responsibility by conducting business with ethics.

Environment: Effective use of resources to achieve maximum benefit in order to maintain a sustainable ecological balance. This helps reduce the impact on climate change that causes the greenhouse effect. According to organizational management guidelines for sustainable development.

Guidelines for sustainable development in the business operations of the Company and its subsidiaries are as follows.

- 1) Technology development and innovation in work processes for maximum efficiency in utilizing resources and energy with the **“Circular Economy”** system to increase competitiveness, be environmentally friendly, safe, and keep pace with rapid changes.
- 2) The development of personnel and related persons to be proficient in the manufacturing and distribution of construction materials industry can continuously develop innovations to provide consumers with quality, safe, environmentally friendly products committed to sustainable development practices.
- 3) Sustainable social development is implemented by creating a way of living together happily, taking care of and developing surrounding communities, jointly solving, improving, developing together earnestly, and promoting sustainable development knowledge to adjust used at the community level and surrounding society.
- 4) Participation in environmental management inside and outside the organization encourages adopting the community's and surrounding society's circular economy system through activities to campaign for the joint development of a sustainable environment.
- 5) Promoting professional roof installation technicians through educational institutions and non-profit organizations to develop quality technician skills can reduce wastage, reduce quality problems from improper installation, and reduce the shortage of skilled workers. It is done through the **“Diamond Heart Technicians”** project, which delivers the value of using products according to the needs and expectations of customers following sustainable development guidelines.

The Company's Sustainability Committee (SC Committee) has set the sustainable development policy for use in managing the business in the same direction by creating a corporate culture based on the corporate values that **“Determined, Transparent, Learning for Development, Environmental Protection”** or **“D-BUILDS”**

3.1.1 SUSTAINABLE OPERATION STRATEGY

The Company is committed to driving the organization toward sustainability, caring for and developing society, communities, and the surrounding environment. It started to take care of the diamond people in the house to the outside society surrounding the Company, focusing on building the organizational culture in the same direction as **“Corporate Values”**. Therefore, the strategy for sustainable operation is set as follows:

- **Diamond People:** the internal community comprises all directors, executives, and employees, to instill honesty, generosity, love for learning, and attaining good quality of life as well as create a consciousness in the sufficiency of living.
- **Diamond Society:** to ensure peaceful and safe living condition and good surrounding environment.
- **Diamond Community:** to maintain good environment, create jobs, professions, and learning within the community by bringing in roof installation knowledge for the people and youth in the community so that they can earn a living to support their family. Hence, the **“Diamond Heart Technicians”** Project was initiated to encourage our employees to have volunteer spirit for helping the surrounding society and community.
- **Diamond Environment:** by improving the production process to reduce environmental impacts. Following the concept of the circular economy (Circular Economy), organized environmental conservation campaign activities. With a determination to conduct business with ethics and create value for sustainable growth and development.

3.1.2 GOOD GOVERNANCE PRINCIPLE

The Good Governance Principle is a principle of corporate governance that ensures effectiveness, transparency, and verifiability, while being accountable and upholding the values that are familiar to Thai community-morality, virtue, and ethics. The **“Corporate Governance Handbook”** and the **“Code of Conduct”** are established in writing and to be strictly performed by the directors, executives, and employees at every level, which is considered an important duty for everyone by which the principles within such handbooks should not be neglected by any person. In year 2025, the Company reviewed the Corporate Governance Handbook to serve as a clear guideline for all stakeholders, including shareholders, customers, business partners, competitors, creditors, employees, society, and the environment. It also respects the law and human rights principles, culture, local customs, fair trade competition. It is based on adequacy, balance, and risk management to be accepted by all stakeholders, resulting in successful business operations and sustainable growth.

3.1.3 ANTI-CORRUPTION REPORT

The Company is committed to conducting business with ethics according to the principles of good corporate governance in business operations with responsibility delivered to the community, society, and environment as well as all stakeholders with honesty, integrity and transparency with no seeking in all forms of illegitimate benefits and are committed to **“Anti-Corruption Policy”**. In order to enable the operations of the Company when at risk to receive a careful risk assessment, the Board of Directors has approved the anti-corruption policy and other related policies including a written anti-corruption manual. All directors, executives, employees, and hiring of the Company at all levels are to strictly comply with the policies as guidelines for their work and the Company also aims for business partners, dealers or persons involved in business operations to provide support for operations according to the following policies:

Anti-Corruption Policy: Prohibiting directors, executives, employees, and hiring of the Company from doing any activity related to corruption in any form for the direct or indirect benefit to oneself, family, friends, and acquaintances. Whether such the Company’s personnel is the recipient, giver, or offeror of a bribe, monetary or non-monetary, to a person, government official, government agency, or private entity that the Company has a business or contact with. All of the Company’s personnel will strictly comply with this anti-corruption policy.

To achieve the objectives and goals of its business operations, the Company has announced an intention to join as a member of the Thai Private Sector Collective Action Against Corruption: **CAC**. The Company was first certified as a CAC member on October 16, 2015 and was certified to renew its CAC membership for the third time on September 30, 2024, with a certification period of 3 years, which expired on September 30, 2027, whereas the Company must prepare for further certification renewal.

In year 2025, the Company has taken the following actions:

- Review anti-corruption policy, other related policies, anti-corruption manual and related regulations, and guidelines along with communicating to all stakeholder groups and every Diamond employee to understand and adhere to guidelines for operating within the framework of the law.
- Arrange all departments to assess corruption risks in order to create risk prevention and control measures for high or medium risk matters and report the preventive measures to the meeting of the Company's Anti-Corruption Committee. This year, the risk prevention approach of assessment agencies has been reviewed to encompass potential incidents linked to government agencies.
- Participated in the CAC Change Agent Program and was certified as a CAC Change Agent on March 31, 2025. The certification is valid for two years, from April 2025 to April 2027.
- Encouraged suppliers to declare their commitment to the Collective Action Against Corruption (CAC), which resulted in the Company receiving the CAC Change Award 2025 on November 24, 2025.
- Campaign for the **"No Gift Policy"** **"No giving or receiving gifts; good wishes hold equal value."** project to support as a front coalition in fighting corruption during the New Year festival or any other occasion, reduce bribery, treat customers/partners as well as all groups of stakeholders fairly and equally on the correctness of the legal framework, principles of ethics and good governance.
- Publicize and organize activities for employees and executives of the Company in participating the campaign of **"DBP Joins Forces to Fight Corruption"** in employee training activities or organizing various Company events.

Whistleblowing Channels: The Company has developed an infographic outlining its whistleblowing and complaint channels to enhance communication effectiveness and ensure comprehensive access in line with good corporate governance principles.

The Company has established a channel for whistleblowing or complaints by allowing stakeholders to report clues or complaints on corruption safely. The channels are through the Chairman of the Audit Committee Telephone number 0 3622 4171-8 ext. 282 E-Mail Address: Audit_Com@dbp.co.th, Scan QR Code or send by post to Chairman of the Audit Committee, No. 69-70 Moo 1, Mitraphap Road, Km. 115, Tambon Talingchan, Amphur Muang, Saraburi 18000.

Process for receiving complaints about corruption:

The Internal Audit Office registers complaints and presents them to the Chief Executive Officer or the Chairman of the Audit Committee for review or to set up a working group to collect and investigate facts. The Internal Audit Office will propose closing the matter to report to the Audit Committee and present to the Board of Directors, respectively (see details on page 194 under topic "Whistleblowing").

In year 2025, the Company had two complaints, and the Internal Audit Office concluded that the matter had no significant impact on the Company's operations and does not find any conflict of interest issues for employees (see details on page 39 under topic "Anti-Corruption Report").



3.2 IMPORTANT ISSUES AFFECTING SUSTAINABLE DEVELOPMENT MANAGEMENT

Sustainability Committee (SC Committee) consists of 13 directors and executives to perform duties according to the Company's sustainable development policy and guidelines. In year 2025, important sustainable development issues that affect the economy, society, and environment of the Company's business operations had been reviewed successively. There are steps from the analysis of sustainability issues to be assessed together with the Company's risk assessment for further development of sustainability operations as follows:



Collecting issues related to sustainability throughout the supply chain both internal and external factors, starting from raw material procurement, manufacturing processes, freight, distribution, and consumers of the products and services offered by the Company via satisfaction survey for all stakeholders, as well as receiving complaints via various channels and risk assessment by the Company.

Prioritizing each issue by considering its impact to **stakeholders**, via satisfaction survey, labor union meetings, and activities with the community to listen to opinion and complaints as an outside perspective from stakeholders.

Prioritizing each issue by considering its impact to **the Company**, by listening to opinions, impact, and business opportunities via shareholders' meetings, meeting investors at the Opportunity Day being held quarterly at the Stock Exchange of Thailand as well as meetings with analysts and Thai media to listen to opinions for either impact or opportunities to the business.

Prioritizing each issue by considering its overall impact, by creating a priority matrix from the perspective of every group of stakeholders before proposing to the SC Committee for further sustainable development.

3.2.1 ANALYSIS OF STAKEHOLDERS IN BUSINESS VALUE CHAIN

The Company operates a business producing and distributing construction materials whereas sustainable development is as importance as a key affecting the Company and stakeholders with a total of 13 issues (see details on page 16 under topic "Business Operations").

Environmental, Social, and Governance Factors (ESG) in Sustainable Development	Risks and opportunities affecting sustainable operations strategies		Page in the Report
	To the Company	To Stakeholders	
A Economic Dimension: Ensuring Corporate Competitiveness and Good Operating Results in Long Term.			
1) Value Chain Management	The value chain management’s ability to reduce the problem of shortage of raw materials which are limited natural resources in order to produce good quality products with competitive costs still is an issue of great importance to the Company’s business.	Fair treatment towards trading partners and stakeholder throughout the supply chain.	No. 3.2.6 page 51
2) Responsibility towards Products and Services	The Company is committed to developing production innovation and product quality, developing production formulas to recycle used raw materials to reduce environmental impact and create business opportunities for the Company.	Ensure customer’s satisfaction from standard-compliance products as required.	No. 3.2.6 (2) page 57
3) Responsibility towards Consumers	Create credibility for the brand to ensure continuous purchases. by producing quality products and services.	Offer quality product for consumers to ensure satisfaction.	No. 3.2.6 (1) (F) page 57
4) Innovation and Technology Management	Create a better alternative for increased productivity, reduced costs, reduced production time and reduce workspace in vulnerable areas with technology and innovation.	Customers receive good products and services that are environmental friendly and reduce energy consumption. Diamond People are healthy. Minimize works in dangerous areas.	No. 3.2.6 (3) page 59
5) Risks and Crisis Management	Reduce impacts on business operations towards sustainable development as a prevention to risks that affect the business.	Stakeholders are protected. Sustainable returns.	No. 2 page 33

B Social Dimension: Operating Business with Principles on Equitable Access to Life Basic Necessities, and Responsibility towards Surrounding Society and Community to Ensure Good and Safe Livelihood.			
1) Occupational Health and Safety Management	Good and safe work processes that follow internationally accepted standards for business operation such as ISO-45001.	Diamond People are happy and healthy, with good and safe working environment.	No. 3.4.2 (1) (1.1) page 86
2) Diamond People Development	Fostering a culture of continuous learning among Diamond Brand employees. based on corporate values of Determined, Transparent, Learning for Development, Environmental Protection, Potential, and Availability for career growth, which will lead to sustainable corporate development.	Arrange trainings for Diamond People for their knowledge, capabilities, skills in successful careers. be good people, and be capable of progressing to a higher position.	No. 3.4.2 (1) (1.2) page 91
3) Responsibility towards Society and Community	Continual business operation that is well accepted and gains cooperation from the community to generate continuous sales opportunities.	Create jobs to generate revenue for people in the community. Arrange activities in various occasions for wellbeing of the people in the community.	No. 3.4.2 (2) page 98

Environmental, Social, and Governance Factors (ESG) in Sustainable Development	Risks and opportunities affecting sustainable operations strategies		Page in the Report
	To the Company	To Stakeholders	
4) Corporate Governance	Conduct business with good governance on social and environmental responsibility to create value for sustainable business growth.	Ensure fair and equitable treatment to all stakeholders.	page 143
• Respect of Human Rights	Being accepted among all groups of stakeholders, able to conduct business sustainably.	For a society with equality and no discrimination towards genders, races and religions.	No. 3.4.1 (1) page 78
• Fair Business Operation	Comply with the law and Operate business fairly according to the code of conduct, in order for the business to grow sustainably.	All groups of stakeholders are treated equally.	No. 3.4.1 (3) page 85
• Anti-Corruption	Operate business with transparency, accountability, anti-corruption in all forms, acceptable to investors and all groups of stakeholders, join CAC membership.	So that Diamond People perform their duties with honesty and integrity according to the legal framework without committing corruption or bribery, which will be punished by law as well as being aware of the perils of corruption.	No. 8.1.4 (3) page 193
Environmental Dimension: Improving Manufacturing Processes to Minimize Environmental Impact Campaigns on Environmental Conservation, Including Management of Water, Waste, Dust, Odor, and Energy Management. <u>according to the concept of circular economy.</u>			
1) Water Management	Ensure sufficient water for business operation without impact to the community. Judicious use of water, with reuse of treated water.	Ensure safe and sufficient water for community consumption.	No. 3.3.2 (3) page 70
2) Waste Management	Use the Circular Economy concept and 3R strategy to reduce, reuse, and recycle to reduce costs and environmental impact, as well as complaints.	Because both hazardous and non-hazardous waste can cause nuisance, pose health risks to communities, and harm the environment, effective waste management is a key priority in promoting community well-being and quality of life.	No. 3.3.2 (1) page 63
3) Air Quality Management	Employ the Circular Economy and the 3R Strategy to reduce, reuse, and recycle by lessen odor, recycle dust, reusing as raw materials, use resources efficiently. thus minimize complaints and conflicts with the society.	Minimize air pollution for safety and wellbeing of Diamond People and surrounding society and community.	No. 3.3.2 (2) page 66
• Dust management			
• Solution's Odor management			
4) Energy Management	The Company places great importance on this issue in order to reduce energy usage and CO ₂ that destroys the atmosphere and environment, significantly affecting business costs which currently emphasized by the government and society.	Decrease impact to the environment. Minimize global warming and pass on to the next generation to be able to live safely.	No. 3.3.2 (4) page 72

3.2.2 STAKEHOLDER PARTICIPATION IN THE BUSINESS VALUE CHAIN DEVELOPMENT

Stakeholder Management Policy: The Company promotes the participation of all groups of stakeholders, respects for rights as well as is responsible for the environment, society, community and good governance in order to ensure that the basic legal rights of stakeholders who have expectations of the Company's business operations will be protected and taken care equally, fairly and beneficially to sustainable business operations together.

Analysis and Classification of Stakeholders

The Company has conducted a satisfaction survey among every stakeholder as well as received complaints via various channels to respond to the needs of each group of stakeholders in order to meet the objectives. It can be classified into two groups as follows:

The main stakeholders are those directly close to the Company and receive benefits or direct impacts from the business operations, such as employees/family members, shareholders, customers, business partners, trade creditors, domestic and international, and communities surrounding the Company's location, etc.

Secondary stakeholders are those who are indirectly related to the Company or to the society beyond as those who receive indirect benefits or impacts from the business operations, such as government agencies, media, etc.

The Company realizes that every stakeholder group has different expectations, therefore, strategies for operations and development of participation with each group of stakeholders in the business chain have been determined as follows:

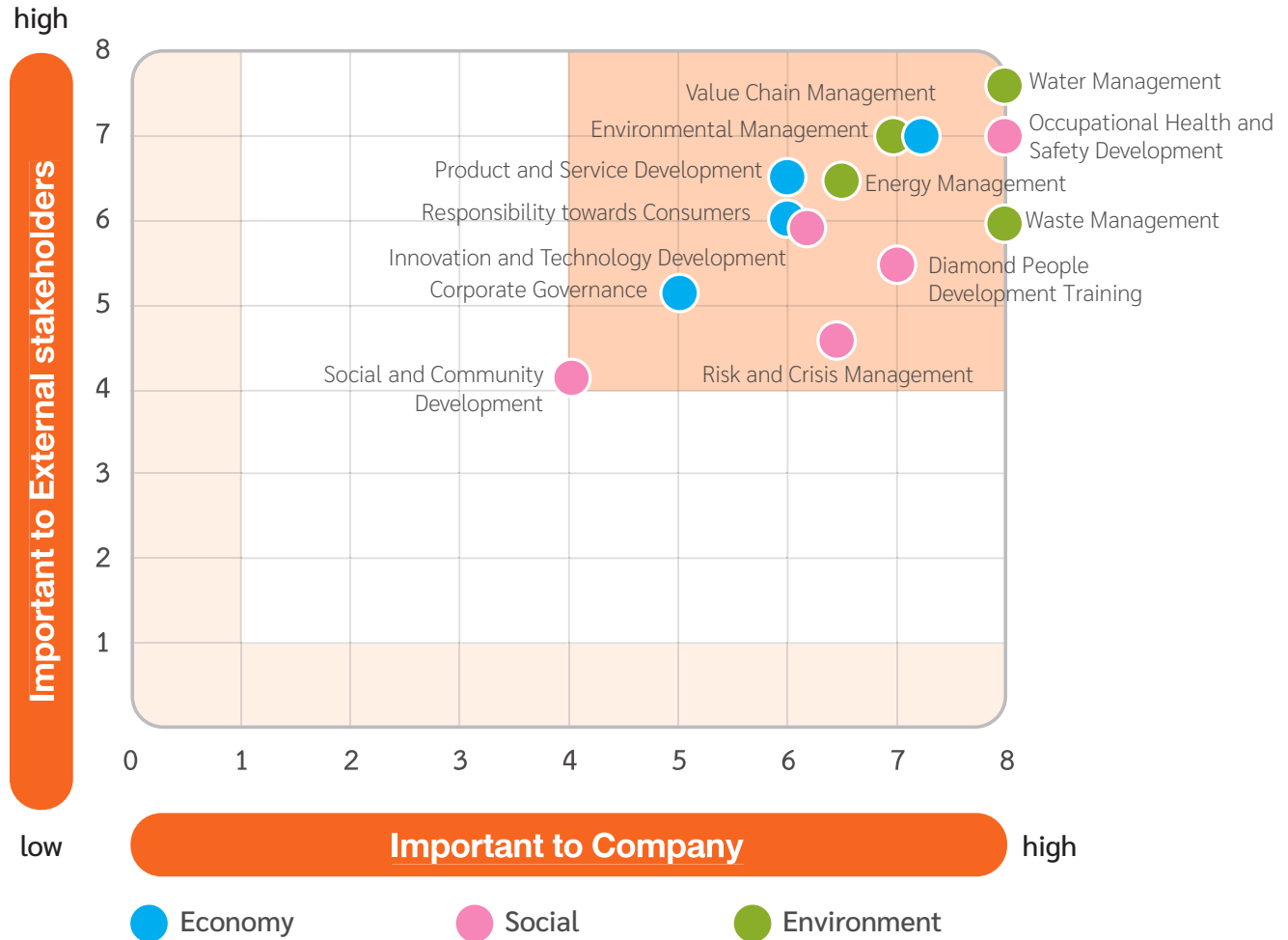
Stakeholders	Major Concerns	Sustainable Development Strategy	Communication	Responsible Unit
Shareholders 	1) Requires return on investment. 2) Treat shareholders equally. 3) Accurate information disclosure. 4) Social and environmental responsibility.	1) Build investor's confidence. 2) Generate stable and sustainable returns. 3) Disclose accurate, clear and timely information. Can be verified with reliable accounting and internal control system in order to let shareholders and investors to be able to access the information easily.	1) General Meeting of Shareholders. 2) Factory site visit. 3) Prepare the Company's website under "Investor Relation" to extend documents to shareholders. 4) Participate in activities to meet investors with the Stock Exchange of Thailand such as Opportunity Day, Thailand Focus, and roadshow in the country and abroad.	Investor Relations Office and Company Secretary
Employee 	1) Requires good and appropriate salary and welfare. 2) Continuous self development. 3) Stability and careerpath advancement. 4) Well-being and safe working environment. 5) Build good relationships within the organization.	1) Efficient human resource management system. 2) Create fair and appropriate remuneration and welfare. 3) Maintain good and safe working environment. 4) Develop personnel for knowledge and competitiveness to keep up with the growth of the organization. 5) Organize leisure activities (Happy Workplace) throughout the year.	1) Monthly meetings between executives and Employee Committee. 2) Organizing activities in Various festivals. 3) Organize safety and engagement related activities. 4) Receive complaints and suggestions. 5) Established Diamond Communities focusing on quick and immediate communication. 6) Prepare HR Channel to make media and increase communication channels for employees thoroughly.	Human Resources and Management Division

Stakeholders	Major Concerns	Sustainable Development Strategy	Communication	Responsible Unit
Customers – Domestic & Overseas 	1) Timely delivery of quality products and services at competitive prices. 2) Good after-sales service, good quality and speedy. 3) Need a good and competitive promotional budget. 4) Developing competitive capability.	1) Deliver quality products and services with fair and competitive prices. 2) Provide clear and timely price information and promotional activities. 3) Treat customers like Diamond family members. Resolve any problem promptly. 4) Development of knowledge and capability for competitiveness.	1) Produce and deliver quality products on time. 2) Customer satisfaction surveys. 3) Complaint form via sales promotional activities and sales agents. 4) Call center; Tel. 0 2619 2333.	Logistics Division, Sales and Marketing Division
Consumers 	1) Require good quality products and services with fair prices. 2) Require sales representatives with polite manners during products presentation. 3) Convey produce installation method correctly. 4) Require good after-sales service and quick resolution.	1) Deliver good quality products and services on time at fair prices. 2) Provide training for store sales staff to have international sales principles, politeness, and proper communication. 3) Take care of the after-sales service efficiently and quickly.	Questionnaire to measure consumer satisfaction with products and services.	Marketing and Sales Division
Trading Partners – Domestic & Overseas, Export Accounts Payable 	1) Build satisfaction as business partners. 2) Generate good and fair reciprocal benefits.	1) Adhere to equality, integrity in business operations, and mutual benefits. 2) Operate business based on international business relation standard not supporting trade monopoly. 3) Build confidence by strictly complying with contracts, financial responsibility and agreed conditions. 4) Do not ask or receive or pay any dishonest benefits and invite to join the CAC Change Agent project.	1) Meeting with trading partners. 2) Visits from trading partners. 3) Receiving suggestions and complaints in writing or by E-mail.	Purchasing Department and Administration Division
Trading Partners – Contractors and Transport Operators 	1) Fair and competitive compensation as per the agreement. 2) Good and safe working environment. 3) no discrimination, Fair treatment such as appropriate workload.	1) Comply with welfare and labor protection laws. 2) Respect for human rights with no discrimination. 3) Ensuring a good and safe working environment. 4) Provide training for safety skills, service manners and educate on conscious energy usage. 5) Arrange measures to prevent and reduce accidents, such as assessing alcohol level of drivers, truck load control, etc.	1) Monthly meetings: between OHS Committee and contractors. 2) Daily, weekly meeting: follow-up meetings with contractors and transport operators. 3) Operator's site visits. 4) Survey customer satisfaction with product on delivery services.	Contractor Coordination Section, Human Resources Division and Delivery Section, Logistics Division

Stakeholders	Major Concerns	Sustainable Development Strategy	Communication	Responsible Unit
Trading Partners – Financial Institutions and Banks 	1) Create cooperation for monetary transactions. 2) Continuously benefiting from service channels, investments, and other financial benefits.	1) Build credibility with financial institutions and banks for financial aid in credit lines with good terms and low interest rates. 2) Obtain advice on financial issues, investments, exchange rates, and various electronic payment channels.	Through Bank offices or Bank's websites.	Accounting and Finance Division and Management Division
Communities 	1) Forter good relationship 2) Build jobs and promote people in the community for sustainable jobs. 3) Good and safe environment. 4) Participate in community development.	1) Hiring shall be from the surrounding community as a priority. 2) Create jobs in the community via “Diamond Heart Technicians” project. 3) Respect the principle of human rights with no discrimination. 4) Promote fine traditions of the community. 5) Listen to complaints and concerns on impacts to the community and the environment and for further development and improvement. 6) Promote environmentally friendly production. Reduce energy consumption, dust and odor to reduce the impact on surrounding communities. 7) Community support by donating Diamond brand products for repairs of governmental, educational, and religious buildings, such as building homes for the impoverished, etc.	Organize various traditional activities with the community and listen to complaints.	Human Resources Division Production Division Management Division
Government Offices 	1) Strict compliance with relevant laws and regulations to build credibility. 2) Cooperation in various projects of government agencies. 3) Social and environmental responsibility.	1) Build credibility with the government. 2) Consult on taxation issues to ensure correct and complete tax payment. 3) Strictly abide by relevant laws and regulations. 4) Do not ask, receive or pay any benefits illegally and stand against corruption.	Consult on legal and taxation issues via telephone or through website of the Revenue Department.	Legal Section and the Accounting and Finance Division
Mass Media 	Receive correct and timely information, being well received by the Company.	1) Promote good image of the corporate. 2) Build good relationship with mass media. 3) Refrain from false communication, distortion of facts or against morality.	Executives meet Press activities and offering of opinions.	Marketing Division and Investment Relations Office

3.2.3 PRIORITY ISSUES AFFECTING SUSTAINABLE DEVELOPMENT

The SC Committee has approved the prioritization of issues that affect sustainable development based on an assessment of 13 key problems. In year 2025, the Company placed strong emphasis on key sustainability areas, including water management, occupational health and safety, and waste management. It also prioritized value chain management to enhance product performance and operational efficiency. Through continuous improvement of production formulations, the Company aimed to increase flexibility and optimize resource utilization, in line with its sustainable development framework and corporate strategy. A summary of these initiatives was illustrated in the diagram below.



3.2.4 SUPPORTING THE SDGS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Sustainable Business Operation Strategy According to the SDGs Year 2025

SDGs Goal	Strategies and operational approaches	Indicators and Sustainability Targets	Reference
 Good governance SDGs Goal 16.5 - Reduce corruption in all forms - Corruption = 0 case	Commit to be an organization with good governance and effective administration, transparent and verifiable, denying all form of corruption.	Creating values of “Determined, Transparent, Learning for Development, Environmental Protection” The Company is a member of the Thailand’s Private Sector Collective Action against Corruption (CAC) project. The Company was first certified as a member of the Collective Action Against Corruption (CAC) in year 2015 and completed its third recertification in year 2024, with the certification valid through 2027. No incidents of corruption or bribery were identified during 2025.	Page 10
 Social SDGs Goal 1.4 - Equal rights to economic resources and basic services, job creation, higher income, ownership over land and other forms of property.  SDGs Goal 8.2-8.5 and 8.8 - Technological upgrading and innovation. - Promote equitable job creation. - Protect labor rights, and promote safe and secure working environment. - Accident Target =0 case - AFR = 0 case/1,000,000 mhr - LTIFR = 0 case/1,000,000 mhr - LTISR =0 day/1,000,000 mhr  SDGs Goal 9.4-9.5 - Upgrade infrastructure. - Retrofit industries to adopt environmentally sound technologies - Enhance research and development.	In year 2025 the Company is committed to create equal access to basic life necessity, ensure good and safe wellbeing of employees, and promote industry, technological upgrading and innovation. 1) Concern on Risk from Labor Shortage Diamond Heart Technicians Project: The Company transfers its theoretical and practical knowledge, skills, and experience in roof and siding board installations to the community and students of Muak Lek Technical College, Saraburi Province, and Phra Dabot School. The project is arranged for at least one class per year, with attendants of no less than 40-50 persons per class as well as training seminars namely Diamond Heart Technicians to representatives of distributors in each province to provide continuing installation and new products knowledge annually. 2) Concern on Safe Working Environment - Compilation of accident prevention measures and handbooks. - Campaign on reducing risky behaviors - Unsafe Conditions, Stop Cards, Near Miss Reports, etc. - Safety training by OHS Committee and SHE Department. 3) Concern on Responsibility toward Products and Services: Create products and services that are environmentally friendly to the society with innovations. >80-percent target for satisfaction to products and services. - Innovation Management as follow; - Product level innovation and research development. - Innovation in production processes and automation. - Smart Factory Project. - Promote learning towards “Innovative Culture” - Strict tax responsibility.	1) Job and Income Creation Results Diamond Heart Technicians: Jobs and income creation with practical knowledge on how to build and repair one’s own home. The project has been ongoing from year 2013-2025, totaling 21 classes, with 2 classes in year 2025 who have successfully used their acquired knowledge to start their own businesses. Job creation in the community: The Company has a policy to hire local residents in the surrounding area to generate income for the community. With over 1,000 employees, over 83 percent are people from the community 2) Accident Prevention Results: - Accident statistics: from 2 times in year 2024 to 1 times in year 2025. - Lost Time Injury Severity Rate (LTISR): from 3.69 in year 2024 to 2.31 in year 2025. - Over 48,000 working hour of safety training on record in year 2025. 3) Responsibility toward Products and Services in year 2025: - This year’s assessment of product and service satisfaction focuses on having customers identify specific topics they have trouble communicating. Innovation on product and development: Develop new products, production formula, and energy-saving paint, etc. Innovations in manufacturing processes and automation: More than Five automation and robotics projects to reduce risky workforce areas. Smart Factory Project: IoT development, 6 Project. Innovative Sales and Office Process Management: K2 program, an auto email notification program from the SAP system; SCRM Super App program for tracking sales status; Diamond Modular Application project for designing and selling prefabricated houses, etc.	Page 98 Page 88 Page 57

SDGs Goal	Strategies and operational approaches	Indicators and Sustainability Targets	Reference
 6 น้ำสะอาดและสุขาภิบาล SDGs Goal 6.3 - Reduction of pollution, elimination of dumping and release of hazardous chemicals and materials, increase of recycling. - Water consumption intensity ≤ 0.50 m³ per ton of product. - Waste generation intensity ≤ 22.5 kilograms per metric ton of product.  7 พลังงานสะอาดและราคาไม่แพง SDGs Goal 7.2 - 7.3 - Increase the share of renewable energy and improvement in energy efficiency. - The Company set a target to maintain carbon dioxide (CO₂) emissions at ≤ 62.92 kilograms of CO₂ per ton of product.  12 การผลิตและบริโภคอย่างรับผิดชอบ SDGs Goal 12.3 - 12.5 - Reduce waste from production process. - Reduce the release of chemicals to air, water, and soil in order to minimize their adverse impacts on human health and the environment.  13 การรับมือกับ Climate Change SDGs Goal 13.1 - 13.2 - Strengthen resilience to climate-related hazards. - Improve education, awareness-raising on climate change mitigation, adaptation, impact reduction, and early warning, etc.	The Company was continuously committed to minimizing environmental impacts and to sustainable business operation. The effort on the concern of water shortage, air pollution, dust, odor, waste, chemicals, and energy are as follows: 1) Water Management: The Company has established the policy, targets, and plan on water management as follows: - Treatment of water from manufacturing process. - Reduction of water usage in manufacturing process. 2) Waste Management: Waste can be categorized into two categories: non-hazardous waste and hazardous waste. The utilization of 3R strategy and circular economy is as follows: - Reuse, such as bags, paint barrels, pallets, etc. - Reduce, such as reduction of raw material and energy usage, etc. - Recycle, such as recycling of dust and cement sediment as raw material. - Disposal by law, such as wet sediment and paint are disposed by landfill according to the law. 3) Dust Management Due to large amount of dust from the manufacturing processes and the concern of PM 2.5 to human health, measures have been put in place as follows: - Dust reduction project. - Dust recycle project. 4) Solution Odor Management - Treatment and control of odor as legally required by law. - Coating loss reduction project of CT production line. 5) Energy Management - Reduction of electricity usage project. - Optimization of steam usage in manufacturing process project. - Energy conservation conscious campaign and plant trees to restore the environment.	In year 2025, Sustainable reductions of environmental impact are as follows: 1) Water Management Objective: Consumption of water from natural source not exceeding 0.50 M³ per ton of product. Results: - Consumption of water from natural source in manufacturing processes is at 421,918 M³ or 0.52 M³ per ton of product, a decrease 0.02 M³ per ton of product or 3.72 percent from the previous year. - Wastewater from manufacturing processes is treated and able to be reuse 38,000 M³ per year. 2) Waste Management In year 2025: Adopting the 3R strategy to manage hazardous and non-hazardous waste. From the total waste of 49,984 tons, a decrease of 4,941 tons from the previous year, representing a decrease of 9%, and 26,700 tons can be reused and recycled, representing 53% of the total waste. - The Company implemented a waste reduction program in its manufacturing operations based on the 3R (Reduce, Reuse, Recycle) strategy. For year 2025, the target was to reduce waste generation to no more than 22.5 kilograms per ton of product. Key initiatives included recycling aerated lightweight brick scrap and reusing crushed concrete roof tile waste in the production process. As a result, actual waste generation in year 2025 was reduced to 21.39 kilograms per ton of product, representing a 13.65% decrease compared with year 2024, when waste generation was recorded at 24.77 kilograms per ton of product. - In year 2025: Raw materials and products can be reused for production of 40,011 tons per year. 3) Dust Management Target: To maintain workplace dust concentrations at levels not exceeding 5 mg/m³, in accordance with the Diamond Level Action (DAL) standard. Performance: In year 2025, monitoring results were disclosed in the Company's air quality management records and reports. - Dust Reduction Project at the concrete tile production line, such as building a dust chamber, installing a dust collector, etc. - The Central Dust Collector Project is designed to collect wood planing dust during the wood processing process for reuse in production. 4) Solution Odor Management Target: Zero formal complaints related to solvent odor. Performance: In year 2025, no formal complaints related to solvent odor were received. - Project for an odor treatment system and air quality monitoring in the production process to meet standards. 5) Energy Management Objective: Reduction of carbon dioxide emission to not exceeding 62.97 kilograms CO₂ per ton of product. Results: In year 2025, CO₂ emissions were equal to 67.21 kilograms of CO₂ per ton of product, which was 6.7% higher than the established target. As the proportion of energy-intensive products in the board and processed wood, the Company is committed to reducing energy consumption as effectively as possible. In year 2024-2025, a project was undertaken to assess the amount of greenhouse gas emissions and absorption from these products (CFP). This analysis will help adjust production technology in order to meet the target for reducing greenhouse gas emissions.	Page 70 Page 63 Page 66 Page 68 Page 72

Long-Term Sustainability Strategy Toward SDGs 2030



greenhouse gas emissions to no more than **60** kilograms CO₂ per ton of product by 2030.



water usage at no more than **0.40 M³** per ton of product by 2030.



waste generation to no more than **15** kilograms per ton of product by 2030.



Achieve and maintain **zero** workplace accidents every year.

3.2.5 BUSINESS VALUE CHAIN DEVELOPMENT

The Company focuses on developing the business value chain by bringing innovation and technology to use in various processes to create business value and benefit all groups of stakeholders.



Production Factors Management



Operations



Distributions and Services



Marketing and Sales



After Sales Service

Business Activities					
	Production Factors Management	Operations	Distributions and Services	Marketing and Sales	After Sales Service
Business Activities	• Procurement of machine installers / spare parts / supplies. • Procurement of raw materials / packaging. • Selection of contractors to produce products.	• Production planning • Product manufacturing • Product quality control • Product packaging for storage/delivery. • Product storage	• Sales/services • Ontime delivery quality products • Contractors selection to transport products for customer.	• Advertisement/ Sales promotion • Customer interact through Social Media. • Adding channels to receive orders from customers through the Web Sales system. • Distributors selection • Contractors selection to install roof tiles and equipment.	• Installation and contractors services • Complaint service center for product/service or Call Center. • Assessment of satisfaction with products and services. • Assessment of trading partners.
	• Employee • Trading partners - Domestic & Overseas, Export Accounts Payable • Government agencies • Financial institution	• Employee • Government agencies • Community • Trading partners- Contractor	• Employee • Customer - Domestic and Overseas • Trading partners - Transport Operators	• Employee • Customer - Domestic and Overseas • Communities • Mass Media	• Customer - Domestic and Overseas • Communities

	Financial Investment	Production Investment	Human Resource Investment	Social Investment	Environmental Investment
Input factor	- Cost of sales 3,523.69 million baht. - Total liabilities 1,698.37 million baht. - Cash generated from operating activities 671.53 million baht.	- Land, buildings and equipment 2,259.17 million baht. - Total assets 3,931.70 million baht.	1,002 Employees. - Competency development training and employee welfare. - Promote safety and work environment.	- Organizing activities for surrounding communities and society. - Promoting fair business practices and investing in human rights. - Stakeholders support.	- Water and energy use. - Natural resources such as cement, sand, Pulp, etc. - Investment in innovation.
Results for Company	- Total income 4,592.40 million baht. - EBITDA 656.00 million baht. - Net profit 309.74 million baht.	- Performance improvements, reduce waste in the production process and reduce costs. - Develop innovation in manufacturing.	- Turnover ratio of 4.69 percent. - Accident statistics of injurious leave is 0.15 LTISR.	- Satisfaction towards products and services is 80 percent. - Satisfaction with the community without significant complaint, greenhouse gas emissions.	- Greenhouse gas emissions 1st boundary amount 12,354 tCO₂e. 2nd boundary amount 42,952 tCO₂e. 3rd boundary amount 419,094 tCO₂e.
Results for Stakeholders	- Equity return ratio 12.79 percent for shareholder. - Earnings per share 0.38 baht per share. - Dividend 0.32 baht per share.	- Minimize risks and accidents associated with ongoing innovation in production. - Produce quality products.	- Staff training 7.15 hours per person. - Learning and developing employee's potential.	- Build community and society knowledge in the Diamond Heart Project. Provide knowledge of roof installation and equipment. - Income tax 39.59 million baht.	- Reduce greenhouse gas emissions. - Reduce water consumption by treatment. - Reduce waste with circular economy system.
Good Corporate Governance, Anti-Corruption and Good Governance					

3.2.6 COMPANY'S BUSINESS VALUE CHAIN MANAGEMENT

The Company operates with emphasis on effective use of value chain. The Company places importance on the efficient use of resources, starting from the raw material procurement, manufacturing process, storage and transportation, and distribution through various groups of trading partners such as domestic and export sales representatives, housing projects, modern trade, and responsibility to the consumers using the products and services offered by the Company, whom are the customers at the end of the supply chain, economically, environmentally and socially to partners in the supply chain to avoid any disruption to the business and to maintain the credibility of all stakeholders as follows:



(1) RESPONSIBILITY TOWARDS TRADING PARTNERS

Policy towards trading partners: The Company has a policy to treat its “trading partners” equitably and fairly based on the Company’s maximum benefits with fair compensation to both parties, avoid business conflict situations as well as conduct business according to contractual obligations, provide true information and report. Additionally, negotiations are based on good business relationship terms with guidelines as follows:

- Not asking or accepting or paying any dishonest benefits in business with trading partners.
- Whereas there is information that any dishonest benefit has been called or received or paid, the disclosure’s details must be notified to trading partners and problems solving is to be mutually handled with fair and prompt actions.
- Comply strictly to various conditions agreed.
- In the event of incapable to comply with any conditions, notification must be made in advance to mutually consider a solution.

Purchasing/Employment Policy: The Company has a procurement policy that complies with the requirements of system management, standards, and relevant laws, with social responsibility, community, and environment by treating trading partners with equality and fairness with objectives as follows:

(1) To be ensured that the procurement of raw materials, equipment, subcontracting and employment of services are done correctly and appropriately according to the specified criteria. This include selecting new sellers/service providers/ new partners and effective annual evaluation of existing registered vendors/service providers/partners in order to ensure that the abilities and potential of current sellers/service providers listed on the seller registry will be evaluated regularly and effectively.

(2) To be used as a guideline for controlling occupational health, safety, and environmental operations of the contractor or subcontractor and control product purchasing equipment or tools, machinery that may affect occupational health, safety, and the environment.

(3) To be used as a guideline in selecting new raw materials/new vendors whereas the issues of any aspects of the occupational health, safety and the environment are in line with the Company’s occupational health, safety, and environment policy.

Measures to expand the Coalition against Corruption: In the Company’s procurement and hiring process, all employees strictly adhere to the anti-corruption policy and prioritize the expansion of a transparent business network with our partners. The Company has actively encouraged its business partners to participate in the CAC SME Certification Program by sending formal invitations and conducting ongoing on-site engagement with key raw material suppliers each year. In year 2025, 12 partners expressed their interest in joining the program and declared their commitment to becoming members of Thailand’s Private Sector Collective Action Against Corruption (CAC). This initiative is expected to enhance transparency, strengthen governance across the supply chain, and support sustainable business practices for both the Company and its partners.

Scope of Procurement/Hiring Management: Procurement/ hiring directly affects product quality, occupational health and safety, including activities for selecting product sellers or new service provider to purchase raw materials, parts, and services used in the production process. The work evaluation of product sellers or the current service provider, whose names are listed in the vendor registration, as well as compliancy with the conditions and operations in occupational health, safety, and environment are done by giving points in the annual selection/sorting/performance evaluation assessment. The topic of product/service quality with criteria for grouping trading partners is as follows:

Major trade partners are trade partners who produce and distribute products or services essential to the Company’s business operations. It is the high spending in the group of primary raw materials and labor contracting work in the production line, etc.

Secondary trade partners are trade partners who produce and distribute products or services that tend not to affect the production and sale of the Company's products. But there may be a chance to cause a slight impact on operations in terms of society, environment, corporate governance, etc.

Number (supplier)	Major trade partners	Secondary trade partners	Total
Both domestic and international raw material sellers	12	31	43
labor contractor, installer, transporter	14	68	82
raw material seller/ parcels/products for sale/other	45	1,006	1,051
Total	71	1,105	1,176
Ratio	6%	94%	100%

Risk Assessment: In year 2025, there are a total of 1,176 suppliers involved in purchasing raw materials, supplies, production line contracting, installation contracting, and freight forwarding. Out of these, the Company has 71 primary trading partners, which represent 6% of the total. The Company continually assesses risks, challenges, obstacles, and delivery times within the supply chain, as well as the quality of products upon delivery. This approach also addresses economic risks, non-compliance with labor protection and environmental regulations, as well as failure by business partners to meet tax obligations. The objective is to strengthen risk prevention and control in procurement and supplier management, while promoting long-term and sustainable business partnerships.

The Company has selected new business partners which passed the criteria for properties of raw materials or quality of work according to the Company's standards along with the evaluation of suppliers and production formulas development and the quality of new raw materials that had no impact on society and the environment in order to reduce the risk of raw material shortages. From the management of the procurement/hiring working group and the cooperation of all parties, the Company is not at risk from relying on a few suppliers in conducting each aspect of business under wars, including economic, social and environmental changes situations.

Number (supplier)	2025	2024	2023
New raw material seller	8	7	9
New contractor/transportor	9	7	30
others	128	125	97
Total of new seller/contractor	145	139	136
Ratio of new seller/contractor	12%	15%	13%

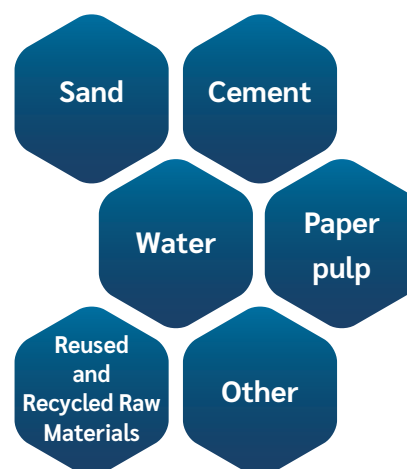
(A) Raw Materials

Raw materials are keys to the Company's business operations. Therefore, the Company has established procurement policy for each type of raw materials whereas at least 2 suppliers are required. **Main Raw Materials:** including cement, synthetic fiber, paper pulp, sand, and water, most of which are natural resources that require judicious use and without impacts on society and the environment. Compliance and control are paramount, for example, ISO 9001 and ISO 14001 certifications must be met. Suppliers are assessed or presenting documents related to environmental management at least once per year. A legitimate concession is a must. Additionally, prices are compared with other trading partners with the same standard. Raw materials are inspected before entering the manufacturing process to ensure the established standard, the inspection working group consisting of 3 departments: Technology Division, Production Division, and Central Warehouse Department, all of which participate in checking properties every time raw materials are delivered, assuring the finished products with quality according to established standard.

(B) Manufacturing Process

The Company is committed to improving the production process by introducing new technologies and innovations in each step of the production process. Emphasis is placed on personnel development to have creative ideas in creating innovations with cooperation from all employees. There are multiplicative maintenance activities that all employees are involved in Total Productive Maintenance (TPM), and activities of Quality Control Cycle (QCC) and Material Cost Improve program (MCIP) to increase efficiency. Overall Equipment Effectiveness (OEE) is increased, and production costs are reduced, including management to minimize environmental impact. **The Company employs the circular economy.** In year 2025, the Company reused raw materials or waste in the production process for a total of 50,561 tons, representing 7.7% of the total amount of main raw materials used, able to reduce the use of raw materials that are natural resources as well as reduce production costs. It includes water management, air pollution reduction, energy consumption and reduce greenhouse gas emissions, etc.

Quantity (Ton/Year)	2025	2024	2023
Quantity of main raw materials	659,913	711,368	799,254
Reused raw materials	50,561	56,041	57,117
Ratio of reused raw materials	7.7%	7.9%	7.1%



(C) Packaging

The Company places emphasis on the packaging since our products are fragile and heavy construction materials. Robotic system has been introduced in place of manual labor at high-risk areas in many areas within the factory. This resulted in increased production efficiency and reduced costs. To ensure safe delivery and pristine quality of products at the hands of agents and consumers, the packaging design must be robust according to the standard and can prevent breakage of products during delivery. Additionally, transporters must return the pallets being used to load the products in the previous trip for reuse, the Company implemented a pallet rental and reuse program for internal circulation to enhance resource efficiency. This initiative reduced packaging costs, minimized waste disposal, and mitigated environmental impacts.

(D) Transportation / Warehouse

The Company has developed efficient transport system sufficiently in each period to ensure correct, fast, and timely delivery of products to customers and consumers in a safe manner. Also, transport personnel and assets are taken care of and protected in the event of accident. The management of transportation system is also aiming to reduce energy consumption and environmental impact, which can be summarized as follows:

1) Cost Reduction for Reduced Energy Consumption

The Company realizes the energy consumption of trade partners-shippers, in order to reduce energy consumption, greenhouse gas emissions on the road, the using of 2-legged cargo vehicle and loading a full trip are implemented, include combining delivery of more than 1 destination point on the same route (Routing) to increase the efficiency of loading and reduce the number of trips in the transportation, reduce the waiting time of customers while collecting full orders as well, hence, reduce the transport distance in order to alleviate traffic congestion and mitigate risks from road accidents, the Multimodal Transportation is used by utilizing transportation by trucks and marine vessels, the system for tracking product delivery by photos. And build confidence in the standards of product transportation, which can prevent problems with product exchange and return due to product unavailability problems. The Company replaced diesel-powered forklifts with electric forklifts in the pallet repair and refurbishment area to reduce operating costs and improve air quality by lowering emissions, etc.

2) Safety

- Arrangement of training courses has been on-going upon safety and work procedure for employees, warehouse labors and drivers of both groups including Company's delivery and Customers' own pick-up, domestically and overseas in the form of recommendations, warnings, and reminders about safe practices (Preventive Action: PA). Moreover, operation at risky areas is being monitored, such as, loading areas and canvas covering areas, to reassure that safety equipment are fully used.
- Organizing the delivery group's work in a staggered schedule to reduce the concentration of delivery vehicles and minimize the risk of accidents in the factory.
- The usage of a DOCKING RAMP to load containers for shipment abroad and remove goods from containers for goods imported from abroad in order to increase efficiency and safety for both operators and products for maximum benefit.
- Equipment safety standard and safe work standard and procedure have been established. Also, necessary personal protective equipment is prepared to ensure work safety, such as, arrangement of TIS certified safety helmets for drivers and canvas covering areas to ensure work safety.
- Schedule annual meetings and training sessions for transportation personnel and operators to discuss product delivery standards, safety protocols, and adherence to Company policies, including strict compliance with the Land Transportation Act regulations.



- Provides annual health check-ups for transportation personnel and drivers to support their health and well-being. This initiative aims to ensure that all operational workers receive care and attention comparable to that provided to the Company's full-time employees, while also enhancing morale and engagement. In addition, the Company provides designated rest areas, accommodation, and restroom facilities for drivers who wait on-site to collect goods, etc.
- Measures for annual inspection of transport vehicles affiliated with the Company to make sure that the transport vehicles are always safe and ready for use, including establishment of vehicle standard to ensure road safety for road-side communities.
- Promote engagement in safety activities for workers in transport services or drivers receiving the products, raising awareness for vigilance against danger from accidents, such as reminder on danger in each area or Kiken Yoshi Training (KYT), etc. Work equipment is inspected and improved to ensure safety, such as the truck weighing equipment, etc.
- Conducts random drug testing for employees and contractors at least twice per month as a preventive measure to discourage involvement with illegal drugs and controlled substances.
- Performs daily inspections of warehouse storage areas and promptly implements corrective actions when potential risks are identified. Weekly monitoring reports are prepared to ensure effective risk management and prevent product collapse during storage.
- Collaborates with the Safety, Health, and Environment (SHE) function to monitor forklift driving speeds and conduct random inspections of safety control systems. These measures aim to ensure that both employees and contractors operate forklifts safely and in compliance with established workplace safety standards.

3) Work Efficiency Improvement

The Company has implemented a Delivery Management System to manage vehicle arrivals for product pickup. This system has improved scheduling efficiency at warehouses and branch distribution centers, reduced data retrieval time, and enhanced customer satisfaction.

The Company encourages employees to engage in Kaizen, OPL, and QCC projects to improve work efficiency for trading partners-transporters. Morning brief before work is arranged daily to increase communication channels, public relations, safety training and receiving feedback from operators, as well as ensuring clarity on the operation, quick response to potential problems, and minimizing accident for safety and wellbeing.

Adjusting the meeting format to quickly address and follow up on issues within a clear timeframe can enhance efficiency in production planning meetings. This approach will help us adapt to rapidly changing market conditions.

(E) Domestic and Export

The Company has 965 domestic distributors, comprising 694 traditional trade partners and 271 modern trade outlets. In addition, the Company serves the housing project segment and has 68 overseas distributors, primarily in the CLMV region.

Dealer management: The Company has a policy to retain existing distributors while driving sales growth through the introduction of new products and value-added services. At the same time, it continues to expand its distributor network by leveraging its strengths in product and service diversity. The Company also focuses on expanding into the homebuilder segment to promote the comprehensive use of Diamond Brand products across a full range of applications. In addition, the Company works closely with distributors to strengthen collaboration and expand into high-rise construction, government sector projects, and the renovation and repair market. These efforts aim to enhance the competitiveness of SPC (Stone Plastic Composite) and WPC (Wood Plastic Composite) product lines. In year 2025, demand in the renovation and repair segment remained strong, presenting continued opportunities to introduce these products to consumers. The Company has also expanded its distribution channels to include temples and religious institutions, promoting its Emerald ceramic roof products. These initiatives support broader market coverage and enable the Company to better respond to diverse customer needs.

Dealers Training: The Company continuously develops the capabilities of its distributors and retail partners as a key strategy for sustainable business growth. Clear targets and structured training plans are established to strengthen the competencies of sales personnel and product consultants (PCs) at distributor outlets. The Company also provides training for contractors and installers in collaboration with key provincial distributors and real estate project partners across different regions. These programs emphasize proper product installation techniques, along with the introduction of new products and service solutions to support sales growth and enhance competitiveness. In year 2025, the Company conducted a total of 170 training sessions, with 1,163 participants.

Dealer Training Year 2025



(F) Consumer

The Company has responsibility to the consumers, the last group of stakeholders in the value chain, whom purchase Diamond products for their uses. The survey on customer satisfaction to the Diamond products showed that the consumers expect good quality products with fair prices and prompt after-sale services, including correct product usage instruction. Therefore, Diamond has established marketing communication for the utmost benefit of the consumers, such as: (1) Product information and installation guides, (2) Labelling with detailed information, (3) Communication channels for consumers on product and service information, prices, sales agents, after-sale services, giving feedback and complaints via Call Center (Tel 02 619 2333), e-mail (callcenter@dbp.co.th), and online channels which garnered much attention from consumers, such as Facebook, YouTube, Instagram, Twitter, TikTok and Line Official Account, etc. The Company respects the right to privacy and is aware that personal information of consumers who purchase products or use services via social media channels, therefore, the Company has complied strictly with the Personal Data Protection Act B.E. 2562.

In year 2025, we collaborated with Baanlaesuan Magazine the Company conducted marketing and brand-building activities to enhance consumer perception of the Diamond Brand through digital television media, particularly Amarin TV Channel 34, under the Thainess Series campaign. The Company also collaborated on programs such as Home Expert, Pruksaharue, and Chang Samha service to effectively communicate product and service information. These initiatives aimed to provide consumers with accurate, sufficient, and timely information, enabling them to better understand the Company's products and services.



(2) PRODUCT AND SERVICE

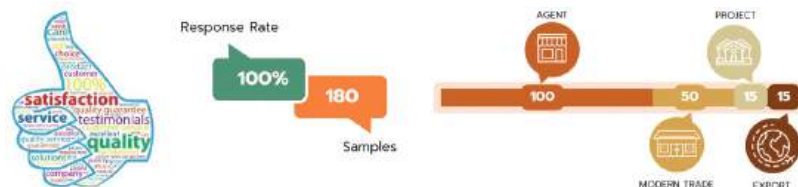
On capacity of the vision **“To Be a Better Choice for Construction Materials and Services,”** the Company is determined to manufacture environmentally friendly products in accordance with established standards toward sustainable development as follows:

(A) Products and Services: comprising of seven main groups as follows: (1) Fiber Cement Tiles Group, (2) Concrete Tiles Group, (3) Siding Board and Board Group, (4) Autoclave Aerated Concrete Group, (5) Diamond Truss Group, (6) Original Equipment Manufacturer Group, and (7) Roof stripping and installation services.

In year 2025, the Company focused on product development in alignment with its corporate strategy and market direction. The key emphasis was on differentiating its roofing materials through innovations in durability, heat-reflective performance, and contemporary design. At the same time, the Company continued to develop its composite wood and AAC product lines to improve construction efficiency, reduce project timelines, and lower labor costs. These efforts support the needs of contractors, specification-based projects, and large-scale developments. The Company also places strong importance on continuously enhancing product quality to strengthen competitiveness and support sustainable growth. (see details on page 16 under topic “Business Operations”).

(B) Satisfaction Assessment on Products and Services

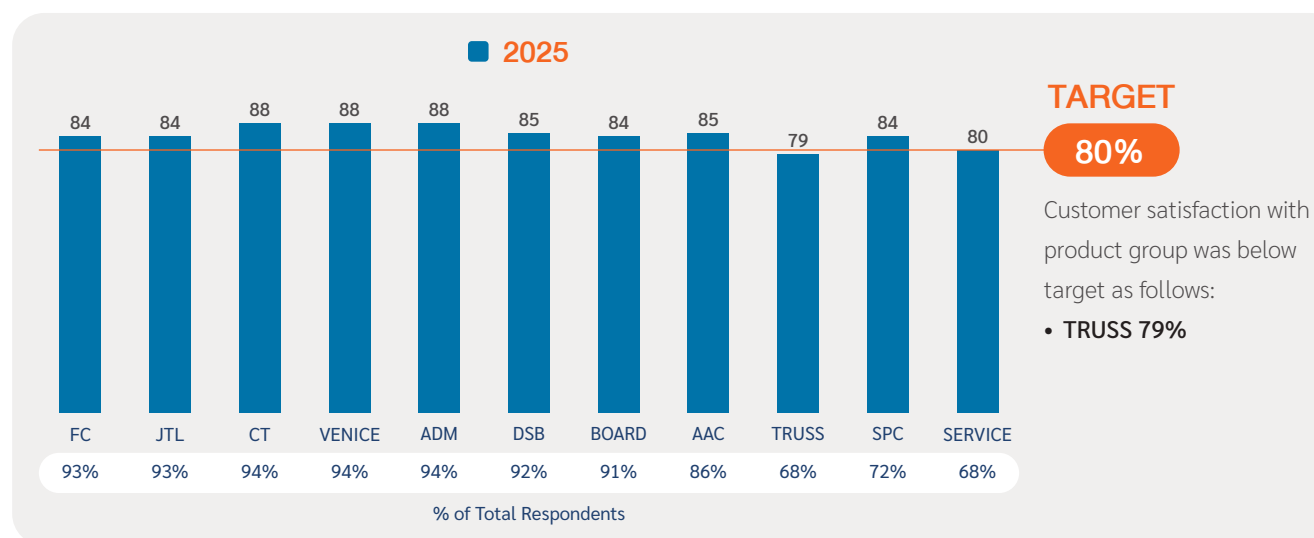
In year 2025, the Company assessed dealers' satisfaction across the country. The study found that dealers are loyal to the **“Diamond brand”** brand, which has a variety of products that can build a whole house and systematic installation and after-sales services that are well known to consumers by the Company's marketing department. It has evaluated the satisfaction of dealers across the country for 180 samples returned to 100% as targeted as follows:



Satisfaction towards Product Groups

In year 2025, the Company revised its customer satisfaction survey approach to reduce the time required for customers to complete the questionnaire. The updated methodology focused on asking customers to rate only the products and services they had previously purchased, enabling more relevant and accurate insights by product category. The top three product groups with the highest customer satisfaction scores were: (1) Concrete tile products at 88%, (2) Composite siding board and autoclaved aerated concrete (AAC) products at 85%, and (3) Fiber cement tile and board products at 84%. The product group with the lowest satisfaction score was the Diamond Truss category at 79%. These results were based on feedback from 68% of the surveyed customers. A detailed summary of the satisfaction results is presented below.

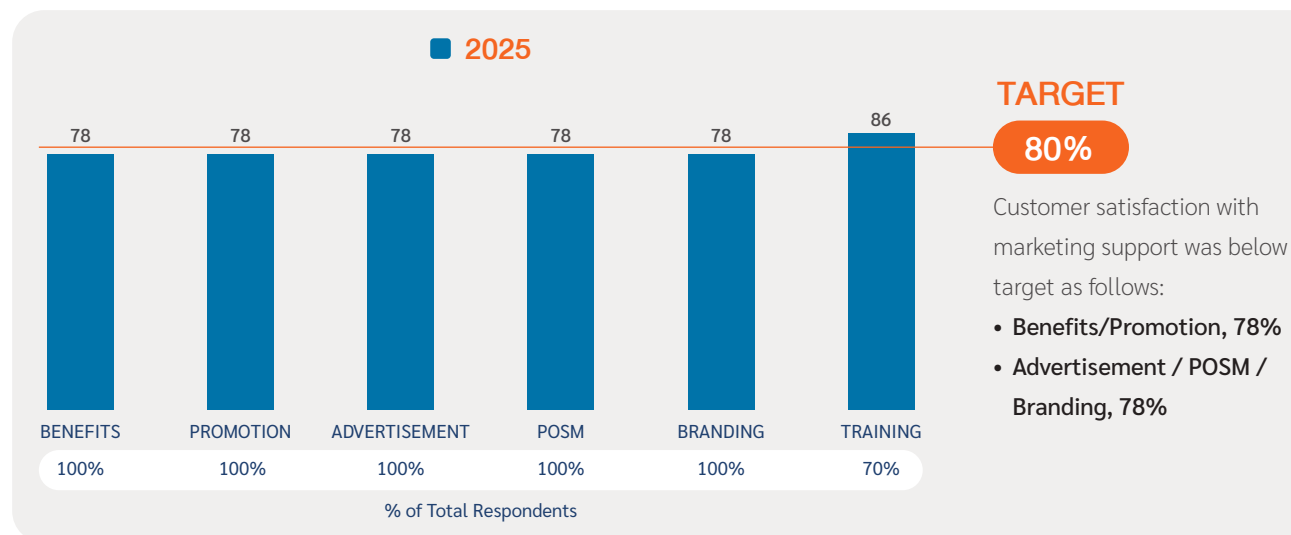
Customer Satisfaction with Products Group



Customer Satisfaction with Marketing Support

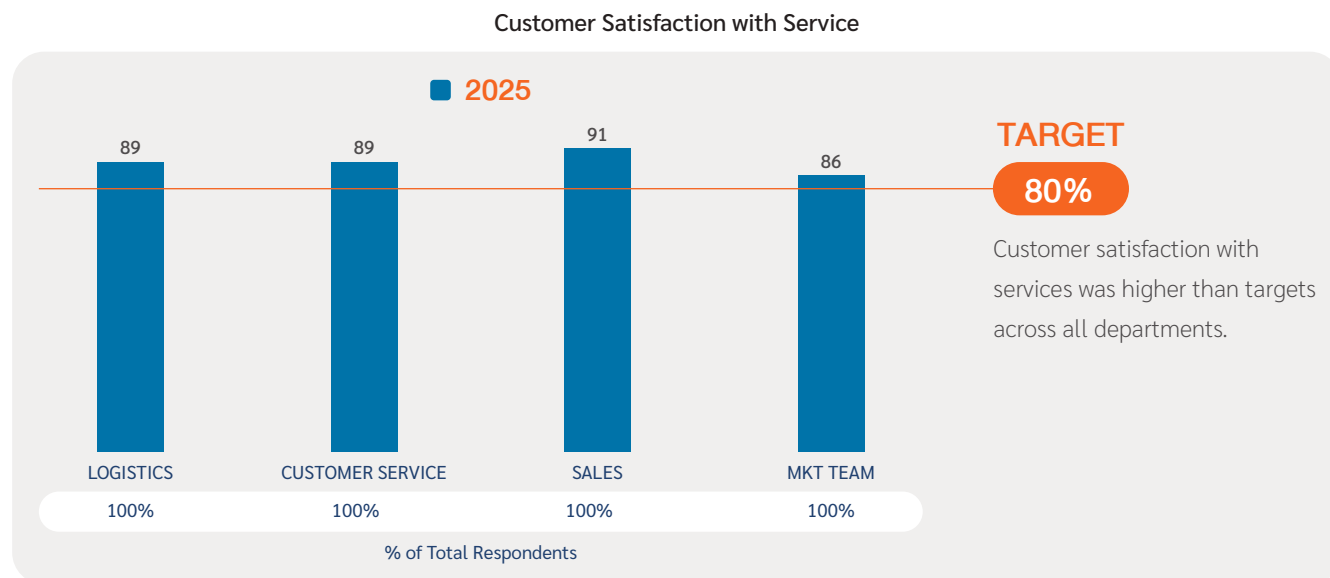
In year 2025, the Company applied the same revised survey approach used for product training to assess customer satisfaction with marketing support activities, enabling more relevant and accurate feedback. The highest satisfaction score was reported for product knowledge training activities at 86%, based on responses from 70% of surveyed customers. This was followed by trade benefits and sales promotion programs, as well as marketing communication materials and point-of-sale support, which received a satisfaction score of 78%. A detailed summary of the satisfaction results is presented below.

Customer Satisfaction with Marketing Support



Customer Satisfaction with Service

In year 2025, the Company evaluated customer satisfaction with the service performance of the Diamond Brand teams. The highest satisfaction score was reported for the sales team at 91%. This was followed by the logistics and customer service teams, which achieved satisfaction levels of 89%, and the marketing team at 86%. A detailed summary of the satisfaction results is presented below.



(3) INNOVATION AND TECHNOLOGY ADVANCEMENT

Innovation Policy: The Company is committed to conducting its business in a modern and forward-looking manner by continuously developing employees' knowledge, capabilities, and creativity. This approach aims to foster innovation in new product development, enhance competitiveness, and strengthen the Company's long-term growth potential. At the same time, the Company seeks to reduce social and environmental impacts, enabling sustainable adaptation in a rapidly changing business environment.

The Production Technology and Innovation Committee (PTI Committee) applies innovation knowledge and concepts across the organization through a structured process that supports sustainable development (SDGs). This initiative aims to foster an ESG-oriented mindset among employees at all levels. By integrating technology and innovation into manufacturing processes and sales service operations, the Company enhances production efficiency, improves service quality, reduces environmental impacts, and strengthens its competitive advantage. These efforts support business continuity and long-term sustainable growth, as follows:

(A) Product Innovation and Research & Development: To achieve the Company's vision of being **"Build your dream home with DIAMOND,"** the Company continuously develops environmentally friendly products. Several products, including boards, fascia boards (Plus), asbestos-free corrugated roof tiles, and autoclaved aerated concrete (AAC), have received Carbon Footprint certification. In 2025, the Company invested THB 2.95 million in research and development. Key R&D activities focused on eco-friendly product development, quality improvement, raw material optimization, and new product innovation. More than 20 product development projects were carried out during the year. These included the large-format AAC block, **"Max Block,"** designed to reduce installation time and labor costs, and the decorative board **"Loft Brick,"** developed from forming roll board technology to minimize dust during processing. The Company also enhanced product quality and packaging. Improvements included upgrading the Solar Mounting clip-lock system to increase installation efficiency, enhancing the flexibility of board products, and improving fiber-cement roofing tiles to reduce color defects and cracking.

(B) Process Innovation: In year 2025, the Company implemented manufacturing innovation initiatives to enhance production efficiency and reduce high-risk areas for workplace accidents, as follows:

1) Automation and Robotics Innovation: The Production Technology and Innovation Committee (PTI Committee) drives the study and development of machinery, robotics, and automation systems to enhance production efficiency and prepare the organization for an aging workforce. Currently, automation and robotics have been implemented in 40 production initiatives, with 27 robotic units deployed, resulting in a reduction of 135 labor positions. In year 2025, the Company continued to invest in automation and robotics through 5 additional projects, including the deployment of 4 robotic units. One key initiative involved the installation of a robotic system for the pin rod process in the AAC curing plate production line. In addition, four automation projects were introduced in accounting and finance functions, including: (1) an automated cement intake recording system, (2) an automated monthly financial analysis program, (3) automated invoicing via email, and (4) an automated interbank transfer recording system.

2) Smart Factory Project

The Company has integrated Internet of Things (IoT) technologies into its production and maintenance management to support automation and enhance operational efficiency. By connecting equipment, tools, and machinery through internet-based systems, the Company strengthens system integration, improves productivity, and enhances operational resilience, including mitigating risks related to potential public health disruptions. These initiatives also support the Company's Smart Factory program. The objective is to leverage IoT and artificial intelligence (AI) to optimize production and maintenance processes, enhance automation, improve product quality, and reduce workload. Currently, 27 IoT projects have been implemented, resulting in an estimated cumulative workload reduction of approximately 14,000 hours per year, equivalent to around 10 labor positions. In year 2025, the Company invested in six additional IoT initiatives. These included smart water production management at the AAC-2 plant, IoT solutions for concrete roof tile production at the Khon Kaen facility (CT-KK), IoT control systems for agitators and turbo motors (FC-2 and FC-3), and IoT-based monitoring and control of sand crushers and boilers at the AAC-2 plant. The Company also developed the Diamond Modular Application to support the sales of prefabricated housing solutions, etc.

3) Circular Economy Initiative: The objective of this initiative is to enhance production processes to reduce resource consumption and improve operational efficiency. To date, a total of 16 projects have been implemented, resulting in a reduction of three labor positions. In year 2025, the Company implemented three additional projects, which have enabled reductions in raw material usage and waste disposal volumes of approximately 5,250 tons per year. These achievements were driven by minimizing losses and process inefficiencies through the Double Knife CT-5 system and the Laser Cleaning Spacer NT-10 and NT-11 projects. In addition, the Company invested in a natural water treatment system to recycle approximately 60,000 cubic meters of condensate water annually from autoclaved aerated concrete production. This initiative enhances water reuse, reduces environmental impact, and lowers waste management burdens, supporting the Company's Zero Waste target.

4) Energy and Environmental Management Initiative: The objective of this initiative is to optimize energy utilization, reduce environmental and greenhouse gas (GHG) impacts, and lower production costs. To date, the Company has implemented a total of 25 projects. In year 2025, nine energy-related projects were carried out, comprising six electricity efficiency measures and three thermal energy initiatives. These efforts contributed to a reduction of approximately 673 tCO₂e in carbon emissions. In addition, the Company implemented two projects to mitigate odor and smoke impacts, as well as two dust reduction initiatives.

5) Capacity Expansion and Production Efficiency Initiative: The objective of this initiative is to expand production capacity and improve operational efficiency to ensure adequate capacity to support future sales growth. During the past year, the Company implemented three production efficiency improvement projects across fiber cement roof tiles, wood substitute products, and boards. In addition, the Company expanded its autoclaved aerated concrete (AAC-2) production capacity, increasing total capacity by approximately 163,200 tons per year. The new production line commenced commercial operations in September 2025.

6) Study Visits, Research, and Innovation-Related Activities: To support the Company's "Innovation Culture" objective, various study visits, research initiatives, and related activities were undertaken in year 2025, as follows:

- The Company received corporate income tax exemption benefits for automation investments under Royal Decree No. 776 (B.E. 2564), issued under the Revenue Code. The measure provides an extension of the corporate income tax exemption at 20% of the investment value in automation systems through December 2025. As of year 2025, the Company has implemented a total of 9 projects under this program.
- The Company studied the application of Artificial Intelligence (AI) for quality inspection in the concrete roof tile production process. The system is designed to screen and classify tiles prior to the curing stage, replacing manual inspection. This initiative helps reduce labor requirements, improve accuracy in quality control, and minimize raw material losses. The solution utilizes the CiRA CORE artificial intelligence platform developed by King Mongkut's Institute of Technology Ladkrabang.
- The Company studied the feasibility of applying Graphene Quantum Dots (GQDs), in collaboration with the Faculty of Engineering, Chulalongkorn University, in the production processes of concrete roof tiles and fiber cement roof tiles. The initiative aims to enhance product strength, reduce the risk of efflorescence, and achieve a targeted reduction in cement usage of approximately 5%. This is expected to contribute to lowering carbon dioxide emissions in the production process.
- The Company completed the submission and obtained certification for the assessment and measurement of greenhouse gas (GHG) emissions and/or removals from the Thailand Greenhouse Gas Management Organization (TGO), to register the Company's Carbon Footprint for Organization (CFO). This initiative supports the creation of business opportunities, the establishment of environmental standards, and the development of action plans and management approaches to reduce and manage greenhouse gas emissions in the future.
- The Company studied, in collaboration with the Information Technology Department, the selection of an Enterprise Resource Planning (ERP) system to replace the SAP system that has been in use for 17 years. The objective is to ensure alignment with current and future operational requirements, while enhancing efficiency, cost effectiveness, and system modernization.

(4) TAX RESPONSIBILITY

Tax Policy: The Company aims to be a growing organization with values that is strictly responsible to taxation laws to add sustainable value to the society. In order to achieve the tax policy, the following objectives related to taxation have been established:

- (A) Committed to comply with laws related tax administration in every sector of the Company and the subsidiary.
- (B) Lawfully exercise tax benefits and use tax structures in an appropriate manner with no tax evasion.

Guidelines for Tax Related Work

- 1) Establish monitoring process on changes to tax related policies and laws of the government. The Accounting and Financial Division, Human Resources Division, Legal Office, and other units relating to each tax category are to regularly monitor and report on new laws to the Management Committee and the Board of Directors.
- 2) Establish guidelines and duties regarding tax submissions and refund submissions for each tax category to ensure timeliness and compliance to the Company's regulations.
- 3) The internal audit office is to assess risks related to tax compliance including systematic controls to reduce such risks.
- 4) Tax related systems are reviewed, from tax payments and tax refund to tax benefits and tax related reports by the external independent auditor and the Internal Audit Office. The results are to be reported to the AC Committee and the Board of Directors regularly.
- 5) The Company has benefits from various government tax breaks, extension of tax payment as well as using the right to deduct income from investment in machinery, etc.

In year 2025, the Company has paid completely all types of taxes to the Revenue Department and disclosed all in the financial statements of the Company already without any errors in taxation operations of the Company.

3.3 SUSTAINABILITY MANAGEMENT IN THE ENVIRONMENTAL DIMENSION

3.3.1 ENVIRONMENTAL POLICY AND GUIDELINES

The Company realizes the importance of environmental management by improving the production process to reduce the environment's impact which has continued to operate, including organizing activities campaigning on environmental conservation with the following safety and environmental policies:

Safety and environment policy: The Company is committed to protecting and preventing accidents, environmental pollution, and impact on physical and mental health by complying with relevant laws and regulations to keep employees safe, healthy in a good environment along with continuous and sustainable improvements.

The Company reviewed the environmental management goals in each area to continuously reduce the environmental impact. There are no material events that need to be adjusted goals. The Company has managed **to monitor the environment according to industry standards annually** by complying with environmental laws and regulations issued by the Ministry of Industry, the Ministry of Natural Resources and Environment, the Ministry of Public Health, the Ministry of Labour, and the Ministry of Interior, the Company has continuously improved its production processes to minimize environmental impacts. As a result, workplace environmental monitoring results, including air quality, dust, noise, water, and waste from production processes, have fully met applicable industrial standards. The Company's operations have not adversely affected the environment or the natural resources of surrounding communities. Environmental monitoring was conducted on May 29–31 and June 15, 2023 by Global Environmental Management Co., Ltd.; on May 28–June 1, 2024 by Smile Lab Laboratory Co., Ltd.; and on June 16–18, 2025 by Smile Lab Laboratory Co., Ltd., to observe and assess the Company's environmental quality. All results were in line with established targets., (see details on page 104 under topic "Environmental monitoring according to industry standards"), including:

- (A) Chrysotile dust monitoring in the DBP1-2 work area, which meets all standards;
- (B) Monitor workplace air quality DBP1-2, which meets all standards;
- (C) Monitoring of air quality from the Factory's Funnels of the DBP1-2 plant, which meets all standards;
- (D) Ambient air quality measurements, which meet all standards;
- (E) Monitoring of noise pollution, dust, and chemicals, which meet all standards;
- (F) Surface water quality monitoring around the factory where the water quality analysis results are standard;
- (G) Establishing the base solution pond system to recycle water, reduce water resource consumption and water pollution, reduce sludge disposal by investing belt press with water from the production of cleats for tile support, etc.;
- (H) The disposal of waste, broken tile, sealer waste, oil, and other waste has been carried out outside the factory, which is authorized by the Department of Industrial Works, along with information reports via the Department of Industrial Works website (www.diw.go.th).

3.3.2 ENVIRONMENTAL MANAGEMENT

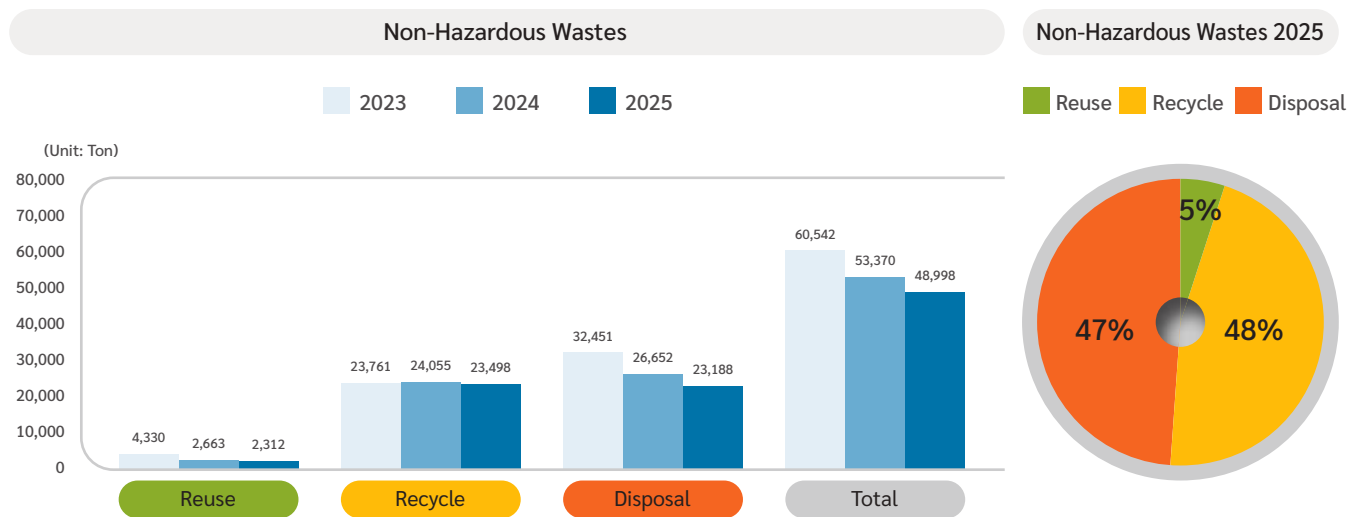
The Company has been certified at **Green Industry Level 3 (Green System)** by the Ministry of Industry and has also obtained ISO 14001:2015 Environmental Management System certification from BSI Group (Thailand) Co., Ltd. These certifications demonstrate the Company's systematic approach to environmental management, including continuous review, monitoring, and assessment of environmental impacts. The Company has implemented the following initiatives:

(1) WASTE MANAGEMENT

The Company has the policy to manage waste in the production process to reduce the impact on the environment due to its direct health hazard of employees and the cause of all environmental problems. The Company has adopted **the 3R strategy and the Circular Economy concept** to manage waste under ISO 14001 guidelines for maximum benefits and effectively reduce production costs. **The Company's target of production process aims to be Zero Waste to Landfills in year 2050.** It divides waste into two types: non-hazardous waste and hazardous waste, summarized as follows:

(A) Non-Hazardous Wastes which mainly are tile chips, woodchips, plastic pieces, scrap iron, scrap paper, dust, and other garbage are treated based on ISO 14001 guideline as follows:

- Reuse: damaged wooden pallets are repaired for reuse; big bags are used for putting in residual and dust, etc.
- Reduce: size of pallets are designed to be smaller so that less wood is used; improved manufacturing process to reduced tile breakage, etc.
- Recycle: Materials are processed and reused within the production cycle. For example, used office paper is recycled and utilized in the Company's internal pulp production process. Dust and powder from wood substitute machining, as well as tile scraps and autoclaved aerated concrete (AAC) waste, are crushed and reused as raw material substitutes. These materials are also further processed into useful products such as tile spacers, paving blocks, and interlocking bricks.
- Disposal: such as broken tiles are treated according to the law and used as landfill at permitted areas, etc.



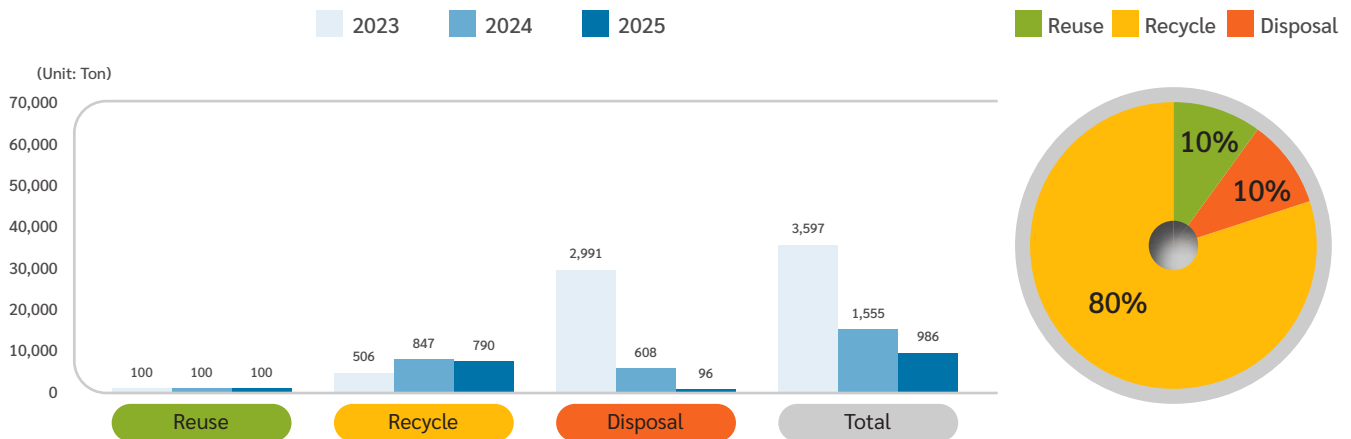
In year 2025, through the implementation of the **3R** strategy for waste management, there is a total of 48,998 tons of non-hazardous waste, of which 25,810 tons can be recycled and reused, or 53% of the total non-hazardous waste. This is an increase from previous year when only 50% of the total non-hazardous waste.

(B) Hazardous Wastes, mostly come from the manufacturing process, are mainly wet cake, color sludge, oil color, sealer remains, and other contaminated materials. These wastes are being handled as follows:

- Reuse: such as oil barrels, paint containers, solvent containers, which are being used several times.
- Recycle: for example, recycling the waste of lime water in the turbid water tank from the drainage to produce cleats for tile support or paving blocks, or the removal of sediment debris from the sludge dewatering to transform into a footpath and concrete panels for blocking the road to use within the factory. It includes filtering some sealers for reuse. The oil paints, sealers, and other contaminants will be used as the mixed fuel, etc.
- Disposal: Some materials are required to be disposed by law, such as wet cake, oil color sludge, and water color sludge, which are disposed as landfill after being made into solid mass.

Hazardous Wastes

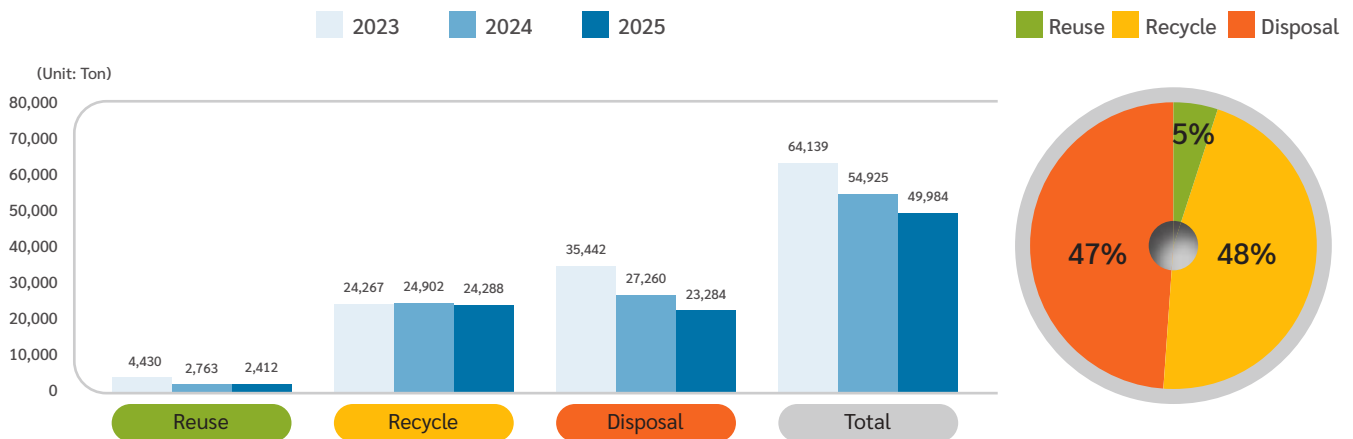
Hazardous Wastes 2025



In year 2025, with the implementation of the **3R** strategy for hazardous waste management, there were 986 tons of waste, of which 890 tons could be recycled and reused, or 90% of the total hazardous waste. This is an increase from previous year when only 61% of the total hazardous waste could be recycled and reused.

Total Wastes

Total Wastes 2025



The implementation of the **3R** strategy to manage hazardous and non-hazardous waste, it was found that In year 2025 there was a total of 49,984 tons of waste, a decrease of 4,941 tons representing 9% from the previous year, and can be recycled and reused 26,700 tons, accounting for 53% of total waste.

(C) Factory Garbage Reduction Project

With a commitment to waste management within the factory. In year 2025, the Company set a new target to reduce waste disposal from the previous level of not exceeding 24 kilograms per ton of product **to not exceeding 22.5 kilograms per ton of product**. Through the implementation of the **3R** (Reduce, Reuse, Recycle) strategy and various waste management initiatives to control waste generation in the production process and mitigate potential impacts on society and the environment, **the waste generation rate in year 2025 was reduced to 21.39 kilograms per ton of product**. This represents a decrease from 24.77 kilograms per ton of product in year 2024, or a reduction of 3.38 kilograms per ton of product, equivalent to 13.65% which can be summarized as follows:

3R strategy	Project	Production Line	Reduced amount (tons)
Reduce	1) Filter press/sludge press machine.	FC	12,085
	2) Reducing the discarded tiles with color check.	CT	32
	3) Reducing use of Sealer CT5, CF1, 3 (Airless from 2 heads to 3 heads).	CT	37
	4) Reducing the consumption of CT5 oil paint by improving Fluid Csp.	CT	0.5
	5) Reducing waste water from aluminum wash.	AAC	58
	6) Reduce the use of plastic bags for packaging raw materials.	CT	2
	7) Reduce fractions of CF.	CT	992
	8) Reduce side cover weight of CF.	CT	105
Total			13,312
Reuse	1) Refilling containers.	FC/CT/PU/AAC	400
	2) Using returned pallets from customers.	CS	2,012
Total			2,412
Recycle	1) Reducing wet debris by using it to make Tile backer board/Paving Blocks.	FC	83
	2) Repairing pallet to bring it back to use.	CS/AAC/CT/FC	620
	3) Grooving dust back to the mix.	FC	4,687
	4) Grinding the brick back to mix instead of sand for recycle.	AAC	6,568
	5) Crushing tile scraps to replace crushed stone for recycle.	CT	10,946
	6) Remixing wet scraps in the production line.	FC	387
	7) Separating the sand and gravel, disposed of in the chamber.	CT	133
	8) Other Recycle Waste.	All business units	546
	9) Hazardous Waste as Alternative Fuel.	All business units	317
Total			24,287
Grand Total			40,011

Sources : FC = Fiber Cement Production Division, CT = Concrete Tile Production Division, AAC = Autoclaved Aerated Concrete Production Division, PU = Purchase Department and CS = Sales Service Division.

(D) Sediment Waste Reduction Project

In the fiber cement manufacturing process, a large amount of sediment waste is produced over 16,000 tons per year. It is a pollutant of water and air that harms health, affects the respiratory system, and damages the environment, some of which is hazardous and requires professional waste disposal by law, costing a large amount of expense. The Company has initiated the sediment waste reduction project for the whole system in order to reuse, reduce the amount of sediment waste needed to be disposed and reduce environmental impact. The details are as follows:

1) Wet Sludge Management Project: A wet sludge return system will be installed in every fiber cement tile production line to allow for the reuse of wet sludge. This system will enable the use of 468 tons of fiber cement (FC) wet sludge as raw material in the new fiber cement tile production process. Starting in June 2024, this initiative will eliminate the need for external disposal of FC wet sludge, resulting in zero waste. This approach will reduce environmental impacts and effectively manage production costs.

2) Project to Reduce the Thickness of Spacer-Covered Sheets: Aiming to minimize waste in the production process of board and synthetic wood products, we identified excess waste generated from sheets covered with spacer sheets. To address this issue, we adjusted the production program to shorten the rolling cycle for green sheets. This change helped reduce the thickness of the products, particularly for sheets that utilize spacer coverings. As a result, we decreased waste and significantly reduced the volume of dry scraps discarded during production.

3) Sediment Waste Reduction by Using Belt Press: The belt press effectively removes sediment from water, allowing it to be transformed into materials for producing tile anchors, interlocking bricks, or worm bricks. These products are utilized within the factory and donated to the local community. This process reduces the need to dispose of approximately 360 tons of sediment each year, contributing to a decreased environmental impact.

4) Autoclaved Aerated Concrete Recycling Project: It is to reduce waste from the production process. It brings broken bricks from the manufacturing process to grind them with sand and chemicals and feed into the masher, causing the increased strength value. In year 2025, the Company can recycle the broken bricks and reduce waste disposal, the ability to bring bricks to grind risen by 6,568 tons. It also reduces the purchase of natural raw materials such as sand, gypsum, etc.

5) Recycle degraded concrete tile scraps project: It is to replace crushed stone or sand, reduce the purchase of crushed stone, reduce environmental pollution, reduce waste disposal costs, reduce finding landfill locations. The goal is to recycle scraps at the concrete tile production line, about 7,200 tons per year, which started operating in November 2021. In year 2025, 10,946 tons of concrete tiles can be reused, reducing the use of limited natural resources and creating a better society.

(2) AIR QUALITY MANAGEMENT

The Company recognizes the importance of air quality management and places strong emphasis on assessing environmental risks across its production processes, from raw material sourcing and manufacturing to product processing. Key air pollutants associated with the Company's operations include particulate matter, solvent odors, vapor emissions from curing processes, and other air contaminants that may affect health, including respiratory conditions, visibility, and healthcare costs for employees, surrounding communities, and other stakeholders. The Company is therefore committed to managing air quality in accordance with applicable laws, regulations, and relevant air pollution standards. This commitment aims to ensure a safe and healthy environment while supporting long-term sustainable development.

The Company has established measures to assess and manage air pollution risks by monitoring air quality to ensure compliance with applicable legal requirements. Preventive measures have been implemented to control air emissions, including minimizing or avoiding the use of hazardous chemicals where feasible. The Company has also improved its production processes by applying appropriate technologies to reduce, control, and treat air pollutants to meet regulatory standards, along with conducting regular and continuous air quality monitoring.

(2.1) DUST MANAGEMENT

Particulate matter air pollution affects health, respiratory system, vision, and destruction of buildings, etc. Most of them are heavy dust, not PM 2.5, but they also affect employees' health, people in the community, and other stakeholders. Therefore, the Company carried out various projects to create a better working environment for employees and to reduce the impact on society, community, and surrounding environment continuously as follows:

(A) Dust reduction for concrete tile production line (CT) project

In the concrete tile (CT) manufacturing process, main raw materials are used such as sand, cement powder, crushed stone, and fly ash. The process is conveying, blowing, weighing, mixing, rolling, and polishing, resulting in a lot of dust and coating. Therefore, the project to reduce dust in concrete tile production (CT) has been set up in Saraburi province and Khon Kaen Province. The Company continuous operation for all production lines as follows:

1) Construction of dust chamber for crushing plant: It is a large dust chamber that allows dust to fall onto the floor with its weight, not dispersing, suitable for sizeable coarse dust or heavy dust.

2) Installing a dust collector on a silo (SILO-TOP): A high-efficiency dust collector is used to trap dust from blowing cement powder into the silo through a special filter material to fall inside the silo. It makes it possible to recycle all captured cement dust, reduce material wastage, reduce production costs, and reduce dust outside. In year 2025, additional installations were made at the silo, the CT-6 concrete tile production line, and the CF-4 concrete tile covering production line, which are new production lines.

3) Construction of a large dust collector (Dust Collector): It is used to extract dust from the production process as a system to remove small, fine dust. It can be used to collect dust from the mixing, weighing, polishing, and conveying processes which can be recycled entirely. It reduces the wastage of raw materials, reduces production costs, and reduces dust coming out. In December 2024, the Company installed dust collection systems at the concrete mixing processes of the CT-2, CT-5, and CT-6 concrete roof tile production lines. The system has been in operation since January 2025 to continuously reduce dust generated from the use of crushed stone and recycled tile materials in the production process.

4) Improvement and Construction of Odor Control Rooms at CT-2 and CT-3: In April 2025, the Company constructed odor control rooms at the CT-2 and CT-3 production lines to capture and reduce odors generated from the spray booths in the concrete roof tile manufacturing process. The system is designed to contain odors within the spraying area, thereby minimizing dispersion beyond the production zone and reducing odor-related environmental impacts.

5) Installation of a High-Pressure Coating Spray System (Pressure Tank): In year 2025, the Company installed a high-pressure coating spray system at the CT-6 concrete production line. The system utilizes a closed mixing tank with an agitator to reduce the dispersion of coating materials and solvent vapors into the air.

6) Installation of a Polycord Conveyor System at CF-2: The Company installed a Polycord conveyor system at the CF-2 concrete roof tile accessory production line to transport slurry (cement and pigment mixture), replacing the previous black rubber belt system. This improvement helps reduce slurry losses in the production process and minimizes dust generated from the handling and disposal of slurry waste. As a result, the amount of slurry waste sent for off-site disposal has been reduced from approximately 200 kilograms per day to around 30–40 kilograms per day. This initiative contributes to pollution reduction, more efficient resource utilization, and lower production costs.

7) Installation of a Debris and Paint Water Containment Channel at CT DBP1: In December 2025, the Company constructed a 20-meter debris containment channel with a grating system in front of the Chamber at CT DBP1. This improvement is designed to prevent debris and paint-contaminated water from overflowing onto surrounding roads.

(B) Central Dust Collector from wood planning project (Central Dust Collector)

During the processing of wood substitute materials at the NT-8, NT-10, and NT-11 production lines, as well as in upcycling activities, a large volume of dust (groove powder) is generated. The Company is therefore committed to continuously implementing a Central Dust Collector project to enhance dust management. The system collects dust generated from the wood substitute processing and stores it in centralized dust collection tanks before transferring the groove powder to silos at each production line for reuse as a substitute raw material in the manufacturing process. This initiative aims to reduce waste disposal and airborne dust emissions, thereby improving workplace environmental conditions on a continuous basis.



Year	Groove Powder Consumption (tons per year)
2023	2,608.58
2024	4,832.63
2025	4,687.18
Total	12,128.39

(C) Use of Crushed AAC Waste in the AAC-2 Production Process

The production of autoclaved aerated concrete (AAC) at the AAC-1 production line generates solid base waste of approximately 6,900 tons per year, together with additional production waste of around 3,400 tons per year, totaling approximately 10,300 tons annually. While part of this waste can be crushed and reused as raw material, the remaining portion requires landfill disposal, which may lead to dust emissions and environmental impacts.

Since September 2025, the Company has commenced production at its new AAC-2 facility. This new production line enables the recycling of crushed AAC waste in the manufacturing process. During the period, approximately 1,175 tons of crushed AAC waste were utilized, representing around 2.5% of total production output. As the internal waste generated from AAC-2 is insufficient, additional crushed AAC waste from the AAC-1 production line has been incorporated as a supplementary raw material in AAC-2 production. This initiative helps reduce waste disposal, minimize airborne dust, and improve environmental and workplace conditions.

(2.2) SOLUTION ODOR MANAGEMENT

In the production of concrete tiles, raw materials are used as a volatile solution mixed with resin to spray varnish on the tile surface. It creates a shiny, beautiful, durable solution, which is a substance from petrochemicals with a relatively strong smell, affecting employees' health and nearby communities. Therefore, the Company installed the **solution odor treatment system** that is a solution absorbing odor with activated carbon or activated charcoal to absorb various substances well.

In year 2025, the Company is dedicated to conducting business with a focus on social and environmental responsibility. To achieve this, we implemented a project to install an odor treatment system at three concrete tile production lines: CF-3, CT-6, and CF-4. This system will be used in the paint coating spray room and is designed to continuously reduce solution odors that can impact the health of our employees and the surrounding community, as follows:

Location	Installation of the solution odor treatment system
1) Concrete tile production line, Khon Kaen branch, System 1-2-3	Start using April 2014 Improved the efficiency of the odor treatment system in year 2021 and 2023, increasing the improvement by 15,800 cubic meters per hour to 22,000 cubic meters per hour.
2) CT-2 and CT-5 concrete tile production line, Saraburi	Start using June 2020 Installed equipment to increase the efficiency of solution odor treatment system: CT-2, start using in December 2023.
3) CT-3 and CF-1 concrete tiles production line, Saraburi	Start using August 2021
4) Concrete tile production line (CT-4 and CF-2), Saraburi	Start using October 2022
5) Concrete tile production line (CT-6 and CF-4), Saraburi	Start using July 2024
6) Concrete tile Production Line (CF-3)	  The system has been in operation since January 2025 to treat odors from coating materials used in the concrete tile accessory production process. It is designed to reduce odor dispersion generated during the spray coating process.

In year 2025, the Company installed odor containment curtain doors at the CT-6 and CT-5 concrete tile production lines to reduce the risk of solvent dispersion from the coating spray systems. This initiative also enhances the efficiency of the odor treatment systems. The Company plans to expand the installation across all production lines, with completion targeted in year 2026.



Before Installation of Odor Containment Curtain Doors.



After Installation of Odor Containment Curtain Doors.

The Company conducts continuous odor monitoring in surrounding communities. A dedicated team has been assigned to assess odor perception around the concrete tile production facilities using instruments to measure the concentration of volatile organic compounds (VOCs). Inspections are carried out within and around the Company's facilities in Saraburi and Khon Kaen, including visits to adjacent communities and direct engagement with local residents. The monitoring results indicated no issues related to solvent or nuisance odors arising from the concrete tile production process. No impacts from solvent emissions to surrounding communities were identified. The Company will continue to conduct such inspections on a regular and scheduled basis.



(2.3) MANAGEMENT OF ODOR FROM STEAM USED IN PRODUCT DRYING

The steam used to dry boards and synthetic wood products that contain natural pulp may produce an odor. While this odor is not harmful to health, it could raise concerns and potentially impact the mental health and respiratory systems of employees, community members, and other stakeholders. The Company has implemented several improvement initiatives, as follows:

- The Company installed a water spray system to reduce the dispersion of steam released from the blowdown vents of autoclaves at the NT-9, NT-10, and NT-11 production lines. Condensate water generated from the autoclave curing process is collected and stored in a holding tank to allow cooling before being reused in the spray system. The system sprays water within the blowdown steam vents to transfer heat and condense steam into liquid during the blowdown process. This helps reduce steam dispersion and mitigate odors generated from the product curing process.

- The Company implemented a steam transfer system for the NT-10 and NT-11 production lines to reduce steam emissions released into the atmosphere. The system captures used steam from the autoclave curing process during the blowdown stage and transfers it through a piping network for reuse in other autoclaves that are about to begin the curing process. This initiative reduces the volume of steam discharged into the atmosphere and mitigates odors associated with steam emissions. It also supports improved working conditions for employees and contributes to the continuous reduction of environmental and community impacts.

(3) WATER MANAGEMENT

Sustainable water management policy: The Company is committed to reducing the negative impact on natural water resources to ensure that people in the community, society, and the country's population have good quality, adequate water for their living, and sustainable business operation.

Water is an essential natural resource for all living beings, and important raw material in the manufacturing processes of the Company. The Company ensures that its operations maintain the water quality level and sustainably balance water usage in the production to the water usage of the community. The Company also supports the United Nations' Sustainable Development Goals (SDGs), **Goal No. 6 "Clean Water and Sanitation," Target No. 6.3 "Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally."** Accordingly, the Company has established the goals and guidelines as follows:

(A) Reduce water usage, with a goal of using water from natural sources **not exceeding 0.50 M³ per ton of product;**

1) All departments are expected to use water economically and increase their water usage efficiency, with activities including water usage reduction project that utilizes technology as a solution for water shortage, etc.

2) Implement water treatment system to recycle water from manufacturing process, reducing water usage by over 50 percent of all water used. Various technologies are used to maintain water quality and reduce pollution, chemicals, and garbage, etc.

(B) Risk assessment has been conducted regarding water resource related risks, obstacles in complying with water conservation guideline, as well as changing climate that may affect water usage in the manufacturing processes, such as flood and drought, etc.

(C) Employees and stakeholders are made aware of water resource conservation efforts by providing training, sharing sessions, and activities related to preservation and conservation of the ecosystem, such as, tree planting, water quality maintenance of Pa Sak River, etc.

(D) Cooperating with governmental agencies, the Pa Sak Jolasid Dam, educational institutes, communities, and other agencies to jointly resolving water resource management issues at local and national level.

(E) The Company maintains a water reservoir with a capacity of 90,000 cubic meters to enhance water supply options and ensure preparedness during emergency or crisis situations.

(F) The Company has installed groundwater wells at the DBP1, DBP2, and Khon Kaen manufacturing facilities, with permits obtained from the Department of Groundwater Resources.

(G) The Company is able to maintain the water quality level as per the ISO 14001 standard, with economical usage of water, balancing the used amount and loss from manufacturing processes. Prevent disasters that may occur from floods or droughts, etc.

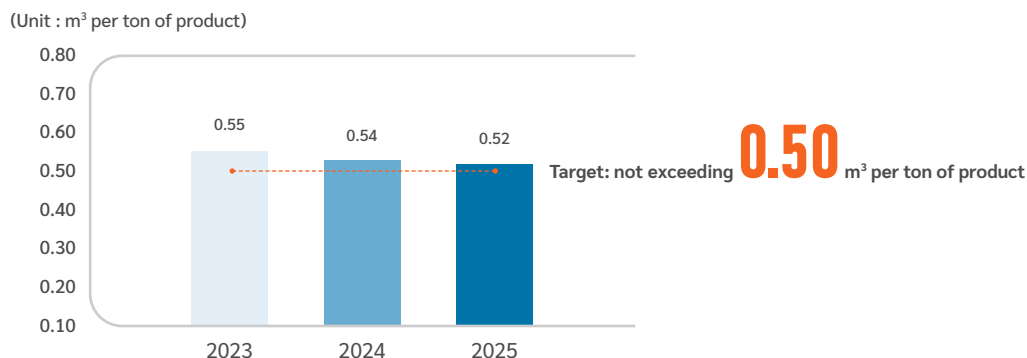
Results of Water Usage Reduction in Manufacturing Process.

Goal: The Company targets water use at not exceeding 0.50 M³ per ton of product with a long-term target of not exceeding 0.40 M³ per ton of product by year 2030.

Performance: In year 2025, the Company used natural water in the production process in a total amount of 421,918 cubic meters, a decrease of 47,546 cubic meters from the previous year, or a decrease of 10.13%, with water usage of 0.52 M³ per ton of product, a decrease of 0.02 M³ per ton of product or decreased from last year 3.70%.

However, water efficiency did not meet the target of not exceeding 0.50 M³ per ton of product. This was mainly due to an increase in the production proportion of water-intensive products, as well as factory construction activities, the installation of new production lines, and the repair and improvement of existing machinery. The Company has therefore implemented additional control measures to further reduce water consumption and achieve the established targets.

Water Usage Volume



In year 2025, the Company implemented a water management plan aimed at reducing water stress and mitigating potential risks of water-related crises, as follows:

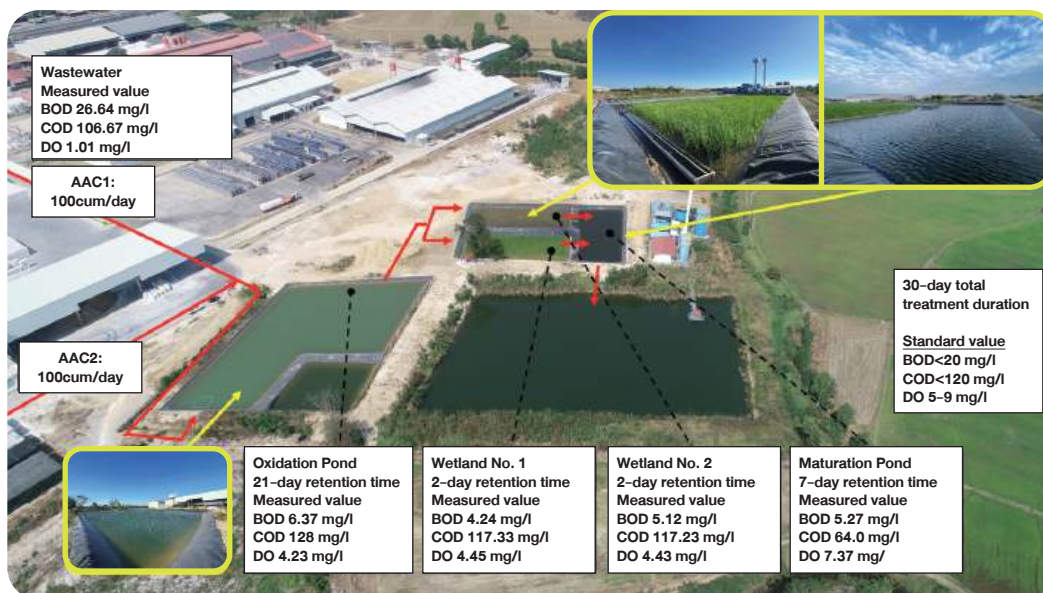
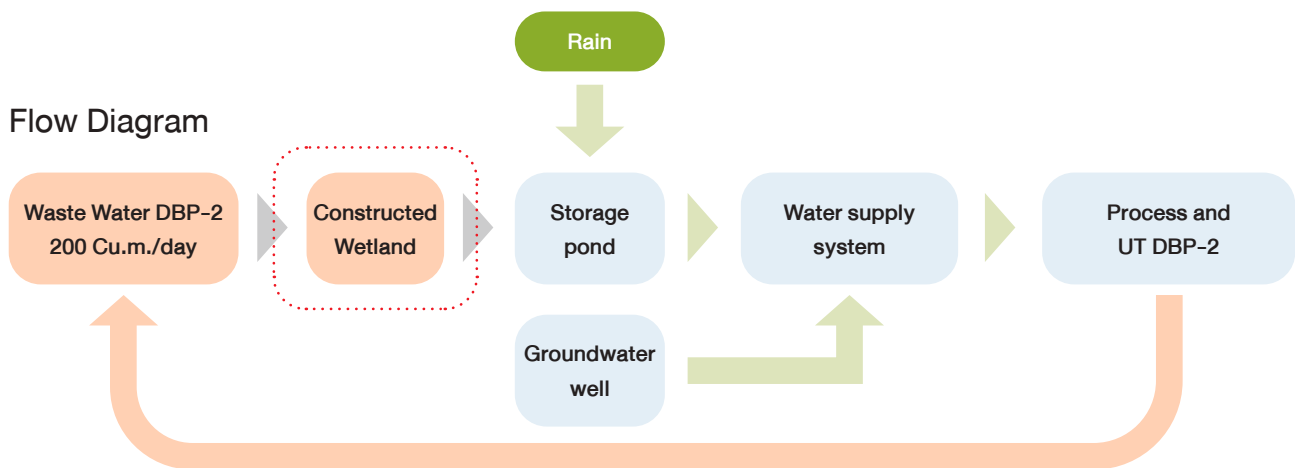
1) Water Management in Manufacturing Process

The Company manages water use in its production processes through a closed-loop system, with no discharge of residual wastewater outside the factory. Water used in the production process is treated and reused within the system. The Company has also improved water quality, controlled chemical usage, and reduced water losses throughout the manufacturing process. As a result, Plant 1, including the fiber cement roof tile and concrete roof tile production lines, is able to reuse approximately 38,000 cubic meters of water per year, thereby minimizing impacts on natural water resources.

In year 2025, the Company constructed a natural water treatment system, or Constructed Wetland, at Saraburi Plant 2 (DBP-2). The objective of this project is to treat wastewater from the production process to enable 100% reuse. The system utilizes natural sedimentation and plant-based treatment to achieve water quality comparable to surface water. The treated water is stored in a reservoir with a capacity of 90,000 cubic meters before being supplied back into the plant's water system for reuse. This initiative prevents process water from being discharged outside the facility, reduces the risk of community complaints, and enhances water security, as the reservoir can also support water storage during the dry season. The project was completed in November 2025.

Natural Wastewater Treatment system at DBP-2

Flow Diagram



2) Water Consumption Reduction Measures

- **Recycle water:** the autoclaved aerated concrete production process can reuse RO water as 100% of the water fed into the BOILER, reducing the blowdown by 17%, saving heat energy, and not releasing water to the community. It continuously operates and reuses the treated colored water from cleaning the slurry equipment at the Khon Kaen factory.
- **The use of condensate water:** from autoclaved aerated concrete baking process aims to be used as raw water to produce a sand slurry, mixing and washing of the amount of 20,699 cubic meters per year in year 2024, this initiative helped reduce the consumption of fresh water in the production process and generated cost savings of approximately THB 156,332 per year.
- **The reduction of tap water use:** In year 2025, the Company implemented water management measures across 10 production lines, including FC-1 to FC-6 and NT-8 to NT-11. These measures focused on controlling water consumption and reusing treated wastewater for pump shaft seal cooling in place of tap water. As a result, tap water consumption was reduced by approximately 45,000 cubic meters per year, or around 12.5%. The Company has also established a monitoring and control target to limit water consumption at each production line to no more than 40 cubic meters per day.
- **Increase the efficiency of water usage and drainage:** within the factory by installing a water pump in the many areas for efficient use and removing the drain gutter to increase the water catchment area within the factory.

(4) ENERGY MANAGEMENT

The Company gives precedence to and realizes the importance of energy conservation and management. The “**Energy Management Working Group**”, which comprises executives from all departments, has established the Energy Conservation Policy as follows:

Energy Conservation Policy :

- 1) The Company shall manage and develop a proper energy management system, establishing energy conservation as a part of business operations that comply with related law and regulations and reduce greenhouse gas emissions.
- 2) The Company shall continually optimize energy usage as appropriate to the technology being used and best practice.
- 3) The Company shall establish energy conservation plan and targets for each year, and communicate to all employees to ensure proper execution.
- 4) Energy conservation is considered a duty of all executives and employees to comply as per the established standards, monitor, and report to the Energy Management Working Group.
- 5) The Company shall provide necessary support and resources, including personnel, technology, budget, work time, trainings, as well as feedback sharing to improve energy related works.

The Company utilizes energy to manufacture products, such as electricity, steam, and natural gas. The Energy Management Committee oversees the supervision, control, and development of technologies aimed at reducing greenhouse gas emissions and mitigating environmental and climate change impacts.

In year 2025, The Company has focused on managing and reducing energy usage with the objective to reduce environmental impacts, global warming (GHGs.) and production costs. There were 13 energy improvement projects, including 10 electrical measures and 3 heat measures, enabling to reduce CO₂ emissions by more than 586 tons of CO₂ as follows:

(A) Electricity Usage Reduction Project

The Energy Management Committee has established 10 projects to reduce electricity consumption, which can reduce electricity consumption by 604,955 kWh per year, amounting to 2.17 million baht per year, reducing carbon dioxide (CO₂) emissions at 319 tons of CO₂.

Project	Location / production line	Reduction (kWh per year)
1) Project to change lighting fixtures to LED from 36 w to 18 w.	Warehouse of WIP FC	27,494
2) Vacuum Pump 45 kW Decommissioning and Improvement Project.	NT-9	291,600
3) Power Reduction of Spray Water Pump Motor from 45 kW to 37 kW.	FC-5	52,876
4) Power Reduction of Spray Water Pump Motor from 45 kW to 37 kW.	FC-6	52,876
5) Compressed Air Leakage Reduction Project in the Production Process.	FC/NT/AAC	35,473
6) Improvement of Control Program and Addition of a Stop Function for the Vacuum Cardboard Robot (CT).	CT-6	21,000
7) Air Compressor Pressure Optimization Project (Reduction from 7.3 to 6.8 Bar).	CT-2	55,790
8) Air Compressor Pressure Optimization Project (Reduction from 7.3 to 6.8 Bar).	CT-5	43,980
9) Energy Reduction Project for the Truss Installation Equipment Area.	Truss	15,782
10) Chiller Temperature Optimization Project (Increase of 0.5°C).	AAC-1	8,084
Total		604,955

Remark : Electricity cost per kilowatt-hour (kWh) = 3.58 baht (average electricity cost Jan. – Nov. 25)

(B) Thermal Energy Consumption Reduction Project

The Energy Management Committee implemented 3 energy conservation projects, resulting in a reduction in steam thermal energy consumption of approximately 1,501,715 MJ per year. This is equivalent to cost savings of approximately THB 1.53 million per year and a reduction in carbon dioxide (CO₂) emissions of approximately 267 tons CO₂ per year.

Project	Site / production line	Energy Reduction (kWh per year)
1) Autoclave Pressure Optimization Project for Wood Curing (Reduction from 9.3 > 7.9 and from 7.3 > 7.2).	NT-8, NT-10	311,281
2) Steam Transfer Improvement Project.	NT-10, NT-11	913,455
3) Steam Pipeline Insulation Improvement Project.	AAC-1	276,979
Total		1,501,715

1) Air Conditioner Refrigerant Transition Project: The Energy Management Committee, in collaboration with the Maintenance Department, implemented a project to replace air conditioning units that could no longer be repaired with new models using R32 and R410A refrigerants, replacing older units that used R22 refrigerant, which has adverse impacts on the ozone layer and contributes to global warming. In 2025, an additional eight air conditioning units were converted from R22 to R32. During the period from year 2017 to 2025, a total of 114 units have been replaced. This initiative resulted in a reduction of carbon dioxide (CO₂) emissions of approximately 16.46 tons in year 2025, while also supporting lower electricity consumption and continuous climate change mitigation.

2) Electric Forklift Adoption Project: The Company has established a policy to replace all diesel-powered forklifts with electric forklifts in order to reduce air pollution in both workplace and traffic areas within the Company's premises. This initiative also aims to minimize exposure to exhaust fumes and related health risks for employees in the production lines. The Procurement Committee has been responsible for implementing this transition across all operational areas. The implementation began in February 2023 and continued through December 2025, with a total of 12 electric forklifts deployed. In year 2025, this initiative resulted in a reduction of carbon dioxide (CO₂) emissions of approximately 80.86 tons CO₂, and the Company will continue the transition on an ongoing basis.

3) Solar Rooftop Project: The Company has installed a Solar Roof Top system on the roof of 3 factory areas to use the sun energy to replace the use of electrical energy which can reduce greenhouse gas emissions from year 2019 to present, totaling 1,504 tons of CO₂, as follows:

Year	Solar Roof Top of DBP-2			Solar Roof Top of CT-KK			Solar Roof Top of DBP-1 Waterworks			Total reduce CO ₂ emissions	
	Production capacity 252 kW			Production capacity 168 kW			Production capacity 40 kW				
	(million baht)	(kWh)	tons CO ₂	(million baht)	(kWh)	tons CO ₂	(million baht)	(kWh)	tons CO ₂	(kWh)	tons CO ₂
2023	1.34	335,977	172	0.92	162,905	81	0.06	14,775	7	513,657	260
2024	0.98	230,928	118	0.75	141,016	70	0.20	44,899	22	416,843	210
2025	1.18	288,974	153	0.66	102,632	51	0.20	49,490	25	441,096	229

(C) Optimization of steam usage in manufacturing process project

1) Recycling of Vented Steam: This project has been ongoing since year 2017. The baking process has been sequenced so that the remaining steam can be transferred to the next autoclave. It can reduce natural gas (NG) consumption In year 2025 by 9,698 MMBTU or result in energy savings of 3.5 million baht. Additionally, it decreases the volume of water vapor released by 3,554 tons, which helps reduce global warming by lowering water vapor emissions and minimizing the heat produced by water vapor in the atmosphere.

2) The project to install the vacuum pump: This project is a continuation project from 2021 that has changed the design of the air exhaust system to create vacuum in the Autoclave from the Venturi system to use a Centrifugal Vacuum air exhaust system instead. In year 2025, it can reduce NG energy costs by 3,215 MMBTU, amounting to 806,812 baht, reduce steam emissions to the outside by 1,061 tons, and reduce noise from steam.

3) Control Valve Deaerator Tank system improvement project: This project has been ongoing since 2023, the Company has improved and installed an electricity control system using a Motor Control Valve to control the steam supply to the Deaerator Tank in order to reduce steam loss from the boiler. In year 2025, resulting in reducing the amount of natural gas (NG) used by 373 MMBTU, or resulting in a saving of 124,792 baht in energy costs, as well as reducing the amount of steam released by 126 tons, reducing energy use and global warming.

(D) Project to use hydraulic cement instead of Type 1 Portland cement

Cement is the primary raw material used in every Company's production line. The process of producing cement involves burning raw materials to create clinker, which releases carbon dioxide (CO₂) into the atmosphere. In response to this issue, business partners have developed hydraulic cement, an innovative low-carbon alternative that has transformed the construction industry into a more environmentally friendly sector.

To support the reduction of CO₂ emissions, the company has created a product formula that utilizes hydraulic cement instead of Portland cement Type 1. Starting in year 2024, hydraulic cement will be incorporated into the production of these products. Furthermore, by year 2025, the production formula is expected to be modified to use 100% hydraulic cement across all production lines. This approach will significantly contribute to lowering greenhouse gas emissions in production, aligning with Thailand's action plan for emission reduction and the goal of achieving carbon neutrality by year 2050.

(E) Managing greenhouse gases and climate change

The Company has implemented systematic measures to effectively manage and reduce greenhouse gas emissions in preparation for the transition toward a sustainable economy and society. These efforts are aligned with the Company's low-carbon policy and its readiness to comply with emerging climate change-related regulations, including potential carbon taxation. The key initiatives are outlined as follows:

The Company conducted an assessment of greenhouse gas emissions and removals associated with its products under the Carbon Footprint of Product (CFP) framework. This initiative enables consumers to understand the level of greenhouse gas emissions, expressed in kilograms of carbon dioxide equivalent (CO₂e), for the Company's products. The information is disclosed on product labels to support informed purchasing decisions. A total of eight products have been certified and registered with the Thailand Greenhouse

Gas Management Organization (Public Organization) (TGO) on February 24, 2025. This initiative allows consumers to select products that align with their environmental preferences while supporting transparency. It also enables the Company to continuously plan and improve production technologies in order to further reduce product-related greenhouse gas emissions.

The Company conducted an assessment of greenhouse gas emissions and removals from its operational activities under the Carbon Footprint for Organization (CFO) framework. This assessment enables the Company to understand the sources and levels of greenhouse gas emissions from key activities, including fuel combustion, the use of company vehicles, electricity and steam consumption, waste management, and transportation. The results are measured and reported in tons of carbon dioxide equivalent (CO₂e). The Company registered and obtained certification from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) on August 22, 2025. The results will be used to develop and implement greenhouse gas reduction plans in alignment with government policies, as well as to prepare for future climate change legislation. This initiative supports the Company's long-term sustainable business operations.

Targets and Performance: In year 2025, the Company completed the assessment of its Carbon Footprint for Organization (CFO) across all three scopes in accordance with the 2024 reporting framework. The Company engaged an external specialist to conduct the comprehensive assessment, covering Scope 1 (direct emissions from operations), Scope 2 (indirect emissions from purchased energy), and Scope 3 (indirect emissions across the value chain, from upstream to downstream activities). The greenhouse gas inventory for year 2024 was independently verified by BSI Group (Thailand) Co., Ltd., and successfully validated and registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The results are being used as a foundation for developing and enhancing energy efficiency initiatives, greenhouse gas reduction measures, and awareness programs. These efforts support continuous improvement aligned with the Company's business growth and evolving climate-related challenges. The Company has also assessed climate-related opportunities and risks and established operational targets, as follows:

Risks: These include increasingly stringent regulatory requirements, evolving trade and market requirements, climate-related physical risks such as flooding and drought, as well as changing customer demands and stakeholder expectations that increasingly support climate change mitigation and global warming reduction.

Opportunities: These include the development of environmentally friendly technologies and innovations, low carbon products, and products that incorporate recycled materials through advanced and innovative processes. The Company also sees opportunities in new investments and business models that support sustainability and circular economy practices, etc.

2025 Targets: The Company aims to limit greenhouse gas emissions under the Carbon Footprint for Organization (CFO) framework for Scope 1 and Scope 2 to not exceeding 62.92 kilograms CO₂e per ton of product. In addition, the Company targets a minimum annual reduction of 1%. The total greenhouse gas emissions (Scope 1 and Scope 2) are controlled to remain below 75,000 tons of carbon dioxide equivalent (tCO₂e) per year.

2030 Target: The Company aims to limit greenhouse gas emissions under the Carbon Footprint for Organization (CFO) framework for Scope 1 and Scope 2 to not exceeding 60 kilograms CO₂e per ton of product.

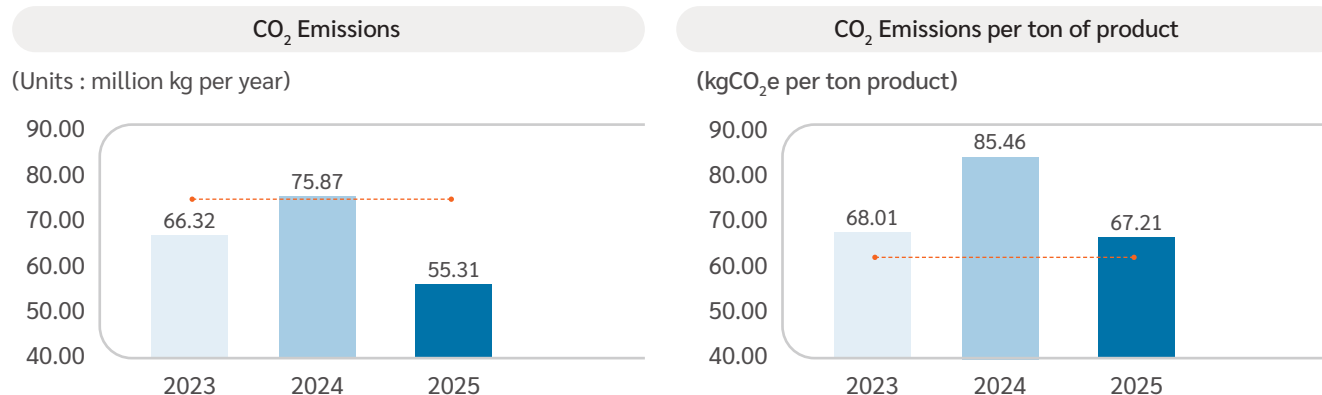
Performance: In year 2025, the Company's total greenhouse gas emissions across all three scopes amounted to 474,401 tCO₂e per year, or 103.13 tCO₂e per million Baht of revenue. Greenhouse gas emissions under Scope 1 and Scope 2 totaled 55,307 tCO₂e per year, or 67.21 kilograms CO₂e per ton of product. Scope 1 and Scope 2 emissions decreased by 20.57 tCO₂e, or 27.11%, compared with the previous year. The primary driver of this reduction was Scope 2 emissions, due to changes in the emissions factor applied by the electricity supplier following an adjustment in the power generation mix. Even when applying the previous emissions factor for comparison, the Company's total annual emissions remained within the 2025 target. In addition, the Company transitioned to 100% use of hydraulic cement, a lower-carbon cement, and overall production volumes declined in line with market conditions, resulting in reduced cement consumption and lower emissions. Furthermore, the Company implemented machinery efficiency improvement projects, which contributed to continuous reductions in greenhouse gas emissions.

In year 2025, greenhouse gas emissions intensity amounted to 67.21 kilograms CO₂e per ton of product, which was 6.7% higher than the established target. This variance was mainly due to certain production lines operating intermittently in response to lower market demand, which affected energy efficiency as a result of frequent equipment start-ups and shutdowns.

Action Plan: In line with its commitment to social and environmental responsibility, the Company has established a comprehensive plan to reduce greenhouse gas emissions. Key initiatives include optimizing the use of machinery and equipment by eliminating unnecessary operations, improving energy management in energy-intensive production processes, and expanding the assessment of Carbon Footprint of Product (CFP) across additional product categories. The Company also plans to increase the use of low-carbon raw materials, enhance steam recovery and reuse, and further reduce waste generation from manufacturing processes. In addition, the Company will continue to expand the adoption of electric forklifts and electric vehicles, while maximizing the utilization of renewable energy, particularly through solar rooftop installations.

CO₂ Emissions (Scope 1 and Scope 2)

Target: ≤ 62.92 kgCO₂e per ton of product Control limit: $\leq 75,000$ tCO₂e per year



Summary of Carbon Footprint

Scope of operation	Greenhouse gas emissions (tCO ₂ e) *		
	2025	2024	2023**
Scope 1: Direct Greenhouse Gas Emissions from Operations	12,354	11,980	2,138
Scope 2: Indirect Greenhouse Gas Emissions from Purchased Energy	42,952	63,891	66,296
Scope 3: Other Indirect Greenhouse Gas Emissions	419,094	392,624	-
Total Scope 1 - 3	474,401	468,495	68,434
Total Scope 1 - 2	55,307	75,871	68,434

Remark : * tCO₂e refers to tons of carbon.

** In year 2023, only Scope 1 and 2 will be evaluated.

Diamond Brand Employee Engagement Activities: The Energy Conservation Committee organized campaigns to encourage employee participation in energy conservation and greenhouse gas emission reduction, as follows:

- On August 1, 2025, the Company organized the “Diamond Brand Tree Planting for the Planet #2” campaign to encourage employees to actively participate in environmental conservation and strengthen resilience to climate change. A total of 500 tree seedlings of various species, including teak and mahogany, were distributed to participants for planting to help increase green spaces and support environmental sustainability.
- On December 18, 2025, the Company organized the “DBP Energy Green Live 2025” campaign to promote employee engagement in energy conservation under the concept “DBP Energy Save the World.” The event provided practical knowledge and examples of energy-saving practices, along with interactive activities and Q&A sessions to raise awareness and encourage behavioral change. The campaign featured three educational booths, as well as a recycling activity in which participants exchanged plastic bottles for eggs, aiming to enhance awareness of climate change and responsible resource use.
- In year 2025, the Company organized the “DBP 1,000 Green” reforestation initiative at its Saraburi Plant 1 (DBP-1), Saraburi Plant 2 (DBP-2), Khon Kaen, and Chiang Mai facilities. A total of 1,200 trees were planted as part of the program, supporting environmental conservation and increasing green spaces in nearby communities.

(5) BIODIVERSITY MANAGEMENT

The Company is committed to protecting the ecosystem and biodiversity with the awareness of the pollution created from industrial plants as well as the Company's business operations, such as releasing wastewater into water sources, emission of toxic fumes from industrial plants, using of natural resources which causes an impact on living creatures and the environment surrounding the factory. In preserving of living creatures and environments to survive within the conservation's areas to maintain biodiversity in the area where the Company operates its business is to gain benefit with maximum efficiency.

The scope of operations is as follows:

- (A) Promote strictly compliance with the law, environmental regulations and biological diversity.
- (B) Avoid activities that cause negative effects on biodiversity;
- (C) Reduce unavoidable impacts by restoring the environment to compensate for impacts on biodiversity, such as tree planting campaigns to restore the environment and increase green space, used water taken to be treated and reuse with new production, wasted raw materials reusing for new production to preserve the environment in the factory area, etc.

The Company is committed to implementing initiatives to reduce impacts on biodiversity. These efforts include the development of new product formulations to reduce raw material consumption, as well as the efficient use and reuse of natural resources such as cement, sand, pulp, other raw materials, and water. The Company also operates a closed-loop water management system with no discharge of wastewater outside the factory. In addition, waste materials and production residues are continuously recycled and reused across all production lines to maximize resource efficiency and minimize environmental impacts.

In year 2025, the Company organized tree-planting and environmental restoration activities in areas surrounding its manufacturing facilities. Employees, contractors, and members of nearby communities were encouraged to participate in environmental conservation and ecosystem restoration. Under the **"Diamond Brand Tree Planting for the Planet #2"** campaign, tree seedlings were distributed to volunteers to support the expansion of green spaces in surrounding communities. In addition, the Company conducted the **"DBP 1,000 Green"** reforestation program, engaging employees, contractors, and local communities in planting trees around Saraburi Plant 1 (DBP-1), Saraburi Plant 2 (DBP-2), Khon Kaen, and Chiang Mai facilities. A total of 1,200 trees were planted, contributing to environmental conservation and increasing green areas in nearby communities.



(6) INVESTMENT ON REDUCTION OF ENVIRONMENTAL IMPACT

The company is committed to continuously reducing environmental impacts over the past period. There are investments as follows:

Year	Description	Investment (million baht)
2023	Improvement of odor treatment system CT-KK SILENCER system, steam chimney AUTOCLAVE AAC-1, Improvement of the DBP-2 area to solve dust problem. Build CT-KK factory building vents to prevent odors.	6.49
2024	Enhanced dust removal systems CT-2 and CT-5 have been implemented, along with the addition of an odor removal system CF-3 and a Central Intermediate system FC-3 to FC-6 and NT-10 to minimize sludge deposition.	9.70
2025	Natural Water Recycling System Project (Constructed Wetland) at Saraburi Plant 2 (DBP-2). Wet Scrubber Installation Project for the Steam Vent at NT-9. Installation of a Steam Vent Silencer at AAC-2.	2.90 2.90 0.65

3.4 SUSTAINABILITY MANAGEMENT IN THE SOCIAL DIMENSION

3.4.1 SOCIAL POLICY AND PRACTICE

Social Responsibility Policy: The Company aims to develop society and community by adhering to good governance principles to promote good quality of life and respect the principles of social equality without discrimination. The Company's social management is in the same direction as the organization's values of **"Determined, Transparent, Learning for Development, Environmental Protection"** and the following operational guidelines have been established.

- Adhere to ethical business operations under environmental, social, and governance management.
- Determined to develop society and surrounding communities in terms of economy, society, community, and environment to promote a better quality of life.
- Respect the law, and human rights principles by managing with fairness, not discriminating against race, nationality, gender, religion, and culture, and promoting sustainable mutual development. There is a comprehensive review of human rights assessments, and the results are communicated to stakeholders on a regular and continuous annual basis.
- Encourage employees to have a volunteer spirit and instill a sense of social and environmental responsibility seriously and continuously for the common interest without expecting anything in return.
- Encourage activities that create sustainable benefits for society, communities, and the environment.

(1) RESPECT FOR HUMAN RIGHTS

To ensure that the Company's business operations are free from human rights violations, all personnel are treated with fairness and equality, without discrimination, and are provided with full opportunities to express their views. The Company also supports and promotes human rights awareness among all stakeholder groups, fostering their participation in conducting business with integrity and with due respect for human rights.

Human Rights Policy: The Company conducts its business with integrity and is firmly committed to social responsibility and accountability to all stakeholder groups, in accordance with principles of good corporate governance and its Code of Business Conduct. With respect to human rights, the Company places the highest importance on respect for human dignity and is committed to strict compliance with applicable laws, the equitable and non-discriminatory treatment of all individuals, the protection of freedom of expression, and the prevention and avoidance of human rights violations in accordance with internationally recognized standards. In particular, the Company supports and adheres to the principles set forth in the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the ILO Declaration on Fundamental Principles and Rights at Work.

This Human Rights Policy shall apply to the Company's directors, executives, employees, and staff, as well as to its subsidiaries, joint ventures, and controlled entities. It shall be strictly applied at every stage of all activities that may affect human rights across the value chain. In addition, the Company expects its business partners, distributors, and any individuals or entities associated with its operations to support and adhere to the implementation of this Policy.

Human Rights Risk Assessment: The Company is committed to conducting its business with integrity and respect for human rights, and it does not support any practices that violate human rights principles. This commitment extends to all stakeholder groups, all activities, and the entire value chain associated with the Company's operations. The Company currently employs 3 persons with disabilities, assigning roles and providing working conditions that are appropriate and conducive to their individual needs. In addition, the Company takes into consideration the potential impacts of its operations on communities, society, and the environment.

Human Rights Due Diligence: HRDD

The Company conducts a comprehensive Human Rights Due Diligence (HRDD) process in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This framework serves as a guideline for the Company in addressing and managing human rights issues. The process consists of five key steps, as follows:



Human Rights Risk Identification: The Company identifies human rights issues that may potentially arise from all business activities and affect all stakeholder groups throughout the entire value chain. These issues are categorized by the right type, with each rights clearly specified as follows:

Potential human rights issues that may arise during the work process



Employee rights

- Unfair employment.
- Unsafe working conditions.
- Disclosure of personal data.
- Restrictions on freedom.
- Discrimination.
- Harassment and violations of human rights.



Business partners' rights

- Unfair employment.
- Unsafe working conditions.
- Disclosure of personal data.
- Restrictions on freedom.
- Discrimination.
- Harassment and violations of human rights.
- Fair compensation.



Customer/Consumer rights

- Receiving low-quality products and services.
- Unsafe use of products and services.
- Disclosure of personal information.
- Restriction of freedom.
- Discrimination.
- False advertising.



Community rights

- Pollution and accidents from transportation.
- Pollution and hazardous materials from production.
- Traffic damage such as traffic jams, road surface damage, traffic obstruction.
- Non-disclosure of information that affects.
- Land acquisition.



Media rights

- Distortion of information.
- Data restriction, non-disclosure.
- Discrimination.



Government agency rights

- Injustice.
- Discrimination.
- Claiming benefits.
- Trade barriers.

Comprehensive Human Rights Risk Issues

Human rights risks are assessed across the entire business value chain in order to identify, prevent, and mitigate actual and potential impacts. The assessment criteria include the likelihood of occurrence and the severity of impact. The Company also defines the scope and nature of risks in each potential scenario, specifying the extent to which the Company may be involved or connected to such risks.

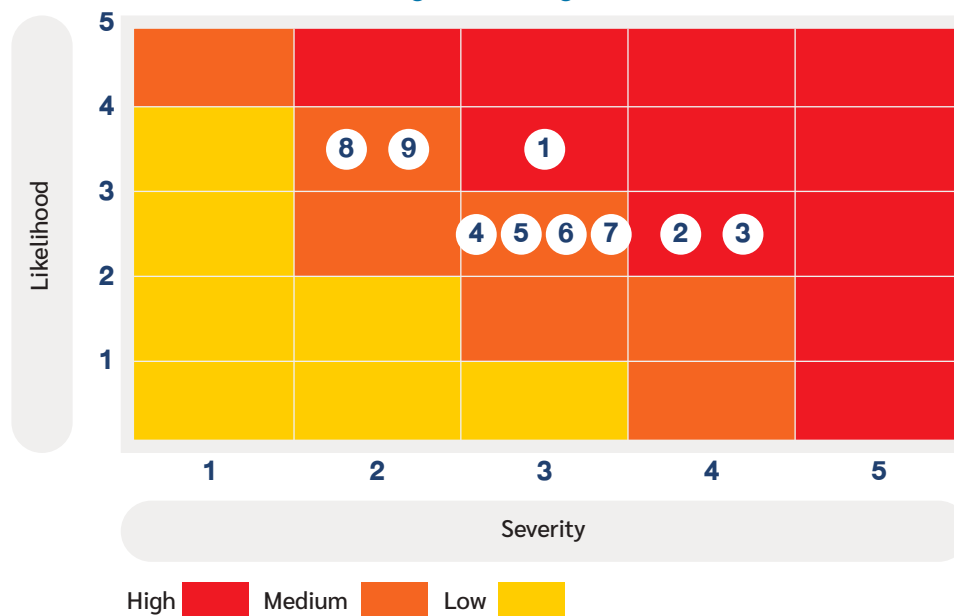
- 1) The Company directly causes an impact or is the cause of an impact (Cause).
- 2) The Company has a part in causing the impact (Contribute).
- 3) The Company is involved in causing that impact (Link to).

Significant human rights impact issues are categorized by their nature, and the Company establishes a prioritized ranking of the associated risks.

Human Rights Risk Assessment Matrix

Value Chain	Related Stakeholders	Actual/Potential Risk Event or Circumstance	Relationship to Impact	Severity				Likelihood
				Scale	Scope	Irremediability	Average	
Marketing and Sales	Government Offices	1. Exposure to trade barriers or market-access restrictions	Link to	4	3	2	3	4
Production Factors Management	Communities	2. Transport accidents and transport-related pollution	Cause	4	4	4	4	3
After Sales Service	Customers	3. Delivery of substandard products and services	Cause	5	3	4	4	3
Production Factors Management	Trading Partners - Accounts Payable	4. Unsafe working conditions	Cause	5	2	2	3	3
Production Factors Management	Communities	5. Damage to public roads, e.g. traffic congestion and road deterioration	Cause	3	3	3	3	3
After Sales Service	Trading Partners Contractors	6. Shortage of skilled labor	Contribute	4	2	3	3	3
Operations	Employee	7. Natural disasters, such as earthquakes, floods and other severe events	Link to	3	3	3	3	3
Operations	Communities	8. Pollution and hazardous materials	Cause	3	1	2	2	4
Operations	Government Offices	9. Discriminatory practices and/or regulatory inspections of operating facilities raising compliance concerns	Link to	3	1	2	2	4

Human Rights Risk Significance Chart



Remark: (1) To (9) Refers to each of the human rights risk situations.

Guidelines for controlling human rights risks

The Company conducts a comprehensive human rights risk assessment annually. In the current year, the overall risk level was identified as moderate to high, as certain risk issues were determined to have been caused by, or linked to, the Company in specific risk scenarios. Accordingly, the Company has established control measures to prevent, mitigate, or eliminate risks associated with significant human rights impacts affecting the Company and its stakeholders, as follows:

Risk situation	Risk level	Guidelines for controlling, preventing, reducing, and ending human rights risks	Indicators	Monitoring and inspection measures
Cause				
2. Accidents and Pollution Arising from Transportation (Business partners - transport service providers; communities)	high	- Comply with the Human Rights Policy, the Occupational Health, Safety, and Work Environment Manual, and the management systems under ISO 9001, ISO 45001, and ISO 14001. - Comply with traffic laws and conduct regular inspections of transport vehicles. - Establish a grievance and complaint mechanism for stakeholders. - Designate transportation routes that avoid densely populated areas and conduct vehicle inspections in accordance with established schedules.	- Number of complaints received. - Percentage of waste and pollution properly disposed. - Monitoring and audit reports to ensure compliance with applicable standards.	- Establish a process for reporting and reviewing operational performance results. - Designate responsible persons. - Conduct site visits and interview affected individuals.
3. Substandard or Delayed Products and Services (Customers, Consumers)	high	- Comply with the Human Rights Policy and the Child Rights Policy. - Comply with the standards of ISO 9001, ISO 45001, and ISO 14001 in procurement, the production of goods and services, and distribution processes to ensure quality. - Ensure that product quality control complies with applicable industrial standards and conduct random quality inspections in accordance with established systems. - Establish a grievance and complaint mechanism for stakeholders.	- Establish targets for conducting customer satisfaction surveys regarding products and services. - Number of complaints regarding the quality of products and services. - Pre-delivery inspection system prior to releasing products from the factory	- Establish a reporting and audit process. - Designate responsible persons. - Conduct visits to observe the production process.
4. Unsafe Working Conditions (Employees; Business Partners - Contractors)	medium	- Comply with the Human Rights Policy, applicable codes of practice, and occupational health, safety, and work environment standards, as well as the management systems under ISO 9001, ISO 45001, and ISO 14001. - Provide training and ensure strict compliance with workplace safety regulations and procedures. - Provide appropriate personal protective equipment and safety devices for work operations.	- Workplace accident statistics. - Statistics on unsafe working conditions. - Number of unsafe incidents. - Percentage of employees who have received safety training or refresher reviews on workplace safety.	- Establish a process for reporting and reviewing operational performance results. - Designate responsible persons.
5. Road Damage (e.g., traffic congestion, damaged road surfaces) (Communities)	medium	- Comply with traffic laws and all applicable related regulations. - Assess traffic risk areas and implement preventive measures at all operational sites. - Provide training on safety and accident awareness. - Establish a system for receiving complaints and grievances from stakeholders.	- Number of transport service providers trained. - Number of complaints received and the status of their resolution.	Monitor, report on, and review all complaints received through the established grievance channels.

Risk situation	Risk level	Guidelines for controlling, preventing, reducing, and ending human rights risks	Indicators	Monitoring and inspection measures
8. Pollution and Hazardous Substances (Communities)	medium	- Comply with the standards of ISO 9001, ISO 45001, and ISO 14001. - Implement a circular economy system and apply the 3R strategy (Reduce, Reuse, Recycle) in production processes by reusing raw materials, maximizing resource efficiency, minimizing odors and dust emissions, and complying with all applicable laws and regulations. - Comply with the Human Rights Policy in order to safeguard and support local communities. - Establish a system for receiving complaints and grievances through all public communication channels.	- Number of complaints received. - Percentage of waste and pollutants properly disposed. - Prepare monitoring and audit reports on pollution and hazardous substances in the areas surrounding the factory and nearby communities. - Air and water quality measurements in the areas surrounding the Company's facilities must achieve 100 percent compliance with applicable regulatory standards.	- Monitor reporting and review operational performance results. - Conduct visits to observe the production process. - Conduct site visits and engage in community consultations to gather feedback on a quarterly basis.
Contribute				
6. Shortage of Migrant Workers (Business Partners - Contractors)	medium	- Comply with the Human Rights Policy and the Labor Protection Act in the conduct of business operations. - Implement a Fair Recruitment policy to attract and retain migrant workers. - Establish fair selection, verification, evaluation, and performance assessment criteria for business partners, contractors, and transport providers in order to prevent human trafficking, debt bondage, or forced labor. - Improve working conditions to ensure compliance with internationally recognized standards.	- Statistics on working hours of employees, business partners, and migrant workers. 100 percent of workers retain personal possession of their identification documents (passport/work permit). - Employee turnover rate and contract renewal rate.	- Monitor the performance of business partners through their annual self-assessment evaluations. - Monitor reporting and review operational performance results. - Conduct on-site random inspections of worker accommodations and welfare arrangements provided by business partners.
Link to				
1. Trade Restrictions (Competitors; Government Authorities)	high	- Comply with the regulations of the Department of Industrial Works and the Ministry of Labour. - Communicate accurate information to product users, government authorities, and key business partners, and ensure compliance with the Company's Code of Conduct in conducting business with customers and partners. - Comply with the Company's policies, codes of practice, and standards on safety, occupational health, and work environment, as well as the management systems under ISO 9000, ISO 45001, and ISO 14001. - Participate in research initiatives on the safe use of asbestos. - Develop a long-term phase-out plan or identify safer, more health-friendly alternative materials for future use. - Establish a grievance and complaint mechanism accessible through public communication channels.	- Number of asbestos-related cancer cases. - Number of complaints received. - Monitor relevant laws and government policies. - Rate of substitution of asbestos with alternative materials in the production process.	- Conduct random audits of business partners to ensure that no human rights violations occur within their production processes that could result in the Company's products being restricted or excluded from high-standard markets. - Closely monitor the outcomes of the "Safe Use of Asbestos" research and benchmark the findings against safety standards established by the World Health Organization (WHO) and other international authorities. - Review and investigate all complaints received through the established grievance channels.

Risk situation	Risk level	Guidelines for controlling, preventing, reducing, and ending human rights risks	Indicators	Monitoring and inspection measures
7. Natural Disasters (e.g., earthquakes, floods) (Employees)	medium	- Develop a risk assessment plan and a Business Continuity Plan (BCP). - Establish evacuation plans and measures to safeguard employee welfare during emergency situations. - Provide safety training and education on emergency response procedures. - Establish a system for receiving complaints and grievances from external stakeholders.	- Emergency response and first aid plans (target: 100 percent coverage). - Readiness of warning systems, backup power supplies, and first aid kits. - Percentage of personnel trained in emergency response plans. - Number of evacuation drills conducted.	- Conduct monthly inspections of safety equipment and evacuation routes. - Monitor and review all complaints received through established grievance channels and ensure appropriate reporting. - Establish an emergency communication channel (hotline) to monitor employee welfare in the event of a disaster that results in work suspension, and implement assistance and remedial measures for employees affected by natural disasters.
9. Discrimination / Inspection of Business Premises for the Purpose of Diverting Issues (Government Authorities)	medium	- Implement an anti-fraud and anti-corruption policy, ensure transparency in regulatory inspections, and establish a Code of Conduct outlining ethical business practices. - Develop a manual or Standard Operating Procedures (SOP) for receiving and facilitating government officials during inspections to ensure transparency and accountability at every stage. - Establish a system for receiving complaints and grievances from external stakeholders.	- Number of complaints related to discrimination or non-transparent conduct in dealings with government authorities, and the status of their resolution. - Number of executives and employees who have received training on business ethics and the No Gift Policy (target: 100 percent).	- Conduct compliance audits focusing on legal and ethical adherence, with particular emphasis on functions or departments that have significant interaction with government authorities. - Monitor and review all complaints received through established grievance channels and ensure proper reporting.

Complaint Channels

The Company shall ensure fairness and protection for employees and other stakeholders who report information or lodge complaints concerning human rights violations related to the Company. Whistleblowers and complainants will be safeguarded under established protection measures, and all information provided will be treated with strict confidentiality. Such reporting shall not affect the position, employment status, or any rights of the individual who submits the report or cooperates in the investigation, in accordance with the Company's Whistleblowing and Stakeholder Complaint Procedures.



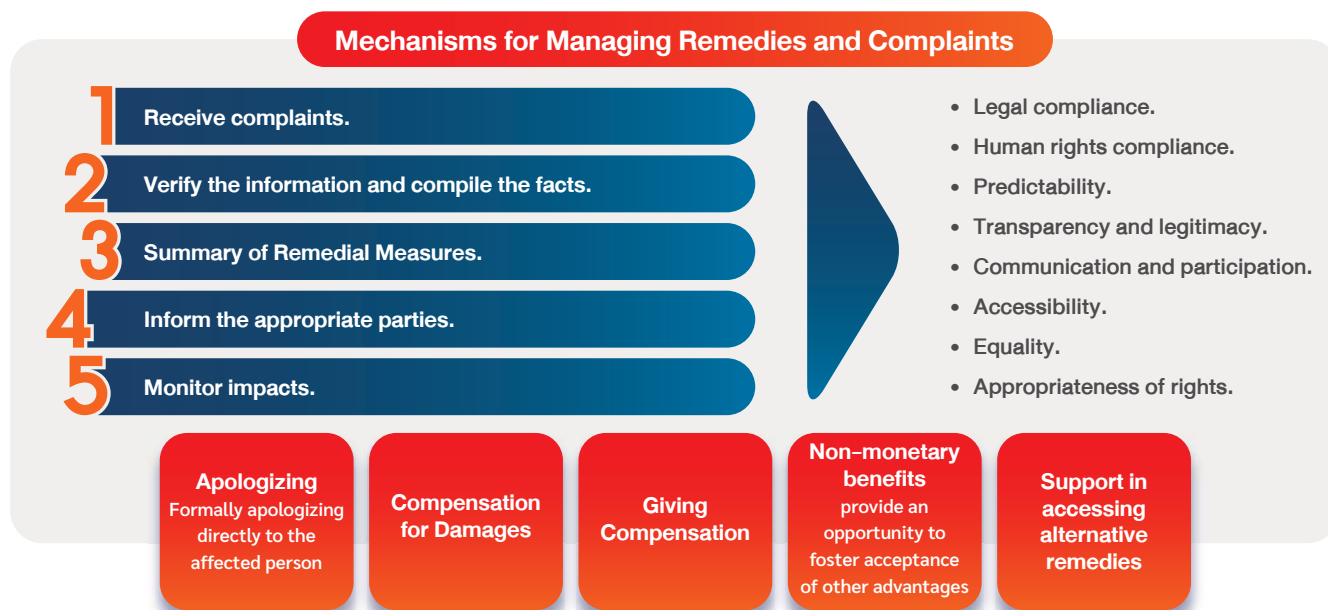
Whistleblowing and Complaint Channels are as follows:

- In writing, addressed to the "Chairman of the Audit Committee" at:
69-70 Moo 1, Mitraphap Road, Km. 115, Tambon Talingchan, Amphur Muang, Saraburi 18000
- By email: Audit_Com@dbp.co.th
- By telephone: (036) 224171-8 ext. 282
- Via QR Code

In year 2025, the Company and its subsidiaries received no complaints of human rights violations from employees, business partners, or other stakeholders. In the event that any such complaints arise in the future, the Company will ensure that appropriate complaint management processes and remedial measures are implemented to address the issues and provide fair relief to affected parties.

Remediation and Corrective Mechanisms

The Company is committed to mitigating the risk of potential human rights violations through timely and appropriate risk assessments to identify situations that may give rise to human rights impacts across the entire value chain. Preventive and risk-mitigation measures are established and regularly reviewed to ensure maximum effectiveness. In the event that the Company's operations result in a human rights violation, the Company will provide initial assistance to affected parties, conduct a thorough fact-finding investigation with relevant stakeholders, and submit the matter for consideration by the Sustainability Committee, Corporate Governance Committee and Risk Management Committee, together with the Company's legal counsel. Appropriate remedial measures will then be determined and proposed to the Board of Directors for further consideration and approval.



The Company adheres to a Code of Business Conduct as a guiding framework for its operations, as follows:

(A) Conduct operations in accordance with human rights principles and refrain from supporting business partners that violate such principles. The Company undertakes comprehensive human rights risk assessments annually in collaboration with all stakeholder groups and communicates the outcomes to ensure broad awareness. This commitment encompasses personal safety; freedom from harassment, intimidation, and abuse; freedom of association; equality and equal opportunity; and non-discrimination on the basis of race, color, religion, gender, nationality, sexual orientation, or disability. The Company also upholds the dignity of work by ensuring humane working conditions, safeguarding employee health and safety, and prohibiting forced labor and child labor, in full compliance with applicable laws and subject to oversight by relevant authorities, etc.

(B) Provide a humane working environment by ensuring that facilities are safe, hygienic, and clean, with adequate lighting, access to safe drinking water, sufficient sanitary facilities, clearly marked emergency exits, and appropriate fire safety equipment. Emergency first aid kits and other necessary safety equipment shall also be made available.

(C) Require the SHE (Safety, Health, and Environment) function to implement inspection plans to ensure that emergency exits and safety equipment remain in proper and safe condition at all times. Risk areas that may give rise to unsafe conditions are assessed, and corrective measures are implemented to reduce accidents and ensure employee safety in the workplace. Fire evacuation and firefighting drills are also conducted in the event of a fire, with such drills held at least once annually.

(D) The Company upholds freedom of expression and welcomes suggestions and feedback. Regular meetings are held quarterly with the Employee Committee to facilitate open dialogue and constructive engagement.

Diversity Management: The Company has established a diversity management policy that places equal importance on both women and men across job positions, career advancement opportunities, and fair compensation. The Company practices non-discrimination and ensures equal treatment regardless of gender, as reflected in the gender diversity data table (see details on page 180 under Human Resources Management).

In year 2025, the Company implemented its policies and operational plans, and no complaints of human rights violations were reported.

(2) FAIR LABOR PRACTICE

The Company applies principles of fairness in its personnel management and treats all Diamond employees with equality, dignity, and respect as valued members of the organization contributing to the achievement of its business objectives. The Company adheres to the Labor Protection Act, the Labor Relations Act, and other applicable laws, regulations, and requirements. These principles are embedded throughout all human resource processes, including recruitment, employment, employee development and retention, wage and compensation management, benefits administration, welfare management, grievance rights, and equal opportunity. The Company also uses its intranet and website as key communication channels to disseminate important corporate information. In year 2025, the Company held the “Phet Haeng Khwam Phian” (Diamond of Perseverance) Award Ceremony for the ninth consecutive year to recognize employees who have demonstrated dedication and perseverance, and to honor those with 25, 30, and 35 years of service, fostering morale and encouragement. Additionally, the Company organized the “DBP Health Me Club” initiative to promote good health and enhance the quality of life for employees of all groups, genders, and ages.

During year 2025, the Internal Audit Office monitored compliance with human rights principles and fair labor practices. No complaints were identified. The results were reported to the Audit Committee and the Board of Directors for acknowledgment.

(3) FAIR BUSINESS PRACTICE

The Company adheres to principles of fairness in conducting its business. All Diamond personnel are required to perform their duties with due care, honesty, and integrity, in strict observance of the Company’s Code of Business Conduct and its commitment to respect human rights across all stakeholder groups throughout the value chain. These stakeholders include shareholders, customers, business partners, and competitors. Personnel must not pursue personal interests that conflict with the interests of the Company or its stakeholders. This includes the obligation to safeguard confidential information related to business operations for the utmost benefit of the Company. The key principles may be summarized as follows:

(A) The Company has established a policy to conduct its business ethically and in accordance with its Code of Business Conduct in order to generate sustainable returns for its **shareholders**. The Company is committed to treating all shareholders equitably and protecting their fundamental rights in a fair and equal manner. It also seeks to prevent conflicts of interest and the misuse of inside information for improper personal gain.

(B) The Company has established a policy to treat **customers** who are integral to the success of its business with fairness and responsibility. It adheres to the Children’s Rights and Business Principles to ensure that customer needs are addressed effectively and responsibly. The Company is committed to delivering quality products and services at fair prices, providing accurate, sufficient, and timely information, and maintaining courteous communication. It has implemented a system for handling complaints regarding product quality and offers guidance on the proper use of its products and services to ensure maximum benefit to customers.

(C) The Company has established a policy to treat **business partners** with equality and fairness, based on the principle of mutual benefit and equitable returns for both parties. The Company strictly adheres to applicable laws, contractual obligations, financial commitments, and all agreed terms and conditions. Negotiations are conducted on the basis of sound business relationships and good faith. The Company ensures the delivery of quality products, compliance with environmental laws, adherence to management system standards, and observance of all relevant legal requirements. Related-party transactions within the business value chain between business partners and Diamond personnel are subject to review and must be disclosed in the notes to the Company’s financial statements, in accordance with a framework of fair and transparent business practices.

(D) The Company has established a policy to treat **competitors** in accordance with internationally recognized principles of fair competition. It conducts its business in accordance with fair trade practices, **opposes monopolistic conduct**, and refrains from seeking competitors’ confidential information through dishonest or improper means. The Company does not damage competitors’ reputations through false or malicious allegations and respects intellectual property rights. The Company’s products are designed by qualified professionals to effectively meet consumers’ functional needs and interests.

(E) Promote social responsibility throughout the **business value chain** through procurement practices by supporting small and community-based enterprises. For example, the Company purchases cleaning cloths made from small fabric scraps sewn together into large sheets for use in cleaning machinery from groups of persons with disabilities and local housewives. It also procures cushioning materials from community groups that collectively produce such items, thereby generating income and supporting local livelihoods.

(F) Promote the employment of persons with disabilities and ensure the remittance of required contributions in full compliance with the Empowerment of Persons with Disabilities Act B.E. 2554 and the relevant Ministerial Regulations prescribing the number of persons with disabilities that employers are required to employ.

(G) Establish measures to provide compensation for damages incurred by stakeholders by enabling the reporting of unlawful conduct or violations of the Code of Conduct through the Audit Committee. The Committee shall investigate the information received and report its findings to the Board of Directors for further consideration.

(H) Establish guidelines for executives and employees to perform their duties with honesty, integrity, and transparency. The Company has published its Good Corporate Governance Manual and Code of Business Conduct on its website (<http://www.dbp.co.th>) to ensure that all executives and employees are informed and adhere to these principles throughout the organization. Compliance with such policies and regulations is monitored regularly.

The Internal Audit Office monitored compliance with the Company's Code of Business Conduct. During year 2025, no complaints were identified regarding unfair treatment of customers or business partners, nor were there any material incidents of fraud or corruption that had a significant impact on the Company.

3.4.2 SOCIAL MANAGEMENT

(1) RESPONSIBILITY TO THE DIAMOND PEOPLE

(1.1) OCCUPATIONAL HEALTH AND SAFETY DEVELOPMENT

Safety and environment policy: The Company is committed to protecting and preventing accidents, environmental pollution, and physical and mental health impacts by complying with relevant laws and regulations to keep employees safe, healthy in a good environment while improving continuously and sustainably.

The Company places significant importance on safety and environmental management and has established the following committees to oversee and supervise these matters, as follows:

- The Risk Management Committee is chaired by the Chief Executive Officer (CEO), with department managers and above serving as committee members. The Committee is responsible for overseeing the Company's enterprise risk management, including risks related to safety and environmental matters. The Committee convenes 4 meetings per year.
- The Occupational Health, Safety and Workplace Environment Committee (OHS Committee) is chaired by a Senior Department Manager, with members comprising managers from various departments. The Committee is responsible for establishing plans, setting targets, issuing safety regulations, organizing training and awareness campaigns, and monitoring workplace conditions to ensure compliance with applicable regulations and Company policies. The Committee convenes 24 meetings per year.
- The Environmental Committee is chaired by the Assistant Chief Executive Officer, with members comprising Senior Department Managers and representatives from the Environmental Department. The Committee is responsible for establishing environmental plans, targets, and initiatives. The Committee convenes 4 meetings per year.
- The Division Safety Subcommittees comprise 10 divisions: the FC Production Division, CT Production Division, AAC Production Division, Customer Service Division, Technology Division, Maintenance Division, Engineering & Project Planning Division, Finished Product Department, Administration Department, and the Khon Kaen Factory. Each subcommittee is responsible for establishing departmental plans, targets, and operational measures to ensure compliance with the Central Safety Committee's requirements.

The Company believes that accidents, injuries, and illness that are caused by work are preventable, and thus has raised awareness on safety with cooperation from all Diamond People. The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), in cooperation with Safety, Health, and Environment Department (SHE) has prepared a handbook for safety protection measure, organized training courses on safety and campaign on reduction of risky behaviors and activities to build a safety culture which are major causes or accidents. Additionally, accident protection measures have been put in place, which resulted in continuously decreasing accident incidents and can be summarized as follows:

Accident Statistics from the Past 3 Years, as follows:

Accident Statistics (Unit : Person)	Total	Employee	Contractor	Contractor			Total	
				By Group			By level of severity	
				Production/ Maintenance	Transport	Repair/ Construction	Causing Stoppage	No Stoppage
2023	3	2	1	3	-	-	1	2
2024	2	-	2	2	-	-	2	-
2025	1	1	-	-	-	-	1	-

Accident Statistics from the Past 3 Years, as follows:

Accident Statistics	Accident Record Frequency Rate (AFR)	Lost Time Injury Frequency Rate (LTIFR)	Lost Time Injury Severity Rate (LTISR)
	Unit: Cases per 1,000,000 working hours	Unit: Cases per 1,000,000 working hours	Unit: Days per 1,000,000 working hours
2023	0.42	0.14	0.70
2024	0.28	0.28	3.69
2025	0.15	0.15	2.31

The statistics on accident rates over the past three years, categorized separately for employees and contractors, as follows:

Accident Statistics	Accident Record Frequency Rate (AFR)		Lost Time Injury Frequency Rate (LTIFR)		Lost Time Injury Severity Rate (LTISR)	
	Unit: Cases per 1,000,000 working hours		Unit: Cases per 1,000,000 working hours		Unit: Days per 1,000,000 working hours	
	Employees	Contractors	Employees	Contractors	Employees	Contractors
2023	0.28	0.14	0.14	0	0.70	0
2024	0	0.28	0	0.28	0	3.69
2025	0.15	0	0.15	0	2.31	0

The accident statistics for the past three years, compared with the statistics of the Department of Labor Protection and Welfare, as follows:

Accident Statistics	Number of Employees (Persons)	Number of Accidents	Accident Rate per 1,000 Employees	Statistics of the Department of Labor Protection and Welfare
				Accident Rate per 1,000 Employees
2023	2,264	3	1.32	6.83
2024	2,135	2	0.93	7.23
2025	2,011	1	0.49	-

Remark: Data referenced from the Report on Occupational Injuries and Illnesses, year 2020–2024, issued by the Social Security Office under the Department of Labor Protection and Welfare, Ministry of Labor, Thailand.

In the event of an accident or near miss, the Occupational Health, Safety and Workplace Environment Committee (OHS Committee) and the SHE Department conduct a joint investigation with the department where the incident occurred to determine appropriate preventive measures. The process is carried out in accordance with the following standard procedures: (1) Investigation conducted by the OHS Committee, the SHE Department, and the department where the incident occurred. (2) Establishment and implementation of preventive measures. (3) Reporting to the OHS Committee meeting. (4) Reporting to the Management Committee and the Risk Management Committee. (5) Verification by an external auditor (ISO 45001 certification body).

In year 2024–2025, the Company expanded the scope of its ISO 45001 Occupational Health and Safety Management System to cover Saraburi Plant 1 (DBP-1), Saraburi Plant 2 (DBP-2), and the Khon Kaen Plant (CT-KK). This expansion aims to enhance stakeholder participation, systematically address risks and opportunities, and prevent accidents and work-related illnesses in full compliance with applicable legal and international requirements. The Company also conducts regular compliance audits by both internal and external bodies on an annual basis.

The Company has obtained certification for the following ISO standards:

- ISO 9001:2015 Quality Management System (QMS).
- ISO 14001:2015 Environmental Management System (EMS).
- ISO 45001:2018 Occupational Health and Safety Management System (OHSMS).

In year 2024–2025, the Company achieved full certification coverage (100%) across all manufacturing facilities. The certifications were granted by BSI Group (Thailand) Co., Ltd., an accredited international standards certification body. The most recent external surveillance audit (Surveillance Audit Plan) was conducted from November 11–18, 2025.

Standards Certification	Saraburi Plant 1 (DBP-1)	Saraburi Plant 2 (DBP-2)	Khon Kaen Plant (CT-KK)
2023	ISO 9001 / ISO 14001 / ISO 45001	ISO 9001 / ISO 45001	ISO 9001 / ISO 14001
2024	ISO 9001 / ISO 14001 / ISO 45001	ISO 9001 / ISO 14001 / ISO 45001	ISO 9001 / ISO 14001 / ISO 45001
2025	ISO 9001 / ISO 14001 / ISO 45001	ISO 9001 / ISO 14001 / ISO 45001	ISO 9001 / ISO 14001 / ISO 45001

ACCIDENT PREVENTION MEASURES

(A) Work-Related Hazard and Risk Assessment

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), the SHE Department, and relevant departments jointly conduct assessments of work-related hazards covering safety, health, and workplace environmental aspects in accordance with standardized procedures certified under ISO 45001. The assessments are categorized into the following 2 cases:

1) Annual Hazard Assessment: Conducted at least once per year, this assessment considers potential hazards that may arise under normal operating conditions, abnormal conditions, and emergency situations, and then implements appropriate preventive measures.

2) Project-Based Hazard Assessment: The project-owning department, in collaboration with the SHE Department, conducts an assessment of potential hazards and impacts arising from each project. The identified impacts are communicated to the relevant departments, and appropriate preventive measures are implemented accordingly. In year 2025, a total of seven projects were subject to such assessments, including, for example, the installation of new machinery for the AAC2 production line, etc.

In year 2025, hazard assessments identified a total of 55 significant risks requiring risk-reduction or elimination measures. The majority of these risks were associated with machinery, traffic movement, and material stacking, among other factors, etc.

Hazard Assessment Statistics for the Past Three Years, as follows:

Statistics on Significant Risk Assessments	Significant Risk Level	Risk Mitigation Measures Fully Implemented	Deferred / Postponed for Implementation
2023	29	29	0
2024	37	34	3
2025	55	52	3

(B) Establishment of Safety Objectives

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee) has established key safety objectives aimed at reducing accident statistics, minimizing various risks, and increasing employee engagement activities, as follows:

The key safety objectives over the past three years, as follows:

Objectives	Unit of Measurement	2025		2024		2023	
		Target	Actual	Target	Actual	Target	Actual
Number of Accidents	Case	0	1	0	2	0	3
Unsafe Act (UA) Interventions	Occurrences	12,000	35,996	2,400	10,476	2,400	5,936
Unsafe Condition (UC) Corrections	Items	2,400	3,568	1,200	3,471	1,200	2,383
Proactive Safety Advisories (PA)	Occurrences	48,000	107,404	9,600	32,710	4,800	10,295
Reduction of Risks Associated with Rotating Equipment	Locations	500	769	-	-	-	-
Job Safety Analysis (JSA) Hazard Assessment	Tasks	300	509	-	-	-	-
Participation Rate (>90% PA)	Months	6	6	-	-	-	-

(C) Development of Accident Prevention Manuals and Measures

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee) and the SHE Department recognize the risks that may lead to accidents in high-risk activities, including entry into restricted production areas, roof installation, roof structure installation at height, loading and unloading of goods, and covering truck cargo with tarpaulins. To address these risks, regular safety meetings are conducted with employees and contractors. In addition, accident prevention manuals and preventive measures have been developed and periodically reviewed. A summary is provided as follows:

1) The establishment of the **“SHE 7 Rules”**, a set of seven fundamental safety rules designed to promote safety awareness among employees, contractors, and visitors entering restricted production areas within the plant. All such individuals are required to strictly comply with these rules, which include: (1) Proper attire; (2) Wearing safety shoes; (3) Wearing a safety helmet; (4) Smoking restrictions; (5) Alcohol testing; (6) Bicycle use; and (7) The use of mobile phones, listening to music, and wearing headphones, etc.

2) The implementation of the **“7 Permits”** high-risk work permit system to prevent accidents in high-risk work areas. Under this policy, personnel must obtain a work permit before commencing work in designated high-risk areas. The seven categories of high-risk areas are as follows: (1) Work at height; (2) Hot work or areas involving heat and sparks; (3) Confined spaces; (4) Radiation areas; (5) High-voltage electrical areas; (6) Chemical loading areas; and (7) Maintenance and construction areas, etc.

3) The establishment of the **“7 Enforcement”** measures, which consist of the following actions: (1) Issuance of corrective notices; (2) Training on unsafe behavior; (3) Written warning (disciplinary probation); (4) Issuance of a Corrective Action Request (CAR) under the standard management system; (5) Monetary penalties; (6) Prohibition from entering the plant; and (7) Disciplinary action. In addition, the Company has implemented mechanisms for reporting and controlling unsafe behaviors, including STOP CARDS to report and halt unsafe acts, reports on the rectification of hazardous conditions, and reports of near-miss incidents. Regular workplace inspections are conducted in both routine work areas and on equipment and tools. In year 2025, a total of 1,683 safety inspections were carried out to address items posing potential accident risks.

4) The installation of a centralized, real-time online Closed-Circuit Television (CCTV) system at the Occupational Health and Safety Office. During year 2023–2024, the Company expanded the CCTV center by connecting signals from at least 15 additional operational areas. In year 2025, the Company further installed four sets of mobile online CCTV units, equipped with cellular connectivity and designed for flexible deployment in high-risk areas, allowing for easy relocation as needed. This system enables continuous safety monitoring via CCTV in accident-prone areas, machinery operation zones, and traffic areas, ensuring compliance with safety requirements. The system can connect to up to 124 surveillance cameras to support effective oversight and accident prevention.

5) In year 2025, the Company conducted audits of the forklift speed control system and performed speed detection tests on every forklift at least twice per year. This measure was implemented to reduce the risk of accidents associated with forklift operations within the plant premises.

(D) Organization of Risk Behavior Reduction Campaign Activities in year 2025

1) Unsafe Condition (UC): This initiative focuses on reducing hazardous conditions that may lead to accidents. All departments actively participated in assessing and improving workplace conditions to enhance safety. As a result, 3,568 hazardous points were identified and rectified in accordance with the UC Reports, thereby creating a safer, more secure working environment.

2) Unsafe Action (UA) or STOP CARD: This initiative encourages immediate intervention and peer-to-peer guidance to stop unsafe behaviors. When an unsafe act (Unsafe Action: UA) is observed, the individual involved is promptly advised to correct the behavior. Following the intervention, the incident is reported by scanning a QR code on a mobile phone with the cooperation of the area owner. In year 2025, a total of 35,996 reports were submitted under this program, contributing to improved employee safety awareness and behavioral change.

3) Near Miss Report: This campaign promotes the reporting of near-miss incidents. The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), in collaboration with the respective area owners, has worked to reduce near-miss occurrences. In year 2025, a total of 56 near-miss incidents were reported. Each case was investigated to determine root causes and to implement preventive measures to avoid potential accidents.

4) “Safety Talk and KYT” (Kiken Yochi Training) Activities: This initiative serves as a hazard awareness and risk anticipation program. It promotes safety communication and the sharing of safety-related information across at least 30 areas per week, totaling at least 1,200 sessions per year.

5) Preventive Action Report (PA): This initiative involves providing safety guidance, such as instruction on safe work procedures, safety reminders, and communication of prohibitions. Upon completion of each advisory, the activity is reported via smartphone by scanning a QR code. In year 2025, a total of 107,404 Preventive Action Reports were recorded.

6) In year 2025, the Occupational Health, Safety and Workplace Environment Committee (OHS Committee) established a Safety Culture development plan for the organization, comprising the following key initiatives: **Mission 1:** The appointment of Safety Subcommittees across 10 departments FC Production Division, CT Production Division, AAC Production Division, Customer Service Division, Technology Division, Maintenance Division, Engineering & Project Planning Division, Finished Product Department, Administration Department, and the Khon Kaen Plant. These subcommittees are responsible for safety planning, conducting safety inspection meetings, and monitoring internal safety performance within their respective departments. **Mission 2:** The implementation of the ***Safety Buddy*** program, which pairs employees to reinforce Preventive Actions (PA) and address Unsafe Actions (UA), thereby promoting mutual accountability and safer behaviors. **Mission 3:** The use of safety-themed cartoon illustrations as communication tools to raise awareness, reinforce safety precautions, and prevent accidents. **Mission 4:** The implementation of risk reduction measures focusing on four key registers: Job Safety Analysis (JSA), machinery pinch/rotating points, the use of tools or materials in place of direct hand contact, and ergonomics.

7) The Company organized a Safety Day event on September 25–26, 2025, as a campaign initiative to promote safety awareness and demonstrate collective participation. Various departments presented their safety performance initiatives, hosted exhibitions, showcased sample machinery, and conducted training sessions on machinery-related hazards, among other activities. The event set a target attendance of at least 1,000 participants. Over the two-day program, actual attendance reached 1,389 participants.



(E) Provision of Safety Training Programs

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), in collaboration with the SHE Department, has continuously organized **“Talk & Train”** safety training sessions for employees responsible for various operational areas. A summary of these activities is provided as follows:

- 1) Morning pre-work safety meetings and training sessions (Safety Talk).
- 2) Training on 100% Safe Work Practices is provided during the orientation program for new employees and contractors.
- 3) Safety awareness training aimed at reducing risk behaviors, conducted in 15 sessions with no fewer than 300 participants in total.
- 4) The promotion of workplace safety awareness through training programs covering the roles and responsibilities of the Occupational Health, Safety and Workplace Environment Committee (OHS Committee), as well as operational safety training in areas such as crane operation, defensive driving, transportation safety, basic first aid, basic firefighting, and safety consultation meetings. At present, the total number of recorded safety training hours across all plants is no fewer than 48,000 hours, representing a 14.28% increase over the previous year.

(F) Emergency Response Training

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), in collaboration with the SHE Department, has organized emergency response training programs, including fire evacuation drills, asbestos bag rupture response drills, and chemical spill response exercises, etc.

Fire Evacuation and Firefighting Drills of year 2025



(G) Safety Inspections

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), in collaboration with the SHE Department, conducted safety inspections within the plants to ensure compliance with applicable regulations. The number of inspections increased from 1,422 per year in year 2024 to 1,683 per year in year 2025.



(1.2) DIAMOND BRAND PERSONNEL DEVELOPMENT TRAINING

The Company believes that training and developing Diamond Brand personnel to possess knowledge and work skills, together with fostering corporate values, creates a body of knowledge that enables Diamond Brand personnel to have capability and readiness for the sustainable growth of the organization.

In year 2025, the Company set a target of providing 4 training hours per person per year for Diamond Brand personnel. During the year, a total of 120 training courses in 170 sessions were organized, representing 6,415 training hours, averaging 7.15 hours per person per year. Training expenses were approximately THB 0.88 million. The training and development conducted during the year focused on enhancing employee potential to strengthen diverse skills (Multi-Skill) and providing equal learning opportunities for all employees without discrimination. The objective was to enable employees to increase their knowledge and capabilities in multiple areas, including developing flexibility in work performance and the ability to substitute for one another effectively, as well as creating awareness of workplace safety. In addition, the Company also promoted the development of executives' roles as leaders and the development of sales representatives and PC staff to enable them to compete in the current market environment.

Employee Training Data for year 2025 Total Target: 4 Hours per Person per Year

Average Training Hours (Hours per Person per Year) 7.15

Average Training Hours by Gender

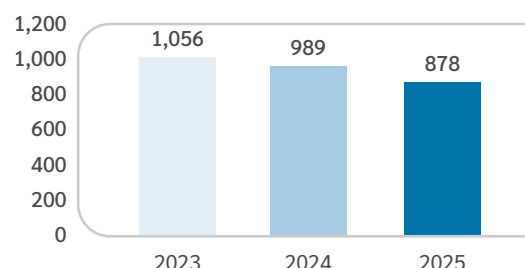
Male	0.91
Female	3.82

Average Training Hours by Employee Level

Executive Level	7.10
Supervisory Level	9.10
Operational Level	19.04

Training Expense

(Unit : Thousand baht)



Course Category	2023 Training Hours	2024 Training Hours	2025		
			Number of Courses	Number of Class	Number of Training Hours
1) Productivity Improvement	50	239	12	12	50.5
2) Standard System (ISO/Law)	2,255	450.50	12	14	900
3) Human Resource Development	817	3,068.50	53	76	1,220
4) Technical Training	1,066	928.50	11	11	332
5) Safety	1,610	436	13	38	3,269
6) Energy	84	278.50	18	18	637.5
7) Others : Human Rights, Anti-corruption	54	131	1	1	6
Total	5,936	5,532	120	170	6,415

(1.3) CARE FOR DIAMOND BRAND PERSONNEL

Responsibility toward Diamond Brand personnel and the Diamond Brand community is a key mission of the Company's Human Resources Department in building the organization as a happy workplace while promoting a good quality of life for employees at all levels and across all age groups with diversity, without discrimination. Various activities are organized to support employees in fostering love and care for one another, respecting human rights, having freedom of expression, and maintaining a spirit of mutual assistance. This also includes employees' family members and covers work life balance in order to achieve a **"Happy Workplace"** in eight aspects. In year 2025, the following actions were undertaken.

Happy Workplace	Projects	Details
1 Happy Body	"Organized the "Reduce Disease...Love Yourself" Activity  "DBP Health Me Club" "DBP Health Me Club" Activity  "Special-Price Vaccination Activity for the Quadrivalent Influenza Vaccine" Activity  "Petch Yim Footballer" Activity 	Diamond Brand promoted preventive healthcare through the WIND Training x ThaiHealth application by organizing a lifestyle-based exercise competition to accumulate points, consisting of five groups: Strong Heart, Reduce Belly Reduce Disease, Stretch for Longevity, and Light Body Light Mind, over a three month period from March 31, 2025 to June 30, 2025. Diamond Brand continuously promotes the health of Diamond Brand personnel by providing opportunities for all employees, in all groups and across all age groups, without discrimination, to participate in health care through annual walk-run events, such as the Im-Im Thap Kwang Fun Run 7th and Insee Run 2025, etc. Diamond Brand organized a special-price quadrivalent influenza vaccination service on July 25, 2025 for employees, contractors, and family members in order to promote and support the well being of personnel within the organization and to prevent the spread of respiratory diseases. Diamond Brand promotes health and supports exercise among groups of employees and fosters good relationships and unity among employees within the organization.
2 Happy Heart	"National Children's Day" Activity 	Diamond Brand organized activities and provided prize support for the year 2025 National Children's Day in collaboration with the Tan Diao Subdistrict Administrative Organization. Activities were conducted for 1,200 students in the subdistrict, as well as for Wat Nong Bua School in Taling Chan Subdistrict and other schools in local communities in Saraburi Province, in order to create happiness for children and community members.

Happy
Workplace

Projects

Details

“Diamond Brand Sharing Kindness, Creating Smiles,
and Caring for Society” Activity

Diamond Brand promoted and provided opportunities for employees and contractors to donate blood in the year 2025 annual blood donation to the Red Cross in order to help patients in need of blood. The activity was organized quarterly, in March, May, and September.



Diamond Brand supported products for use in the construction and repair of house-building projects for the underprivileged to improve quality of life, contributing to community and social development.



Diamond Brand, in collaboration with Sansiri, supported 20 sets of solar lamps, and the Company's representatives delivered drinking water to military units along the Thai–Cambodian border and to relief centers in Ubon Ratchathani Province for villagers affected by the situation, in order to provide morale and encouragement to officers and villagers, in July 2025.



Diamond Brand supported autoclaved aerated concrete blocks, roof tiles, siding boards, oil-based paint, and interlocking pavers for communities, government agencies, educational institutions, and temples for use in construction and repairs for public benefit.

“Diamond Brand Participating in Social
Development” Activity

Diamond Brand supported health promotion activities and the year 2025 Anti-Drug Sports Competition organized by the Tan Diao Community, Kaeng Khoi District, Saraburi Province, held on August 23–24, 2025.

3

Happy Soul

“Mobile Chanting Activity No. 4/2025” Activity



Diamond Brand supported Tha Yiem Community in Taling Chan Subdistrict in organizing the Mobile Chanting Activity No. 4/2025 under the Five Precepts Village Project by providing beverage offerings for 200 monks and nuns who came to practice Dhamma at Wat Tha Yiem.

Happy
Workplace

Projects

Details

“DBP Light Offering for Buddhist Lent 2025” Activity



Diamond Brand supported Buddhist religious activities in collaboration with temples and community members at Wat Nong Bua, Taling Chan Subdistrict, and Wat Na Bun, Tan Diao Subdistrict, Saraburi Province, during the Buddhist Lent festival on July 11, 2025.

“Diamond Brand Supporting Social Development and Preserving Traditions” Activity



Diamond Brand supported the preservation of local Thai community traditions by participating in merit-making activities, including bathing Buddha images and the water-pouring ceremony to pay respect and seek blessings from elders in Taling Chan Subdistrict and Tan Diao Subdistrict, Saraburi Province, on April 11, 2025.

“Kathin Robe Offering Sponsorship for Community Temples” Activity



Diamond Brand supported Buddhist religious activities in collaboration with temples and community members by co-hosting the Kathin robe offering ceremony and supporting food offerings for Wat Na Bun and Wat Tha Yiem, Saraburi Province, on October 25–26, 2025.

“New Year Merit-Making and Alms-Giving” Activity



Diamond Brand supported Buddhist religious activities and auspicious observances during the New Year festival on December 26, 2025, including paying respects at the factory’s sacred shrine, offering alms meals, and making alms offerings of rice and dry food to Buddhist monks.

4

Happy Relax

“14th year of Diamond Brand Refreshing Water from the Heart” Activity

Diamond Brand provided refreshing chilled drinking water through a drinking water distribution activity for all employees, contractors, and affiliated companies during April 2025 to provide refreshment and encouragement during the hot season.

“60 Years of Phet Nam Ngam: Happy Retirement Celebration” Activity



Diamond Brand created meaningful memories for retiring employees by presenting commemorative gifts and sharing lunch with retiring employees.

Happy
Workplace

Projects

Details

“Delivering Happiness Prizes for the New Year 2026” Activity



Diamond Brand held a New Year prize draw to present prizes to employees during the New Year festival, bringing happiness and boosting morale in their work, on December 26, 2025.

5

Happy Family

“Prakai Phet Scholarship 2025” Activity



Diamond Brand supported education for employees' children from primary to higher education by awarding 52 scholarships on October 21, 2025, at the Diamond Brand Kitchen Meeting Room.

6

Happy Society

“Employee Committee Election 2025” Activity



Diamond Brand supported and provided opportunities for employees to exercise their rights and freedoms in the 2025 Employee Committee election by establishing election committees in all areas of the Company and encouraging employees to exercise their voting rights.

“Diamond Brand... Tree Planting to Protect the Earth #2” Activity



Diamond Brand organized an environmental activity to encourage employees and contractors to participate in caring for nature and the environment by distributing tree seedlings to help increase green spaces on August 1, 2025.

“Diamond Brand... Joining in Paying Respects and Condolences” Activity



Diamond Brand expressed gratitude for the gracious royal benevolence and paid condolences to Her Majesty Queen Sirikit The Queen Mother by preparing black ribbons for employees, contractors, and their family members.

“Perseverance Diamond Award Ceremony” Activity



Diamond Brand held the **“Perseverance Diamond Award”** ceremony for employees with 35, 30, and 25 years of service in order to provide encouragement and strengthen employee engagement among those who have worked with dedication for many years, on November 25, 2025.

Happy Workplace	Projects	Details
7 Happy Brain	“DBP Energy Green Life 2025” Activity  “HR Channel on TikTok” Activity 	Diamond Brand organized an energy and environmental conservation activity to raise awareness among employees and contractors and encourage their participation in caring for environmental and energy resources. The activity included providing knowledge on the organization’s energy management and carbon footprint emissions on December 18, 2025. Diamond Brand promoted the dissemination of useful information to ensure that employees and contractors receive important updates related to benefits and new laws widely through online activities.
8 Happy Money	“Diamond Brand Invites You to Shop Special-Priced Products” Activity  “Diamond Brand... HOW TO Know Before Retirement” Activity 	Diamond Brand supported vendors and communities in Saraburi Province to sell products at prices lower than market prices to help reduce household expenses, and banks were invited to provide financial services at the Diamond Brand Kitchen on July 30, 2025. Diamond Brand supported and promoted financial literacy for employees and contractors to help them plan their future finances, with a speaker from the Saraburi Provincial Social Security Office.

(1.4) SUSTAINABILITY DRIVING PROCESS AND ENGAGEMENT OF DIAMOND BRAND PERSONNEL

The Company recognizes the participation of employees at all levels as a key driver of the organization’s sustainability through activities and various employee suggestions for engagement, as follows.

(A) Productivity Improvement

1) OEE (Overall Equipment Effectiveness): A metric used to measure the efficiency and effectiveness of machine operations, consisting of three main variables: availability, performance, and quality. The Production Department is required to measure OEE for each machine on a monthly basis in order to evaluate the operational efficiency of each machine, as follows:

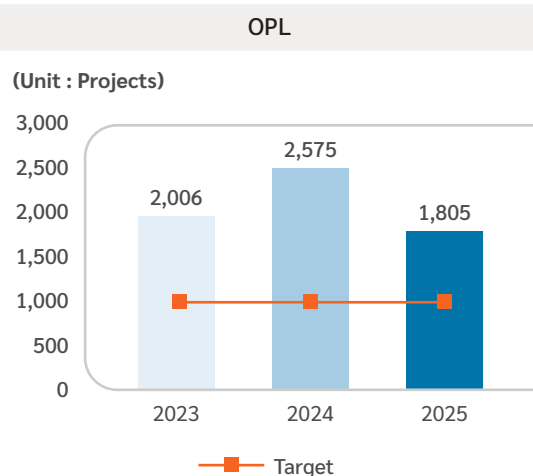
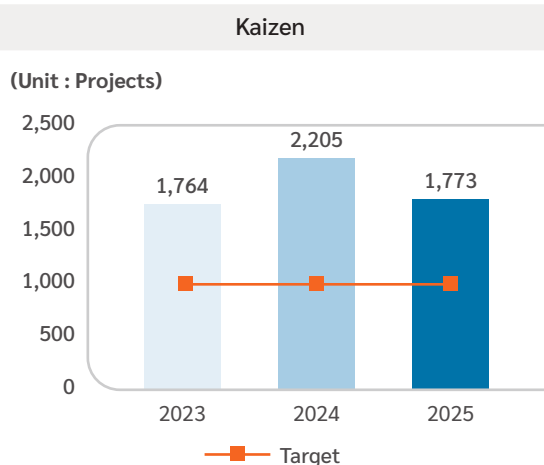
OEE List	Unit of Measurement	2024	2025		2024		2023	
		BM	Target	Actual	Target	Actual	Target	Actual
Factory FC	%	89.24	88.00	85.67	89.00	89.24	95.00	88.13
Factory NT	%	89.09	88.00	86.44	89.00	89.09	90.00	88.83
Factory CT	%	92.91	92.60	92.55	92.36	92.91	92.70	92.36
Factory AAC	%	94.66	94.00	90.94	91.50	94.66	91.50	88.58
Factory Truss	%	68.83	80.00	66.19	85.00	68.83	85.00	83.57

Source: BM = Benchmark from the previous year; FC&NT = FC Production Division; CT = CT Production Division; AAC = AAC Production Division; Truss = Finished Product Department

2) Losses : The reduction of losses in the production process by identifying and analyzing losses throughout the entire process, as well as conducting brainstorming to implement improvements to reduce such losses.

3) OPL (One Point Lesson): A tool used for knowledge sharing among employees within each department in order to reduce work steps while increasing operational efficiency. In year 2025, a total of 1,805 OPL lessons were developed. The Company also announced recognition for the employee who presented the highest number of OPL lessons of the year. The OPL Man of the Year was Mr. Watanyu Srimongkol, Production Engineer, FC Production Division.

4) Kaizen Suggestion: An activity that encourages employees to propose improvement ideas for the work they are responsible for in order to increase productivity, reduce costs, protect the environment, and ensure safety. In year 2025, employees submitted a total of 1,773 Kaizen suggestions. The Company also announced recognition for the employee who presented the highest number of Kaizen suggestions of the year. The Kaizen Man of the Year was Mr. Watanyu Srimongkol, Production Engineer, FC Production Division.



Remark: Kaizen and OPL targets are determined by each department, with an average of one item per person per year.

5) QCC (Quality Control Circle): A team-based activity that promotes quality improvement through systematic methods and processes of analysis, improvement, corrective actions, and verification of improvement results. All outcomes are published as knowledge resources on the Company's intranet, enabling all employees to access the information and apply it to their own work.

6) 5S Activities: Activities aimed at improving the workplace environment by promoting orderliness and cleanliness, reducing pollution, and minimizing potential accident risks, which the Company has continuously implemented. The areas are categorized into four types: large factories, small factories, warehouses, and offices. The Company also organizes an annual 5S area competition among internal departments. The departments with the highest scores and Outstanding 5S Areas in year 2025 are as follows.

Area	Average SCORE	Best Area
Large Factory	97.83	Water-Based Paint Preparation Department, Technology Division
Small Factory	97.83	Quality Assurance Department, Technology Division
Warehouse	95.65	Central Materials Warehouse Section, Maintenance Division
Office	97.83	Accounting and Finance Division

(B) Building Awareness of Social and Environmental Responsibility

The Company encourages employees and executives to attend training programs and participate in sustainability-related activities in order to apply the knowledge, principles, and practices to the Company's management for further sustainability development, as follows:

1) Online training and on-site workshops organized by the Corporate Social Responsibility Institute (CSRI) and the Stock Exchange of Thailand. Members of the Sustainability Committee and executives attended training programs on business management for sustainable development at both the basic and operational levels in order to apply the knowledge as operational guidelines and tools for advancing the organization toward sustainability.

2) The Company organized awareness campaigns on employees' occupational health and safety to prevent accidents and reduce risk behaviors, as well as energy conservation campaigns and tree-planting activities. These initiatives aim to build employee awareness and participation in driving sustainability by encouraging all employees to propose methods for reducing energy consumption, minimizing paper usage, and maintaining the workplace environment within their respective areas in order to foster a sense of participation among Diamond Brand personnel, etc.

(2) RESPONSIBILITY TOWARD THE DIAMOND BRAND COMMUNITY

The Company operates its business to create benefits for surrounding Diamond Brand communities, enabling the Company, communities, and society to coexist in mutual support while creating shared value in a sustainable manner and promoting equitable access to basic necessities of life. These include creating employment opportunities, increasing income, and improving quality of life so that community members can enjoy better living conditions. The Company also promotes learning that enables community members to build or repair their own homes by continuously supporting the Company's products and speakers under the **"Diamond Heart Technicians"** project. In addition, the Company organizes activities to assist community members in times of disasters and to foster a sense of responsibility among youth in the community, etc.

(A) "Diamond Heart Technicians" Project

The Company has provided knowledge, skills, and experience in roof installation, fascia board installation works, and autoclaved aerated concrete block construction, covering both theoretical and practical training, to provide training and development for community members, students, and trainees from Saraburi Technical College, Muak Lek Technical College, Phra Dabos School, the Phra Dabos Foundation, and the Saraburi Provincial Skill Development Center. The objective is to create employment opportunities for people in the community by equipping them with knowledge and skills that can be pursued as a profession and generate additional income, thereby contributing to sustainable community development. The project is also linked to the Company's business operations by developing skilled craftsmen and strengthening confidence in **"Diamond Brand"** products, which may lead to future product use. The project has been implemented **from 2013 to 2025, totaling 21 training batches**. In year 2025, two training batches were conducted as follows:

Class 20: Diamond Brand, in collaboration with Muak Lek Technical College, Saraburi Province, organized training for students in the Construction program at the Vocational Certificate and Higher Vocational Certificate levels, covering both theoretical and practical training on the installation of the Company's products. The Company also supported products and equipment for the construction of a **"multipurpose stage,"** which was donated to Muak Lek Technical College, Saraburi Province, for future use. More than 30 students participated in the project.



Class 21: Diamond Brand, in collaboration with Phra Dabos School, provided hands-on training on the installation of the Company's roofing products and synthetic wood products. The Company also supported products and equipment for the conversion of **a shipping container into an office** at the Phra Dabos Foundation site for future use. More than 20 students participated in the project.



(B) Job Creation in the Community

The Company has a policy of hiring students and local residents in order to support income generation for the community by publicizing job opportunities at educational institutions, such as Saraburi Technical College, etc.

(C) Activities to Create Happiness for the Community: “Happy Society”

1) “National Children’s Day” Activity: Diamond Brand supported the provision of gifts and prizes for the annual National Children’s Day and, in collaboration with the Tan Diao Subdistrict Administrative Organization, organized activities for 1,200 students in schools within the subdistrict, as well as Wat Nong Bua School in Taling Chan Subdistrict and other community schools in Saraburi Province, in order to create happiness for children and people in the community.



2) “Diamond Brand... Sharing Kindness, Creating Smiles, Caring for Society” Activity: as follows:

- Diamond Brand supported Tha Yiem Community, Taling Chan Subdistrict, Saraburi Province, in organizing the Mobile Chanting Activity No. 4/2025 under the Five Precepts Village Project by providing refreshment beverages for monks and nuns participating in religious practice at Wat Tha Yiem, Saraburi Province, totaling 200 monks and nuns.



- Diamond Brand supported the provision of products including autoclaved aerated concrete blocks, roof tiles, siding boards, oil-based paint, and interlocking pavers to communities, government agencies, educational institutions, and temples for construction and repair for public benefit.



3) **“Diamond Brand Preserving Traditions” Activity:** Diamond Brand supported Songkran festival activities, including the bathing ceremony of Buddha images and the water-pouring ceremony to pay respect and seek blessings from elders in the communities of Taling Chan Subdistrict and Tan Diao Subdistrict, Saraburi Province, on April 11, 2025.



4) **“DBP Candle Offering for Buddhist Lent” Activity:** Diamond Brand promoted Thai traditions and supported temples in local communities by offering Buddhist Lent candles and Sanghadana offerings to Wat Nong Bua in Taling Chan Subdistrict and Wat Na Bun in Tan Diao Subdistrict, Saraburi Province, on July 11, 2025.



5) **“Diamond Brand Kathin Robe Offering” Activity:** Diamond Brand promoted Thai traditions and supported temples in local communities by participating in the Kathin robe offering ceremony and organizing community food donation booths at Wat Na Bun in Tan Diao Subdistrict and Wat Tha Yiem in Taling Chan Subdistrict, Saraburi Province, on October 25–26, 2025.



6) **“Diamond Brand Supporting Community Development” Activity:** Diamond Brand supported health promotion activities and the year 2025 Anti-Drug Sports Competition organized by Tan Diao Community, Kaeng Khoi District, Saraburi Province, held on August 23–24, 2025.



(D) Support Society Projects

1) **“Diamond Brand... Sharing Kindness, Creating Smiles, Caring for Society” Activity:** as follows:

- Diamond Brand, in collaboration with Sansiri, provided 20 sets of solar lamps, and the Company’s representatives delivered drinking water and other supplies to military units along the Thai–Cambodian border and relief centers in Ubon Ratchathani Province for affected villagers, in order to provide encouragement and support to officers and local residents in July 2025.



- Diamond Brand encouraged and provided opportunities for employees and contractors to donate blood in year 2025 to the Red Cross in order to help patients in need of blood transfusions. The activity was organized quarterly in March, May, and September.



- Diamond Brand, in collaboration with Sansiri, supported the provision of roof tile products for Ban Um Lo Nuea School in Mae Hong Son Province, which is located in a remote and underserved area.



2) “Diamond Brand Supporting Community Development” Activity: Diamond Brand, in collaboration with the Tan Diao Subdistrict Administrative Organization, supported the provision of products for the construction and repair of houses for underprivileged people affected by fire incidents in order to improve quality of life and contribute to community and social development.



3) “Diamond Brand Caring for Society” Activity: Diamond Brand provided opportunities for community members to sell products at a special-price market for employees in order to support income generation in the community.



(E) Social Investment and Social Impact Assessment

The Company establishes an annual budget for investments in the society that correspond to the business operation of the Company for the best interest of the community, creating jobs and profession for the people in the community. According to the assessment on social impact in the previous year, In year 2025, there was no complaint from the community concerning the Company’s business operation, such as air quality, dust, noise, water, and waste in the manufacturing process, etc.

3.5 SUMMARY OF SUSTAINABILITY PERFORMANCE FOR YEAR 2025

Key performance	Sustainable Development Information – Economic Performance					GRI
	Unit	Target	2025	2024	2023	
Revenues from sales and services	Million Baht	5,521.85	4,531.34	4,969.89	5,631.15	201-1
Cost of sales and cost of services	Million Baht	4,097.33	3,523.69	3,722.29	4,201.39	201-1
Net profit for the year	Million Baht	570.54	309.74	498.47	623.89	201-1
Earnings per share	Baht / share	0.67	0.38	0.58	0.73	
Book value per share	Baht / share	3.18	2.72	3.05	3.00	
Dividend-earnings ratio per share	%	> 50.00	84.21	86.21	71.23	201-1
Depreciation and amortization	Million Baht	304.36	289.52	282.75	272.94	201-1
Employee compensation	Million Baht	665.12	636.26	621.39	646.67	201-1
Corporate income tax	Million Baht	117.61	39.59	83.55	129.01	201-1
Employee retirement benefit obligations	Million Baht	236.71	254.71	232.40	209.40	201-3
Social support and charitable organizations	Million Baht	1.00	0.38	0.83	0.50	
Customer satisfaction survey on product groups	%	80	79-88	84	98-100	
Customer satisfaction survey on Marketing Promotion	%	80	78-86	86	97-100	
Customer satisfaction survey with services	%	80	86-91	86	97-100	
Corporate governance, ethics						
Average attendance rate of the board of directors	%	90.00	97.44	95.14	95.83	
Complaints of Code Violation and Anti-Corruption						
Measures						
• Severe impact	Case	0	0	0	0	
• No impact	Case	0	2	1	1	
Complaints on violation of ethics and human rights						
• Severe impact	Case	0	0	0	0	
• No impact	Case	0	0	0	0	

Key performance	Sustainable Development Information – Social Performance					GRI
	Unit	Target	2025	2024	2023	
Number of employees	Person		1,002	1,014	1,000	102-8
Male	Person		792	787	775	
Female	Person		210	227	225	
Male proportion	%		79.04	77.61	77.50	
Female proportion	%		20.96	22.39	22.50	405-1
Number of male employees, separated by age	Person		792	787	775	102-8
Employees younger than 30 years	Person		141	140	137	
Employees younger than 30-50 years	Person		465	474	472	
Employees aged 50 years and over	Person		186	173	166	
Number of female employees, separated by age	Person		210	227	225	102-8
Employees younger than 30 years	Person		30	34	37	
Employees younger than 30-50 years	Person		144	163	160	
Employees aged 50 years and over	Person		36	30	28	
Number of male employees, separated by job position	Person		792	787	775	202-2
Executive level	Person		10	10	9	
Supervisor level	Person		116	115	111	
Operational level	Person		666	662	655	
Number of female employees, separated by job position	Person		210	227	225	202-2
Executive level	Person		1	1	1	
Supervisor level	Person		38	38	35	
Operational level	Person		171	188	189	
Number of disabled personnel employed	Person		3	3	3	
Number of disabled personnel-employees	Person		3	3	3	
Number of disabled personnel-contractors	Person		0	0	0	
Number of employees who are members of the provident fund	Person		746	753	774	
Proportion of employees who are members of the provident fund	%		89%	83%	85%	
Amount of money that the Company contributes to the provident fund	Million Baht		31.22	31.25	30.84	
Number of employees by workplace	Person		1,002	1,014	1,000	202-2
Saraburi Head Office	Person		957	967	952	
Phahonyothin Place Office, Bangkok	Person		27	28	28	
Khon Kaen Branch Office	Person		18	19	20	
Proportion of local employees	%		83.97	85.11	69.60	202-2
All new employees	Person		89	90	97	401-1
Total number of employees resigned.	Person		112	54	63	401-1
Resigned employees under 30	Person		38	21	19	
Resigned employees aged 30-50	Person		72	31	41	
Resigned employees aged 50 and over	Person		2	2	3	
Number of male employees - voluntarily resigned	Person		74	38	48	
Number of female employees - voluntarily resigned	Person		38	16	15	
Important labor disputes	Case		None	None	None	
Total corporate turnover	%		4.69	4.40	5.74	401-1
Employee rate on maternity leave and return to work	%	100	100.00	100.00	100.00	401-3
Average employee training hours	Hr / person	4	7.15	5.98	6.12	404-1
Expenses for training and development	thousand Baht		878	989	1,056	

Key performance	Sustainable Development Information – Social Performance					GRI
	Unit	Target	2025	2024	2023	
Employee safety						
Accident statistics	Case	0	1	2	3	403-2
Accident with lost time	Case	0	1	2	1	403-2
Accident without lost time	Case	0	0	0	2	403-2
Accident Rate	Case/1,000,000 mhr.	0	0.15	0.28	0.14	403-2
Lost Time Injury Frequency Rate (LTIFR)	Case/1,000,000 mhr.	0	0.15	0.28	0.14	403-2
Lost time accident rate (LTIFR)	Day/1,000,000 mhr.	0	2.31	3.69	0.70	403-2
Number of work-related injuries resulting in time lost from work for 1 day or more						
	Person	0	1	2	1	
Number of fatalities in operations-employees	Person	0	0	0	0	403-9
Number of fatalities in operations-contractors	Person	0	0	0	0	403-9

Key performance	Sustainable Development Information – Environmental Performance					GRI
	Unit	Target	2025	2024	2023	
1. Energy management						
Greenhouse gas emissions, scope 1+2	tCO ₂ e	75,000	55,307	75,871	66,317	
Greenhouse gas emissions, scope 1+2+3	tCO ₂ e		474,401	468,495	66,317	
Greenhouse gas emission, scope 1	tCO ₂ e		12,354	11,980	2,138	305-1
Greenhouse gas emission, scope 2	tCO ₂ e		42,953	63,891	66,296	305-2
Greenhouse gas emission, scope 3	tCO ₂ e		419,094	392,624	-	305-3
Quantity of diesel use	liter		705,202	713,107	560,724	
Quantity of Gasohol 95 use	liter		99,461	99,690	267,568	
Electricity use	kWh / year		56,209,143	53,148,344	53,133,553	302-1
Steam use	Ton / year		49,789	45,711	34,285	302-1
Natural gas use	MMBTU / year		173,494	168,500	195,898	302-1
Use of Solar Energy from Solar Rooftop Systems	kWh / year		441,096	416,843	513,657	302-4
Greenhouse Gas Emissions per Sales (Scope 1+2+3)	tCO ₂ e/Million Baht	-	103.13	94.27	-	
Greenhouse Gas Emissions per Ton of Product (Scope 1+2)	kgCO ₂ e/ ton of product	<62.92	67.21	85.46	68.01	302-5

2. Air Quality Management

Environmental monitoring according to industry standards

Chrysotile dust content in the DBP1-2 working area

FC raw material preparation area	fiber/cm ³	<0.1	<0.001	0.006-0.017	<0.01
Cover pacing/glazing area	fiber/cm ³	<0.1	<0.001	0.012	<0.01
Chrysotile storage area	fiber/cm ³	<0.1	<0.001	0.001-0.009	<0.01
Product discharge yard	fiber/cm ³	<0.1	<0.001	0.005	<0.01

Air Quality in the Work Area of DBP1-2

Total suspended particulate in factory	mg/m ³	<15	0.200-1.792	0.708-1.958	<0.15-11.50	305-7
Particle matter (<10 micron)	mg/m ³	<5	0.600-0.733	0.167-0.667	0.56-1.57	
Xylene	ppm	<100	0.638-3.261	0.576-5.364	0.403-24.687	

Air Quality from the Factory's Funnels of DBP1-2

Total Suspended Particulate (TSP)	mg/m ³	<400	2-71	2-67	2-65	305-7
Sulfur Dioxide	ppm	<500	<1-18	<1-20	<1-35	305-7
Carbon Monoxide	ppm	<870	56-215	20-139	52-147	305-7
Nitrogen Dioxide	ppm	<200	84	54	59	305-7
Xylene	ppm	<200	1.215-8.025	0.578-8.162	0.036-8.663	

Key performance	Sustainable Development Information – Environmental Performance					GRI
	Unit	Target	2025	2024	2023	
Air Quality around Factory Fences of DBP1-2						
Particle Matters (PM-10) 24-hr Avg.	mg/m ³	<0.120	0.036-0.037	0.054-0.076	0.05-0.069	
Noise Level 24-hr Avg.	dB(A)	<70	57.1-60.6	60-60.6	60-63.4	
Disturbance Sound Level 24-hr Avg	dB(A)	<10	7-9.7	7.9	2.5-7.9	
3. Water management						
Natural water use	m ³		421,968	469,464	531,579	303-1
Natural water use/ton of product	m ³ / ton of product	0.50	0.52	0.54	0.55	
Amount of recycled water treatment (DBP-1)	m ³	25,000	38,000	39,000	39,694	303-3
4. Waste management						
Total waste	ton		49,984	54,925	64,139	
Non-Hazardous Wastes Volume	ton		48,998	53,370	60,452	
Reuse	ton		2,312	2,663	4,330	306-2
Recycle	ton		23,498	24,055	23,761	306-2
Disposal	ton		23,188	26,652	32,451	306-2
Non-Hazardous Wastes Volume	ton		986	1,555	3,597	
Reuse	ton		100	100	100	306-2
Recycle	ton		790	847	506	306-2
Disposal	ton		96	608	2,991	306-2
Waste per ton of product	Kg. / ton of product	<22.5	21.39	24.77	28.99	

Remark: fiber/cm³ = fiber per cubic centimeter of air
mg/m³ = Milligrams per cubic meter, ppm = Part Per Million
dB(A) = Decibel A = Sound level meter unit

3.6 GRI CONTENT INDEX

Disclosure Number	Disclosure	Page
GRI 102 : General Disclosures		
Organizational profile		
102-1	Name of the organization	15
102-2	Activities, brands, products, and services	16
102-3	Location of headquarters	15
102-4	Location of operations	15
102-5	Ownership and legal form	30
102-6	Markets served	17-22
102-7	Scale of the organization	32
102-8	Information on employees and other workers	103, 180, 184
102-9	Supply chain	50-62

Disclosure Number	Disclosure	Page
102-10	Significant changes to the organization and its supply chain	14, 160
102-11	Precautionary Principle or approach	33-34
102-12	External initiatives	193-194
102-13	Membership of associations	48-50
Strategy		
102-14	Statement from senior decision-maker	2-3, 205-206
102-15	Key impacts, risks, and opportunities	33-34
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	10-12
102-17	Mechanisms for advice and concerns about ethics	85, 194-196
102-18	Governance structure	160-179
102-19	Delegating authority	173
102-20	Executive-level responsibility for economic, environmental, and social topics	205-206
102-21	Consulting stakeholders on economic, environmental, and social topics	194-196
102-22	Composition of the highest governance body and its committees	161, 188
102-23	Chair of the highest governance body	161-166
102-24	Nominating and selecting the highest governance body	187-188
102-25	Conflicts of interest	209-210
102-26	Role of highest governance body in setting purpose, values, and strategy	12
102-27	Collective knowledge of highest governance body	146
102-28	Evaluating the highest governance body's performance	169
102-29	Identifying and managing economic, environmental, and social impacts	205-206
102-30	Effectiveness of risk management processes	33-34, 204
102-31	Review of economic, environmental, and social topics	17-22
102-32	Highest governance body's role in sustainability reporting	41
102-33	Communicating critical concerns	194-198
102-34	Nature and total number of critical concerns	193-194
102-35	Remuneration policies	177
102-36	Process for determining remuneration	177-178
102-37	Stakeholders' involvement in remuneration	187
102-38	Annual total compensation ratio	189-190
Stakeholder engagement		
102-40	List of stakeholder groups	30, 44
102-41	Collective bargaining agreements	44
102-42	Identifying and selecting stakeholders	44-46
102-43	Approach to stakeholder engagement	44-46
102-44	Key topics and concerns raised	39

Disclosure Number	Disclosure	Page
Reporting practice		
102-45	Entities included in the consolidated financial statements	111-127, 213-266
102-46	Defining report content and topic Boundaries	41
102-47	List of material topics	41-43
102-48	Restatements of information	47
102-49	Changes in reporting	39
102-50	Reporting period	152
102-51	Date of most recent report	110
102-52	Reporting cycle	110
102-53	Contact point for questions regarding the report	110
102-54	Claims of reporting in accordance with the GRI Standards	110
102-55	GRI content index	105-109
GRI 103 : Management Approach		
103-1	Explanation of the material topic and its Boundary	38-110
103-2	The management approach and its components	38-110
103-3	Evaluation of the management approach	38-110
GRI 200 : Economic		
GRI 201 : Economic Performance		
201-1	Direct economic value generated and distributed	19
201-2	Financial implications and other risks and opportunities due to climate change	102-105
201-3	Defined benefit plan obligations and other retirement plans	102-105
201-4	Financial assistance received from government	102-105
GRI 202 : Market Presence		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	102-105, 108
202-2	Proportion of senior management hired from the local community	102-105
GRI 205 : Anti-corruption		
205-1	Operations assessed for risks related to corruption	193-194
205-2	Communication and training about anti-corruption policies and procedures	193-194
205-3	Confirmed incidents of corruption and actions taken	193-194
GRI 206 : Anti-competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	154-158
GRI 300 : Environment		
GRI 301 : Materials		
301-1	Materials used by weight or volume	54
301-2	Recycled input materials used	54, 65

Disclosure Number	Disclosure	Page
GRI 302 : Energy		
302-1	Energy consumption within the organization	72-76, 104
302-2	Energy consumption outside of the organization	54-56
302-3	Energy intensity	72-73
302-4	Reduction of energy consumption	72-73
302-5	Reductions in energy requirements of products and services	74-76, 104
GRI 303 : Water		
303-1	Water withdrawal by source	70-72, 105
303-2	Water sources significantly affected by withdrawal of water	70-72, 105
303-3	Water recycled and reused	72, 105
GRI 304 : Biodiversity		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	63-66
304-2	Significant impacts of activities, products, and services on biodiversity	59-61
GRI 305 : Emissions		
305-1	Direct (Scope 1) GHG emissions	76, 104
305-2	Energy indirect (Scope 2) GHG emissions	76, 104
305-4	GHG emissions intensity	76
305-5	Reduction of GHG emissions	76
305-6	Emissions of ozone-depleting substances (ODS)	73
GRI 306 : Effluents and Waste		
306-1	Water discharge by quality and destination	70
306-2	Waste by type and disposal method	63-64
306-3	Significant spills	70
306-4	Transport of hazardous waste	63-64
306-5	Water bodies affected by water discharges and/or runoff	71
GRI 308 : Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	53
308-2	Negative environmental impacts in the supply chain and actions taken	53
GRI 400 : Social		
GRI 401 : Employment		
401-1	New employee hires and employee turnover	103, 183

Disclosure Number	Disclosure	Page
GRI 403 : Occupational Health and Safety		
403-1	Workers representation in formal joint management-worker health and safety committees	86
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	86-87, 104
403-3	Workers with high incidence or high risk of diseases related to their occupation	182
403-4	Health and safety topics covered in formal agreements with trade unions	86-91
GRI 404 : Training and Education		
404-1	Average hours of training per year per employee	91
404-2	Programs for upgrading employee skills and transition assistance programs	108
404-3	Percentage of employees receiving regular performance and career development reviews	147
GRI 405 : Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	103, 180
405-2	Ratio of basic salary and remuneration of women to men	103
GRI 406 : Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	85
GRI 408 : Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	84
GRI 409 : Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	78-84
GRI 411 : Rights of Indigenous Peoples		
411-1	Incidents of violations involving rights of indigenous peoples	85
GRI 413 : Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	98-99
GRI 414 : Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	52
GRI 417 : Marketing and Labeling		
417-1	Requirements for product and service information and labeling	57
GRI 418 : Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	57-59

3.7 SUSTAINABLE DEVELOPMENT REPORT

(1) REPORT HIGHLIGHTS

Diamond Building Products Public Company Limited (the Company) has issued a Sustainability Driven Report to demonstrate our commitment to disclosing important information on sustainable development. The Company's sustainability performance to Stakeholders are as follows:

- 1) To demonstrate vision, strategy, development, and key performance in terms of environment, society, and governance;
- 2) To disclose key sustainability issues that are both opportunities, risks, and factors that reflect the business's sustainable growth;
- 3) To disclose performance results in line with key sustainability issues.

(2) REPORTING SCOPE

The Sustainability Committee (SC Committee) collected data on the operations' contents from January 1, 2025, to December 31, 2025, by considering the availability of information and the impact on the Company's sustainability performance. This was under the Company's business that manufactures and sells roofing products, boards, ceilings, siding boards, and other roof accessories and non-roof products and a service provider for roof stripping installation. It also covered the performance of Diamond Materials Company Limited, a subsidiary. Scope of reporting performance data is collected as follows:

- 1) The Company's relevant departments prepare content and statistics for social, community, and environmental projects.
- 2) SC Committee established a report outline, review policies, and sustainability goals.
- 3) SC Committee reviewed the report's content and scope annually to reflect corporate strategy, business value chain, stakeholders, and sustainability issues.

(3) GUIDELINES AND REPORTING FORMATS

This year, the company has prepared a sustainability report following international sustainability reporting standards, GRI standards, and data completeness based on key indicators. (Core), which is consistent with the Sustainable Development Goals (SDGs). This report is called **"Sustainable Development Report,"** compiled a book in the Annual Registration Statement / the Annual Report (Form 56-1 One Report) in the form of printed media and electronic documents published on the Company's website and the Stock Exchange of Thailand.

(4) COMMUNICATION AND DISSEMINATION

Communication outside the company via the website: <http://www.dbp.co.th> in the section of **"Investors Relation"** under the topic **"Form 56-1 One Report"** for internal communications via Intranet: [http:// dirt/](http://dirt/) Topic **"Social Responsibility"**.

(5) FOR MORE INFORMATION

Company Secretary and Secretary of SC Committee

Diamond Building Products Public Company Limited

69-70 Moo 1, Mitraphap Road, Km. 115, Tambon Talingchan, Amphur Muang, Saraburi 18000

Tel: 0 3622 4171-8 Ext: 314 or 288

E-mail Address: utai.jun@dbp.co.th, penphaka.puc@dbp.co.th

4. MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

4.1 ANALYSIS OF OPERATING RESULTS AND FINANCIAL POSITION



Executive Summary

Diamond Building Products Public Company Limited (DRT) and its group of subsidiaries are a fully integrated manufacturer and distributor of construction materials, backed by over 40 years of experience. The Group offers a diverse range of products under the flagship brand “Diamond Brand” including roofing systems, synthetic wood and fiber cement boards, decorative wall boards, autoclaved aerated concrete (AAC) blocks, lintels, prefabricated lightweight counters, prefabricated coffee shops (DIAMOND Cafe), and roof installation services. All are produced using modern, environmentally friendly technologies, guided by the vision of “To be A Better Choice for Construction Materials and Services”. The Group is committed to meeting the needs of customers across all segments and target groups.

In 2025, the Group reported operating revenue of Baht 4,531.3 million, a decrease of Baht 438.6 million or 8.8%, contributing from the domestic revenue of Baht 3,808.7 million, decreased by Baht 389.2 million or 9.3%, while international revenue was Baht 722.6 million, decreased by Baht 49.4 million or 6.4%. In addition, Net profit was Baht 317.8 million, decreased by Baht 188.5 million or 37.2% compared to 2024. The primary reasons were 1) A significant decrease in selling-price to stimulate consumer purchasing decisions 2) Stricter lending conditions imposed by financial institutions 3) A decline in domestic sales across all product categories 4) A change in customer behavior toward reducing inventory levels to preserve liquidity 5) The impact of a longer and more severe rainy season compared with the prior year, and 6) A slowdown in export orders, particularly from Cambodia due to border closures. Despite the economic and geopolitical challenges, the Group has effectively mitigated the impact through proactive adjustments to sales and marketing strategies, expansion into new markets, product mix management, and strict cost control. These initiatives aim to maintain the gross profit margin close to target levels and support long-term sustainable growth.

For 2026, the Group expects that the construction materials and real estate industries will continue to face challenges from macroeconomic factors, including elevated household debt and oversupply in certain product segments. Nevertheless, the declining interest-rate trend has begun to send positive signals for future purchasing power. The Group is targeting domestic growth through strengthening modern trade channels, expanding its distributor network, and accelerating project-based sales, with a focus on four key regions. In parallel, the Group will refine its autoclaved aerated concrete product strategy to better align with market demand, together with implementing flexible pricing strategies to drive volume growth. For international markets, the Group will continue to expand operations in Myanmar and CLMV countries, while enhancing cost and logistics management to preserve competitiveness and support sustainable long-term growth.

Operating Highlights	Q4/24	Q3/25	Q4/25	Change +/-		2024	2025	Change +/-
Unit : Million Baht				%YoY	%QoQ			%YoY
Operating	1,003.0	987.9	966.0	(3.7%)	(2.2%)	4,969.9	4,531.3	(8.8%)
Gross Profit	202.7	211.1	232.4	14.6%	10.1%	1,265.0	1,030.3	(18.6%)
EBIT	44.0	51.5	74.7	69.8%	45.1%	598.3	376.2	(37.1%)
EBITDA	122.2	125.5	153.0	25.2%	21.9%	892.8	677.5	(24.1%)
Net Profit (Loss)	65.8	41.7	73.4	11.5%	76.0%	506.3	317.8	(37.2%)
Gross Profit Margin (%)	20.2%	21.4%	24.1%	3.8%	2.7%	25.5%	22.7%	(2.7%)
EBIT Margin (%)	4.4%	5.2%	7.7%	3.3%	2.5%	12.0%	8.3%	(3.7%)
EBITDA Margin (%)	12.2%	12.7%	15.8%	3.7%	3.1%	18.0%	15.0%	(3.0%)
Net Profit Margin (%)	6.6%	4.2%	7.6%	1.0%	3.4%	10.2%	7.0%	(3.2%)

Notes: Values may differ by one decimal point due to rounding

YoY Q4/2025 vs Q4/2024

- In Q4/2025, the Group reported **Operating Revenue** of Baht 966.0 million, decreased by Baht 37.0 million or 3.7% from Q4/2024 due to 1) The decline in international sales, particularly from Cambodia following border closures 2) A slowdown in orders from Vietnam and the Philippines, with price increases in Vietnam affecting competitiveness and leading customers to delay orders, while in the Philippines demand was pressured by a domestic economic slowdown, compounded by product price increases and exchange rate volatility, resulting in lower order volumes during the period and 3) A reduction in export volumes, particularly from concrete tiles (CT Tiles), siding board and board, and fiber cement tiles (FC Tiles).
- **Gross Profit Margin** was at 24.1%, increased from 20.2% in Q4/2024 mainly due to the discounts received from full-year raw material purchases that met volume commitments, together with the Company's effective cost management, despite higher prices for key raw materials, particularly cement.
- **Net Profit** was Baht 73.4 million, increased by Baht 7.6 million or 11.5% compared to Q4/2024, mainly due to the discounts received from full-year raw material purchases that met volume commitments, together with the Company's effective cost management and efficient control of selling expenses.

QoQ Q4/2025 vs Q3/2025

- In Q4/2025, the Group reported **Operating Revenue** of Baht 966.0 million, decreased by Baht 21.9 million or 2.2% from Q3/2025 due to 1) Significant selling price adjustments to stimulate consumer purchasing decisions 2) Stricter credit lending policies by financial institutions 3) The decline in sales, especially from concrete tiles (CT Tiles) 4) A shift in customer behavior toward reducing inventory stocking in order to preserve financial liquidity, and 5) A slowdown in orders from Vietnam and the Philippines, with price increases in Vietnam affecting competitiveness and leading customers to delay orders, while in the Philippines demand was pressured by a domestic economic slowdown, compounded by product price increases and exchange rate volatility, resulting in lower order volumes during the period.
- **Gross Profit Margin** was at 24.1%, increased from 21.4% in Q3/2025, mainly due to the discounts received from full-year raw material purchases that met volume commitments, together with the Company's effective cost management.
- **Net Profit** was Baht 73.4 million, increased by Baht 31.7 million or 76.0% compared to Q3/2025, mainly due to the discounts received from full-year raw material purchases that met volume commitments, together with the Company's effective cost management and efficient control of selling expenses.

YoY 2025 vs 2024

- In 2025, the Group reported **Operating Revenue** of Baht 4,531.3 million, decreased by Baht 438.6 million, or 8.8% from 2024 due to 1) Significant selling price adjustments to stimulate consumer purchasing decisions 2) Stricter credit lending policies by financial institutions 3) The decline in domestic sales across all product categories 4) A shift in customer behavior toward reducing inventory stocking in order to preserve financial liquidity 5) The impact of a longer and more severe rainy season compared with the prior year and 6) The decline in international sales, particularly from Cambodia following border closures.
- **Gross Profit Margin** was 22.7%, decreased from 25.5% in 2024, mainly due to the decrease in sales, especially autoclaved aerated concrete (AAC) blocks, concrete tiles (CT Tiles) and fiber cement tiles (FC Tiles), resulting in a decrease in capacity utilization, which increased fixed costs per unit, together with higher key raw-material costs, particularly cement, as well as significant decrease in selling-price implemented to stimulate consumer purchasing decisions amid weak purchasing power.
- **Net Profit** was Baht 317.8 million, decreased by Baht 188.5 million or 37.2% compared to 2024, due to the decrease in selling prices to boost sales amid weak purchasing power, stricter credit lending policies by financial institutions and a slowdown in the construction sector. In addition, lower production volumes which reduced capacity utilization and increased fixed costs per unit, as well as higher prices for key raw materials, particularly cement.



Significant Events



DRT Reinforces 40 Years of Market Leadership with a Proactive Strategy to Navigate Economic Headwinds

DRT is proactively adjusting its strategy by expanding its customer base in the government-project segment, supported by its readiness to offer a broad range of new products at competitive prices. At the same time, the sales team is strengthening proactive, close engagement with customers to increase sales opportunities, alongside expanding the customer base in international markets. This reinforces confidence that DRT will maintain its competitiveness and achieve sustainable growth amid current economic conditions.



DRT Strengthens Its Business with an AA ESG Rating and Advances Sustainable Growth

DRT received an “AA” rating under the SET ESG Ratings for 2025 from the Stock Exchange of Thailand, reflecting the Company’s concrete commitment to conducting business in line with ESG principles across environmental, social, and governance dimensions. The Company places strong emphasis on efficient resource utilization, stakeholder stewardship, and the continuous strengthening of good corporate governance practices.



DRT Awarded the CAC Change Agent Award 2025, Underscoring Its Leadership in Governance and Anti-Corruption Practices

DRT received the CAC Change Agent Award 2025 from the Thai Private Sector Collective Action Against Corruption (CAC), underscoring the Company’s commitment to operating with transparency, accountability, and zero tolerance for corruption in all forms. The award reflects DRT’s strong corporate policies emphasizing good governance and social responsibility, while reinforcing long-term confidence among shareholders and stakeholders.



DRT 2025 STRATEGY

PRODUCT & SERVICE EXCELLENCE

- **Enhance Utilization of Existing Core Product Groups**
 - Tapping into new customer segments: high rise, government projects
 - Expand market to other provinces (non-Bangkok)
- **Expand into new solutions to become a one-stop-service provider**
 - Expand into new segments: hotel & resorts, home renovation

ENSURING OPERATIONAL EFFICIENCY

- New, high-performance manufacturing facility
- Sustainable Development Operations



PRODUCT & SERVICE



DISTRIBUTION CHANNEL



OPERATION EFFICIENCY



INTERNATIONAL GROWTH

STRENGTHENING DISTRIBUTION & MARKET REACH

- **Tailored distribution channels** to each region
- **Strengthen relationships** with partners
- **Enhance marketing** initiatives to support growth and visibility

DRIVING INTERNATIONAL EXPANSION

- Expand international presence by **strengthening distribution of own brands**
- Sustain strong performance through **OEM partnerships**



DRT STRATEGIC DIRECTION

A FULLY INTEGRATED SOLUTIONS PROVIDER

+2-5% CAGR

A FULLY INTEGRATED ONE-STOP SOLUTION PROVIDER

- Expanding product and service offerings to capture new segments
- Maintain close relationships with existing partners and channels
- Building awareness
- COD New factory

2025

OPTIMIZING CAPACITY TO DRIVE GROWTH & PROFITS

- Continue to grow new segments
- Achieve strong growth in international markets
- Enhance utilization of the new factory

2026-2027

A SUSTAINABLE & WELL-ESTABLISHED REGIONAL PLAYER

- Strong international presence
- Grow with new domestic projects
 - Private sector projects
 - Public sector projects

2028



DRT ESG

Received a
5-star (Excellent) award for
the year 2025



Received an **AGM quality assessment award** for the year 2025 with a **score of 100 (Excellent)**



สมาคมส่งเสริมผู้ลงทุนไทย
THAI INVESTORS ASSOCIATION



Certified for membership renewal with the Thai **Private Sector Collective Action Against Corruption (CAC)** for the **3rd** time in 2024



Receives the CAC Change Agent Award 2025



Received the **ESG-100 award** as an organization with social and environmental responsibility and good governance for the year 2025, for a **total of 8 years**



Received the "Sustainable Stock" (**THSI**) **award** for the 9th consecutive year from 2017-2022, and in 2023-2025, the market's main criteria changed from THSI to SET ESG Ratings, with the Group being rated AA in the Property & Construction group



The Company was awarded the **Carbon Label—Carbon Footprint for Organization (CFO) certification**



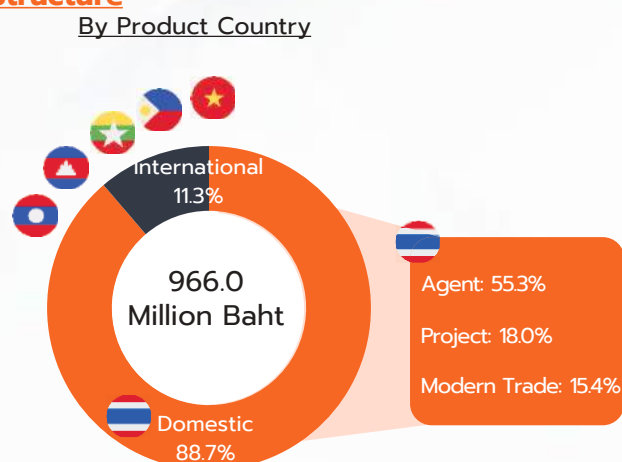
Operating Results

Overall operating result	Q4/24	Q3/25	Q4/25	Change +/-		2024	2025	Change +/-
Units: Million Baht				%YoY	%QoQ			%YoY
Operating Revenue	1,003.0	987.9	966.0	(3.7%)	(2.2%)	4,969.9	4,531.3	(8.8%)
Cost of Sales and Service	800.3	776.8	733.7	(8.3%)	(5.6%)	3,704.9	3,501.0	(5.5%)
Gross Profit	202.7	211.1	232.4	14.6%	10.1%	1,265.0	1,030.3	(18.6%)
Other income	14.3	44.3*	9.0	(36.8%)	(79.6%)	21.5	61.2*	185.0%
Selling expenses	(41.4)	(41.1)	(38.7)	(6.5%)	(6.0%)	(152.2)	(155.1)	1.9%
Administrative expense	(131.7)	(162.8)	(128.0)	(2.8%)	(21.4%)	(535.9)	(560.2)	4.5%
Financial cost	(3.5)	(4.1)	(6.8)	96.5%	66.4%	(7.7)	(17.2)	124.3%
Profit (Loss) before income tax	40.5	47.4	67.9	(67.6%)	(43.3%)	590.7	359.0	(39.2%)
Income tax expense	25.3	(5.7)	5.5	(78.3%)	196.8%	(84.4)	(41.2)	(51.2%)
Net Profit (Loss)	65.8	41.7	73.4	11.5%	76.0%	506.3	317.8	(37.2%)

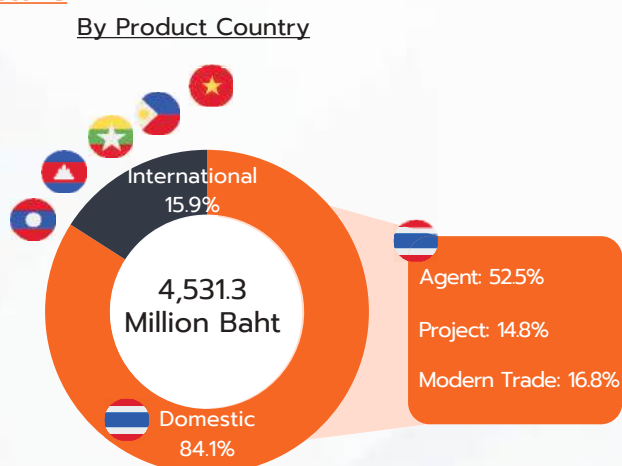
Notes: Values may differ by one decimal point due to rounding

* Other income increased from AAC block sales at the AAC-2 plant during its trial production phase.

Q4/2025 Revenue Structure



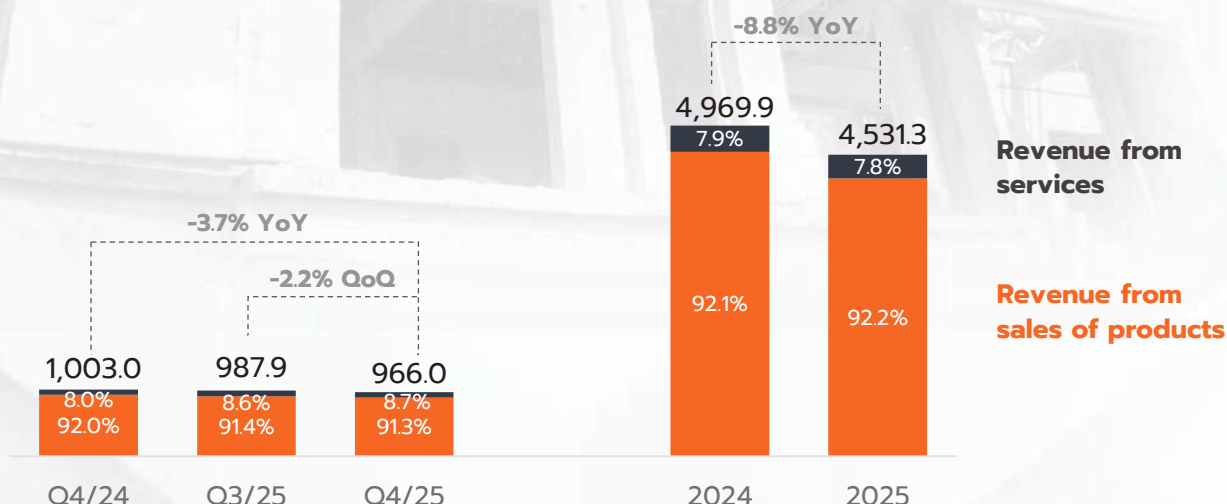
2025 Revenue Structure



Operating Revenue



Unit : Million Baht,%



YoY

Q4/2025 vs Q4/2024

In Q4/2025, the Group reported consolidated operating revenue of Baht 966.0 million, decreased by Baht 37.0 million, or 3.7% from Q4/2024, mainly due to:

- **Revenue from domestic sales** was Baht 857.0 million in Q4/2025, increased by Baht 9.9 million or 1.2% due to 1) A significant increase in sales from the project customers, reflecting the success of the Company's strategy to expand its new customer base, particularly in high-rise building projects and government projects, resulting in a steady increase in order volumes 2) Higher operating revenue, especially from roof structures, siding board & board, and services, reflecting effective product mix management and service expansion that comprehensively met customer needs.
- **Revenue from international sales** was Baht 109.0 million in Q4/2025, decreased by Baht 46.9 million or 30.1% due to 1) The declining in international sales, particularly from Cambodia following border closures; however, the Company adjusted its operating plans by switching to sea transportation in order to mitigate the impact and ensure business continuity 2) A slowdown in orders from Vietnam and the Philippines, with price increases in Vietnam affecting competitiveness and leading customers to delay orders, while in the Philippines demand was pressured by a domestic economic slowdown, compounded by product price increases and exchange rate volatility, resulting in lower order volumes during the period 3) A reduction in export volumes, particularly from concrete tiles (CT Tiles), siding board and board, and fiber cement tiles (FC Tiles).

However, sales in Laos and Myanmar increased, reflecting the Company's capability to manage exports effectively despite external challenges. The Group continues to pursue its strategy to expand international market reach by strengthening its own-brand distribution channels, while maintaining OEM partnerships to support demand recovery in the coming period and underpin long-term stable growth.

QoQ

Q4/2025 vs Q3/2025

In Q4/2025, the Group reported consolidated operating revenue of Baht 966.0 million, decreased by Baht 21.9 million, or 2.2% from Q3/2025, mainly due to:

- **Revenue from domestic sales** was Baht 857.0 million in Q4/2025, decreased by Baht 5.6 million or 0.7% due to 1) A significant decrease in selling-price implemented to stimulate consumer purchasing decisions amid weak purchasing power, while lower sales volumes reflected continued consumer caution 2) Stricter credit lending policies by financial institutions, which significantly affected purchasing decisions among certain customer groups 3) The declining in sales, especially from concrete tiles (CT Tiles) 4) A shift in customer behavior toward reducing inventory stocking in order to preserve financial liquidity, consistent with the overall slowdown in the construction sector. However, the decline in revenue was partially offset by increased sales of autoclaved aerated concrete (AAC) blocks, reflecting market demand for cost-efficient and practical products amid a still-fragile economic recovery.
- **Revenue from international sales** was Baht 109.0 million in Q4/2025, decreased by Baht 16.2 million or 13.0% due to 1) A decline in demand from Vietnam and the Philippines, whereby the Vietnam market was affected by product price increases that reduced the Company's price competitiveness and led customers to delay orders, while the Philippines market faced pressure from domestic economic weakness, together with higher product prices and foreign-exchange volatility, resulting in lower purchase volumes during the period; however, some parts of the revenue decline was offset by a significant increase in orders from Cambodia, driven by the Company's ability to adjust its operating plans by shifting to sea transportation, as well as seeking alternative markets to mitigate the impact and maintain business continuity in Cambodia 2) A decline in sales of siding board & board product group.

YoY

2025 vs 2024

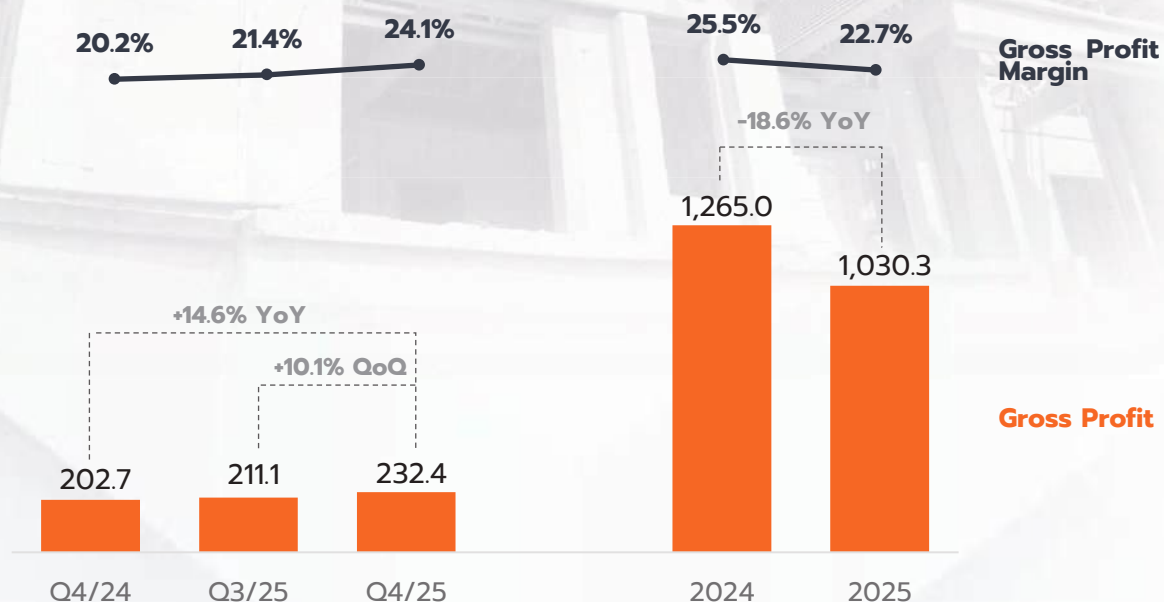
In 2025, the Group reported consolidated operating revenue of Baht 4,531.3 million, decreased by Baht 438.6 million, or 8.8% from 2024, mainly due to:

- **Revenue from domestic sales** was Baht 3,808.7 million in 2025, decreased by Baht 389.2 million or 9.3% due to 1) A significant decrease in selling-price implemented to stimulate consumer purchasing decisions amid weak purchasing power, while lower sales volumes reflected continued consumer caution 2) Stricter credit lending policies by financial institutions, which significantly affected purchasing decisions among certain customer groups 3) A decline in sales of autoclaved aerated concrete (AAC) blocks, concrete tiles (CT Tiles), fiber cement tiles (FC Tiles), roof structures and OEM products, and services 4) A shift in customer behavior toward reducing inventory stocking in order to preserve financial liquidity, consistent with the overall slowdown in the construction sector 5) The impact of a longer and more severe rainy season compared with the prior year, which slowed construction activity in many areas, particularly among agent customers and modern-trade customers.
- **Revenue from international sales** was Baht 722.6 million in 2025, decreased by Baht 49.4 million or 6.4% due to the declining in international sales, particularly from Cambodia following border closures; However, the Company adjusted its operating plans by switching to sea transportation in order to mitigate the impact and ensure business continuity. In the meantime, some parts of the revenue decline was offset by higher sales in Laos, driven by the CLMV international sales team's proactive strategy to penetrate residential project markets, supported by pricing initiatives that enhanced competitiveness. In addition, sales in the Philippines continued to grow as the international sales team strengthened customer confidence in product quality, particularly for siding board & board product group, which were further developed and repriced to better suit market conditions, while also successfully expanding into new customer base. For Myanmar, sales of siding board & board product group remained in line with plan, with the Company maintaining its core customer base and maintaining a strong stable sales levels, reflecting its ability to manage exports effectively despite external challenges.



Gross Profit and Gross Profit Margin

Unit: Million Baht, %



YoY Q4/2025 vs Q4/2024

In Q4/2025, the Group reported Gross Profit of Baht 232.4 million, increased by Baht 29.6 million, or 14.6% compared to Q4/2024, mainly due to the discounts received from full-year raw material purchases that met volume commitments, together with the Company's effective cost management. This was supported by the commencement of operations at the new, high-efficiency manufacturing facility, ongoing production process optimization, and operations aligned with sustainable development practices, all of which enhanced profitability despite higher raw material costs, particularly cement.

As a result, Gross Profit Margin was 24.1% in Q4/2025, increased from 20.2% in Q4/2024.

QoQ Q4/2025 vs Q3/2025

In Q4/2025, the Group reported Gross Profit of Baht 232.4 million, increased by Baht 21.3 million, or 10.1% compared to Q3/2025, mainly due to the discounts received from full-year raw material purchases that met volume commitments, together with the Company's effective cost management. This was supported by the commencement of operations at the new, high-efficiency manufacturing facility, ongoing production process optimization, and operations aligned with sustainable development practices, all of which enhanced profitability.

As a result, Gross Profit Margin was 24.1% in Q4/2025, increased from 21.4% in Q3/2025.

YoY 2025 vs 2024

In 2025, the Group reported Gross Profit of Baht 1,030.3 million, decreased by Baht 234.7 million, or 18.6% compared to 2024, mainly due to the decrease in sales, especially autoclaved aerated concrete (AAC) blocks, concrete tiles (CT Tiles) and fiber cement tiles (FC Tiles), resulting in a decrease in capacity utilization, which increased fixed costs per unit, reflecting the broader slowdown in the construction industry, together with higher key raw-material costs, particularly cement, as well as the significant decrease in selling-price implemented to stimulate consumer purchasing decisions amid weak purchasing power.

As a result, Gross Profit Margin was 22.7% in 2025, decreased from 25.5% in 2024.

Other Income

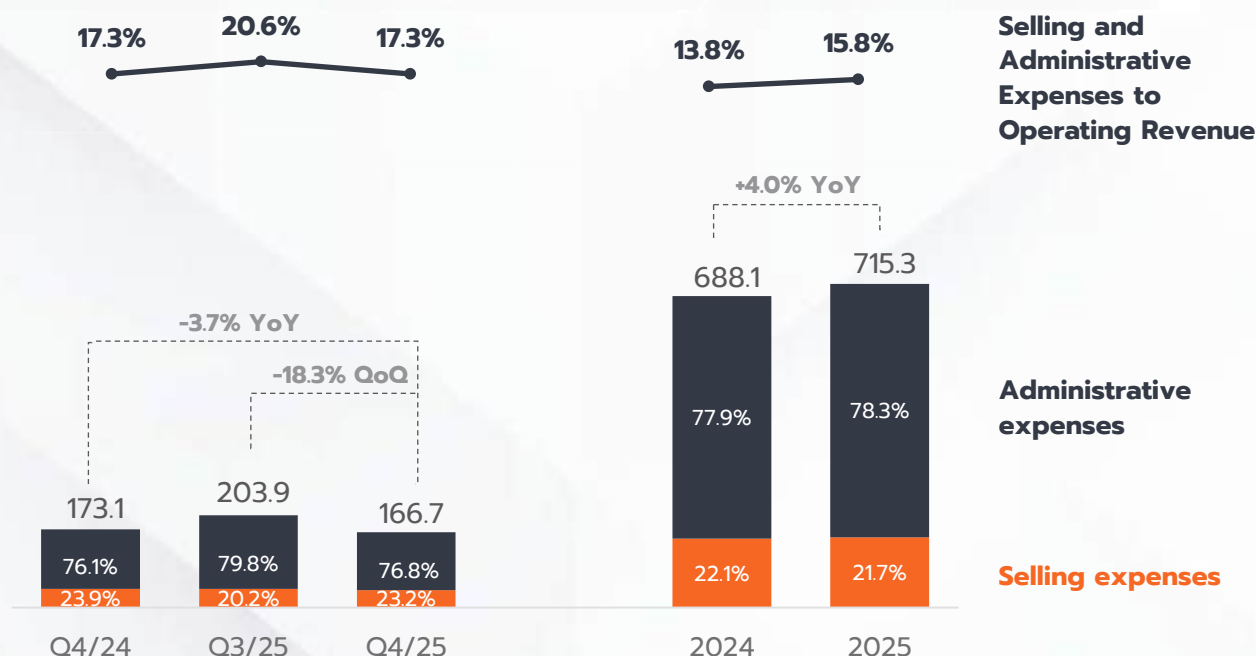


In Q4/2025, the Group reported other income of Baht 9.0 million, decreased by Baht 5.3 million or 36.8% compared to Q4/2024, and decreased by Baht 35.3 million or 79.6% compared to Q3/2025 mainly due to the absence of extraordinary income from product sales during the trial production phase, as recorded in the previous quarter, following the commencement of commercial sales from the AAC-2 plant, which have been recognized as core operating revenue since September 2025. As a result, other income declined in the current quarter. However, as for 2025, the Group reported other income of Baht 61.2 million, increased by Baht 39.7 million or 185.0% compared to 2024, mainly due to the recognition of sales of autoclaved aerated concrete (AAC) blocks from the AAC-2 plant during its trial production phase, resulting in a significant increase in other income.

Selling and Administrative Expenses



Unit: Million Baht, %



YoY

Q4/2025 vs Q4/2024

Selling expenses: In Q4/2025, the Group reported selling expenses of Baht 38.7 million, decreased by Baht 2.7 million, or 6.5% compared to Q4/2024, corresponding to the decrease in sales. The reduction was mainly attributable to lower expenses related to advertising media and promotional materials. However, the rate of decrease in selling expenses was higher than the rate of decline in sales, reflecting the Company's effective control over selling expenses.

Administrative expenses: In Q4/2025, the Group reported administrative expenses of Baht 128.0 million, decreased by Baht 3.7 million or 2.8% compared to Q4/2024, mainly due to the lower packaging costs and product claim expenses, reflecting the Company's effective control over administrative expenses.

As a result, Selling and Administrative Expenses to Operating Revenue in Q4/2025 was at 17.3%, unchanged from Q4/2024.

QoQ

Q4/2025 vs Q3/2025

Selling expenses: In Q4/2025, the Group reported selling expenses of Baht 38.7 million, decreased by Baht 2.5 million, or 6.0% compared to Q3/2025, corresponding to the decrease in sales. The reduction was mainly attributable to lower expenses related to advertising media and promotional materials. However, the rate of decrease in selling expenses was higher than the rate of decline in sales, reflecting the Company's effective control over selling expenses.

Administrative expenses: In Q4/2025, the Group reported administrative expenses of Baht 128.0 million, decreased by Baht 34.8 million or 21.4% compared to Q3/2025, mainly due to the decrease in costs which was present during the trial production of autoclaved aerated concrete (AAC) blocks at the AAC-2 plant during Q3/2025, which represented a one-time item. Excluding this impact, administrative expenses still declined by 6.0% compared to Q3/2025, reflecting the Company's effective control over administrative expenses.

As a result, Selling and Administrative Expenses to Operating Revenue in Q4/2025 was at 17.3%, improved from 20.6% in Q3/2025.

YoY

2025 vs 2024

Selling expenses: In 2025, the Group reported selling expenses of Baht 155.1 million, increased by Baht 2.9 million, or 1.9% compared to 2024, mainly due to the continuous spending on marketing and promotional activities, along with product exhibitions at various trade shows, these efforts were aimed at maintaining brand strength and preparing for future market recovery.

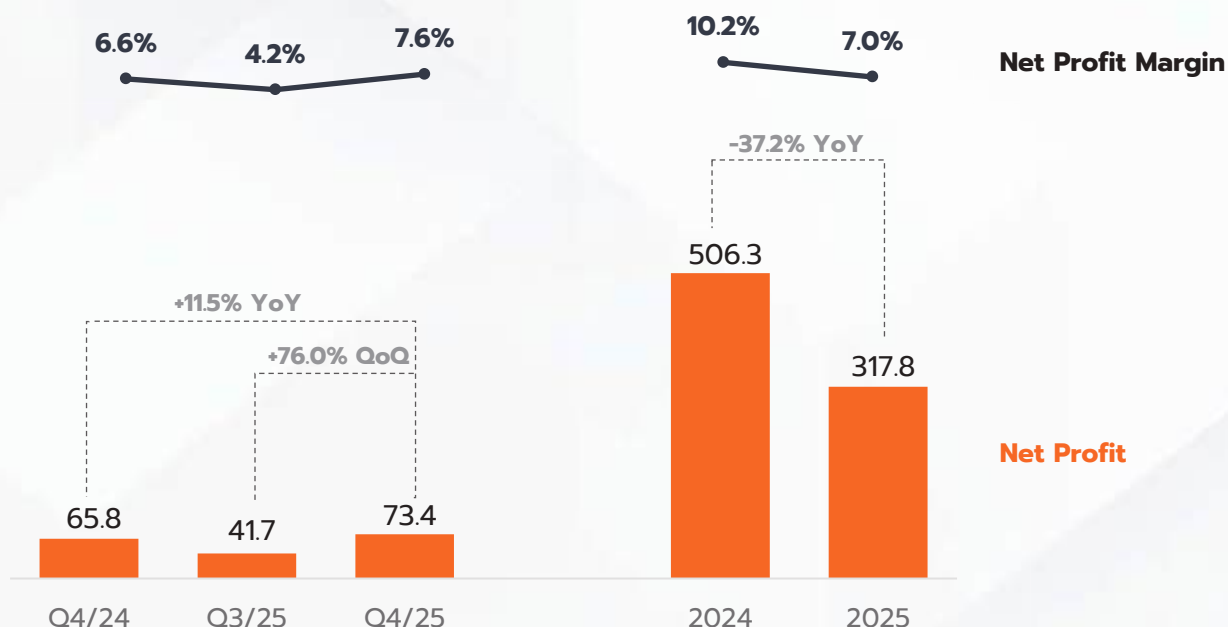
Administrative expenses: In 2025, the Group reported administrative expenses of Baht 560.2 million, increased by Baht 24.3 million or 4.5% compared to 2024, mainly due to the costs incurred during the trial production of autoclaved aerated concrete (AAC) blocks at the AAC-2 plant which represented a one-time item, resulting in higher total expenses for the year. Excluding this impact, administrative expenses still declined compared with 2024, reflecting the Company's effective control over administrative costs.

As a result, Selling and Administrative Expenses to Operating Revenue in 2025 was at 15.8%, increased from 13.8% in 2024.

Net Profit and Net Profit Margin



Unit: Million Baht, %



YoY Q4/2025 vs Q4/2024

Net Profit: In Q4/2025, the Group reported Net Profit of Baht 73.4 million, increased by Baht 7.6 million or 11.5% compared to Q4/2024, mainly due to 1) The discounts received from full-year raw material purchases that met volume commitments 2) The Company's effective cost management and efficient control of selling expenses.

As a result, Net profit margin in Q4/2025 was 7.6%, increased from 6.6% in Q4/2024.

QoQ Q4/2025 vs Q3/2025

Net Profit: In Q4/2025, the Group reported Net Profit of Baht 73.4 million, increased by Baht 31.7 million or 76.0% compared to Q3/2025, mainly due to 1) The discounts received from full-year raw material purchases that met volume commitments 2) The Company's effective cost management and efficient control of selling expenses.

As a result, Net profit margin in Q4/2025 was 7.6%, increased from 4.2% in Q3/2025

YoY 2025 vs 2024

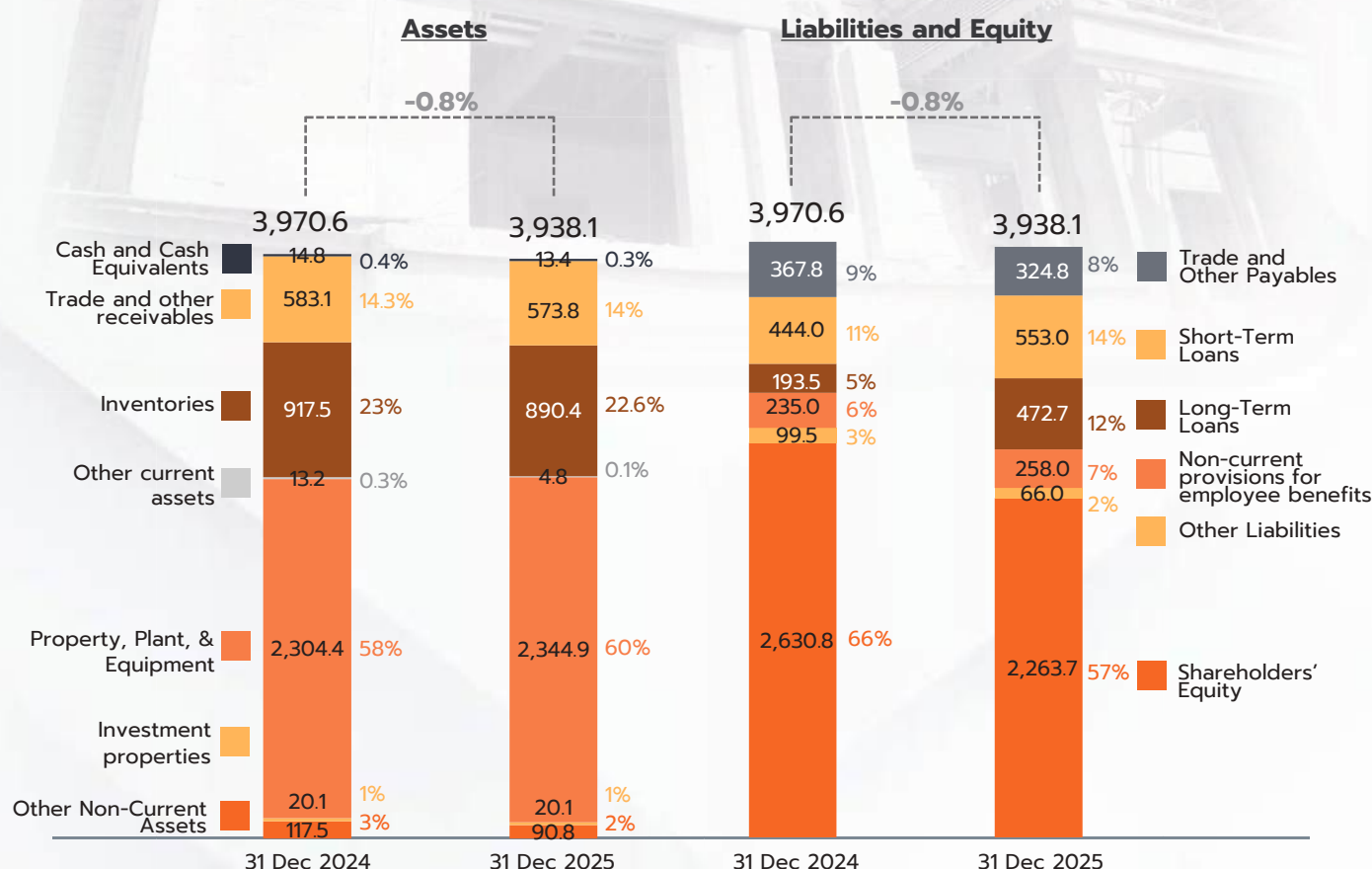
Net Profit: In 2025, the Group reported Net Profit of Baht 317.8 million, decreased by Baht 188.5 million or 37.2% compared to 2024, mainly due to the reduction in selling prices to boost sales amid weak purchasing power, stricter credit lending policies by financial institutions, and slowdown in the construction sector together with lower production volumes which reduced capacity utilization and increased fixed costs per unit, as well as higher prices for key raw materials, particularly cement.

As a result, Net profit margin in 2025 was 7.0%, decreased from 10.2% in 2024.



Statement of Financial Position

Unit: Million Baht, %



Notes: Values may differ by one decimal point due to rounding



Total Assets

As of December 31, 2025, the Group reported total assets of Baht 3,938.1 million, a decrease of Baht 32.5 million or 0.8% from December 31, 2024. Key changes in the asset structure includes:

- **Trade and Other Receivables:** Baht 573.8 million, decreased by Baht 9.3 million, or 1.6%, which declined less than the decrease in sales due to the extension of credit terms to customers in Q4/2025, with 65.9% of receivables not yet due. The Group has a policy of setting aside an allowance for doubtful accounts based on an analysis of receivable aging and assessments from past collection experience.
- **Property, Plant, & Equipment:** was Baht 2,344.9 million, increased by Baht 40.5 million, or 1.8%, from the investments in autoclaved aerated concrete (AAC) blocks machinery.
- **Other Non-Current Assets:** was Baht 90.8 million, decreased by Baht 26.7 million or 22.8%, due to the reclassification of advance payments for AAC machinery purchases.
- **Inventories:** was Baht 890.4 million, decreased by Baht 27.1 million or 3.0%, of which 26.4% are finished products, 21.9% are work in progress, 35.9% are raw materials, 7.2% are goods in transits and 8.6% are supplies.



Total Liabilities

As of 31 December 2025, the Total Liabilities of the Group were Baht 1,674.4 million, increased by Baht 334.6 million, or 25.0% from 31 December 2024, mainly due to:

- **Long-term Loans:** was Baht 472.7 million, increased by Baht 279.2 million, or 144.3%. The Group has established a policy to mitigate risk from interest fluctuation by taking long-term loan with fixed interest rate. Currently, the Group has obligation to comply with the terms and conditions of the loan agreement with a commercial bank in the country as follows:
 - **Investment in the machinery installation project for production of autoclaved aerated concrete (AAC-2)** with loan of Baht 500 million at a fixed interest rate of 3.40 percent per annum and a loan repayment period within 4 years with monthly repayment term and the first loan repayment starting on June 30, 2025. As of December 31, 2025, the outstanding loan balance was Baht 472.7 million.
 - The Group must comply with the terms and conditions stipulated in the loan agreements, which state that the Total Debt to Equity Ratio (D/E Ratio) must not exceed 2 times, and the Debt Service Coverage Ratio (DSCR) must not be less than 1.25 times. As of December 31, 2025, the Group was able to maintain the above financial ratios as stipulated by such loan agreements.
- **Short-term Loans:** was Baht 553.0 million, increased by Baht 109.0 million, or 24.5%, from operating cash flow which declined by Baht 102.1 million, driven by a year-on-year decrease in net profit.
- **Trade and Other Payables:** was Baht 324.8 million, decreased by Baht 43.0 million, or 11.7%, from cash payments for key raw materials in order to secure trade discounts.



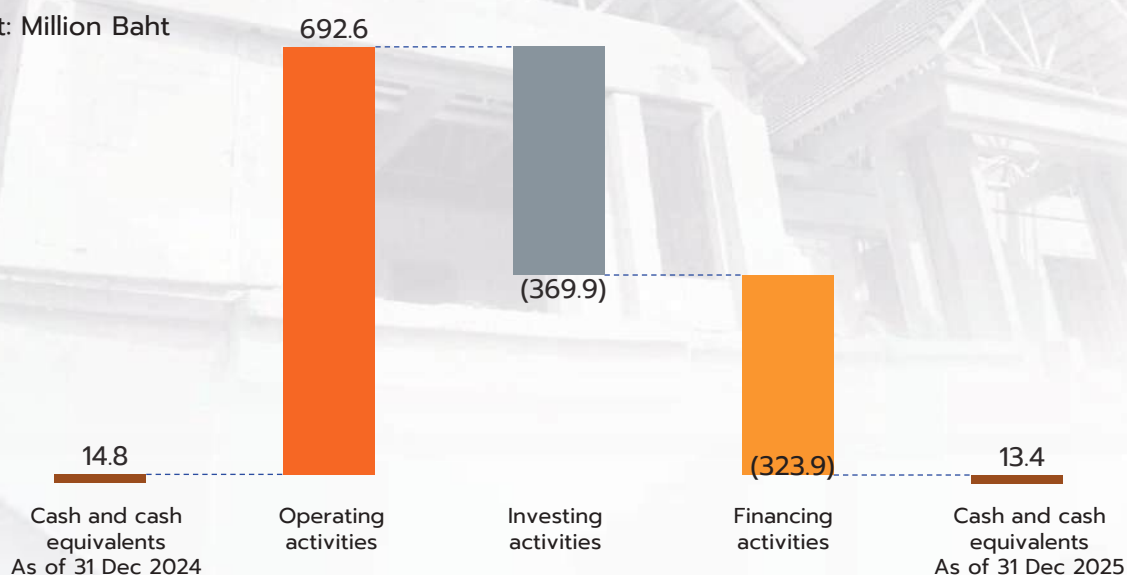
Total Shareholders' Equity

As of 31 December 2025, the Shareholders' Equity of the Group was Baht 2,263.7 million, a decrease of Baht 367.1 million or 14.0% from 31 December 2024. Partially offset by an increase in net profit of Baht 317.8 million, but there was treasury share repurchases of Baht 320.8 million and dividend payments of Baht 351.4 million, and an actuarial loss of Baht 12.7 million on employee benefit obligations arising from the year-end 2025 remeasurement, driven by changes in financial assumptions.



Statement of Cash Flow

Unit: Million Baht



Cash flow from Operating Activities

Net cash flow from operating activities of the Group for 2025 period of December 31, 2025, was Baht 692.6 million, driven by the following key changes:

- Net profit was Baht 317.8 million.
- Depreciation of assets and amortization was Baht 301.4 million.
- Income tax expenses was Baht 41.2 million.



Cash flow from Investing Activities

Net cash flows from Investing activities of the Group for 2025 period of December 31, 2025, was Baht 369.9 million, driven by the following key changes:

- Cash paid for the acquisition of property, plant, and equipment was Baht 368.9 million from the purchase of machinery for production of autoclaved aerated concrete of Baht 253.8 million.



Cash flow from Financing Activities

Net cash flows from financing activities of the Group for 2025 period of December 31, 2025, was Baht 323.9 million, driven by the following key changes:

- Net cash received from long-term loans was Baht 500.0 million from the purchase of machinery for production of autoclaved aerated concrete.

Offset by the:

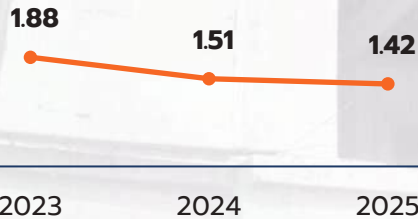
- Cash paid for the repayment of long-term borrowings from financial institutions was Baht 220.8 million.
- Cash paid for the repurchase of treasury shares was Baht 320.8 million.
- The dividend payment to the Group's shareholders was Baht 351.4 million.



Key Financial Ratios

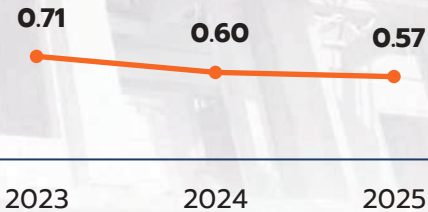
Current Ratio

Unit: Times



Quick Ratio

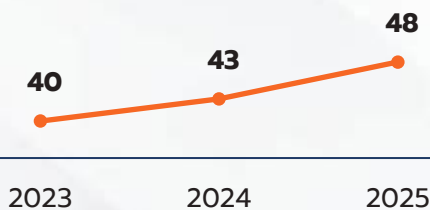
Unit: Times



The Group's current ratio as of December 31, 2025 was 1.42 times, a decrease from the end of year 2024, due to a decrease in current assets of 3.0% which is driven by lower inventories, an increase in current liability of 3.5% which resulted from higher short-term borrowings, and the quick ratio as at December 31, 2025 of 0.57 times, which decreased from the end of year 2024, due to a decrease in inventory of 3.0%, particularly raw materials and work in process, together with an increase in current liabilities of 3.5%, arising from higher short-term borrowings.

Cash Cycle

Unit: Day



The Group's cash cycle as of December 31, 2025, was 48 days, an increase from the end of year 2024 of 5 days, due to increase in inventory turnover period of 3 days, and there was a decrease in average payable period of 2 days.

D/E Ratio

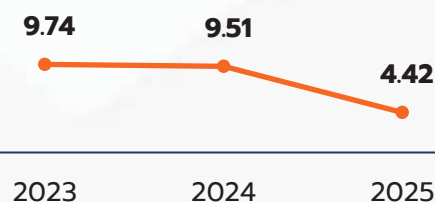
Unit: Times



The Group's total debt to equity ratio as of December 31, 2025, was at 0.74 times, an increase from end of year 2024, due to the increase in total liabilities of 25.0% from higher long-term and short-term borrowings, together with a decrease in total shareholders' equity of 14.0%, resulting from lower net profit and treasury share repurchases.

Debt Service Coverage Ratio

Unit: Times



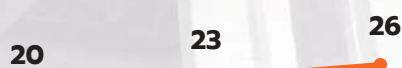
The Group's debt service coverage ratio decreased from 9.51 times at end of year 2024 to 4.42 times as of December 31, 2025, due to a decrease in annualized EBITDA from the previous year of 24.1% and increase in annualized interest paid from the previous year, long-term loan and financial lease liabilities due within one year of 124.3% and 57.7%, respectively.



Key Financial Ratios

Inventory Turnover Period

Unit: Days



2023

2024

2025

Average Collection Period

Unit: Days



2023

2024

2025

Average Payable Period

Unit: Days



2023

2024

2025

The Group has a policy for setting the credit term period as follows:

- Debt Collection Period: The credit term period is determined based on the risk assessment on payment by the customer, including contact period, financial position, guarantee and payment history, depending on the situation involving competition and sales promotion during each period of the Group by specifying the guaranteed protection for credit limit as follows:

Risk Probability	Very Low	Low	Medium	High
Credit Term Period	60 days	45 days	30 days	Payment transfer first if no guarantee

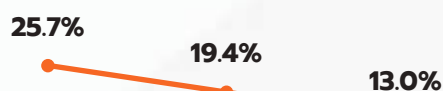
- Repayment Period: The repayment period is determined based on the type of product and raw material or hiring services, order value and payment conditions from trade discount negotiation.

Work Value	Type and Order Value of Product and Raw Material
Credit Term Period	30 – 60 days

As of December 31, 2025, the Group's average collection period was 36 days, in line with the established policy and the average repayment period was 14 days, which was less than the established policy, as the Group made payments for the raw materials on a cash-basis term to receive trade discounts.

ROE Ratio

Unit: %



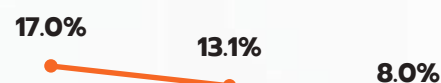
2023

2024

2025

ROA Ratio

Unit: %



2023

2024

2025

4.3.2 SUMMARY OF THE REPORT OF INDEPENDENT AUDITOR

During year 2023, Ms. Chanarat Chanwa, Certified Public Accountant Registration No. 9052 from KPMG Phoomchai Audit Ltd. In year 2024-2025, Ms. Chanlika Panya, certified public accountant registration no. 11872 from KPMG Phoomchai Audit Ltd., has audited the consolidated and separate financial statements, which comprise the consolidated and separate statements of financial position, the consolidated and separate statements of comprehensive income, consolidated and separate financial statements showing changes in equity, and cash flows. With independence and no restriction, the auditor has found that the Company's financial statements have shown that the consolidated and separate financial position and the consolidated and separate cash flows are essentially correct in accordance with the financial reporting standards.

4.3.3 SUMMARY OF IMPORTANT FINANCIAL INFORMATION

(Unit : Million Baht)	Consolidated Financial Statements			Separate Financial Statements		
	2025	2024	2023	2025	2024	2023
Financial status						
Total assets	3,938	3,971	3,777	3,932	3,965	3,782
Total liabilities	1,674	1,340	1,197	1,698	1,357	1,217
Total shareholders' equity	2,264	2,631	2,580	2,234	2,608	2,565
Operating results						
Revenue from sales of goods and rendering of service	4,531	4,970	5,631	3,932	4,970	5,631
Gross profit	1,030	1,265	1,456	1,698	1,248	1,430
Income before depreciation, finance costs and income tax expense (EBITDA)	678	893	1,065	2,234	872	1,036
Income before finance costs and income tax expense	376	598	779	3,932	590	763
Net income	318	506	638	1,698	498	624
Financial ratios						
Net profit margin (%)	7.02	10.19	11.32	6.84	10.03	11.08
EBITDA margin (%)	14.96	17.96	18.92	14.48	17.55	18.39
Return on equity (%)	12.99	19.43	25.67	12.79	19.27	25.20
Return on total assets (%)	8.04	13.07	16.96	7.84	12.87	16.56
Debt to equity ratio (Times)	0.74	0.51	0.46	0.76	0.52	0.47
Interest coverage ratio (Times)	43.77	99.05	130.71	42.46	97.75	129.65
Net gearing ratio (Times)	0.45	0.24	0.17	0.45	0.24	0.17
Earnings per share (Baht per share)	0.39	0.59	0.75	0.38	0.58	0.73
Book value (Baht per share)	2.75	3.08	3.02	2.72	3.05	3.00

(Unit : Million Baht)	Consolidated Financial Statements			Separate Financial Statements		
	2025	2024	2023	2025	2024	2023
Summary stock information “DRT”						
Market price as at year end (Baht per share)	5.05	7.55	8.15	5.05	7.55	8.15
Number of registered common shares (Million shares)	855	855	855	855	855	855
Number of paid – up common shares (Million shares)	855	855	855	855	855	855
Par value (Baht per share)	1	1.00	1.00	1	1.00	1.00
Market capitalization as at year end (Million Baht)	4,318	6,455	6,969	4,318	6,455	6,969
Price earnings ratio as at year end (Baht per share)	12.95	12.80	10.87	13.29	13.02	11.16
Dividend per share (Baht per share)	0.32	0.50	0.52	0.32	0.50	0.52
Dividend payout ratio (%)	82.05	84.75	69.33	84.21	86.21	71.23

(1) CONSOLIDATED FINANCIAL STATEMENTS

(A) Summary of Consolidated Financial Statements

Consolidated Statement of Financial Position

Description	2025		2024		2023	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Current assets						
Cash and cash equivalents	13,405	0.34	14,841	0.37	15,188	0.40
Trade receivable and other current receivables	573,809	14.57	583,105	14.69	594,213	15.73
Inventories	890,424	22.61	917,504	23.11	1,009,083	26.72
Other current assets	4,759	0.12	13,202	0.33	5,643	0.15
Total current assets	1,482,397	37.64	1,528,652	38.50	1,624,127	43.00
Non-current assets						
Investment in a subsidiary	0	0.00	0	0.00	0	0.00
Investment properties	20,059	0.51	20,059	0.51	20,059	0.53
Property, plant and equipment	2,344,924	59.54	2,304,379	58.04	1,992,796	52.77
Right-of-use assets	22,280	0.57	34,649	0.87	43,690	1.16
Intangible assets	11,460	0.29	11,112	0.28	10,618	0.28
Deferred tax assets	55,812	1.42	51,459	1.30	46,513	1.23
Other non-current assets	1,218	0.03	20,318	0.51	38,894	1.03
Total non-current assets	2,455,753	62.36	2,441,976	61.50	2,152,570	57.00
Total assets	3,938,150	100.00	3,970,628	100.00	3,776,697	100.00

Consolidated Statement of Financial Position (continued)

Description	2025		2024		2023	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Liabilities and equity						
Current liabilities						
Short-term loans from financial institutions	553,000	14.04	444,000	11.18	287,000	7.60
Trade payable and other current payables	324,785	8.25	367,811	9.26	380,773	10.08
Current portion of long-term loans from financial institutions	116,800	2.97	114,000	2.87	66,500	1.76
Current portion of lease liabilities	8,640	0.22	22,004	0.55	19,732	0.52
Current tax payable	1,086	0.03	134	0.00	44,896	1.19
Other current liabilities	42,125	1.07	63,274	1.59	66,885	1.77
Total current liabilities	1,046,436	26.57	1,011,223	25.47	865,786	22.92
Non-current liabilities						
Long-term loans from financial institutions	355,900	9.04	79,500	2.00	93,500	2.48
Lease liabilities	14,130	0.36	14,054	0.35	25,788	0.68
Non-current provisions for employee benefits	257,968	6.55	235,036	5.92	211,503	5.60
Total non-current liabilities	627,998	15.95	328,590	8.28	330,791	8.76
Total liabilities	1,674,434	42.52	1,339,813	33.74	1,196,577	31.68
Equity						
Share capital						
Authorised share capital						
Ordinary shares (par value at Baht 1 per share)	855,033		855,033		855,033	
Issued and paid-up share capital						
Ordinary shares (par value at Baht 1 per share)	855,033	21.71	855,033	21.53	855,033	22.64
Share premium on ordinary shares	166,512	4.23	166,512	4.19	166,512	4.41
Share premium on treasury shares	165,206	4.20	165,206	4.16	165,206	4.37
Retained earnings						
Appropriated						
Legal reserve	105,000	2.67	105,000	2.64	105,000	2.78
Treasury shares reserve	320,821	8.15	0	0.00	0	0.00
Unappropriated	971,965	24.68	1,339,064	33.72	1,288,369	34.11
Treasury shares	(320,821)	(8.15)	0	0.00	0	0.00
Total equity	2,263,716	57.48	2,630,815	66.26	2,580,120	68.32
Total liabilities and equity	3,938,150	100.00	3,970,628	100.00	3,776,697	100.00

Consolidated Statement of Comprehensive Income

Description	2025		2024		2023	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Revenue from sale of goods and rendering of services	4,531,337	100.00	4,969,890	100.00	5,631,151	100.00
Cost of sales of goods and rendering of services	3,500,991	77.26	3,704,873	74.55	4,174,880	74.14
Gross profit	1,030,346	22.74	1,265,017	25.45	1,456,271	25.86
Other income						
Gain on sales of fixed assets	310	0.01	7,960	0.16	5,952	0.11
Gain on foreign exchange rate – net	2,658	0.06	1,315	0.03	2,044	0.04
Other	58,186	1.28	12,186	0.25	7,730	0.14
Profit before expenses	1,091,500	24.09	1,286,478	25.89	1,471,997	26.14
Selling expenses	155,104	3.42	152,249	3.06	159,719	2.84
Administrative expenses	489,959	10.81	469,039	9.44	474,944	8.43
Management's remuneration	70,265	1.55	66,857	1.35	57,928	1.03
Total expenses	715,328	15.79	688,145	13.85	692,591	12.30
Profit before finance costs and income tax expense	376,172	8.30	598,333	12.04	779,406	13.84
Finance costs	(17,159)	(0.38)	(7,652)	(0.15)	(9,718)	(0.17)
Profit before income tax expense	359,013	7.92	590,681	11.89	769,688	13.67
Tax expense ⁴	(41,226)	(0.91)	(84,429)	(1.70)	(132,182)	(2.35)
Net Profit	317,787	7.01	506,252	10.19	637,506	11.32
Defined benefit plan actuarial loss	(15,864)	(0.35)	(13,675)	(0.28)	0	0.00
Income tax on other comprehensive income	3,173	0.07	2,735	0.06	0	0.00
Comprehensive income ¹	305,096	6.73	495,312	9.97	637,506	11.32
Basic earnings per share (Baht) ²	0.39		0.59		0.75	
Weighted Average Number of Ordinary Shares	822,518		855,033		855,033	
(thousand shares) ³						

Remarks :

¹ Comprehensive income is calculated from net profit outstanding during the year, adjusted for revenue and expenses, including adjustment of reclassified items that are not permitted to be recognized in the statement of income.

² Basic earnings per share are calculated by dividing the net profit with weighted average number of ordinary shares as at yearend.

³ Weighted average number of ordinary shares for the calculation of basic earnings per share.

⁴ Corporate income tax is calculated with corporate income tax rate year 2025, 2024, 2023 of 20 percent, 20 percent, and 20 percent, respectively.

Consolidated Statement of Cash Flows

Description	2025	2024	2023
	Thousand Baht	Thousand Baht	Thousand Baht
Cash flows from operating activities			
Net Profit	317,787	506,252	637,506
Adjustments to reconcile profit to cash receipts (payment) :			
Depreciation and Amortisation	301,360	294,461	286,052
Gain on disposal of plant and equipment	(309)	(7,959)	(5,952)
(Reversal) Losses of impairment loss on financial assets recognised in profit or loss	(440)	440	(63)
(Reversal) Losses on inventories devaluation	173	2,238	(7,412)
Reversal of impairment loss on assets	0	(1,059)	0
Provisions for employee benefits	20,516	17,838	18,537
Unrealised (gain) loss on exchange	4,089	2,130	(2,192)
(Gain) Loss on fair value adjustment of forward exchange contracts	474	(1,202)	876
Interest income	(50)	(124)	(64)
Finance costs	17,159	7,652	9,718
Tax expense	41,226	84,429	132,182
	701,985	905,096	1,069,188
Trade receivable and other current receivables decrease	6,214	9,266	11,787
Inventories decrease	25,026	86,916	163,453
Other current assets (increase) decrease	7,954	(6,285)	316
Other non-current assets (increase) decrease	2,342	(2,355)	(65)
Trade payable and other current payables increase (decrease)	25,152	(54,787)	12,548
Other current liabilities increase (decrease)	(21,150)	(3,618)	27,625
Provision for employee benefits paid	(13,448)	(7,980)	(9,492)
Net cash generated from operating	734,075	926,253	1,275,360
Tax paid	(41,439)	(131,474)	(124,875)
Net cash from operating activities	692,636	794,779	1,150,485
Cash flows from investing activities			
Interest received	50	124	64
Payments for acquisition of plant and equipment	(368,923)	(478,106)	(435,556)
Prepayment for purchases of plant and equipment	(1,283)	(38,545)	(12,394)
Payments for acquisition of intangible assets	(80)	(1,995)	(3,236)
Proceeds from sale of plant and equipment	359	8,004	6,094
Net cash used in investing activities	(369,877)	(510,518)	(445,028)

Consolidated Statement of Cash Flows (continued)

Description	2025	2024	2023
	Thousand Baht	Thousand Baht	Thousand Baht
Cash flows from financing activities			
Interest paid	(15,211)	(6,083)	(4,988)
Proceeds from (repayment of) short-term loans from financial institution	109,000	157,000	(239,000)
Proceeds from long-term loans from financial institutions	500,000	100,000	100,000
Purchase of treasury shares	(320,821)	0	0
Repayment of long-term loans from financial institutions	(220,800)	(66,500)	(90,000)
Payments of lease liabilities	(24,646)	(24,412)	(24,271)
Dividends paid to owners of the Company	(351,372)	(444,610)	(444,612)
Net cash used in financing activities	(323,850)	(284,605)	(702,871)
(Gain) Loss of exchange rate changes on cash and cash equivalents	(345)	(3)	1,223
Net increase (decrease) in cash and cash equivalents	(1,436)	(347)	3,809
Cash and cash equivalents at 1 January	14,841	15,188	11,379
Cash and cash equivalents at 31 December	13,405	14,841	15,188

(B) Summary of Important Financial Ratios of the Consolidated Financial Statement

Consolidated Financial Ratios

Description		2025	2024	2023
Liquidity Ratios				
Current ratio	(Times)	1.42	1.51	1.88
Quick ratio	(Times)	0.57	0.60	0.71
Cash flow liquidity ratio	(Times)	0.67	0.81	1.17
Account receivable turnover ratio	(Times)	9.96	9.93	10.27
Average collection period	(Days)	36	36	35
Inventory turnover ratio	(Times)	14.05	15.33	18.01
Day's supply in inventory	(Days)	26	23	20
Account payable turnover ratio	(Times)	24.90	22.18	23.39
Average payable period	(Days)	14	16	15
Cash cycle	(Days)	48	43	40
Profitability Ratios				
Gross profit margin	(%)	22.74%	25.45%	25.86%
Operating profit margin	(%)	6.95%	11.61%	13.56%
Other revenue of total revenue	(%)	1.33%	0.43%	0.28%
Cash to profit margin	(%)	219.87%	131.09%	149.03%
Net profit margin	(%)	7.01%	10.19%	11.32%
Return on equity	(%)	12.99%	19.43%	25.67%

Consolidated Financial Ratios (continued)

Description		2025	2024	2023
Efficiency Ratios				
Return on assets	(%)	8.04%	13.07%	16.96%
Return on fixed assets	(%)	26.41%	36.92%	48.24%
Financial Policy Ratios				
Debt to equity ratio	(Times)	0.74	0.51	0.46
Interest coverage ratio	(Times)	43.77	99.20	130.71
Interest bearing deb to EBITDA ratio	(Times)	1.51	0.71	0.42
Debt service coverage ratio (DSCR)	(Times)	4.42	9.51	9.74
Dividend payout ratio	(%)	82.05%	84.75%	69.33%
Net gearing ratio	(Times)	0.45	0.24	0.17

(2) SEPARATE FINANCIAL STATEMENTS**(A) Summary of Separate Financial Statements**

Separate Statement of Financial Position

Description	2025		2024		2023	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Current assets						
Cash and cash equivalents	11,834	0.30	12,110	0.31	13,928	0.37
Trade receivable and other current receivables	571,117	14.53	579,873	14.62	592,337	15.66
Inventories	874,732	22.25	894,934	22.57	996,741	26.35
Other current assets	4,753	0.12	12,884	0.32	5,428	0.14
Total current assets	1,462,436	37.20	1,499,801	37.82	1,608,434	42.52
Non-current assets						
Investment in a subsidiary	100,000	2.54	100,000	2.52	100,000	2.64
Investment properties	20,059	0.51	20,059	0.51	20,059	0.53
Property, plant and equipment	2,259,173	57.46	2,228,499	56.20	1,915,004	50.63
Right-of-use assets	22,269	0.57	34,519	0.87	43,403	1.15
Intangible assets	11,460	0.29	11,112	0.28	10,619	0.28
Deferred tax assets	55,096	1.40	50,855	1.28	46,026	1.22
Other non-current assets	1,206	0.03	20,306	0.51	38,882	1.03
Total non-current assets	2,469,263	62.80	2,465,350	62.18	2,173,993	57.48
Total assets	3,931,699	100.00	3,965,151	100.00	3,782,427	100.00

Separate Statement of Financial Position (continued)

Description	2025		2024		2023	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Liabilities and equity						
Current liabilities						
Short-term loans from financial institutions	553,000	14.07	444,000	11.20	287,000	7.59
Trade payable and other current payables	355,563	9.04	388,990	9.81	406,544	10.75
Current portion of long-term loans from financial institutions	116,800	2.97	114,000	2.88	66,500	1.76
Current portion of lease liabilities	8,640	0.22	21,881	0.55	19,564	0.52
Current tax payable	0	0.00	0	0.00	43,726	1.16
Other current liabilities	39,593	1.01	62,040	1.56	65,474	1.73
Total current liabilities	1,073,596	27.31	1,030,911	26.00	888,808	23.50
Non-current liabilities						
Long-term loans from financial institutions	355,900	9.05	79,500	2.00	93,500	2.47
Lease liabilities	14,130	0.36	14,054	0.35	25,665	0.68
Non-current provisions for employee benefits	254,741	6.48	232,401	5.86	209,399	5.54
Total non-current liabilities	624,771	15.89	325,955	8.22	328,564	8.69
Total liabilities	1,698,367	43.20	1,356,866	34.22	1,217,372	32.18
Equity						
Share capital						
Authorised share capital						
Ordinary shares (par value at Baht 1 per share)	855,033		855,033		855,033	
Issued and paid-up share capital						
Ordinary shares (par value at Baht 1 per share)	855,033	21.75	855,033	21.56	855,033	22.61
Share premium on ordinary shares	166,512	4.24	166,512	4.20	166,512	4.40
Share premium on treasury shares	165,206	4.20	165,206	4.17	165,206	4.37
Retained earnings						
Appropriated						
Legal reserve	105,000	2.67	105,000	2.65	105,000	2.78
Treasury shares reserve	320,821	8.16	0	0.00	0	0.00
Unappropriated	941,581	23.95	1,316,534	33.20	1,273,304	33.66
Treasury shares	(320,821)	(8.16)	0	0.00	0	0.00
Total equity	2,233,332	56.80	2,608,285	65.78	2,565,055	67.82
Total liabilities and equity	3,931,699	100.00	3,965,151	100.00	3,782,427	100.00

Separate Statement of Comprehensive Income

Description	2025		2024		2023	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Revenue from sale of goods and rendering of services	4,531,337	100.00	4,969,890	100.00	5,631,151	100.00
Cost of sales of goods and rendering of services	3,523,690	77.76	3,722,289	74.90	4,201,394	74.61
Gross profit	1,007,647	22.24	1,247,601	25.10	1,429,757	25.39
Other income						
Gain on sales of fixed assets	346	0.01	7,960	0.16	6,053	0.11
Gain on foreign exchange rate – net	2,658	0.06	1,315	0.03	2,044	0.04
Other	58,061	1.28	10,058	0.20	7,638	0.14
Profit before expenses	1,068,712	23.58	1,266,934	25.49	1,445,492	25.67
Selling expenses	155,104	3.42	152,249	3.06	159,716	2.84
Administrative expenses	476,861	10.52	458,191	9.22	465,283	8.26
Management's remuneration	70,265	1.55	66,857	1.35	57,928	1.03
Total expenses	702,230	15.50	677,297	13.63	682,927	12.13
Profit before finance costs and income tax expense	366,482	8.09	589,637	11.86	762,565	13.54
Finance costs	(17,153)	(0.38)	(7,623)	(0.15)	(9,667)	(0.17)
Profit before income tax expense	349,329	7.71	582,014	11.71	752,898	13.37
Tax expense ⁴	(39,589)	(0.87)	(83,547)	(1.68)	(129,009)	(2.29)
Net Profit	309,740	6.84	498,467	10.03	623,889	11.08
Defined benefit plan actuarial loss	(15,624)	(0.34)	(13,275)	(0.27)	0	0.00
Income tax on other comprehensive income	3,125	0.07	2,655	0.05	0	0.00
Comprehensive income ¹						
Basic earnings per share (Baht) ²	297,241	6.56	487,847	9.82	623,889	11.08
Weighted Average Number of Ordinary Shares	0.38		0.58		0.73	
(thousand shares) ³	822,518		855,033		855,033	

Remarks :

¹ Comprehensive income is calculated from net profit outstanding during the year, adjusted for revenue and expenses, including adjustment of reclassified items that are not permitted to be recognized in the statement of income.

² Basic earnings per share are calculated by dividing the net profit with weighted average number of ordinary shares as at yearend.

³ Weighted average number of ordinary shares for the calculation of basic earnings per share.

⁴ Corporate income tax is calculated with corporate income tax rate year 2025, 2024, 2023 of 20 percent, 20 percent, and 20 percent, respectively.

Separate Statement of Cash Flows

Description	2025	2024	2023
	Thousand Baht	Thousand Baht	Thousand Baht
Cash flows from operating activities			
Net Profit	309,740	498,467	623,889
Adjustments to reconcile profit to cash receipts (payment) :			
Depreciation and Amortisation	289,518	282,752	272,940
Gain on disposal of plant and equipment	(346)	(7,959)	(6,053)
(Reversal) Losses of impairment loss on financial assets recognised in profit or loss	(440)	440	(63)
(Reversal) Losses on inventories devaluation	218	2,173	(5,723)
Reversal of impairment loss on assets	0	(1,059)	0
Provisions for employee benefits	20,164	17,552	18,264
Unrealised (gain) loss on exchange	4,089	2,130	(2,192)
(Gain) Loss on fair value adjustment of forward exchange contracts	474	(1,202)	876
Interest income	(42)	(110)	(54)
Finance costs	17,153	7,624	9,667
Tax expense	39,589	83,547	129,009
	680,117	884,355	1,040,560
Trade receivable and other current receivables decrease	5,674	10,621	11,821
Inventories decrease	18,102	97,210	165,554
Other current assets (increase) decrease	7,643	(6,183)	531
Other non-current assets (increase) decrease	2,342	(2,355)	(90)
Trade payable and other current payables increase (decrease)	34,239	(61,538)	22,985
Other current liabilities increase (decrease)	(22,448)	(3,441)	27,033
Provision for employee benefits paid	(13,448)	(7,825)	(9,492)
Net cash generated from operating	712,221	910,844	1,258,902
Tax paid	(40,690)	(129,519)	(122,126)
Net cash from operating activities	671,531	781,325	1,136,776
Cash flows from investing activities			
Interest received	42	110	54
Payments for acquisition of plant and equipment	(346,768)	(466,306)	(422,831)
Prepayment for purchases of plant and equipment	(1,283)	(38,545)	(12,394)
Payments for acquisition of intangible assets	(80)	(1,995)	(3,236)
Proceeds from sale of plant and equipment	347	8,004	6,112
Net cash used in investing activities	(347,742)	(498,732)	(432,295)

Separate Statement of Cash Flows (continued)

Description	2025	2024	2023
	Thousand Baht	Thousand Baht	Thousand Baht
Cash flows from financing activities			
Interest paid	(15,211)	(6,083)	(4,988)
Proceeds from (repayment of) short-term loans from financial institution	109,000	157,000	(239,000)
Proceeds from long-term loans from financial institutions	500,000	100,000	100,000
Purchase of treasury shares	(320,821)	0	0
Repayment of long-term loans from financial institutions	(220,800)	(66,500)	(90,000)
Payments of lease liabilities	(24,516)	(24,215)	(24,068)
Dividends paid to owners of the Company	(351,372)	(444,610)	(444,612)
Net cash used in financing activities	(323,720)	(284,408)	(702,668)
(Gain) Loss of exchange rate changes on cash and cash equivalents	(345)	(3)	1,223
Net increase (decrease) in cash and cash equivalents	(276)	(1,818)	3,036
Cash and cash equivalents at 1 January	12,110	13,928	10,892
Cash and cash equivalents at 31 December	11,834	12,110	13,928

(B) Summary of Important Financial Ratios of the Separate Financial Statements

Separate Financial Ratios

Description		2025	2024	2023
Liquidity Ratios				
Current ratio	(Times)	1.36	1.45	1.81
Quick ratio	(Times)	0.55	0.59	0.69
Cash flow liquidity ratio	(Times)	0.64	0.77	1.13
Account receivable turnover ratio	(Times)	9.96	9.93	10.27
Average collection period	(Days)	36	36	35
Inventory turnover ratio	(Times)	14.75	15.91	18.27
Day's supply in inventory	(Days)	24	23	20
Account payable turnover ratio	(Times)	20.46	18.72	20.21
Average payable period	(Days)	18	19	18
Cash cycle	(Days)	42	40	37

Separate Financial Ratios (continued)

Description		2025	2024	2023
Profitability Ratios				
Gross profit margin	(%)	22.24%	25.10%	25.39%
Operating profit margin	(%)	6.74%	11.48%	13.26%
Other revenue of total revenue	(%)	1.33%	0.39%	0.28%
Cash to profit margin	(%)	219.87%	130.24%	150.55%
Net profit margin	(%)	6.84%	10.03%	11.08%
Return on equity	(%)	12.79%	19.27%	25.20%
Efficiency Ratios				
Return on assets	(%)	7.84%	12.87%	16.56%
Return on fixed assets	(%)	26.47%	37.35%	48.78%
Financial Policy Ratios				
Debt to equity ratio	(Times)	0.76	0.52	0.47
Interest coverage ratio	(Times)	42.46	114.45	129.65
Interest bearing deb to EBITDA ratio	(Times)	1.56	0.73	0.43
Debt service coverage ratio (DSCR)	(Times)	4.29	9.31	9.49
Dividend payout ratio	(%)	84.21%	86.21%	71.23%
Net gearing ratio	(Times)	0.45	0.24	0.17

5. GENERAL AND OTHER IMPORTANT INFORMATION

5.1 REFERENCES

Registrar	Auditor
Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building, 1 st Floors, 93, Ratchadaphisek Road, Dindaeng, Bangkok 10400 SET Contact center : 0 2009 9999 E-mail : SETContactCenter@set.or.th Website : www.set.or.th/tsd	KPMG Phoomchai Audit Ltd. Empire Tower, 50 th Floors, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Tel: 0 2677 2000, Fax: 0 2677 2222 Website : www.home.kpmg/th

5.2 OTHER IMPORTANT INFORMATION: None

5.3 LEGAL DISPUTES:

Case of the revocation of the registration of the sale and purchase of NorSor.3Gor

On July 5, 2024, the plaintiff, as a co-executor of the estate, submitted a dispute Black case No. PorE271/2024 to the Saraburi Provincial Court, requesting the revocation of the registration of the sale and purchase of NorSor.3Gor for 2 plots of land. The Company is the defendant No.3 of this case. According to on November 3, 2023, the Company purchased both plots of land from the defendant No.2 for the sale and purchase amount has been paid totaling Baht 50.56 million. The plaintiff claimed that the transactions were void because the registration of the sale and purchase transactions of both plots on January 24, 2013 violated the law. Because the owners of both plots of land did not go to the Land Office and did not authorise another person to act on their behalf. The plaintiff claimed that the transfer of rights to both plots of land was unlawful. Therefore, the transfer of rights on November 3, 2023 between the defendant No.2 and the Company was void. The plaintiff requested the court to revoke the registration of the transfer of the land both plots.

On May 28, 2025, the Saraburi Provincial Court rendered a judgment dismissing the plaintiff's case. The reason was that the legal act of transferring and selling the land was valid under the law. Therefore, the plaintiff could not request the revocation of the sale of the 2 plots of land.

On November 27, 2025, the plaintiff filed an appeal to contest the judgment of the first court, and the Company has already submitted its answer to the appeal to defend the case in the appellate stage. the Company's legal counsel anticipates that the Court of Appeal will take approximately one year to consider and render its judgment. However, the Company's legal counsel and management are of the opinion that the outcome of the judgment in the Court of Appeal would be not subject to change, as the Company was the purchaser of both disputed plots in good faith and paid compensation. Therefore, the Company should be protected by law.

Case of a commercial dispute between the Company and the product manufacturer

On March 12, 2025, the product manufacturer ("the Plaintiff") filed a civil lawsuit with the Saraburi Provincial Court, Black Case No. PorE113/2025, for breach of contract and to seek enforcement of the agreement. The Company had entered into a purchase agreement with the Plaintiff on July 1, 2024. Subsequently, the Company discovered that the goods delivered by the plaintiff did not comply with the specified design. The Company notified the plaintiff to make the corrections; however, the plaintiff failed to take any action within the specified timeframe. As a result, the Company exercised its right to terminate the contract. The plaintiff then requested the court to order the Company to pay for the goods already delivered and claimed damages for the goods produced, raw materials, and lost production opportunities, totaling Baht 5.26 million, plus interest at a rate of 5% per annum.

On January 27, 2026, the court rendered a judgment dismissing the plaintiff's claim, as the Company was not in breach of the contract. The plaintiff has the right to file an appeal within 30 days from the date of the court's judgment.

However, management has considered that the case has no impact on the Company, as the first court judged that the Company was not in breach of the contract. Therefore, the Company is not liable for the damages claimed by the plaintiff.

ตรา
เพชร



เพิ่มมิติให้ผนังและฝ้า สวยครบดีไซน์ ทนทุกสภาพอากาศ

วัสดุตกแต่งเกรดพรีเมียม
รองรับทุกการออกแบบ ทนทาน น้ำหนักเบา



ผิวลายไม้สมจริง



แข็งแรง ทนทาน



ทนแดด ทนฝน



ไม่ลามไฟ



กันปลวก



ลดการซ่อมบำรุง



ติดตั้งง่าย



เป็นมิตรกับสิ่งแวดล้อม

PART 2

CORPORATE GOVERNANCE



6. CORPORATE GOVERNANCE POLICY

6.1 OVERVIEW OF POLICIES AND PRACTICES OF CORPORATE GOVERNANCE

The Board of Directors is committed to being an organization that conducts business with efficiency, competitiveness, and good operating results with responsibility, carefulness, honesty, transparency, and ethics in business operations, taking fair and equitable care of all shareholders and stakeholders. The Company is committed to contributing to society and reducing the impact on the environment, not violating human rights, politically neutral, and anti-corruption to **“Create sustainable business value.”** Therefore, the corporate governance policy has been established to guide the operations of directors, executives, and employees at all levels as follows:

Corporate Governance Policy: The Company commits to be an organization with effective business operations, competitive advantage, and good operating results while being accountable, circumspect, honest, and transparent, including upholding the code of conduct, providing equitable treatment to all stakeholders, contributing to the society, minimizing environmental impact, no violation on human rights, upholding political neutrality, and zero tolerance toward corruption, all of which lead toward creating sustainable values for the enterprise in long term.

(1) CORPORATE GOVERNANCE STRUCTURE

As the leader of the enterprise, the Board of Directors has a duty to govern the business at policy level and set the direction for the operations by establishing objectives and main targets for the Company, as well as set out the vision, mission, and core values. To ensure that all directors, executives, and employees can implement the strategy and work plan successfully and effectively according to the objectives and main targets of the Company, leading to sustainable development, the policy shall be regularly reviewed at least once per year.

Executive Level	Roles / Important Issues
Board of Director 	- Establishing objectives and main targets, providing strategies that drive good corporate governance for the enterprise. - Creating sustainable value for the enterprise, ensuring competitiveness and good operating results. - Fostering corporate values that uphold ethics by considering contribution to the society and minimizing environmental impact.
Chief Executive Officer, Assistant Chief Executive Officer and Division Manager (Senior) 	- Establishing strategies, targets, work plans, and annual budget according to the assigned objectives and main targets. - Ensuring suitability and adequacy of risk management and internal control as assigned. - Monitoring efficiency and effectiveness of the strategies (KPI).
Division Mangers	Implementing the strategies, monitoring, and reporting the operating results.

(2) MONITORING AND REPORTING ON OPERATING RESULTS TOWARD SUSTAINABILITY

All directors, executives, and employees at every level of the Company have duty to uphold the good corporate governance principles, as well as the code of conduct and best practices of the Company, as guidelines for work without neglecting the principles described in this handbook.

The Corporate Governance Committee (CGC Committee) has duty to monitor Company's operations to ensure compliance with the good corporate governance principles and the code of conduct. The CGC Committee also has duty to review Company's guidelines and provide opinions to the Board of Directors, leading to sustainable operating results.

The Audit Committee (AC Committee) has assigned the Internal Audit and Compliance Control Office (Internal Audit Office) to be the division responsible for auditing and monitoring compliance with the Company's good corporate governance principles and the code of conduct. The audit results shall be reported to the AC Committee for further proposal with opinion to the Board of Directors.

All directors, executives, and employees at every level of the Company can also report in good faith to their superiors regarding violation or potential violations on such principles. It is a duty of the superiors in inspecting and giving advice to the subordinates for compliance with the good corporate governance principles and the code of conduct.

Executive Level	Monitoring and Reporting Methods	Frequency
Board of Director	Board of Directors' meetings.	Monthly
 Chief Executive Officer, Assistant Chief Executive Officer and Division Manager (Senior)	- MC Committee meetings. - EXCO meetings following strategic plans.	- Weekly - Monthly
 Division Managers Department Managers Section Managers	- Division Managers' meetings in each plant. - Executive meetings for section Managers. - Executive meetings for Department Managers. - Sustainability Report Preparation.	- Weekly, Monthly - Quarterly - Quarterly - Annually

(3) CORPORATE GOVERNANCE CODE

The Company's Corporate Governance Code is divided into 8 principles as follows:

(A) Principle 1: Establish Clear Leadership and Responsibilities of the Board

The Board of Directors is considered as the key to good corporate governance. It comprises a diverse set of qualified persons with knowledge, experience, leadership, vision, independence in decision making, full devotion of time and commitment to perform the duty of care and duty of loyalty for the best interest of the Company. The roles, duties, and responsibilities of the Board of Directors are established in the Board of Directors Charter (see details on page 161 under topic "Board Information")

(B) Principle 2: Define Objectives that Promote Sustainable Value Creation

The Board of Directors has established clear and appropriate main objectives and goals as guidelines for employees at every level to move forward in the same direction. The Board of Directors also determines the vision, mission, core values, strategies, and annual plan that are in line with the nature of businesses, while considering all Stakeholders and the society overall to ensure sustainable value creation (see details on page 10 under topic "Vision, Mission, Core Values, Objectives and Strategies").

(C) Principle 3: Strengthen Board Effectiveness

1) The Board Structure: The Board of Directors has assigned the NRC Committee to determine and review the board structure, in terms of size, composition, and the proportion of independent directors that are appropriate and necessary so as to ensure its leadership role in achieving the Company's objectives (see details on page 161 under topic "Board Information").

2) Sub-committees: The Board of Directors has authority to appoint specific sub-committee as necessary through consideration of the NRC Committee to ensure that important matters are carefully considered with detailed information in specific issues before further presenting with opinions to the Board of Directors (see details on page 161 under topic "Board Information").

3) Nomination of the Board of Directors members and Sub-committee members: The Board of Directors has assigned the NRC Committee with a duty to select and nominate the Company's directors with a transparent and clear procedure, in compliance with the Company's regulations and regulations of the SEC and the Stock Exchange of Thailand, to obtain Company's director with appropriate qualifications as required by the Company, without discrimination toward genders, races, or religions (see details on page 187 under topic "Committee Recruitment, Development, and Evaluation").

4) Consideration of Remuneration for the Board of Directors and Sub-committees: The NRC Committee has a duty to consider the structure and the rate of remunerations that are suitable for the roles and responsibilities. The remunerations must be attractive and motivating for the directors to lead the organization, ensuring that the operations are successful according to the objectives and the main targets, both in short-term and long-term of the remuneration policy of the Company (see details on Page 177 under topic "Executive Directors and Executives' Remuneration Policy").

5) Accountability to Ones' Duties and Sufficient Time Allocation: The Board of Directors ensures that all directors are accountable for their duties and allocate sufficient time as directors of the Company (see details on page 161 under topic "Board Information").

6) Policies on Investment in Subsidiaries / Affiliated Companies: The Board of Directors has established policies and operations of subsidiaries and other businesses with significant investment at a level appropriate for such businesses, ensuring that the subsidiaries and other invested businesses have mutual understanding on such matter. The Board of Directors shall appoint individuals to hold directorship, executive, or author itative positions in the subsidiaries in writing, ensuring operations that are consistent with the parent company. The operating results of the subsidiary are monitored to ensure standard-compliant and timely compilation of the Company financial statements (see details on page 29 under the topic "Investment in Subsidiary Company").

7) Self-Assessment on the Performance of the Board of Directors and Sub-committees as a Group and as an Individual: The Board of Directors has assigned the CGC Committee to establish self-assessment on the performance of the Board of Directors and sub-committees, both as a group and an individual, at least once per year. With some adaptations to suit the Company, the assessment form is derived from the guidelines of the Thai Institute of Directors and the Stock Exchange of Thailand (see details on page 161 under topic "Board Information").

8) Directors' Training and Development: The Board of Directors ensures that sub-committees and each individual director recognize their roles, duties, and responsibilities as directors of the Company, nature of the businesses, and laws related to Company's businesses. Additionally, all directors are encouraged to reinforce skills with regular training and development on directorship, including new director orientations to prepare and ensure expedient and effective transition with the Company Secretary as the coordinator. The details of the training and development of directors are disclosed in the Annual Registration Statement / the Annual Report (Form 56-1 One Report). The Board of Directors has achieved training courses organized for 12 directors, or 100% of the total number of directors.

The development of knowledge of directors in year 2025 are as follows:

Name of Director	Position	Institution / Training Course
1) Mr. Woodthikrai Soatthiyanon	Independent Director and AC Committee Member	The Stock Exchange of Thailand • ID & AC Focus: Driving Growth and Sustainability in the Capital Market

9) The Board of Directors' Meetings: The Board of Directors ensures that directors' works proceed smoothly with access to necessary information. The Company establishes the schedule and agenda for Board of Directors' meetings in advance on an annual basis. The Company Secretary informs the directors of the full-year meeting schedule from the end of the preceding year to enable them to effectively plan their time and attend the meetings as scheduled. The Board of Directors convenes at least six meetings per year, typically on the third Monday of each month. However, the meeting schedule may be adjusted, or additional meetings may be convened, as deemed appropriate. The Company Secretary has duty to prepare sufficient and appropriate meeting documents, and to send directors meeting invitations at least 5 working days before the meeting or within the period required by law. The Company Secretary shall compile minutes of the Board of Directors' meeting within 14 days after the date of the meeting, including stipulating that a meeting of the Board of Directors without an executive director is present at least once a year.

As for the meetings of sub-committees, meetings shall be held as necessary and appropriate. The secretaries to the sub-committees have duty to inform members of the sub-committees and relevant persons on the meetings. The meetings of the Board of Directors and sub-committees may be held via electronic media as allowed by the law.

(D) Principle 4: Ensure Effective CEO and People Management

The Board of Directors ensures that a proper mechanism is in place for the nomination and development of top executives to ensure that they possess the knowledge, skills, experience, and characteristics necessary for the Company to achieve its objectives and goals.

1) Management Structure: The management structure comprises the Board of Directors, sub-committees, top executives, and Company's executives. The top executives must possess proper qualifications, with stated roles, duties, and responsibilities (see details on page 161 under topic "Board Information").

2) Nomination of Top Executives: The NRC Committee has a duty to consider and screen individuals as per the procedure set out in the Company's regulations, by selecting individuals as top executives who possess knowledge, capabilities, and experience that would benefit the Company's operations to become Company's senior management. (see details on page 187 under topic "Committee Recruitment, Development, and Evaluation").

3) Consideration of Remuneration for Top Executives and Employees of the Company: The NRC Committee has a duty to consider the structure and amount of remuneration that are appropriate with the responsibilities and able to motivate top executives and employees of the Company to drive the Company toward its main objectives and goals, according to the short-term and long-term remuneration policies (see details on page 177 under topic "Executive Directors and Executives' Remuneration Policy").

4) Performance Assessment of Top Executives and Employees of the Company: The Board of Directors Together with the NRC Committee have prepared the performance assessment form for top executives and assigned the Chief Executive Officer and Human Resources Division Manager to arrange performance assessment for division managers and operational employees, which can be summarized as follows:

- **Performance Assessment for Top Executives:** The NRC Committee has arranged Performance assessments for top executives. The top executives are to fill out the assessment form, specifying each individual's responsible work plan including additional assigned tasks in the sub-committees. Key performance indicators (KPI) are jointly established by the assessor and the one being assessed, having incentives for the business management according to the main objectives and goals, in line with long-term benefits for the Company, and further propose to the NRC Committee for consideration.

- **Performance Assessment for Executives Ranking from Division Managers to Operational Employees:** The Chief Executive Officer assigns the Human Resources Division Manager to arrange Performance assessments for executives ranking from the division managers to operational employees. Each department shall determine the topics of assessment, which are in line with the overall KPI of the Company. Assessment forms are categorized into 6 forms for division managers to operational employees /mechanics / officers, namely, Form E (Executives), M (Managers), SP (Specialists), SV (Supervisor), S (Staff) / SS (Senior Staff) / P (Professional, and operational employees / mechanics / officers. The performance assessments shall be conducted twice per year, etc.

5) Top Executive Development: An orientation for all new directors is arranged to familiarize them with the nature of businesses and to prepare and expedite the executive to effectively undertake the directorship position. The Human Resources Division shall coordinate on various matters and provide support to the Chief Executive Officer and top executives to attend trainings and seminars being held by the Thai Institute of Directors, the Stock Exchange of Thailand, the SEC, and other independent institutions to expand their knowledge, skills, experience, and characteristics required for driving the Company forward toward the objectives. Plans are also put in place for job rotations and succession plan for top executives in case of vacancy, with regular assessment on the top executives.

6) Executive Committee Meeting (EXCO): The MC Committee has established that the executives, which comprises executives ranking of division managers and section managers, to regularly convene meetings to summarize the operating results as appropriate, for example, meetings of the MC Committee; meetings of the Executive Committee (EXCO), which comprises executives ranking from division managers or above; meetings of executives ranking from section managers or above, and meetings of mid-level executives, etc.

7) Human Resource Management: The Company places emphasis on human resource management to ensure proper response toward the changing economic climate and environment. The Company believes that our personnel has capabilities to operate businesses toward sustainable success (see details on page 180 under topic "Human Resource Development").

8) Shareholding Structure: The Board of Directors attends to Company's shareholders and relationship with major shareholders that may affect the operations of the Company. Therefore, rules for connected transaction approval have been established, by which major shareholders having more than 60 percent in aggregate shareholding, having controlling power in Company's operations, and any persons with potential conflict of interests may not approve any transactions that are related to themselves, with consideration from the AC Committee before proceeding with the transactions.

(E) Principle 5: Nurture Innovation and Responsible Business)

The Board of Directors places emphasis on and support creations of innovation that adds values for the Company, as well as provides benefits to customers, partners, or related parties, but still remain the responsibility toward society and environment.

As a framework for developing innovation toward the future, in year 2018, the Board of Directors has established the **"Production Technology and Innovation Committee (PTI Committee)"** with an objective to **"focus on fostering creativity among the personnel to create innovation for sustainable development"**, which is the direction of innovation development in the future. The PTI Committee has been assigned with the authorities, duties, and responsibilities to establish objectives and work plans related innovation, new product development, manufacturing process optimization and cost reduction. This is to improve competitiveness, ensure good operating results and benefits for the Company. The PTI Committee shall present its progress to the Board of Directors at least once every quarter, which can be outlined as follows:

Innovation Policy: The Company is committed to modernize business operations by developing personnel to be knowledgeable, ability and creative to create innovations in developing new products that will help increase potential and increase competitiveness, reduce the impact on society and the environment. This enables the company to adapt to a sustainable changing environment.

1) Innovation Creation: Products of the Company are construction materials, such as, roof tiles, siding boards, boards, autoclaved aerated concrete, and accessories. Innovation thus relates to differentiating existing products to create benefits which are unique, different and better than the competitors. Production development policies include utilization of modern, energy efficient technology, and reduction of real wood usage, leading to less deforestation, minimizing climate change and environmental impact. The priority is put on the development of Company's employee to foster creativity, leading to innovation in sustainable development. The principle is to foster **"Innovative Culture"** as an important corporate culture for sustainable business operations of the Company.

2) Code of Business Conduct: The Board of Directors is committed to good corporate governance, and thus has established the Code of Conduct as the operating framework and guideline for all directors, executives, employees, ensuring effectiveness and transparency, inspiring confidence and acceptance among all stakeholders, leading to sustainable value creation for the businesses (see details on page 154 under topic "Code of Conduct").

3) Effective Resource Management: The Company has an efficient and effective resource management by considering impacts and ensuring sustainable value chain for the best interest of all stakeholders, from procurement, manufacturing process, and logistic partners, to different types of customers, such as, domestic and overseas sale agents, as well as responsibility to the consumers. This is to ensure that the main objectives and goals are achieved as follows:

- **Sustainable Value Chain Management:** The Company recognizes the importance of procurement and hiring, manufacturing process, transportation system, domestic and overseas sale agents, and consumers. Marketing communication is utilized to promote correct usage of products for the best benefits for consumers, etc.

- **Energy Management and Conservation:** The Company attaches importance to energy management and has appointed an **"Energy Management Working Group"** to manage energy efficiency following the Energy Conservation Promotion Act and related laws, leading to effective energy and reduced energy cost. It also includes raising awareness about **"Reducing Global Warming"** by reducing greenhouse gases causing global warming or climate change. This was enabled by improving production processes to reduce energy consumption, reduce the use of chemical substances, or reduce refrigerants that cause ozone depletion, a greenhouse effect, etc.

- **Procurement Management:** The Company assigns the Purchasing Division to act on the procurement of supplies to be used for the Company's best benefit, by the requirements of all parties with quality according to the specified standards and reducing the waste causing by the production process not to have any impact on the environment. The Company, therefore, determines the measures and procedures for procurement of supplies to meet the specified standards and procure the supplies systematically, accurately according to technical principles, with tight controls, and adjust the methods following the changes in trade business all the time, etc.

4) Information Technology Management: The Board of Directors has established a corporate IT governance and management framework that is in line with the Company's needs and overseeing the application of information technology to increase business opportunities, develop operations, and risk management so that the entity can achieve its main objectives and goals. It also gives importance to using the Company's information system distributed to the public, adhering to the Code of Conduct and Ethics of the Company and under the Computer Crime Act and related laws with neat, efficient, and productive. As well as preventing problems that may arise with the company and the people involved, the Company has announced the social media communication policy and regulations on the use of information systems, which are the common responsibility of all employees, and use it as a guideline. It can be summarized as follows:

- **Policy regarding communication on social media:**

Social media refers to communication channels via the Internet that any persons can use to communicate and present information to the public via computers and communication devices. Examples of social media include, Facebook, Instagram, Twitter, and Line@, etc. In this regard, all employees are required to adhere to the social media communication policy strictly.

- **Directives regarding IT usage:**

IT usage refers to the act of communication or communication channels either via the Internet, locally within the Company, or publicly via the Company's devices, including computer networks usage, e-mail usage, and software usage. For proper functions, orderly, efficient and of the same standard, the directives regarding IT usage have been established with clear guidelines, including (1) Computer network usage, (2) E-mail usage, (3) Software usage with the computer, (4) Marketing communication via social media and (5) Human resource management via social media, etc.

- **Penalties:** Penalties are put in place in case of violation of the above policies and directives.

5) In procurement management: The Company has established a procurement policy that is friendly to the environment, safety, and occupational health in working with partners, ensuring that the procurement of raw materials, materials, subcontracting, and service employment is accurate and appropriate by established criteria. It includes selecting new vendors/service providers/partners, an annual assessment of the existing registered vendors/service providers/partners effectively, and ensuring the competence and potential of the currently registered vendors/service providers will be evaluated regularly and effectively. It is the guidelines for the control of occupational health practices, safety, and environment of contractors or sub-contractors and control procurement of products, equipment or tools, and machinery that may affect the above mention areas. It also includes selecting new raw materials / new vendors by considering occupational health, safety, and environmental issues by the related Company's policy. The suppliers must submit information documents relating to the occupational health, safety, and environment management system to evaluate occupational health, safety, and the environment once a year.

(F) Principle 6: Strengthen Effective Risk Management and Internal Control

The Board of Directors ensures that the Company possesses suitable and sufficient risk management system and internal control system that ensure effective objective achievements and compliance with related laws and standards.

1) Risk Management: The Board of Directors ensures that the Company has sufficient risk management system by authorizing the MC Committee to appoint the RMC Committee to manage risks of the Company. Policies on risk management have been established in writing and communicated to all executives and employees as guidelines (see details on page 33 under topic "Risk Management").

2) Internal Control: The Board of Directors ensures that the Company has adequate and appropriate internal control system, with regular assessments on relevant matters. The Internal Audit and Compliance Control Office has autonomy to directly report on its work to the AC Committee. International standards are used for the best interest of the Company and being accepted by all stakeholders (see details on page 208 under topic "Internal Control").

3) Use of Internal Information: The Company has established measures and practices on use of Company's significant internal information that have not been disclosed to the public for its own and other's benefit. The directors and executives has a duty to report the possession of securities of the Company by oneself, spouse, and minors, as well as to report changes of the possession of the securities to the SEC as per Section 59 and Penal Code according to Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (see details on page 192 under topic "Exploitation of Internal Information").

4) Confidentiality: The Company has established measures and guidelines regarding confidentiality of trade secrets which are significant to business operations which cannot be disclosed to the public. Information security measures have been established which include measures and practices regarding confidentiality, integrity, and availability of information, as well as management of market sensitive information.

5) Trading of Company's Securities: The Company has established rules and procedures for reports on sales and purchases of Company's securities in possession of directors and executives of the Company, which abide by the regulations of the SEC and the Stock Exchange of Thailand, including (1) Report on possession of securities according to the regulations of the SEC and the Stock Exchange of Thailand, (2) Compliance with laws regarding use of internal information, (3) Security measures are established to prevent unsolicited disclosure of confidential information, (4) Directors and top executives may not trade Company's security within 30 days before the disclosure of financial statements, and (5) Directors and top executives must inform the Company Secretary regarding their trade of Company's securities at least one day prior to the trade of Company's securities.

6) Anti-Corruption Policy: The Company is committed against all types of corruption and has thus established **"Anti-Corruption Policy"** in writing, raising awareness among all directors, executives, and employees about the danger of corruption, instilling proper values, and inspiring confidence from all stakeholders. The policy is also a clear guideline for business operations, leading to sustainable development (see details on page 39 under topic "Anti-Corruption Report").

7) Channels for Whistleblowing or Complaint: The Company has established guidelines for whistleblowing or complaints to comply with the anti-corruption policy as defined to perform the work according to the objectives. (see details on page 194 under topic "Whistleblowing").

8) Connected Transactions and Transactions Related to Acquisition or Disposition of Assets: The Board of Directors has established measures and approval procedures for connected transactions and transactions related to acquisition or disposition of Company's assets to ensure compliance with regulations of the SEC, the Stock Exchange of Thailand, and related laws. The persons having interest in the transaction, or with potential conflict of interests, may not approve the transaction that is related to themselves. The price or compensation must be in accordance with normal business and general commercial terms. The AC Committee must consider the transaction before proposing with opinions to the Board of Directors, and the transaction must be disclosed according to the rules and procedures as required by the SEC.

9) Reports of Directors and Top Executives Interest: The Company has established rules, terms, and procedures for reports on the interest of directors, executives, and related persons according to Section 89/14 of Securities and Exchange Act B.E. 2535 (1992) as amended by Securities and Exchange Act (No. 4) B.E. 2551 (2008), which requires directors and executives to report their interest or of their related persons with the written and established timeframe and procedures. The Company Secretary shall forward a copy of the information to Chairman of the Board and Chairman of the AC Committee within 7 days after the Company has been informed of the report. The information shall also be disclosed in the Annual Registration Statement the Annual Report (Form 56-1 One Report).

10) Protection of personal information: The Company gives importance to the personal information of employees, customers, partners, and those involved in the Company's business operation, which must be protected, retention and use only with the consent of the data subject. Therefore, to comply with the Personal Data Protection Act, the Company has made a **"Personal Information Protection Policy"** in writing.

11) Important company document storage: The Company has set guidelines for keeping important company documents done in a neat, concise manner and according to the conditions specified by the law or according to the agreement that the Company has set. The Internal Audit Office is required to examine important documents of the Company from time to time to verify that the original is true and correct and complete following the control registration and to check all relevant departments' performance for compliance with the regulations and order strictly.

(G) Principle 7: Ensure Disclosure and Financial Integrity

The Board of Directors has a responsibility to ensure that financial reports and important information are made and disclosed correctly, completely, adequately, fairly, and punctual as per the related regulations, standards, and practices.

1) Financial Integrity Maintenance: The Company has assigned the Accounting and Finance Division to compile and disclose financial information, and ensures that the responsible persons have adequate knowledge, skills, and experience, with adequate number of persons. The Company has established those with duty to disclose financial information, namely, the Chief Executive Officer, top position in the Accounting and Finance Division, and Company Secretary. The following factors are considered concerning with the disclosure of financial information.

(A) Evaluation results of the adequacy of the internal control system.

(B) Opinions of the auditor on financial reports, observation of the auditor on the internal control system, and observation of the auditor through other channels of communication (if any).

(C) Opinions of the AC Committee.

(D) Consistency with main objectives and goals, strategies, and policies of the Company, etc.

(E) Measures have been in place to ensure that records are accurate, complete, and accountable, according to the generally accepted accounting standards and related laws. The involved personnel must exercise their duties with integrity and ethics, including accuracy of records and accounting and financial reports, and adherence to law, etc.

2) Information Disclosure: The Board of Directors ensures complete, timely, and transparent disclosure of important information related to the Company, including financial reports and non-financial information, as well as other related information as described in the regulations of the SEC and the Stock Exchange of Thailand, via Company website which is easily assessable, equitable and reliable.

Disclosure policy: Information disclosure to external persons is appropriate, timely, not causing misunderstanding and sufficient for the users of information to make decisions. Information must be equally accessible and up-to-date via the established channels, protecting confidential information and information sensitive to the Company's security price.

Communication Policy: Disclosable information according to the disclosure policy must be accurate, clear, presented in timely manner and fair to all parties. Inappropriate language or format must be avoided, including misinformation regarding the Company's security. Mutual understanding on the policy implementation must be ensured throughout the whole organization.

- **Information Disclosure:** The Company ensures that important information disclosure is valid, not causing misunderstanding, and sufficient for decision making by investors. Up-to-date information is disclosed via the Company website in both Thai and English to ensure equitable access by the information users. The information is disclosed in the Annual Registration Statement and the Annual Report (Form 56-1 One Report) according to regulations of the SEC and the Stock Exchange of Thailand.

- **Information being Disclosed on the Company Website:** Apart from disclosing information according to the required channels according to the Stock Exchange of Thailand, namely, the downloadable Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) or the Annual Registration Statement / the Annual Report (Form 56-1 One Report) the Company also discloses information in both Thai and English on the Company website; including vision, mission, goals, strategies, business operations, curriculum vitae of the Board of Directors, executives, and Company Secretary, financial statements, reports on financial status, and operating results, direct and indirect shareholding structures, organizational structure, corporate group structure, major shareholders, shareholding of directors and executives, invitations to general and extraordinary meetings of shareholders, Company's regulations, Company's Memorandum of Association and Articles of Association, agreements between groups of shareholders (if any), policies, code of conduct, charters of the Board of Directors and sub-committees, information related to investor relations, and any other information or documents being presented to analysts and the media, etc.

3) Monitoring and Assessment on Company's Financial Status: The Board of Directors monitors and assesses the Company's financial status, sufficiency of liquidity, and debt payment ability, by establishing financial management policy to ensure that the Company has adequate financial liquidity, ability to pay debt and mechanism for management in case of financial difficulties. The management is authorized to have duty in financial management and establish provident fund to support savings for the employees' future usage; regularly monitor and assess financial status of the Company and report to the Board of Directors.

4) In Case of Financial Difficulties or Potential Financial Difficulties: The Company used to face financial difficulty during the global financial crisis in year 1997, resulting in operating loss and lack of liquidity, and the Company needed to take both short-term and long-term loans from financial institutions for over Baht 1 billion. In addition, there was also a problem with large surplus inventory during the crisis. As a result, the Board of Directors, in cooperation with the MC Committee, have established a long-term business plan, while monitoring the industry trend and ensuring that the operating results are in accordance with the established plan. Regarding sales and marketing, new sale channels with high revenue were added. On the production side, ineffective and unprofitable production lines were disposed in order to repay the loan. As for the finance, re-financing was engaged to find low cost financing sources. As for the supporting departments, various costs and expenses were reduced. Finally, the Company regained profit and was able to repay all the loans within year 2003.

From the past experience, the Board of Directors has ensured that the business operations proceed with circumspection to secure operating results according to established plan, resulting in good operating results, profit, and liquidity. The Company has been able to repay debt and regularly pay dividends to the shareholders, and never faced financial difficulties again. Regardless, businesses always have some risks. In case of financial difficulties or potential financial difficulties, the Board of Directors must ensure that the Company has in place rectification measures or mechanism for resolving the problems, while considering the rights of stakeholders. The Board of Directors shall be reported on the situation regularly until the problems have been solved

5) Sustainability Report: The SC Committee prepares at least once a year a sustainability report that takes into account nationally accepted reporting frameworks and international sustainability reporting standards and establishes a sustainable development policy, ensuring that the business management is in the same direction under the core value of **“Determined, Transparent, Learning for Development, Environmental Protection”**. The sustainability report is disclosed in the Annual Registration Statement / the Annual Report (Form 56-1 One Report).

6) Investor Relations: The Board of Directors has assigned the management to establish the Investor Relations Office, which has a duty to communicate with shareholders and other stakeholders, such as investors and analysts, in a timely and appropriate manner. The communication policy and the disclosure policy have been established to ensure appropriate, equitable, and timely communication and disclosure to external persons. The communication and disclosure shall be made via the established channels to protect confidential and security price sensitive information. The persons in positions of Chief Executive Officer or above shall oversee works related to investor relations, ensuring effective direction and support.

7) Use of Technology in Disclosure: The Board of Directors promotes the use of information technology in disclosure, apart from disclosure according to the regulations and via the established channel of the Stock Exchange of Thailand. The Board of Directors regularly discloses information in both Thai and English via other channels, and provides up-to-date information on the Company website, as well as marketing information via mobile application, Facebook, Instagram, Line@, YouTube, etc., to suit the lifestyle of the current generation.

(H) Principle 8: Ensure Engagement and Communication with Shareholders

The Board of Directors ensures that shareholders are involved in the decision making process of important matters.

1) Shareholders' Meetings include:

(A) General Meetings of Shareholders, being held annually within four months after the end of accounting period of the Company.

(B) Extraordinary Meetings of Shareholders, being held to consider urgent matters, including matters requiring shareholders' approval before proceeding by law, such as, capital increase, capital reduction, debenture issuance, partial or full disposition or transfer of Company's businesses to other persons, acquisition or transfer of businesses of other companies to the Company, and amendments of the Memorandum of Association or Articles of Association of the Company, etc.

Arrangement of Shareholders' Meeting: The Company recognizes the importance of shareholders, who possess the right in business ownership, controlling the business via the appointment of directors as proxy. Shareholders also have a right in decision making of important changes and matters. The Company shall not violate or undermine the rights of shareholders, and shall encourage every shareholder to exercise their lawful and basic rights. The arrangement procedure of shareholders' meeting is as follows:

- **Important Matters as Shareholders' Meeting Agenda:** The Board of Directors recognizes the importance of placing important matters as shareholders' meeting agenda. Both matters required by law and matters that may affect the direction of business operations must be considered and/or approved by the shareholders meeting. It has been established that the Directors should not unnecessarily add meeting agenda that was not announced in advance, especially for matters that shareholders would require sufficient time for consideration before making decision.

- **Participation of Minority Shareholders:** The Company has a policy that ensures equitable rights among all shareholders, especially for the minority shareholders. One of the measures is to allow shareholders to propose meeting agenda and new directors appointment in advance. This established measure provides additional right to shareholders apart from the requirement by Company's regulation and related laws. The procedure for such proposals is disclosed on the Company website, by which shareholders may propose agenda within three months before the end of financial year, from October to December of every year.

- **Shareholders' Meeting Invitations:** The Company ensures that invitation to shareholders' meeting and related documents are delivered and disclosed on the Company website at least 30 days before the meeting in both Thai and English to provide shareholders sufficient time to study the information. The details of the invitation include (1) date, time, and venue of the shareholders' meeting that is conveniently accessible, (2) meeting agenda, (3) objectives, rationale, and opinions of the Board of Directors on each proposed agenda, including dividend payment approval agenda, director appointment agenda, directors' remuneration approval agenda, auditor appointment agenda, etc., (4) proxy forms as required by the Ministry of Commerce, and (5) meeting's supporting documents, such as, voting rules and practices of attendance and vote counting and reporting, etc.

- **Arrangement of Shareholders' Meeting**

Procedures Prior to the Shareholders' Meeting: The Company maintains its website to present important information and news related to shareholders' meeting, such as, quarterly and annual financial statements, annual registration statements (Form 56-1), annual reports (Form 56-2) or the Annual Registration Statement / the Annual Report (Form 56-1 One Report) and meeting invitations that specify date, time, venue, meeting agenda, and supporting information for decision making in each agenda to allow sufficient time for shareholders' consideration. Apart from providing shareholders with rights and opportunities to propose meeting agenda and nominate qualified persons as new directors in advance, shareholders can also send questions regarding the meeting agenda at least 3 weeks before the shareholders' meeting date, etc.

Procedures at the Shareholders' Meeting: To ensure swift, valid, and precise proceedings, the Company utilizes technology during shareholders' meeting, from the registration to vote counting and reporting. Shareholders are informed of the voting and vote counting procedure for each agenda prior to the commencement of the shareholders' meeting. Chairman of the Board, who chairs the shareholders' meetings, has duty to ensure that the meetings proceed according to related laws and Company's regulations. Sufficient time must be allocated for each agenda stated in the invitation, and shareholders must have opportunities to express opinion and make inquiries at the meeting on subjects related to the Company. The Company ensures that independent persons are responsible for vote counting and reviewing, as well as disclosure of voting results - Approve, Disapprove and Abstain - in each agenda, and record the results in the minutes of the meeting.

Procedures after the Shareholders' Meeting: The Company discloses shareholders' meeting resolutions and voting results for each meeting agenda on the next day after the shareholders' meeting by reporting to the Stock Exchange of Thailand and presenting accurate and complete minutes of the meeting to the Stock Exchange of Thailand within 14 days after the shareholders' meeting, as well as disclosing the minutes on the Company' website in both Thai and English. Additionally, the Company prepares the form for the quality assessment of the shareholders' meeting (AGM Checklist) compiled by the Thai Investors Association, as well as arranges plant visit at least once per year to provide opportunities for the shareholders and analysts to visit the businesses of the Company.

2) Communication with Shareholders:

The Company utilizes its website as a channel for communicating important information and news to external parties, such as, shareholders, institutional investors, and general investors. Every group of individuals is provided with equal opportunities to access and inquire for information. Information being communicated is categorized, such as, investor information, marketing information, and general information, etc., to ensure appropriateness in each group without putting any group at a disadvantage or loss of opportunity for investment. The characteristics of information have been established to ensure equitable communication and understanding to all related parties.

3) Dividend Payments

The Board of Directors has established the dividend payment policy of the Company and the subsidiary company that is in line with Company's regulations and related laws (see details on page 32 under topic "Dividend Payment Policy").

6.2 CODE OF CONDUCT

The Board of Directors is committed to good corporate governance, and thus has established the Code of Conduct as the operating framework and guideline for all directors, executives, employees, ensuring effectiveness and transparency, inspiring confidence and acceptance among all stakeholders, leading to sustainable value creation for the businesses, as follows:

(1) CODE OF CONDUCT FOR CONFLICT OF INTEREST

The Company has established a policy not to allow directors, executives, and employees at all levels of the Company to seek personal benefits from the Company as follows:

- (A) Do not operate a business similar to that of the Company or in a competitive business with the Company.
- (B) A connected transaction should be avoided which may cause a conflict of interest with the Company.
- (C) If the transaction is beneficial to the Company or is unable to avoid such connected transaction, the person having an interest in the transaction must make a memorandum by the chain of command presented to the board of directors, by the directors, the management, or that employee must not be involved in consideration of approval. In this regard, "the transaction is like a transaction with a third party."
- (D) Must keep the Company's trade secrets and not use inside information for their own benefit in trading the Company's shares or providing inside information to others for the benefit of trading the Company's shares. Also, do not use the Company's opportunities or inside information for personal gain, business competing with the Company, or conducting related businesses.

(2) CODE OF CONDUCT FOR SHAREHOLDERS

The Company has a policy of conducting business ethically. It will make every effort to develop its business to be competitive, perform better, and grow for the long term and generate a good return to the shareholders' investment continuously and sustainably. The Company adheres to the principle of equitable treatment of all shareholders, determining measures to protect their fundamental rights equally and fairly, including preventing interest conflicts or using internal information to find interests for oneself and others, with the following guidelines:

(A) To perform duties with honesty and make decisions with good faith, prudence, and fairness to the major and minor shareholders for the shareholders' best interests as a whole.

(B) To care and manage the assets of the Company not to be wrongly depreciated or lost.

(C) To report on the status of the company regularly and truthfully.

(D) To equally report to all shareholders on the Company's future trends, both positive and negative, based on probability, with sufficiently supportive and reasonable information.

(E) To ensure that directors, executives, and employees at all levels of the Company do not seek benefits for themselves and related parties by providing any undisclosed Company information to the public, disclosing the Company's confidential information to third parties or take any action in any manner that may cause a conflict of interest with the Company.

(3) CODE OF CONDUCT FOR CUSTOMERS

The Company realizes the importance of customer satisfaction to the success of the business. The Company, therefore, has the intention to seek ways to respond to customers' needs more efficiently and effectively with the following guidelines:

(A) To deliver quality goods and services that meet or exceed customer expectations at fair prices.

(B) To provide accurate, adequate, and up-to-date information to customers to keep them informed about products and services without exaggerating, causing customers to misunderstand quality, quantity, or any condition of that product or service.

(C) To contact customers with courtesy, efficiency, and reliability and establish a system of complaints regarding the quality, quantity, and safety of the goods, as well as the speed of delivery of goods and services.

(D) To maintain the confidentiality of the customers and not use it for their own benefit or those involved improperly.

(E) To provide advice on using the Company's products and services most effectively and benefit the customers.

(4) CODE OF CONDUCT FOR BUSINESS PARTNERS

The Company has the policy to treat trade partners equally and fairly, taking into account the Company's best interests based on obtaining fair compensation to both parties, avoiding situations causing conflicts of interest benefit. We are also committed to providing truthful information, accurate reports, negotiating, solving problems, and finding solutions based on business relationships with the following guidelines:

(A) Not requesting, or accepting, or paying any dishonest business benefit to a business partner.

(B) If any dishonest requesting, or accepting, or paying of benefits arises, the Company shall disclose the details to trading partners and jointly resolve the issue fairly and promptly.

(C) Strictly adhere to the agreed conditions.

(D) If any condition cannot be complied with, the Company must notify in advance to jointly consider a solution.

(5) CODE OF CONDUCT FOR COMPETITORS

The Company has the policy to treat its competitors following international principles within the law framework on competitive practices. It does not fraudulently violate or acquire competitor secrets, with the following guidelines:

- (A) To behave within the framework of good competition.
- (B) Not seeking the competitor's confidential information through dishonest or improper means.
- (C) Not destroying the reputation of commercial competitors by mudslinging.

(6) CODE OF CONDUCT FOR TRADE CREDITORS

The Company has the policy to treat all trade creditors following international principles under the law on creditors' practices with the following guidelines:

- (A) To treat all trade creditors equitably and fairly and based on obtaining fair compensation to both parties.
- (B) To strictly abide by the contract, financial obligations, and agreed conditions, as well as not employing dishonest means, hiding information or facts causing damage to creditors. If the conditions cannot be met, the Company shall immediately notify creditors in advance to jointly consider finding solutions.

(7) CODE OF CONDUCT FOR EMPLOYEES

The Company realizes that employees are the factor of success in achieving the Company's goals that are of great value, so it is the Company's main policy to treat employees at all levels, whether they are fellow employees, supervisors, or subordinates with fairness, and humanitarian in terms of compensation, appointment, and migration, as well as potential development with the following guidelines:

- (A) To treat all employees with courtesy, respect for individuality and human dignity.
- (B) To pay compensation including rewards with fairness based on performance.
- (C) To always maintain a safe working environment for both life and property.
- (D) To appoint, transfer, and punish in good faith and based on knowledge, competence, and suitability of the respective employees.
- (E) To develop the potential of all employees by giving importance to the development of knowledge, competence by providing thorough and consistent opportunities.
- (F) To listen to opinions and suggestions by opening channels for expressing opinions and taking into account actions for the benefit of the Company.
- (G) To strictly abide by the laws and regulations related to the employees.
- (H) To avoid any unfair conduct that may affect job security or threaten and put pressure on the employee's mental state.

(8) CODE OF CONDUCT FOR SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The Company has the policy to conduct business according to sustainable development guidelines by considering the needs and expectations delivered to all stakeholders through risk assessment from rapidly changing situations. It finds opportunities to improve work at all levels of the organization for setting business strategies to balance both economy and society and the environment, resulting in continuous development both in the short term and in the long term so that the business can grow sustainably as follows:

- (A) Economics: Develop organizational capabilities to deliver value and respond to the needs and expectations of all stakeholders by setting goals in line with rapidly changing circumstances with technology and innovation to achieve sustainable development.

(B) Society: improve the quality of life of employees, create a way of living happily together, fairly and equally, and ensure work safety. Participation of all groups of stakeholders for communities in the areas that go into business to support job creation, create careers and give confidence in the way of social responsibility by conducting business with ethics.

(C) Environment: to reduce the impact of climate change that causes the greenhouse effect by efficient use of resources for maximum benefit to maintain the balance of the ecosystem sustainably, and by developing technology and innovation in the work process and applying the circular economy to all activities according to the organizational management guidelines for sustainable development.

(9) CODE OF ETHICS FOR HUMAN RIGHTS AND LABOR PRACTICES

The Company is committed to the equal and fair treatment of personnel without discrimination for personnel to show their full potential in their work. In addition to respecting human rights, the Company also performs labor practices in accordance with international standards and comply with the Labor Protection Act and Thai Labor Standards as well as other relevant laws and regulations. It also provides human rights and labor practice risk assessments with the following objectives:

- (A) To prevent the violation or impact on human rights and labor practices in all business activities of the Company.
- (B) To protect personnel from all types of discrimination and harassment.
- (C) To promote collaboration, including giving personnel equal opportunities to develop themselves.

(10) CODE OF ETHICS FOR LOCAL CULTURE, CUSTOMS, TRADITIONS

The Company respects differences in culture and customs, local traditions by not taking any action which is inconsistent with that culture and customs and encourages employees of all levels to participate in activities according to local cultures and traditions such as Buddhist Lent Day, Vesak Day, and various merit events, etc.

(11) CODE OF CONDUCT FOR COMMUNICATION THROUGH SOCIAL MEDIA

The Company places great emphasis on using the Company's information system distributed to the public by adhering to the Company's ethics and codes of conduct according to the Computer Crime Act and related laws to be orderly, efficient, and maximum benefit. As well as to prevent problems that may arise with the Company and related persons, the Company has therefore issued announcements of the social media communication policy and regulations on the use of information systems, which are the common responsibility of all employees and use it as a guideline.

- (A) Should refrain from incomplete or distorted or incomplete information.
- (B) Should refrain from ignore false or misleading advertising.
- (C) Should refrain from advertising or misrepresenting the media or a violation of culture and good morals or discredit a competitor, either directly or indirectly.

(12) CODE OF CONDUCT FOR POLITICAL CONTRIBUTIONS

The Company has set the policy of political support as a business code of conduct by respecting the democratic regime of government, giving importance to political neutrality, and encouraging employees of all levels to exercise their political rights following the legality of the law as good citizenship by setting up political support policies as follows:

The Company sets up a political contributions policy to conduct its business in a politically neutral, non-participating, and non-political in any party, any politician, or any political authority. The Company prohibits directors, executives, employees, and worker of the Company use his / her role to induce, pressure, or force colleagues and subordinates to sponsor any Company's property, place, time, or facility to benefit or support any political activity, political organizations, or members of the organization by direct and indirect political assistance for the benefit of the Company, except for the support of the democratic process as required by law.

(13) CODE OF CONDUCT FOR ANTI-CORRUPTION

The Company conducts its business with transparency and fairness, adheres to the principles of good corporate governance, business ethics, good policies and practices for all stakeholders, including strictly complying with relevant laws. The Company is committed to anti-corruption in all forms. **"Anti-Corruption Policy"** is written to instill awareness among the Company's directors, executives, employees, and workers of the dangers of corruption, create correct values, increase confidence to all stakeholders, including a clear practice in business operation and corporate development for sustainability. The anti-corruption policy is established as follows:

Anti-Corruption Policy: The Company prohibits directors, executives, employees, and workers of the Company from acting in connection with any form of corruption for direct benefits or indirectly to oneself, family, friends, and acquaintances, whether they are the recipient, giver, or offering of bribes, by giving of monetary or non-monetary to individuals, government officials, government agencies, or private entities of which the Company does business or contacts with. In this regard, the Company will strictly follow this anti-corruption policy.

(14) CODE OF CONDUCT FOR INVESTOR RELATIONS

The Board of Directors requires the management to establish the Investor Relations Office to serve as an appropriate, equitable, and timely communication with shareholders and stakeholders such as investors, analysts, and all stakeholders. The Investment Relations Office is required to perform duties based on the " Code of Conduct for Investor Relations " as follows:"

- (A) Shall perform duties honestly, fairly, and with responsibility.
- (B) Shall disclose necessary data, information with accurate, clear, timely, and fair to all parties by refraining from using inappropriate words or formats causing a misunderstanding of the Company's securities.
- (C) Shall provide opportunities for all concerned parties to access and make inquiries.
- (D) Shall not present information affecting the Company's stock price or may affect investment decisions or the shareholders' benefits prior to official publication to the Stock Exchange of Thailand.
- (E) Shall not disclose uncertain or exaggerated information that has not yet been concluded or is in the process of negotiating.
- (F) Shall perform duties based on the interests of shareholders and stakeholders.
- (G) Shall build trust, positive image, and attitude of the Company as well as build good relationships with all stakeholders.
- (H) Shall maintain the Company's confidentiality and avoid any act or seeking any benefit that will benefit oneself based on the Company's inside information.
- (I) Shall perform duties with knowledge, full competence, professionalism, and acquire knowledge to improve work efficiency continually.
- (J) Shall follow the guidelines for not accepting an appointment for investors or analysts near the announcement of the financial statements following the stock trading practices specified by the Company.
- (K) Shall not buy/sell the Company's shares within 30 days before and after the earnings announcement;
- (L) Shall perform duties following relevant rules, regulations, laws, and regulatory bodies.

6.3 MAJOR CHANGES AND DEVELOPMENTS IN THE PAST YEAR

The Corporate Governance Committee (CGC Committee) has revised the principles of good corporate governance (Corporate Governance Code (CG Code)) in year 2018 and further improved in year 2020 following the revision of the principles of good corporate governance 2017 by the Securities and Exchange Commission. The main objective is to serve as a guideline for the Board of Directors who are the leaders or the most responsible person of the Company for the benefit of creating sustainable value for the business. In year 2025, there are issues that the Company has not yet acted as follows:

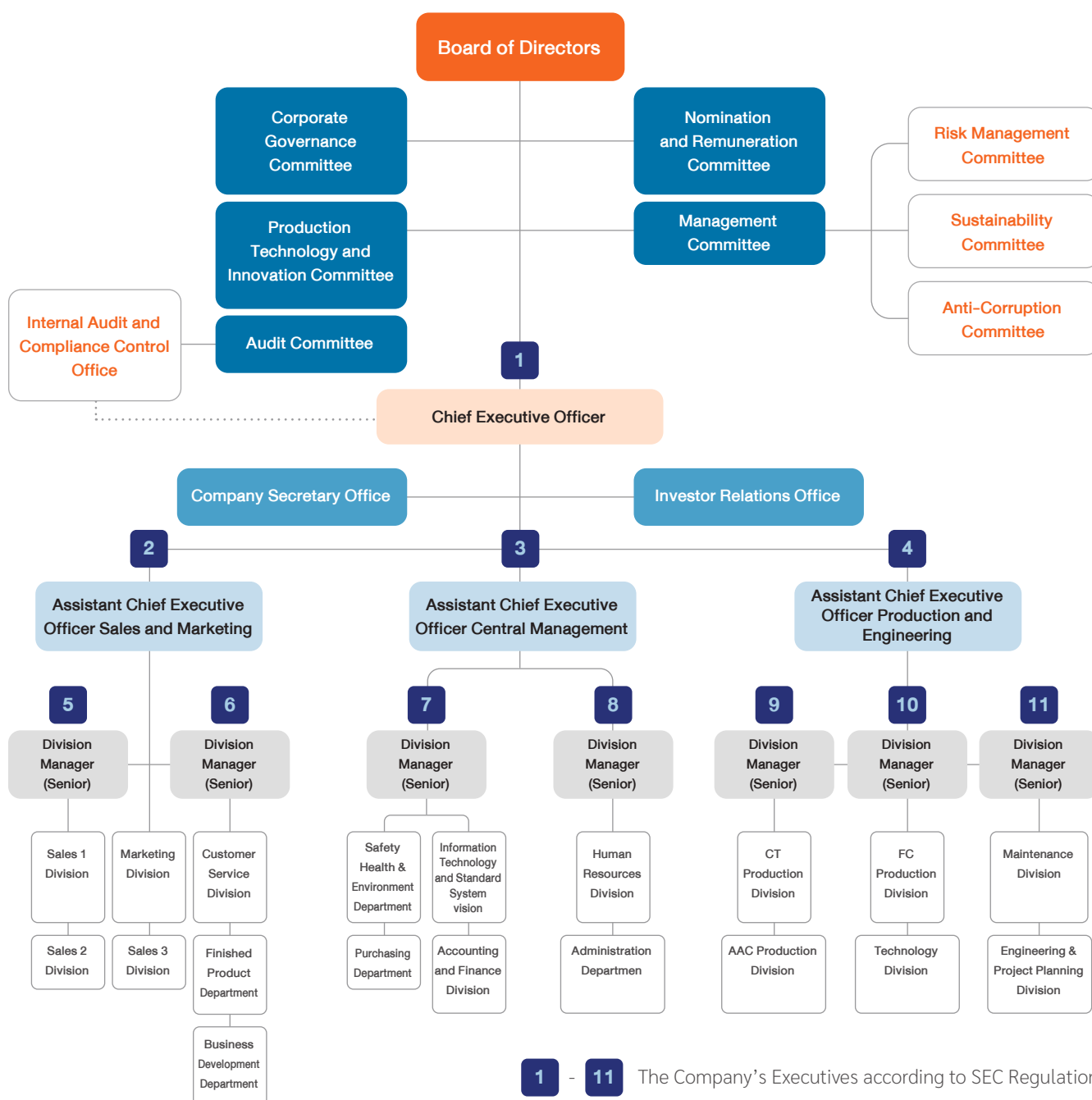
Not been acted item	Justification
The Board of Directors should determine the number of listed companies in which each director may hold a position of no more than five without exception.	Although the Company has not yet determined the number of listed companies that each director will serve, everyone has allocated appropriate and sufficient time for the Board of Directors' meetings for the management to propose matters and sufficiently for the directors to carefully and thoroughly discuss important issues. The directors can also exercise prudent discretion and give their opinions freely without any dominance of any person.
The Board should clearly state the term of office of independent directors in the corporate governance policy, which should be no more than 9 years without exceptions.	The Company has not yet set a term of office of an independent director for no more than 9 years without exception. However, independent directors who have served more than 9 years can express their opinions independently and still meet the Company's independent directors' qualifications with a wide range of expertise, especially in accounting and finance jobs and legal knowledge. The independent directors also brought their knowledge, experience, and expertise to provide useful suggestions in formulating the Company's business strategy and policy following sustainable development practices. Therefore, the Board of Directors proposed the Annual General Meeting of Shareholders to elect independent directors to resume as independent directors of the Company.
The Company should set a policy on the minimum number of quorum when the Board of directors votes at a board meeting that requires at least two-thirds of the total number of directors.	According to the Company's Articles of Association, Chapter 5, Clause 28 and the Public Act, Section 80 states that "In a meeting of the Board of Directors, the presence of not less than one-half of the total number of directors is required to constitute a quorum. If the Chairman of the Board is not present at the meeting or cannot perform duties and there is a Vice-Chairman, the Vice-Chairman shall preside. If there is no Vice-Chairman or is unable to perform duties, the members present at the meeting shall elect one among themselves to preside over the meeting. "
The Chairman of the board should be an independent director.	Although the Chairman of the Board is not an independent director, the Chairman of the board has done the job of governing the Company fairly, transparently, taking into account the Company's interests as important and not for anyone's benefit. He also supports and encourages directors and independent directors to participate in discussions and express their opinions freely. There has never been a case where the Chairman of the board has exercised his voting rights to decide on any resolution.

In the past year, the Corporate Governance Committee has taken various actions (see details on page 200 under topic "Performance Report of the Corporate Governance Mommittee").

7. CORPORATE GOVERNANCE STRUCTURE AND IMPORTANT INFORMATION ABOUT THE BOARD OF DIRECTORS, SUB-COMMITTEES, EXECUTIVES, EMPLOYEES, AND OTHERS

7.1 CORPORATE GOVERNANCE STRUCTURE

The Organization Structure as at December 31, 2025



7.2 BOARD INFORMATION

7.2.1 BOARD COMPOSITION

The management structure consists of the Board of Directors, the sub-committees, and the Company's management, which has different qualifications, roles, duties, and responsibilities. It is clearly defined in the Good Corporate Governance Handbook, published on the Company's website in the **"Investor Relation"** section to guide directors, executives, and employees as a guideline for their operations.

7.2.2 BOARD OF DIRECTORS INFORMATION

The Board of Directors comprises experts in various fields with expertise and experience such as industry, engineering, management, sales and marketing, accounting and finance, law, and corporate governance. At least one non-executive director must have the knowledge, understanding of the Company's business, leadership, vision, independence in decision-making. He/she is a person who devotes his/her time to perform his duties with responsibility, caution, and honesty for the best interests of the Company, shareholders, and all stakeholders.

As of December 31, 2025, the Board of Directors consists of 12 people, consisting of 5 independent directors, 5 non-executive directors, and 2 executive directors.

Name	Position
1) Mr. Prakit Pradipasen	Chairman of the Board
2) Mr. Chaiyut Srivikorn	Director
3) Mr. Chatchai Teepsuwan	Director
4) Mr. Warayu Pradipasen	Director
5) Mr. Kamolaphat Teepsuwan	Director
6) Mr. Thanit Pulivekin	Independent Director (start April 24, 2013)
7) Mr. Jark Chulakiet	Independent Director (start April 20, 2024)
8) Assoc.Prof.Dr. Somjai Phagaphasvivat	Independent Director (start April 19, 2024)
9) Mr. Woodthikrai Soatthiyanon	Independent Director (start January 12, 2011)
10) Mr. Asanee Chantong	Independent Director (start April 23, 2024)
11) Mr. Satid Sudbuntad	Director / Chief Executive Officer
12) Mr. Sunthorn Suwannajade	Director / Assistant Chief Executive Officer Production and Engineering
13) Mr. Krit Kullertprasert	Company Secretary / Assistant Chief Executive Officer Central Management

Directors authorized to sign on behalf of the Company are Mr. Prakit Pradipasen, Mr. Chaiyut Srivikorn, Mr. Satid Sudbuntad, and Mr. Sunthorn Suwannajade with two out of these four directors jointly sign with the Company's seal.

7.2.3 ROLES, DUTIES, AND RESPONSIBILITIES OF THE BOARD

The Board of Directors has prepared a Board Charter that defines the roles, duties, and responsibilities of management in writing. It is determined following the objectives, main goals, the Articles of Association, and the shareholders' meeting resolutions. It also complies with the law on Securities and Exchanges; the requirements and best practices of the SEC and SET and the laws relating to the Company's operations are as follows.

(1) ROLE OF GOOD CORPORATE MANAGEMENT

The Board of Directors, as the leader of the organization, has set the following roles in good corporate management:

- 1) To establish clear and appropriate objectives, key goals that can guide employees at all levels to move in the same direction. Also, the vision, mission, and corporate values have been established, which are consistent with the creation of value for the Company, all stakeholders, and society as a whole, including a review at least once a year to ensure executives and employees aim the same direction firmly.
- 2) To establish operational policies, strategies, work plans, and annual budgets and allocate important resources appropriately with the management and oversee the administration of directors and executives to perform duties as assigned efficiently to achieve the stated main objectives and goals.
- 3) To establish a financial management policy and supervise the Company to have financial liquidity, debt repayment ability, and operating mechanism in case of financial problems by empowering the management to manage the finances and set up the provident fund of the Company for the welfare of employees.
- 4) To establish regular monitoring, evaluation, and reporting of performance to ensure the operations' efficiency and benefit.

(2) ROLE IN CREATING SUSTAINABLE VALUE FOR THE ORGANIZATION

The Board of Directors, as the corporate leader in creating value for the organization and governing the business to lead to results of success, to be competitive, and to have good long-term performance, has set a role in building sustainable organization values are as follows:

- 1) To establish a written code of business conduct to create a corporate culture adhering to ethics and/or good governance, whereby the Board must behave as a role model as a leader to encourage employees at all levels to have an ethical consciousness. It increases confidence and is accepted by all stakeholders. A **"CGC Committee"** is assigned to supervise, monitor, and report on the Code of Business Conduct performance at least once a year.
- 2) To establish a written corporate governance policy following the law on Securities and Exchange and the laws related to the Company. A **"CGC Committee"** is assigned to supervise, monitor, and report the policy's implementation as well as review the policy implementation guidelines at least once a year.
- 3) To establish an appropriate and adequate internal control system to cover the entire organization. An **"Internal Audit Office"** is assigned to monitor and report performance to the AC Committee at least once a quarter and assesses the effectiveness of the internal control system at least once a year.
- 4) To establish an appropriate and adequate risk management policy to cover the entire organization. An **"RMC Committee"** is assigned to implement the policy, and an Internal Audit Office to monitor and report the performance to the AC Committee at least once a quarter and assess the risk management system's efficiency at least once a year.

5) To establish guidelines for conducting transactions that may have conflicts of interest between the Company and the Company's stakeholders. The stakeholders should not involve in decision-making. Along with establishing procedures for disclosing information that may have conflicts of interest to be correct and transparent in the Annual Registration Statement / the Annual report (Form 56-1 One Report).

6) To establish a written policy of Sustainability to promote and cultivate awareness of employees at all levels to be responsible, benefit society, and reduce environmental impact, acceptable to all stakeholders. A **"SC Committee"** is assigned to implement the policy and report the performance to the Board of Directors at least once a year.

7) To establish a written anti-corruption policy to promote and instill awareness among directors, executives, and employees at all levels to be aware of the dangers of corruption by announcing the **"Anti-Corruption Policy,"** published on the Company's website since year 2013. An **"ACC Committee"** is assigned to comply with the policy and report the performance to the Board of Directors at least once a year.

8) To supervise communication of information so that directors, executives, and employees at all levels understand and have sufficient mechanisms to facilitate the implementation of the aforementioned policies. The CGC Committee shall monitor and review the implementation of various policies regularly at least once a year.

(3) PERFORMING DUTIES WITH RESPONSIBLY, CAREFULLY, AND HONESTLY

1) To supervise the Company's operations following the Articles of Association, the resolutions of the shareholders' meeting, the law on securities and exchange, and the laws related to the company for the organization's best interest.

2) The **"Internal Audit Office"** has the duty to audit or review the Company's operations following the rules and laws relevant to the Company, as well as the policies or guidelines set forth. It covers important approval processes such as investments in fixed assets, transactions with connected persons, acquisition or disposition of assets, dividend payments, or transactions having a significant impact on the business, etc. The Internal Audit Office will report the audit results or review them to the AC Committee at least once a quarter to propose opinions to the Board of Directors for further consideration.

(4) TO HAVE AUTHORITY TO APPOINT SUB-COMMITTEES, TOP EXECUTIVES, AND OTHER APPROVAL AUTHORITY

1) Appointment of sub-committees as appropriate, or in case of vacant positions of directors or members of sub-committees through nomination from NRC Committee for important matters to be scrutinized before submitting their opinions to the Board of Directors for further consideration as follows:

(A) **AC Committee** considers and scrutinizes the matters of compliance with the laws relevant to the company, ensures the risk management system and the internal control system is adequate and appropriate, etc.

(B) **NRC Committee** considers and scrutinizes the matters of recruiting and considering remuneration of directors, executives, employees, and workers of the Company, etc.

(C) **CGC Committee** considers and scrutinizes the matters of corporate governance to be following the law on securities and exchange and laws related to the company, etc.

(D) **PTI Committee** considers and scrutinizes the matters of investment and creation of innovation, production, and research and development of new products suitable for the Company's operation to increase competitiveness, etc.

(E) **MC Committee** supports the board of directors' performance and managing daily work following the Company's objectives and main goals as assigned by the Board of Directors.

2) The appointment of top executives or, in the event of a vacancy, through the NRC Committee nomination with mutually agreed upon clearly and appropriately defines the roles, duties, and responsibilities.

3) Appointment of persons deemed appropriate to be company secretary and/or assistant secretary of the Company, or if such position is vacant by specifying qualifications, roles, duties, and responsibilities as stipulated by law, including disclosing information in the Annual Registration Statement / the Annual Report (Form 56-1 One Report).

4) Approval of formation, merger, or termination of a subsidiary company, affiliate, or joint venture following the requirements for the acquisition or disposal of assets by SEC and the laws relating to the Company.

5) Approval of fixed asset investment management, such as investment in a new factory or investment in a new production line, following the requirements for the acquisition or disposal of assets by SEC and the laws relating to the Company.

6) The Board of Directors has the authority to approve important matters in performing its duties to achieve the Company's objective.

(A) Financial approval that excess of power MC Committee as assigned ;

(B) Other approvals following the Company's regulations and related laws in order to be concise and benefit the organization.

(5) PRESCRIBING THAT THE CHAIRMAN OF THE BOARD OF DIRECTORS' POSITION IS A DIFFERENT PERSON FROM THE CHIEF EXECUTIVE OFFICER

It clearly sets separate roles, duties, and responsibilities and is regularly reviewed to be in line with the Company's operating directions as follows:

(A) The roles, duties, and responsibilities of the Chairman of the Board of Directors

1) The role of the Board of Directors must have leadership and vision by acting as the Chairman of the meeting at both the board of directors' meeting and the shareholders' meeting, supporting and encouraging the meeting attendees to exercise their voting rights and to comply with good corporate governance principles.

2) To supervise, monitor, and ensure that the board of directors' performance of duties is efficient, achieving the objectives and main goals of the Company.

3) To ensure that all directors participate in promoting an ethical corporate culture and good corporate governance and behaving as a role model for the organization.

4) To set the board of directors' meetings in consultation with the Chief Executive Officer and have measures to supervise important matters in the agenda.

5) To allocate appropriate and adequate time for the Board of Directors meetings for the management to propose matters and sufficiently for directors to thoroughly discuss important issues, as well as encouraging the directors to participate in the exercise of prudent discretion and to give opinions freely without any dominance of any one person.

6) To strengthen good relations between executive directors and non-executive directors, and between the board of directors and management, as well as overseeing the directors not to be under the influence of the management.

(B) The roles, duties, and responsibilities of the Chief Executive Officer

The Chief Executive Officer is responsible for executing the day-to-day following strategies, policies, plans, and budgets approved by the Board of Directors acting with responsibility, prudence, and honesty within the framework of the authority, assigned by the Board of Directors, and monitoring top executives and executives to perform their duties efficiently (see details on page 174 under topic "Management Information").

(6) DEFINING RESPONSIBILITIES AND ALLOCATE SUFFICIENT TIME FOR THE PERFORMANCE OF DUTIES

The Board of Directors supervises the Company's directors to have responsibility for performing their duties and allocating sufficient time to serve as the Company's directors as follows:

- 1) Board of Directors shall supervise and ensure that directors understand their roles, duties, and responsibilities.
- 2) Board of Directors shall establish criteria for serving directors' positions in other companies, considering their performance in many companies and ensuring that directors can devote sufficient time to perform their company duties. Therefore, the number of companies listed on the Stock Exchange of Thailand that each director will hold a position in is appropriate to the nature of the Company's business condition, in total, should **not exceed 5 companies. Except for the Executive Director** who holds director position at other listed companies, in total, it should **not exceed 2 companies** because the performance of duties as a director may decrease if the number of companies holding office is too much.
- 3) The directors who hold directorship positions in other companies must disclose in the Annual Registration Statement / the Annual Report (Form 56-1 One Report).
- 4) The Company has established measures and procedures for approving the Company's connected transactions for directors or executives who have direct or indirect interests in other businesses that have a conflict of interest or can use the Company's opportunities or information for their own benefit. The AC Committee must review this before being proposed to the Board of Directors for consideration and must be disclosed in the Annual Report / the Annual Report (Form 56-1 One Report) or notified to the shareholders as appropriate.
- 5) Each director should attend not less than 75% of the total number of board meetings held in the year.

(7) PREPARATION OF THE BOARD OF DIRECTORS CHARTER AND THE SUBCOMMITTEE'S CHARTER (BOARD CHARTER)

The Board of Directors and all committees are required to prepare its Board Charter to clearly define each committee's roles, duties, and responsibilities as a reference for the performance of their duties. The Board Charter is reviewed at least once a year to reflect the Company's long-term objectives and operational goals.

(8) PREPARING A REPORT ON THE PERFORMANCE OF THE COMMITTEE

All sub-committees must prepare their performance report at least once a year for submission to the Board of Directors to consider and disclose in the Annual Registration Statement / the Annual Report (Form 56-1 One Report), which the Chairman of the sub-committee signed the report. However, the number of meetings and the number of times each director attends each year must be specified.

(9) PREPARING THE SELF-PERFORMANCE ASSESSMENT FORM FOR AN INDIVIDUAL COMMITTEE AND PERSON

The Board of Directors and all committees must prepare a self-assessment form for an individual committee and person at least once a year by proposing to the CGC Committee for consideration and opinions before presenting to the Board of Directors for further consideration.

(10) TO HAVE AUTHORITY TO APPOINT A PERSON OR A CONSULTING FIRM (PROFESSIONAL SEARCH FIRM)

The Board of Directors and every sub-committees have the power to appoint a competent and independent person or advisor, or without conflict of interest, to be an advisor to the Board of Directors in case of its lack of expertise in such matters. The Director Pool database is also used to nominate new directors by disclosing advisors' information in the Annual Registration Statement / the Annual Report (Form 56-1 One Report).

(11) KNOWLEDGE DEVELOPMENT FOR THE BOARD OF DIRECTORS AND SUB-COMMITTEES

The Board of Directors supports and encourages all directors to attend training and seminars on a number of courses on an ongoing basis, either organized by the Thai Institute of Directors Association, the SEC, SET, or other independent organizations. It is to build knowledge, improve performance of work that is beneficial to the performance of duties more efficiently. The training and development information is disclosed in the Annual Registration Statement / the Annual Report (Form 56-1 One Report).

(12) SUCCESSION PLAN

The Board of Directors takes steps to ensure that the Company has an appropriate system for recruiting employees who will be responsible for all important management positions through the NRC Committee's recruiting process. There is a plan for recruiting successors to prevent the lack of top personnel, which will significantly impact business operations from retirement or early retirement. Therefore, the Company has established strategies for recruiting important successors to prevent such problems from occurring by following steps: (1) analyze the Company's situation (2) explore which positions are at risk (3) planning for recruiting and developing staff members; (4) evaluating staff performance and assessing potential (5) assigning successors and (6) developing and evaluating periodic performance, etc.

(13) CRITERIA FOR SELECTING INDEPENDENT DIRECTORS

The Company has defined the definition of independent director following the law on securities and exchange and related laws. Details on the selection of independent directors and independent directors' qualifications are provided in the good corporate governance manual published on the Company's website. (www.dbp.co.th).

7.3 INFORMATION ON SUB-COMMITTEES

The Board of Directors can appoint sub-committees on specific matters as needed through the nomination of the NRC Committee for important matters are carefully scrutinized on specific important issues before presenting their opinions to the Board of Directors for further consideration for the best interest of the Company.

7.3.1 AUDIT COMMITTEE (AC COMMITTEE)

The AC Committee consists of at least 3 independent directors with a term of 3 years and is recruited by the NRC Committee. If the AC Committee member has completed his/her term of office, or for any reason, the AC Committee member cannot complete his/her term, and the number of members is less than the specified number of 3 people. In this regard, the Board of Directors or the shareholders' meeting must appoint a new AC Committee member immediately or at the latest within 3 months from the date on which the number of members is incomplete to ensure continuity in the AC Committee's operation.

As of December 31, 2025, the Company has 3 Audit Committee members as follows:

Name	Position
1) Mr. Thanit Pulivekin *	AC Committee Chairman
2) Mr. Woodthikrai Soatthiyanon	AC Committee Member
3) Mr. Jark Chulakiet	AC Committee Member

Remark: * Mr. Thanit Pulivekin is the audit committee Chairman who possesses knowledge and experience sufficient for audit reliability of the Company's financial statements and Ms. Wasana Tochuwong as the Secretary to the Audit Committee.

The roles, duties, and responsibilities of the AC Committee can be summarized as follows:

- 1) To review to ensure that the Company has accurate and adequate financial reporting;
- 2) To review to ensure that the Company has an appropriate and effective internal control system and internal audit system and to consider the independence of the internal audit unit as well as to approve the consideration of the appointment, transfer, termination of the head of the internal audit unit or any other unit responsible for the internal audit;
- 3) To review that the Company complies with the law on securities and exchange, the regulations of the Stock Exchange of Thailand, and laws related to the Company's business.
- 4) To select and propose the appointment of the Company's auditor and propose the auditor's remuneration considering the reliability, adequacy of resources, and audit workload of that audit firm. This also includes the experience of the employees who have been assigned to conduct the audit of the Company and the attendance of the meeting with the external auditors without attending of the management at least once a year.
- 5) To consider and monitor the transactions involving acquisition and disposition of assets with significant value (Material Transaction or "MT") and/or related parties transactions ("RPT") or transactions that may involve conflict of interest in accordance with the laws and regulations of the Stock Exchange of Thailand to ensure that such transactions are appropriate and most beneficial to the Company.
- 6) To consider and monitor the use of fundraising money to be correct, reasonable and appropriate in accordance with the disclosed or approved objectives.
- 7) To review the accuracy of the reference documents and self-evaluation form following the Company's corruption policy in compliance with the Thai Private Sector Collective Action Coalition Against Corruption (CAC).
- 8) To prepare a report of the AC Committee by disclosing it in the Annual Registration Statement / the Annual Report (Form 56-1 One Report), in which the said report is signed by the Chairman of the AC Committee.
- 9) Perform any other actions as specified by the Board of Directors. Assigned with approval from the AC Committee.
- 10) To report the AC Committee's operation to the Board of Directors periodically at least once a quarter. In performing the above duties, the AC Committee has direct responsibility to the Board of Directors, and the Board of Directors still has responsibility for the operation of the Company to third parties.
- 11) In the performance of the AC Committee's duties, if it is found or in doubt that any transaction or action may have a material effect on the Company's financial position and performance, the AC Committee shall report to the Board of Directors of the Company to make adjustments within the time that the AC Committee deems appropriate.
- 12) To achieve the goals of the AC Committee, it has the following authority:
 - (A) Authority related to management: to have the power to invite the management and/or related executives to attend meetings, give clarifications, give opinions, or submit documents as the AC Committee deems relevant and necessary in all respects.

(B) Authority related to the Company's internal auditors to approve the appointment, dismissal, transfer, termination of employment, and consider the merits of the head of the internal audit department.

(C) Authority related to external auditors:

(1) To review and evaluate the performance of external auditors, including to approve, to appoint, to remove, and to terminate the employment of external auditors.

(2) To propose the list of auditors to the Board of Directors together with the annual audit fee for appointment from the shareholders' general meeting and to review the assessment of the auditor's performance.

(3) To set rates of wages for service and other consulting engagements provided by the external auditor.

(4) If it gets a notification from the external auditor regarding suspected circumstances that top executives or a person responsible for conducting an operation has committed an offense, the AC Committee shall report the results of the preliminary examination to the SEC and external auditors to acknowledge within 30 days from the date of receiving notification from the external auditors.

If the AC Committee fails to act as the external auditor has notified above, the external auditor shall continue to notify the SEC.

(D) Other authorities

The AC Committee has the authority to examine relevant parties and related matters within the scope of duties and responsibilities of the AC Committee and the authority to hire specialized experts to consult and can give opinions as the AC Committee has considered appropriate. In this regard, the various departments shall perform their roles and duties concerning the AC Committee.

In this regard, the Company has set up the Internal Audit and Compliance Control Office ("**Internal Audit Office**"), responsible for monitoring and reviewing the operation in accordance with the work system or according to the specified internal control standards and as a coordinator, support, and assist the AC Committee in good corporate governance. Ms. Wasana Tochuwong, Department Manager of the Internal Audit and Compliance Control Office is the internal audit office, has also been appointed as the secretary of the AC Committee.

7.3.2 NOMINATION AND REMUNERATION COMMITTEE (NRC COMMITTEE)

NRC Committee consists of at least 3 non-executive directors, and at least one person must be an independent director appointed by the Board of Directors. If the NRC Committee member has completed his/her term of office or there is any other cause that cannot complete his/her term and results in less than the number of members required, the Board of Directors will select and appoint a new NRC Committee member to the number immediately or at the latest within 3 months from the date that the number of members is less than the specified number to ensure continuity of the NRC Committee's operations.

As of December 31, 2025, the Company has a total of 3 NRC Committee member, consisting of:

Name	Position
1) Mr. Chaiyut Srivikorn	NRC Committee Chairman
2) Mr. Chatchai Teepsuwan	NRC Committee Member
3) Mr. Asanee Chantong	NRC Committee Member

Mr. Satid Sudbuntad, Chief Executive Officer, is the secretary of NRC Committee.

The roles, duties, and responsibilities of the NRC Committee can be summarized as follows:

- 1) To select the Company's directors and top executives

The NRC Committee is responsible for determining the criteria and process for recruiting transparently and clearly, providing sufficient information for consideration, and proposing opinions to the Board of Directors for approval on top executives' appointments. In this regard, directors' appointments must be presented to the shareholders' meeting for further approval (see details on page 187 under topic "Committee Recruitment, Development, and Evaluation").

- 2) To consider remuneration for directors, top executives, and employees of the Company

The NRC Committee is responsible for determining the format and criteria for determining the remuneration of directors, top executives, and company employees transparently and clearly, with sufficient information to consider for short-term, long-term returns, and others (see details on page 177 under topic "Executive Directors and Executives' Remuneration Policy").

3) NRC Committee has the authority to invite executives of the Company and / or relevant employees at all levels to attend the meeting and to clarify related matters in all cases.

- 4) To perform any other activities assigned by the Board of Directors to carry out each matter in each case.

7.3.3 CORPORATE GOVERNANCE COMMITTEE (CGC COMMITTEE)

The CGC Committee consists of at least 3 non-executive directors, and at least one of them must be independent and nominated by the NRC Committee. If a CGC Committee Member has completed his term of office or there is any other cause that cannot complete his term and results in less than the number of members required, the NRC Committee will consider recruiting, selecting, and proposing to appoint a new CGC Committee Member in the complete number immediately or at the latest, within 3 months starting from the date that the number of members is less than the specified number to ensure continuity of the CGC Committee operations.

As of December 31, 2025, the Company has 3 CGC Committee Member consisting of:

Name	Position
1) Assoc.Prof.Dr. Somjai Phagaphasvivat	CGC Committee Chairman
2) Mr. Kamolaphat Teepsuwan	CGC Committee Member
3) Mr. Warayu Pradipasen	CGC Committee Member

Mr. Krit Kullertprasert, Assistant Chief Executive Officer Central Management, is the secretary of the CGC Committee.

The roles, duties, and responsibilities of the CGC Committee are summarized as follows:

1) To establish policies, criteria, and guidelines for good practice in various businesses following good corporate governance principles by preparing the Good Corporate Governance Handbook and Code of Business Conduct. It is to enable directors, executives, and employees at all levels to adhere to the operational guidelines. It is also an important obligation of directors, executives, and employees of all levels to not neglect to follow the principles contained in this manual.

2) To follow up, review, and revise the Company's corporate governance following the SEC's good corporate governance principles, SET, and related laws.

3) To encourage the dissemination of good corporate governance within the organization to be understood by directors, executives, and employees at all levels and have practical effects until organizational culture.

4) To establish policies and support a regular assessment of corporate governance standards at least once a year to identify problems and obstacles causing the operations to fail to achieve the objectives and targets set and report them to the Board of Directors for further acknowledgment and consideration.

5) To perform any other activities assigned by the Board of Directors to carry out in each case.

6) To consider and review the Self Assessment of the Board of Directors' Performance to be appropriate at least once a year and propose opinions on the Board of Directors' performance assessment results and various sub-committees to the Board of Directors for further consideration.

In year 2025, the Company still used the assessment form of the year 2024, which can be summarized as follows:

6.1) Objectives:

(A) To identify problems and obstacles causing the performance to fail to achieve its objectives during the past year.

(B) To enhance the effectiveness of the Board of Directors and the sub-committees is work for an individual committee and person, as their roles, duties, and responsibilities are clearly identified.

(C) To know how to use the knowledge, ability, and independence in expressing opinions by the Board of Directors.

6.2) The self-assessment results of the Board of Directors and the sub-committee for an individual committee and person for the year 2025 was of an average score of 95.1% - 100%. The directors gave recommendations to improve the performance of each committee that is beneficial to the Company. The assessment scores for all faculties are summarized as follows:

Committee	Individual committee self-assessment		Individual person self-assessment	
	2025	2024	2025	2024
1) Board of Directors	98.3%	98.9%	98.8%	98.4%
2) Audit Committee	99.0%	99.2%	99.2%	99.0%
3) Nomination and Remuneration Committee	96.7%	97.5%	95.4%	97.5%
4) Corporate Governance Committee	100.0%	99.2%	100.0%	99.2%
5) Management Committee	99.8%	100.0%	99.8%	100.0%
6) Risk Management Committee	95.8%	99.4%	95.6%	99.2%
7) Production Technology and Innovation Committee	98.5%	99.6%	97.4%	98.7%
8) Sustainability Committee	95.4%	99.1%	95.1%	98.5%
9) Anti-Corruption Committee	95.5%	94.7%	95.3%	94.5%

7) To consider and review the self-assessment form of the Chief Executive Officer (CEO) to be appropriate at least once a year to assess the performance of the organization's top executives. Also, opinions of the CEO's performance assessment results are presented to the Board of Directors for further consideration. The topics for evaluation are following the guidelines of SET, namely (1) leadership (2) strategy setting, (3) strategy implementation, (4) financial planning, and performance (5) relationship with the committee, (6) external relations (7) Management and personnel relations (8) succession (9) knowledge of products and services and (10) personal characteristics. The CEO's performance assessment results in year 2025 was of 100%, equal to that of year 2024.

7.3.4 PRODUCTION TECHNOLOGY AND INNOVATION COMMITTEE (PTI COMMITTEE)

The Board of Directors is committed to conducting business in a modern and efficient manner by employing new technology and manufacturing innovations to enable the Company to adapt to changing environments. Therefore, PTI Committee has been set up to take charge of technology and product innovation, which is an important factor in generating income. PTI Committee invests in manufacturing innovations such as launching new products and reducing production costs, increasing the potential and competitiveness for the future.

As of December 31, 2025, the Company has 5 PTI Committee Members directors as follows:

Name	Position
1) Mr. Asanee Chantong	PTI Committee Chairman
2) Mr. Satid Sudbuntad	PTI Committee Member
3) Mr. Krit Kullertprasert	PTI Committee Member
4) Ms. Peachayanant Lorvoralak	PTI Committee Member
5) Mr. Sunthorn Suwannajade	PTI Committee Member and Secretary

The roles, duties, and responsibilities of the PTI Committee are summarized as follows:

- 1) Establish guidelines for promoting innovation in the production process or product development, driving and fostering organizational innovation.
- 2) Make suggestions or offer advice on solving problems or overcoming obstacles that arise from investment projects in innovation.
- 3) Follow up on the success of innovation investments by comparing them with the objectives and goals set.
- 4) Suggest or advise on projects to expand product production capacity and increase production efficiency using innovative approaches.
- 5) Present an innovation performance report to the Board of Directors at least once per quarter.
- 6) Execute tasks as assigned by the Board of Directors on a case-by-case basis.

7.3.5 MANAGEMENT COMMITTEE (MC COMMITTEE)

Management Committee consists of at least 3 executives from the level of Assistant Chief Executive Officer, who the Board of Directors appoints. The Chief Executive Officer is the Chairman of the MC Committee by the position and appoints an MC Committee Members or an executive who deems appropriate as the secretary of the MC Committee to perform the duty of preparing the meeting as well as being a coordinator for reporting to the Board of Directors and other relevant agencies (if any).

As of December 31, 2025, the Company has 4 MC Committee Members, consisting of:

Name	Position
1) Mr. Satid Sudbuntad	MC Committee Chairman
2) Mr. Sunthorn Suwannajade	MC Committee Member
3) Ms. Peachayanant Lorvoralak	MC Committee Member
4) Mr. Krit Kullertprasert	MC Committee Member and Secretary

The roles, duties, and responsibilities of the MC Committee can be summarized as follows:

- 1) To manage the Company following the objectives, directions, goals, policies, missions, strategies, business plans, and budgets as approved by the Board of Directors.
- 2) To consider and scrutinize the management's proposals to set objectives, directions, goals, policies, missions, strategies, business plans, annual budgets, financial and investment plans, human resource management plans, information technology, etc. The Company will assess the Company's achievement according to the KPI score (Key Performance Indicator) to submit opinions to the Board of Directors for further approval.
- 3) To direct, supervise, and monitor the operating results for the monthly, quarterly, and annual basis compared with the target and budget set by presenting opinions to the Board of Directors for acknowledgment and consideration regularly and continuously.

- 4) To build an organizational culture that adheres to ethics and business ethics and behaving as a role model for the organization.
- 5) To determine, review the organizational structure, the scope of the organization's management, including the appointment; commissioning; transferring; demotion; determination of wages; compensation; annual award money; termination of employment from the employee level to the department manager level. The opinion related to these issues shall be presented to the NRC Committee for consideration and approval and further propose to the Board of Directors for acknowledgment and approval later.
- 6) To consider the interim and annual dividend payments according to the Company's operating results for each year by submitting their opinions to the Board of Directors for acknowledgment and to propose to the shareholders' meeting for further approval.
- 7) To have authority to authorize one or more persons, and/or management, or any other person to perform any action within a specified period of time. It is under the supervision and supervision of the MC Committee, including the cancellation, or withdrawal, or change, or improve the authorized person or that authority as it deems appropriate.
- 8) To have authority to approve the financial following the operating regulations and approval authority as already approved by the Board of Directors' meeting.
- 9) To have authority to appoint committees or sub-committee to scrutinize details of information on important matters. It shall define scope, authority, duties, and responsibilities and direct and supervise the operations of the sub-committee to achieve the objectives and goals set as follows:
 - (A) Risk Management Committee: To supervise the Company to have an appropriate and adequate risk management system.
 - (B) Corporate Social Responsibility Committee: To supervise the Company to create benefits and develop for society or reduce the impact on the environment.
 - (C) Anti-Corruption Committee: To supervise the Company to have an appropriate and adequate anti-corruption system.
 - (D) To establish other sub-committee from time to time as they deem appropriate on a case-by-case basis.
- 10) To perform any other activities assigned by the Board of Directors on a case by case basis.

(1) RISK MANAGEMENT COMMITTEE (RMC COMMITTEE)

The Board of Directors assigns MC Committee to appoint the RMC Committee to ensure that the Company has an appropriate and adequate risk management system. The RMC Committee comprises Mr. Satid Sudbuntad, a executive director and executives ranking from Division Manager (Senior) level of every department. In this regard, One RMC Committee members is appointed as the Chairman of the RMC Committee.

The roles, duties, and responsibilities of the RMC Committee can be summarized as follows:

- 1) To establish a risk management policy in line with the objectives, main goals, strategies, and acceptable risks of the entity for the framework of the risk management process for everyone and all departments in the organization to be in the same direction. The early warning signs should be emphasized, and the risk management policy is reviewed periodically according to changing circumstances and events.
- 2) To analyze all types of risks, both internal and external factors, opportunities, and potential impacts on the Company's overall operations. It is divided into Strategic Risk, Operation Risk, Financial Risk, and Compliance Risk, etc.
- 3) To establish measures and action plans to manage risks that may be risk acceptance, risk reduction, risk avoidance, risk transfer, or risk sharing.
- 4) The results from the analysis and assessment of various risk factors of the Company are used to formulate guidelines for management and correction to manage the risks according to the risk factors that arise and make a risk map as follows:

(A) **Red Risk** : Risk factors that need to be addressed urgently, with solutions to reduce the risks as the priority.

(B) **Yellow Risk** : Risk factors that need to be monitored and may be risk factors for which there is a way to prevent them.

(C) **Green Risk** : Risk factors that are not yet considered a risk which must be managed immediately.

5) To follow up on unacceptable risk management results, how to improve and prevent future risks. The risk management report is prepared and presented to the MC Committee, AC Committee, and the Board of Directors for each case at least once a quarter.

6) To review policies and risk factor supervision systems defined or established to assess risk management and monitoring. It includes audit and reporting processes to ensure that the Company has a concise and appropriate risk management framework, sufficient and efficient and effective.

7) To regulate, supervise and monitor compliance with applicable national and international laws and standards, as well as to review the disclosure of information, risks to regulators and the public correctly and appropriately and up to date.

8) To prepare a report on the tightness and adequacy of the risk management system by submitting it to the MC Committee and AC Committee for consideration and approval from time to time as it deems appropriate on a case by case basis.

9) To require the subsidiaries and/or affiliates to operate following the same tight risk management and internal control systems as the parent company.

10) To perform any other activities assigned by the Board of Directors, or the AC Committee, or MC Committee to undertake on a case by case basis.

In year 2025, the RMC Committee has supervised the risk management activities with responsibility and caution, able to control all risks to a level that does not cause any negative impact on the Company's operations.

(2) SUSTAINABILITY COMMITTEE (SC COMMITTEE)

The Board of Directors assigns MC Committee to appoint the SC Committee to ensure that the Company creates benefits for social development or reduces the impact on the environment. The SC Committee comprises Mr. Satid Sudbuntad, a executive director and executives ranking from department manager level and above totalling at least 10 members. In this regard, One SC Committee members is appointed as the Chairman of the SC Committee.

The roles, duties, and responsibilities of the SC Committee can be summarized as follows:

1) Set policies and guidelines for implementing responsibilities towards the economy, society, community, environment, and corporate governance following international sustainability criteria for companies listed on the Stock Exchange of Thailand, etc.

2) Analyze key sustainability issues, value chains, and stakeholder needs, and assess opportunities and risks that affect sustainability in the Company's business operations. In this regard, persons, agencies, and sub-committees may be appointed, or external experts may be used to carry out each matter.

3) Prepare plans, related projects, and budgets for each year.

4) Follow up on project implementation according to plans and budgets that have been approved.

5) Implement projects in conjunction with the Stock Exchange of Thailand or other sustainability agencies as appropriate to participate in the sustainability assessment of companies listed on the stock exchange for the Company to be listed in the Sustainable Stock List, including other sustainability projects, etc.

6) Prepare a sustainability report of the Company to disseminate to stakeholders.

(3) ANTI-CORRUPTION COMMITTEE (ACC COMMITTEE)

The Board of Directors assigns MC Committee to appoint the ACC Committee to ensure that the Company operates its business with transparency, has good work practices, and be accepted by all stakeholders by covering operational guidelines and appropriate and adequate anti-corruption measures. The ACC Committee comprises executive directors and executives ranking from department manager level and above totalling at least 10 members, including the Law Office Manager and the Internal Audit Office. In this regard, One ACC Committee Member is appointed to the Chairman of the ACC Committee.

The roles, duties, and responsibilities of the ACC Committee can be summarized as follows:

- 1) To formulate policies and measures related to the Company's anti-corruption.
- 2) To establish manuals, good operating practices, anti-corruption regulations, and financial authorization to comply with relevant policies and orders. This includes penalties if management and/or employees violate the aforementioned manuals and/or regulations.
- 3) To arrange for an annual or periodic assessment and review of the corruption risks of each department as it deems appropriate by establishing a strong anti-corruption risk prevention measure and suitable for the business operation of the Company.
- 4) To prepare a self-assessment on anti-corruption measures to obtain a certificate of membership in the Private Sector Collective Action Coalition Against Corruption (CAC) Project and also review it at specified intervals.
- 5) To review plans, policies, risk assessments, and measures. Corruption as deemed appropriate from time to time to have measures for supervision and monitoring to reflect transparent operations and have good operational guidelines ready to be inspected at all times.
- 6) To provide communication, public relations, and follow-up to ensure that the operations of all departments are following the anti-corruption policy as specified by the Company.
- 7) To perform any other activities assigned by the Board of Directors, the AC Committee, or MC Committee to undertake on a case by case basis.

(4) OTHER COMMITTEES

The Board of Directors assigns MC Committee to appoint other committees to carry out work for the best interest of the Company such as Occupational Health, Safety and Workplace Environment Committee (OSH Committe), Energy Management Committee, Energy Management Assessors Committee, Procurement Committee, Standard System Management Committee, and Employee Committee, etc.

7.4 MANAGEMENT INFORMATION

7.4.1 NAMES AND POSITIONS OF MANAGEMENT

The Company has a policy to recruit knowledgeable, capable and experienced executives with good working records and ethics, who can contribute well to the Company. The nomination of such persons must pass through consideration by the NRC Committee and approval by the Board of Directors. The executives at the level of Assistant Chief Executive Officer and above are appointed as members of the Management Committee by position.

As of December 31, 2025, The Company had 11 Executives as follows.

Name	Position
1) Mr. Satid Sudbuntad	Chief Executive Officer
2) Mr. Sunthorn Suwannajade	Assistant Chief Executive Officer Production and Engineering
3) Ms. Peachayanant Lorvoralak	Assistant Chief Executive Officer Sales and Marketing
4) Mr. Krit Kullertprasert	Assistant Chief Executive Officer Central Management
5) Mr. Somkuan Sittichoketum	Division Manager (Senior) Production and Engineering
6) Mr. Seree Saengmark	Division Manager (Senior) Production and Engineering
7) Mr. Supoj Suwanmune	Division Manager (Senior) Production and Engineering
8) Mr. Kamchub Vatanatham	Division Manager (Senior) Sales and Marketing
9) Mr. Supat Kietnithiamorn	Division Manager (Senior) Sales and Marketing
10) Mr. Songkran Suwanmak	Division Manager (Senior) Central Management
11) Mr. Direk Chaokongchak	Division Manager (Senior) Central Management

(A) The Roles, Duties, and Responsibilities of the Chief Executive Officer can be summarized as follows:

With responsibility, diligence and integrity, the Chief Executive Officer ensures that the Company daily operations comply with the objectives, policies, business plans and budget as approved by the Board of Directors, and must perform their duties responsibly, carefully, and honestly. The scope of authorities, duties, and important responsibilities of the Chief Executive Officer are as follows:

1) To establish vision, corporate values, objectives, policies, directions, business plans, operating strategy, financial plan, investment management, human resources management, annual budget, Key Performance Indicators (KPI) target, and assess Company's performance before presenting opinions to the MC Committee before proposing to the Board of Directors for further approval.

2) To monitor and evaluate the Company's performance regularly to prevent risks from various internal and external risk factors that may adversely impact achievement of the Company's performance not achieving the specified targets.

3) To have authority to set salaries, compensation, bonuses or annual remunerations, as well as benefits for the employees ranking from the Division Manager level and below.

4) To have authority to issue rules and regulations, directives, notifications for the operations to be in line with the Company's objectives, directions, and main targets to maintain disciplines, effective operation within, and best interest for the organization.

5) To have authority to approve for the purchase and hiring, and financial approval authority in accordance with the work regulations and approval authority as approved by the Board of Directors so that the Management has authority to manage daily routine work efficiently and effectively with specified financial amount for Division Manager positions or higher and sub-committees, including matters that must be proposed for the Board of Directors for consideration and approval. Approval authorities are specified which can be summarized as follows:

(A) Accounting and taxation: authorized persons are specified for each item.

(B) Approval for purchasing/hiring and repairing: financial amount is specified by rank.

(C) Financial approval, cash or check payment: financial amount is specified by rank.

(D) Service employment contracts not more than 3 year term: financial amount is specified by rank.

(E) Short-term loan not more than 1 year term: financial amount is specified by rank.

(F) Matters that are beyond the authority of the Chief Executive Officer and MC Committee must be submitted to the Board of Directors for approval before proceeding.

6) To have authority to appoint persons or working groups for the Company's operation or administration by setting the scope of authority, duties, responsibilities, and supervising the implementation of the specified goals. It also has the authority to authorize one or more executives to perform any action within a specified period of time, subject to the MC Committee's supervision, including the termination, or revocation, or amendment of any authorization as deemed appropriate and appropriate on a case by case basis.

7) To ensure compliance with Company's regulations and laws regarding securities and exchange, regulations and best practice of the SEC and SET, as well as laws relevant to Company's businesses.

8) To perform other duties as required by law or assigned by the Board of Directors for each matter on a case by case basis.

(B) Assistant Chief Executive Officer, Central Management (ACEO – Officer Central Management)

This position has roles, duties, and responsibilities in the day-to-day management of the Company in the lines of Accounting and Finance, Information Technology and Standards Systems, Purchasing, Human Resources, and the Company Secretary office. Also, it includes the other assigned task by the Board of Directors and Management Committee to achieve objectives, main goals, annual budget, KPI goals, and evaluation of the Company's success. The Company has set the qualifications, roles, duties, and responsibilities following the rules and regulations of the Company, the Securities and Exchange Act, and the laws related to the Company.

(C) Assistant Chief Executive Officer, Production and Engineering (ACEO – Production and Engineering)

This position has roles, duties, and responsibilities in the day-to-day management of the Company in the lines of production, engineering and maintenance, and other operations. Also, it includes the other assigned task by the Board of Directors and Management Committee. It focuses on the organization's development towards sustainability, improving the production process to **"Innovative organization"** by applying automation and robots in the production process. The aim is to increase production efficiency and reduce the impact on society, the community, and the surrounding environment to achieve the objectives, main goals, annual budget, KPI goals, and evaluation of the Company's success. The Company has set the qualifications, roles, duties, and responsibilities following the rules and regulations of the Company and the laws related to the Company.

(D) Assistant Chief Executive Officer, Sale and Marketing (ACEO – Sale and Marketing)

This position has roles, duties, and responsibilities in the day-to-day management of the Company in the lines of sales and marketing. Also, it includes the other assigned task by the Board of Directors and Management Committee. It focuses on formulating sales and marketing strategies, branding to achieve the objectives, main goals, annual budget, KPI goals, and evaluation of the Company's success. The Company has set the qualifications, roles, duties, and responsibilities following the rules and regulations of the Company and the laws related to the Company.

(E) Division Manager (Senior) Central Management (DM (S) – Officer Central Management)

This position has roles, duties, and responsibilities in the day-to-day management of the Company in the lines of Accounting and Finance, Information Technology and Standards Systems, Purchasing, Occupational Health and Safety and Administration. Also, it includes the other assigned task by the Board of Directors and Management Committee to achieve the objectives, main goals, annual budget, KPI goals, and evaluation of the Company's success. The Company has set the qualifications, roles, duties, and responsibilities following the rules and regulations of the Company and the laws related to the Company.

(F) Division Manager (Senior) Production and Engineering (DM (S) – Production and Engineering)

This position has roles, duties, and responsibilities in the day-to-day management of the Company in the lines of Manufacturing and Engineering, Investment Project Management. Also, it includes the other assigned task by the Board of Directors and Management Committee. It focuses on the organization's development towards sustainability, improving the production process to **"Innovative organization"** by applying automation and robots in the production process. The aim is to increase production efficiency and reduce the impact on society, the community, and the surrounding environment to achieve the objectives, main goals, annual budget, KPI goals, and evaluation of the Company's success. The Company has set the qualifications, roles, duties, and responsibilities following the rules and regulations of the Company and the laws related to the Company.

(G) Division Manager (Senior) Sale and Marketing (DM (S) – Sale and Marketing)

This position has roles, duties, and responsibilities in the day-to-day management of the Company in the lines of sales and marketing. Also, it includes the other assigned task by the Board of Directors and Management Committee. It focuses on formulating sales and marketing strategies to achieve the objectives, main goals, annual budget, KPI goals, and evaluation of the Company's success. The Company has set the qualifications, roles, duties, and responsibilities following the rules and regulations of the Company and the laws related to the Company.

(H) Performance Assessments of the Executives from the Assistant Chief Executive Officer Level and Higher

The Company has conducted performance assessments of the executives from the Assistant Chief Executive Officer level and higher. Each executive is assigned with annual Key Performance Indicator or KPI corresponding to the overall KPI of the Company. Annual salary adjustments are according to achievements as per the KPI targets of each individual. The resulting salary increase shall be proposed to the NRC Committee for consideration before proposing to the Board of Directors of the Company for consideration and approval.

(I) Senior management's responsibility for the performance of duties and allocations of time

- 1) The Board of Directors shall supervise and support ensuring that top executive understands the roles, duties, and responsibilities assigned to carry out the Company's objectives and main goals;
- 2) The Board of Directors shall establish criteria for serving in other companies for the Chief Executive Officer (CEO) and top executive, taking into account performance in multiple companies and ensuring that the Chief Executive Officer (CEO) and top executive can devote sufficient time to perform their duties in the Company. Therefore, the number of listed companies listed on the Stock Exchange of Thailand that Chief Executive Officer (CEO) and top executive will hold positions is appropriate to the Company's nature or business condition, in total, should not exceed 2 companies. Since it may reduce the performance of duties as CEO and top executive, if the number of companies holding positions is excessive, and such criteria should be disclosed in the Annual Registration Statement / the Annual Report (Form 56-1 One Report).

7.4.2 EXECUTIVE DIRECTORS AND EXECUTIVES' REMUNERATION POLICY

Nomination and Remuneration Committee (NRC Committee) is responsible for determining the remuneration of directors, executives, and employees of the Company and proposing opinions to the Board of Directors for consideration, and proposing to the shareholders' meeting for further approval.

Remuneration Policy: The Company is committed to fair and appropriate compensation, both short-term and long-term, based on the scope of duties and responsibilities, performance of work, and expected benefits from directors, executives, and employees. The evaluation is based on the Company's performance and the Board of Directors' performance as a whole, which can be compared with other companies and companies listed on the Stock Exchange of Thailand in the same industry.

(1) CRITERIA FOR CONSIDERATION OF REMUNERATION FOR DIRECTORS, EXECUTIVES, AND EMPLOYEES

(A) Board of Directors and sub-committees

The NRC Committee considers the form and criteria for fair and appropriate remuneration of the Board of Directors and sub-committees by considering the following:

- 1) To consider and compare with other companies and companies listed on the Stock Exchange of Thailand in the same industry.
- 2) To consider the scope of accountability and responsibility, including the benefits expected to be received from each director, with the directors assigned more duties should receive fair and appropriate remunerations such as members of the sub-committees, etc.
- 3) To consider from the performance of the Company each year.
- 4) To consider the Self Assessment of the Board of Directors' performance, both individual committee and person each year to use the assessment data to improve the Board of Director's performance further.
- 5) To consider and review all types of compensation forms and criteria every year for the appropriate amount and proportion of compensation as follows: Monthly compensation (such as meeting allowances) and annual compensation (such as bonus or gratuity) paid to the Board of Directors and the sub-committees and present the opinions to the Board of Directors for further submission to the shareholders' meeting for approval.

(B) Executives and Employees

The NRC Committee determines the form and criteria for short-term and long-term compensation and benefits for executives and employees of the Company as follows:

1) Considering short-term compensation, including salary payments and annual award payments (bonuses), is as follows:

- 1.1) To determine the salary structure, annual reward (bonus), and annual salary increase rate of the Company's executives and employees.
- 1.2) To consider setting criteria for measuring the success of the Company's operations as KPI score to be used for adjusting salary rates and annual reward (bonus) payments to executives and employees based on the annual budget and the achievement of the Company's main goals, as well as market and economic conditions at the same industry level and propose to the Board of Directors for further approval.
- 1.3) To determine the criteria for assessing top executive and executives' performance who are assigned additional duties aligned with the overall company KPIs to consider adjusting the salary rate and annual reward payment (bonus) and propose opinions to the Board of Directors for further approval.
- 1.4) To consider the benefits and other welfare of the Company's employees, both monetary and non-monetary.

2) Considering long-term compensation, including paying at retirement or when leaving work, is as follows:

- 2.1) The Company has established a provident fund for employees to support their savings. Employees can apply to become members of the fund voluntarily. Members can choose to pay contributions to the fund at a rate of 3%-15%. From year 2022 onwards, the Company will increase the contribution to the rate of 3%, 5% 10% of the wages according to the length of service. When an employee retires or retires from being a member, they will receive savings and/or contributions, including benefits, depending on the case. Currently 89% of the 835 employees are members of the Provident Fund.

2.2) The Company conducts an assessment of employee benefits upon retirement or retirement. The actuarial calculation is based on estimating the employee benefit obligations entitled to retirement pay under the Labor Protection Act. The obligation is calculated by an independent actuary and based on actuarial assumptions using the Projected Unit Credit Method, estimated from the present value of the cash flows of the expected benefits pay in the future. It is calculated based on employee salary, employee turnover rate, mortality rate, service life, and other factors.

2.3) Other compensation, such as offering warrants to the Company's directors and employees (ESOP), is intended to incentivize employees to do their best and increase Company's share value. It is also an incentive for employees who are knowledgeable and important to enhance the Company's competitiveness, etc.

3) The remuneration of the Company

	Chief Executive Officer	Executive	Employees	Type of payment	Remuneration Objective
Short-term benefits					
1) Salary	✓	✓	✓	cash	Motivate and retain knowledgeable, competent employees and reward them for performing their duties and responsibilities according to their positions.
2) Annual bonus.	✓	✓	✓	cash	As a reward for the achievement of the results determined each year.
Long-term benefits					
1) Provident fund	✓	✓	✓	cash	Create security and safety for employees.
2) Retirement compensation	✓	✓	✓	cash	Motivate employees to work with the Company.
3) Other remuneration	✓	✓		Warrants (ESOP)	Motivate employees to work hard, which will increase the Company's share value.

7.4.3 TOTAL REMUNERATION FOR EXECUTIVE DIRECTORS AND EXECUTIVES

(1) REMUNERATION FOR DIRECTORS AND EXECUTIVES

Remuneration (Unit: million baht)	2025		2024		2023	
	Number of people	Amount	Number of people	Amount	Number of people	Amount
Directors' remuneration and bonus	12	13.25	12	13.95	12	13.25
Executive salaries, bonuses, etc. *	11	57.01	11	52.91	9	44.68
Total		70.26		66.86		57.93

Remark : * Total provident fund for year 2025: 2024: 2023 = 4.41 : 4.21 : 3.48 million baht.

(2) OTHER REMUNERATION

There are no benefits other than the remuneration mentioned above.

7.5 EMPLOYEE DATA

7.5.1 HUMAN RESOURCE DEVELOPMENT

The Board of Directors recognizes the importance of human resource management, as it is crucial in response to changing business and economic conditions. The Company believes that its employees have potential to achieve sustainable business success. Its human resource strategy has been established, as follows:

Policy on Human Resources: Focuses on preparing the personnel within the organization to strictly adhere to integrity and transparency and ensuring that they have good quality of life and safe living and upholds respect for human rights, individual freedoms, and equality. This is accomplished by developing their manufacturing and sale related knowledge, capability, and skills, in order that they are ready to propel the organization toward its success and excellence to support sustainable growth in both domestic and export markets.

(1) PERSONNEL RECRUITMENT

The Company has had a fair recruitment policy and procedure, respecting diversity and ensuring non-discriminatory practices, with selection based on merit, competencies, and other qualifications required for each position in several channels, as follows:

(A) Constantly communicating recruitment opportunities on the Internet, via social media such as Facebook, and Line, focusing on creating Employer Branding to create an image that is consistent with the values inclusiveness and equal opportunity, and attract talent to want to work with us.

(B) Developing a recruiting system: By applying various modern technologies to the recruitment process and collecting applicant data, including using it in accordance with the Personal Data Protection Act.

(C) Continuously work to improve the recruitment and selection processes to initially screen applicants. This includes continuous improvement in the testing process to ensure suitability for each job position. Direct supervisors play a significant role in every step of the process.

(D) Carry out the project “**Mentoring System**” continuously by selecting qualified employees from each department who exhibit positive attitudes and serve as role models for mentoring, assisting, and supporting new employees. This initiative aims to provide new employees with knowledge and understanding of the organizational culture and working characteristics, fostering a positive attitude towards the organization which will help reducing employee turnover during the probationary period.

In addition, the Company conducts regular evaluations and follow-ups with supervisors and new employees throughout the probation period to provide appropriate support and continuously enhance related processes, thereby improving the overall efficiency and effectiveness of its human resource management system.

(2) PERSONNEL DEVELOPMENT

The Company has had employee skill and capacity development programs to accommodate future growth by establishing a knowledge base within the organization, promoting engagement in expressing opinions about the organization, as well as planning training and development in advance on a yearly basis to enhance personnel potential and enhance their competitiveness.

In year 2025, the Company emphasized proactive employee development through multi-skill training programs designed to broaden employees’ knowledge and competencies across multiple functions. This approach enhances work flexibility and enables employees to effectively perform interchangeable roles. Such skill development strengthens operational stability and continuity, improves team effectiveness, and supports the Company’s sustainable growth. This includes enhancing the role of executives as leaders and equipping sales representatives and Product Consultants (PC) with the skills needed to succeed in today’s competitive market. The training will also cover anti-corruption measures, promote safety awareness, and encourage environmental stewardship. The objective is to allow employees to learn by themselves without limits, including training and personnel development over 120 courses, divided into over 83 courses of In-House Training and Public Training, LMS system: DBP E-learning, over 37 courses, representing Training hours (Training Hours) over 6,415 hours.

(3) EMPLOYEE RETENTION

The Company attaches great importance to personnel retention from the probation period to adapt to the working environment and understand the responsibilities. It also focuses on taking care of all personnel to be happy at work, with fair remuneration as appropriate to the nature of the job and employees' ability, providing welfare, maintaining safe and hygienic working conditions, organizing happiness activities throughout the year. The employees can comment on how to improve their work efficiency and the Company even better. In year 2025, the operations were as follows:

(A) Diversity Management : The Company has implemented a human rights policy that aligns with the principles of diversity management. This policy values human differences and ensures that all individuals are given equal opportunities to fully realize their potential, without discrimination on the basis of gender, race, nationality, religion, or cultural background, including job positions, fair compensation, and non-discrimination practices as follows:

Positions by genders

Level	Female	%	Male	%	Total
Executive	1	9.09	10	90.91	11
Supervisor	38	24.68	116	75.32	154
Employee	171	20.43	666	79.57	837
Total	210	20.96	792	79.04	1,002

Compensation ratio by genders

Compensation ratio	Female	Male
Compared against* the total compensation median	15.13%	(4.20%)
	Higher	Lower

Remarks : * The total compensation median refers to the median of the total compensation for females and males. The median is then the base value for the comparison with the compensation median for females and that for males.

(B) Benefits: The Company organized welfare and activities for its employees and contractors and non-discriminatory basis to improve its employees' quality of life, as follows:

1) The activity **"HR Channel on TikTok"** The Company continuously uses this platform that provides employees and contractors with comprehensive information on labor relations through online activities.

2) The activity **"Diamond Brand...takes care of each other"** is intended to encourage Diamond Brand employees to participate in ownership of the organization and to create a good working atmosphere through communication and jointly looking after each other, while also fostering a culture of mutual care and awareness. This initiative aims to cultivate a spirit of participation and foster strong relationships between the organization, its employees, supervisors, and employees in various aspects including, common practice guidelines, safety, environmental conservation, energy efficiency, and anti-corruption policy, etc.

3) The activity **"DBP Health Me Club"**: The Company continuously promotes employee health and well-being through the **"DBP Health Me Club,"** an inclusive program open to employees across all functions and age groups. The initiative encourages employees to actively care for their health through a variety of wellness activities and supports participation in annual walk-run events, such as the 7th Im-Aim Thapkwang Fun Run and Insee Run 2025, etc.

4) The activity **"Diamond Fitness Room"**: The Company has renovated and upgraded the **"Diamond Fitness Room"** to promote the health and well-being of employees, their families, and the surrounding community by providing dedicated space and appropriate facilities for regular exercise.

5) The activity **“Reduce Disease...Love Yourself”** Campaign: The Company organized a preventive healthcare initiative through the WIND Training x Thai Health Promotion Foundation application, encouraging employees to proactively care for their health through a point-based exercise challenge tailored to different lifestyles. The program comprised five activity groups Healthy Heart & Vitality, Reduce Belly Fat Reduce Risk, Stretch for Longevity, and Light Body Light Mind and was conducted over a three-month period from March 31, 2025 to June 30, 2025.

6) The activity **“Tra Petch Cares: We Ensure You Get Home Safely During Songkran”** is a campaign aimed at promoting safe driving during the holidays. As part of this initiative, we distributed amulets for good luck while traveling and provide ice cream to employees and contractors ahead of the Songkran holidays in year 2025.

7) The activity **“Giving water to cool down”** to refresh and give morale to employees and contractors of the Company and its subsidiaries all 4 branches and subsidiaries to cool off the heat in April 2025.

8) The activity **“Diamond...Plant Trees to Protect the World #2”** Campaign: The Company organized this environmental initiative to raise awareness among employees and contractors of the importance of environmental conservation and to encourage their active participation in environmental stewardship and climate responsibility. Participants were invited to exchange used plastic bottles or aluminum cans for tree saplings, such as mahogany, tamarind, and cassia, etc. The activity was conducted for employees and contractors in August 2025.

9) The activity **“4 Strains of Influenza Vaccination at a special price”** activity to mitigate the risk of spreading new strains of influenza during the rainy season. In collaboration with Kasemrad Hospital, Saraburi Province, the Company will organize vaccination services for employees, contractors, and their family members in July 2025.

10) The activity **“special price products”** by bringing shops in Saraburi and OTOP shops in Kaeng Khoi and villagers in communities near the factory area to sell products lower than the market for expenses for employees and contractors as well as promoting community products in July 2025.

11) The activity **“Diamond Seal: How to Know Before Retirement”** is an activity aimed at promoting employees' financial knowledge and preparing for retirement in both financial and health aspects, organized by the Social Security Office of Saraburi Province in December 2025.

12) Hold an award ceremony the 9th **“Diamond of Perseverance”** is given to 51 employees who have completed 25, 30 and 35 years of service to build good spirit.

13) Scholarship Ceremony the 7th **“Prakaiphet Scholarship”**, where a total of 52 scholarships were granted to employees' children, each valued at 1,500 baht.

14) Event **“60-Year Happy Retirement”**, which aimed to create good memories for employees who retire each year.

15) The activity **“Diamond...Paying Tribute in Remembrance”**: The Company prepared black ribbons as a symbol of mourning and respect in honor of Queen Sirikit The Queen Mother. The ribbons were distributed to employees, contractors, and members of the local community to express collective condolences and remembrance.

16) The activity **“DBP Energy Green Live 2025”**: The Company organized the **“DBP Energy Green Live 2025”** program as part of its annual energy conservation initiatives. The program provided opportunities for employees and contractors to participate in various engagement activities, including incentive-based campaigns, exhibitions organized by internal departments, and a **“Bottle-for-Egg Exchange”** recycling activity. The event was held in December 2025.

17) The activity **“New Year Happiness Rewards”**: The Company organized a merit-making ceremony to promote auspiciousness and positive morale, together with a lucky draw offering gifts and prizes to employees as a gesture of appreciation and to share happiness in bidding farewell to the year and welcoming the New Year.

(C) Activities promoting “Happy Workplace”: The Company has continuously arranged activities promoting **“Happy Workplace,”** whereby employees and members of surrounding communities do activities together in eight areas: (1) Happy Body, (2) Happy Heart, (3) Happy Soul, (4) Happy Relax, (5) Happy Family, (6) Happy Society, (7) Happy Brain, and (8) Happy Mone, etc. The results of the year 2025 corporate engagement survey are at a very satisfied level.

(D) Promotion of Labor Relations through a Bipartite System: The Company places importance on employees' rights, freedoms, and fair and equitable treatment on a non-discriminatory basis. Quarterly consultations are regularly held with employee committee representatives to communicate Company policies, business directions, and organizational outlook, as well as to discuss employee welfare matters. The Company also provides ongoing opportunities for employees to participate in both internal and external activities.

(4) SAFETY

The Occupational Health, Safety and Workplace Environment Committee (OHS Committee), the Occupational Health and Safety (SHE), and other agencies manage the audit process and assess occupational safety risks. In year 2022-2024, the Closed Circuit Television System (CCTV) was deployed as a centralized Real Time online covering 15 areas. In year 2025, the Company installed four additional mobile online CCTV units connected via mobile networks. These units can be easily deployed and relocated to high-risk locations, enabling flexible and continuous safety inspections. In total, the system integrates no fewer than 124 CCTV cameras to monitor accident-prone areas, machinery operation zones, and traffic areas, ensuring compliance with safety procedures and strengthening preventive controls.

The Company continues to operate Measures to apply for permission to work at risk 7 items (7 Permits), and measures to report to correct risky behavior (Unsafe Action), report to correct unsafe conditions (Unsafe Condition), report almost an accident (Near Miss) used within the Company. Plan to explore various risk areas. Focus on recruiting and setting risk control measures. To reduce accidents.

In year 2025, the Occupational Health and Safety Committee formulated and implemented a Safety Culture development plan across the organization, with key initiatives as follows:

1) Appointment of Safety Subcommittees: Safety subcommittees were appointed for 10 departments such as the FC Production Division, CT Production Division, AAC Production Division, Customer Service Division, Technology Division, Maintenance Division, Engineering & Project Planning Division, Finished Product Department, Administration Department, and the Khon Kaen Plant. These subcommittees are responsible for planning safety activities, conducting safety inspection meetings, and following up on the implementation of safety operations within each department.

2) Safety Buddy Program: A "Safety Buddy" system was implemented, pairing employees to provide mutual reminders on PA-UA (Personal Action–Unsafe Action) for mutual safety.

3) Safety Communication Media: Safety cartoons were used as communication media to remind employees of safety precautions and prevent accidents.

4) Implementation of Four Risk Reduction Measures: Four measures were implemented: Job Safety Analysis (JSA), control of machinery rotating points, use of tools or materials instead of hands, and ergonomics.

(5) WORK MONITORING

In order for the policies to be implemented in a correct and appropriate manner and in compliance with applicable laws, the Company requires regular and appropriate monitoring and reporting of work performance and overtime hours to supervisors in the line of command.

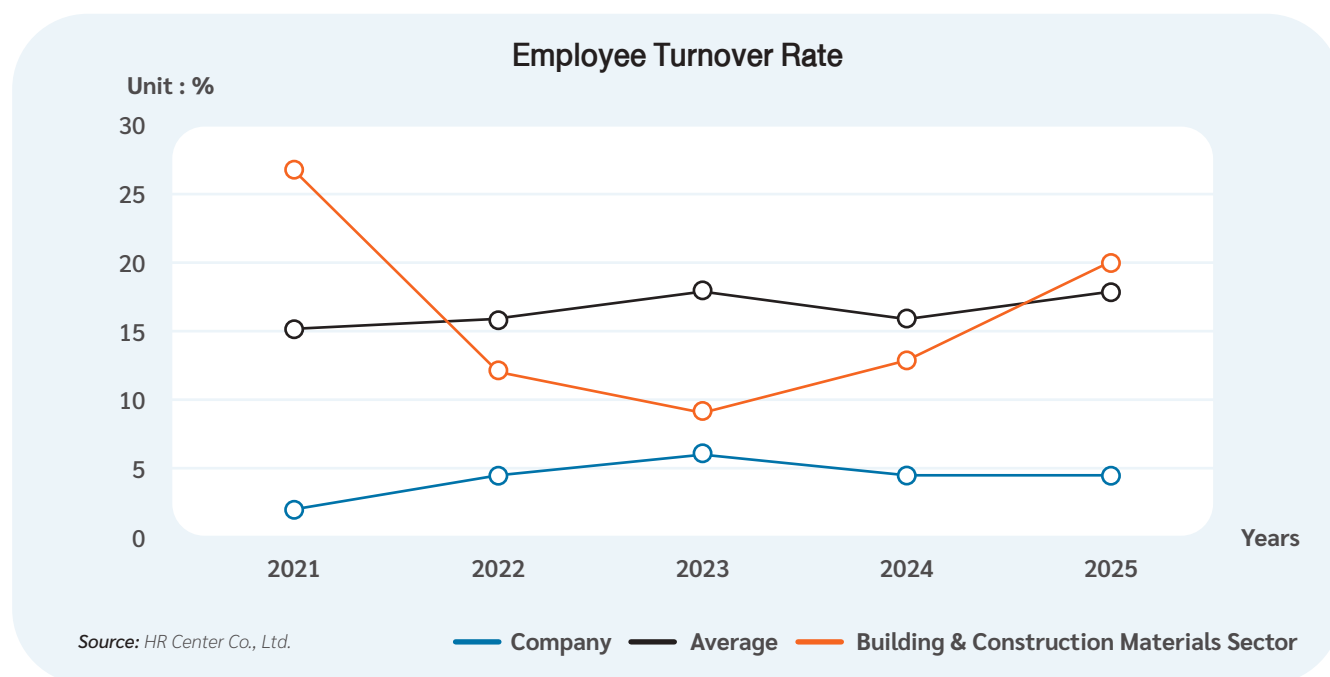
(6) PERFORMANCE ASSESSMENT

The performance assessment procedure has been established for the probation period and annual performance period twice a year for considering remuneration and bonus adjustment, including consideration of job promotion. The employees who propose guidelines or give comments on work optimization will be promoted, given a reward, and recognized by the Company. The employees whose performance do not meet the Company's criteria have to undergo a work optimization process and performance follow-up every three to six months. If they fail to improve their performance efficiency, the Company has to take actions in pursuance to its articles of association, including informing the employees of such process on the day when they sign the performance assessment result form, sending them a salary adjustment letter, or providing individual evaluation and monitoring, etc.

(7) SUCCESSION PLAN

The Company has a proper system for selecting employees to assume important executive positions at all levels. The nomination of Assistant CEO and above has complied with the process defined by the NRC Committee (see details on page 161 under topic “Board Information”).

(8) RESIGNATION OF EMPLOYEES



The Company has continuously taken care of employees in various dimensions in terms of activities to encourage employee participation and activities to create employee happiness **(8 Workplace)** in various activities, taking care and giving importance to safety and the working environment, Improving welfare by covering most of the necessary burdens of employees. It ensures that employees have love, pride, and commitment to the organization and have effective and efficient human resource management. **As a result, employees have a resignation rate in year 2025 of 4.69%, which was close to the rate of 4.40% in year 2024** compared to the average from the survey in the same business or all business groups; it is considered to be in a lower criterion. Ensure employees feel valued, proud, and committed to the organization, while effectively and efficiently managing human resource.

7.5.2 NUMBER OF STAFF

As for December 31, 2025, the Company had 1,002 staff and its subsidiaries had 53 staff in total.

Personnel under the line of command	Number of staff	
	Company	Subsidiary
Management	14	4
Plant	654	39
Office	334	10
Total	1,002	53

The total compensation for the Company's employees in year 2024 and 2025 amounted to approximately 621.39 million baht and 636.26 million baht, respectively. It consisted of salaries, overtime pay, allowances and bonuses, including the contribution to the Provident Fund amounting to 31.25 million baht and 31.22 million baht, respectively.

In year 2024 and 2025, the Company's expenditure on training and human resource development was approximately 0.99 million baht and 0.88 million baht, respectively. The Company has a policy towards staff development, promoting employee learning and skill development at all levels by providing internal and external training. In year 2025, more focus was placed on online learning. In year 2024, it held 90 seminar training courses, attended by 1,120 participants and held 120 seminar training courses in year 2025, attended by 1,362 participants.

Its subsidiary has paid compensation to its employees and had the policy toward staff development as the same as the Company. The total compensation for its employees in year 2024 and 2025 amounted to approximately 15.59 million baht and 14.51 million baht, respectively. Its expenditure on training and human development in year 2024 and 2025 amounted to approximately 0.09 million baht and 0.04 million baht, respectively. In year 2024, it held 12 seminar training courses, attended by 86 participants and held 14 seminar training courses in year 2025, attended by 165 participants.

7.6 OTHER IMPORTANT INFORMATION

7.6.1 LIST OF PERSONS ASSIGNED

Name	Positions within the Company	Assigned position
1) Mr. Krit Kullertprasert	- Assistant Chief Executive Officer Central Management - Company Secretary	- Chief Financial Officer (CFO) - The Person Taking the Highest Responsibility in Accounting and Finance - Company Secretary
2) Ms. Wassana Tochuwong	Manager Internal Audit and Compliance Control Office	Head of Internal Audit and Head of Compliance Control

See the qualifications of the Company Secretary, Chief Financial Officer (CFO) and Chief Accounting Officer in Attachment 1, and see the qualifications of the Head of Internal Audit and Head of Compliance Control in Attachment 3.

7.6.2 INVESTOR RELATIONS/ COMPANY SECRETARY OFFICE

Mr. Krit Kullertprasert

Diamond Building Products Public Company

69-70 Moo 1, Mitraphap Road, Km. 115, Tambon Talingchan,
Amphur Muang, Saraburi 18000

Tel: 0 3622 4171-8, Ext. 312, Fax: 0 3622 4187

E-mail address : corpcenter@dbp.co.th

Website : www.dbp.co.th

7.6.3 AUDIT FEE OF THE COMPANY

The Company has appointed KPMG Phoomchai Audit Ltd., as the certified public accountant for the Company and the Group from year 2013 to 2025 according to the resolution from the Annual General Meeting of Shareholders. The appointed certified public accountant in 2018 to 2023 was Ms. Chanarat Chanwa, certified public accountant registration no. 9052. For the year 2024-2025, Ms. Chanlika Panya, certified public accountant registration no. 11872. The audit fee in year 2025 Increased from 2024 by 4.83 percent, having details as follows:

Description (Unit: Baht)	2025	2024	Increase / (Decrease) Amount	%
Audit Fee of the Company				
Annual audit fee	1,350,000	1,320,000	30,000	2.27
Interim financial statements audit fee	150,000	150,000	-	-
consolidated financial statements audit fee	150,000	150,000	-	-
Other expenses *	109,532	51,330	58,201	113.39
Total	1,759,532	1,671,330	88,201	5.28
Audit Fee of the Subsidiary Company				
Annual audit fee	310,000	300,000	10,000	3.33
Interim financial statements audit fee	60,000	60,000	-	-
Other expenses *	12,000	11,500	500	4.35
Total	382,000	371,500	10,500	2.83
Total	2,141,532	2,042,830	98,701	4.83

Remark: * The other expenses such as travelling expense, photocopy expense and telephone expense, etc.

In year 2025, the Company and its subsidiary have engaged KPMG Phoomchai Tax Ltd. for consulting services related to transfer pricing between the Company and its subsidiary. KPMG Phoomchai Tax Ltd. is affiliated with KPMG Phoomchai Audit Ltd., the external auditor appointed for both entities. The total service fee for these consulting services amounts to Baht 1,200,000, covering three years from 2023 to 2025.

7.6.4 COMPANY SECRETARY

The Board of Directors has resolved to appoint Mr. Krit Kullertprasert, Assistant Chief Executive Officer Central Management, to serve another position as Company Secretary. It is effective from January 1, 2022, onwards. at the Board of Director Meeting, No. 357, on December 13, 2021. The Board of Directors required that the Company Secretary perform the duties with responsibility, due care, and integrity.

The Company Secretary's roles, duties and responsibilities are outlined as follows:

- 1) Holding Shareholder Meetings and Board of Director Meetings in compliance with laws and the Company's Articles of Association, as well as practices of relevant government agencies.
- 2) Writing meeting minutes for Shareholder Meetings and Board of Director Meetings and doing follow-ups to ensure the compliance with resolutions of the meetings.
- 3) Ensuring that the disclosure of data and information reports in the areas of responsibility complies with the Office of the Securities and Exchange Commission's regulations and requirements.
- 4) Preparing and keeping the following documents:
 - (A) Director register.
 - (B) Invitations to the Board of Director Meetings and Board of Director Meeting Minutes.
 - (C) Invitations to the Shareholder Meetings and Board of Shareholder Meeting Minutes.
 - (D) Company Annual Registration Statement / the Annual Report (Form 56-1 One Report).
- 5) Keeping reports of interests reported by directors and executives to the Company.
- 6) Providing initial advice to directors on the Company's requirements, rules, and articles of association, doing follow-ups to ensure correct and regular compliance, and reporting material changes to directors.
- 7) Taking care of activities of the Board of Directors and carry out other matters as required by law, as assigned by the Board of Directors, or as specified by the Capital Market Supervisory Board.

See the qualifications of the Company Secretary in Attachment 1.

8. REPORT OF KEY PERFORMANCE ON GOOD GOVERNANCE

8.1 SUMMARY OF COMMITTEE PERFORMANCE OVER THE PAST YEAR

8.1.1 COMMITTEE RECRUITMENT, DEVELOPMENT, AND EVALUATION

The NRC Committee has a duty to consider and screen individuals based on the principles and procedures specified in the Company's Articles of Association before proposing the said individuals to the Board of Director or Shareholder Meeting for consideration and approval. The guidelines for director and executive nomination are available in the Nomination and Remuneration Committee Charter and in the Good Corporate Governance Handbook, which can be outlined below:

(1) THE BOARD OF DIRECTORS

The NRC Committee has a duty to consider and screen individuals who possess knowledge, capability and qualifications in accordance with the Office of the Securities and Exchange Commission's notifications and present a list of individuals qualified to directorship positions to the Board of Directors to the Shareholder Meeting for consideration, as follows:

1) The NRC Committee shall nominate and select directors of the Company in accordance with established nomination rules using the board skill matrix as reference information. The considerations include knowledge, specialties that are useful for the Company, experience in the key industries operated by the Company. This will enable the Board to achieve the Company's key objectives and goals effectively and efficiently. Director information can be sought from the Director Pool, which provides sufficient details to assist with consideration, e.g. educational background and work experience without discrimination against genders, races and religions, for the benefit of decision making by the Board of Directors and shareholders.

The Board Skill Matrix includes individuals equipped with knowledge, capability, experience and professional skills required for the nomination of directors in the areas: (1) Construction materials business, (2) Business administration, (3) Engineering and/or industry and/or innovation. (4) Internal audit, (5) Accounting, (6) Finance and banking, (7) Jurisprudence and laws related to the business, (8) Risk management, (9) Corporate governance, (10) Marketing and competitive strategy, (11) Economics, (12) Transport and logistics, (13) Information technology, etc.

2) The NRC Committee has a policy to provide equal rights to all shareholders, especially free-float shareholders in the nomination of new directors in advance. It has established rules, conditions and procedures for the nomination, which are available on the Company's website (www.dbp.co.th) under the heading "Investors Relation," whereby the period for exercising the right is at least three months before the end of fiscal year. Subsequently, the NRC Committee will select the directors under the established rules and conditions.

3) The NRC Committee selects the Company's directors based on the established rules and present them to the Board of Directors for its consideration and approval before presenting them to the Shareholder Meeting for further consideration and appointment.

4) The appointment of the Company's directors must comply with the Company's articles of association and relevant laws. The Shareholder Meeting will consider appointing the Company's directors based on the following rules and procedures:

(A) For each shareholder, one share is one vote. That is, the number of votes cast by a shareholder varies according to the number of shares he/she has.

(B) Each shareholder must cast all his/her votes as in (A) for one or more candidates for the directorship position but is not allowed to allocate a higher or a lower number of votes for particular candidates.

(C) The candidates who earn the highest number of votes in an ascending order will be appointed as directors, and the number of newly appointed directors will be equal to a required number of directors in that meeting. In the event when the number of candidates who earn the next highest number of votes exceeds the required number in that meeting, the Chairman of the Meeting shall have the casting vote.

(2) SUB-COMMITTEES

The NRC Committee is responsible for nominating and selecting new sub-committee members in the event of retirement by rotation or vacancies for other reasons. The NRC Committee shall present a list of suitable candidates to the Board of Directors to consider for appointment. The sub-committees consist of:

- 1) The AC Committee, comprising at least three non-executive directors and independent directors, at least one of whom shall possess accounting and financial knowledge.
- 2) The NRC Committee, comprising at least three non-executive directors, at least one of whom shall be an independent director.
- 3) The CGC Committee, comprising at least three non-executive directors, at least one of whom must be an independent director.
- 4) The PTI Committee, comprising at least three non-executive directors and executive directors or senior executives as Assistant Chief Executive Officer or higher, whereby a non-executive director shall serve as the PTI Committee Chairman.
- 5) The MC Committee, comprising at least three executives as Assistant Chief Executive Officer or higher, whereby the Chief Executive Officer serves as the MC Committee Chairman ex officio.

(3) EXECUTIVES

The NRC Committee is responsible for considering and screening for persons equipped with knowledge, ability, and experience which are of the interest of the Company's business to serve as executives, as Assistant Chief Executive Officer or higher. The criteria and process for nominating senior executives are as follows:

- 1) The Board of Directors is responsible for ensuring an appropriate number of executives for the Company's business operations. The Board of Directors and/or the NRC Committee, together with the Chief Executive Officer, consider the criteria and methods for nominating candidates deemed to be suitable to select and appoint as the Company's executives.
- 2) The Board of Directors is responsible for supervising the Company's operations to ensure that they go on continuously, with a succession plan in place to prepare for the succession to the position of executives or executives with potential. The Chief Executive Officer shall report the results of the succession plan implementation on a regular basis, at least once per year.
- 3) The NRC Committee is responsible for considering, defining, and reviewing the Company's management structure to ensure it is in line with the Company's existing and future business components and presenting it to the Board of Directors to consider for approval.
- 4) The NRC Committee is in charge of considering, defining, and reviewing the criteria and methods for nominating qualified persons to hold executive positions to fill vacancies and presenting its opinion to the Board of Directors to consider for approval.
- 5) The NRC Committee is responsible for nominating and selecting persons equipped with knowledge, abilities, skills, and experience required for driving the corporate to achieve its objectives and goals, as executives. The priority is placed on the Company's executives with potential based on the succession plan. Persons outside the Company will be nominated if no executives of the Company are suitable to hold the position.

The Company provided the opportunity for its shareholders to propose meeting agenda items and nominate candidates to serve as new directors based on the good corporate governance principle through the Company's website: www.dbp.co.th between October 1, 2025 and December 31, 2025. There was no shareholder proposing any meeting agenda items or nominating any candidates.

8.1.2 MEETING ATTENDANCE AND REMUNERATION OF DIRECTORS/COMMITTEE MEMBERS

(1) MEETING ATTENDANCE BY DIRECTORS/COMMITTEE MEMBERS

Name	Meeting attendance per year 2025 (time)					
	Board of Directors	AC Committee	NRC Committee	CGC Committee	PTI Committee	MC Committee
Directors						
1) Mr. Prakit Pradipasen	13/13					
2) Mr. Chaiyut Srivikorn	12/13		3/3			
3) Mr. Chatchai Teepsuwan	12/13		3/3			
4) Mr. Warayu Pradipasen	12/13			6/6		
5) Mr. Kamolaphat Teepsuwan	13/13			6/6		
6) Mr. Thanit Pulivekin	13/13	6/6				
7) Mr. Jark Chulakiet	12/13	6/6				
8) Assoc.Prof.Dr. Somjai Phagaphasvivat	13/13			6/6		
9) Mr. Woodthikrai Soatthiyanon	13/13	6/6				
10) Mr. Asanee Chantong	13/13		3/3		12/12	
11) Mr. Satid Sudbuntad	13/13				12/12	50/50
12) Mr. Sunthorn Suwannajade	13/13				12/12	49/50
Executives						
1) Ms. Peachayanant Lorvoralak					12/12	48/50
2) Mr. Krit Kullertprasert					12/12	48/50

In year 2025, the Company's Board of Directors held 13 meetings, **one of which was the Board of Director Meeting, which was attended by non-executive directors.** Occurring on October 20, 2025, this meeting was attended by nine out of ten non-executive directors (90 percent). The agenda items of the meeting included the succession plan for the executive in charge of efficient manpower development in line with the Company's Strategic Plan.

(2) REMUNERATION FOR DIRECTORS/COMMITTEE MEMBERS

(A) Monthly Remuneration for Directors/Committee Members (As per December 31, 2025)

Position (Unit : thousand Baht)	Monthly Remuneration per Person				
	Board of Directors	AC Committee	NRC Committee	CGC Committee	PTI Committee *
Chairman of the Board	80.00	30.00	20.00	20.00	20.00
Directors	50.00	20.00	10.00	10.00	10.00

Remarks: * Remuneration (PTI Committee) is received only for non-executive directors.

(B) Yearly Monthly Remuneration for Directors/Committee Members (As per 31 December 2025)

Name (Unit : million Baht)	Annual Remuneration					Bonuses	Total
	Board of Directors	AC Committee	NRC Committee	CGC Committee	PTI Committee		
1) Mr. Prakit Pradipasen	0.96	-	-	-	-	0.35	1.31
2) Mr. Chaiyut Srivikorn	0.60	-	0.24	-	-	0.30	1.14
3) Mr. Chatchai Teepsuwan	0.60	-	0.12	-	-	0.30	1.02
4) Mr. Warayu Pradipasen	0.60	-	-	0.12	-	0.30	1.02
5) Mr. Kamolaphat Teepsuwan	0.60	-	-	0.12	-	0.30	1.02
6) Mr. Thanit Pulivekin	0.60	0.36	-	-	-	0.30	1.26
7) Mr. Jark Chulakiet	0.60	0.24	-	-	-	0.30	1.14
8) Assoc.Prof.Dr. Somjai Phagaphasvivat	0.60	-	-	0.24	-	0.30	1.14
9) Mr. Woodthikrai Soatthiyanon	0.60	0.24	-	-	-	0.30	1.14
10) Mr. Asanee Chantong	0.60	-	0.12	-	0.24	0.30	1.26
11) Mr. Satid Sudbuntad	0.60	-	-	-	-	0.30	0.90
12) Mr. Sunthorn Suwannajade	0.60	-	-	-	-	0.30	0.90
Total	7.56	0.84	0.48	0.48	0.24	3.65	13.25

8.1.3 GOVERNANCE OF THE SUBSIDIARY AND ASSOCIATED COMPANY

The subsidiary's management consists of the Board of Directors and Plant Managers, with sufficient production functions, quality control functions, and supporting units for its operations to achieve its defined objectives, which are outlined as follows:

(1) SUBSIDIARY'S BOARD OF DIRECTORS

The subsidiary's Board of Directors is composed of qualified individuals in different fields who are equipped with expertise, experience, leadership, vision, independence in making decisions, as well as devotion of time and full effort to fulfill responsibilities with responsibility, due care, and integrity for the best interest of the subsidiary, its shareholders, and all stakeholders.

As of December 31, 2025, the subsidiary's board consisted of three directors, who were appointed by the Parent Company

Name	Position
1) Mr. Satid Sudbuntad	Chairman of the Board
2) Mr. Sunthorn Suwannajade	Director
3) Ms. Peachayanant Lorvoralak	Director
4) Mr. Krit Kullertprasert	Director and Secretary

The directors acting as authorized signatories on behalf of the subsidiary are two directors co-signing and affixing the subsidiary seal.

Roles and responsibilities of the subsidiary's Board of Directors are outlined as follows:

- 1) Defining policies, strategies, goals, work plans and annual budget; supervising the management conducted by the Board of Directors and Plant Managers so that they fulfill assigned responsibilities efficiently for the best interest of the subsidiary and its shareholders; and requiring regular performance monitoring and evaluation.
- 2) Requiring appropriate and adequate systems for internal control, risk management, regulations, and authorization of financial and procurement approval.
- 3) Defining the scope of the authority and responsibilities of Plant Managers, appointing sub-committees on specific matters as necessary, and defining the scope of the authority and responsibilities of the sub-committees as deemed appropriate to allow the operations to achieve the objectives.
- 4) Appointing the Secretary to the subsidiary's Board of Directors and defining the scope of his/her authority and responsibilities as the coordinator coordinating among the Plant Managers, Directors, and shareholders of the subsidiary; as well as organizing the subsidiary's shareholder and board of director meetings and writing meeting minutes.

(2) PLANT MANAGERS

The Plant Managers' roles and responsibilities are outlined as follows:

Managing daily work to allow it to achieve objectives, policies, and goals under the authority framework assigned by the subsidiary's Board of Directors.

(3) INTERNAL CONTROL

The AC Committee of the Parent Company is responsible for reviewing operations to ensure that they comply with the subsidiary's policies, regulations, and articles of association, as well as laws, regulations, and requirements of relevant regulatory agencies; promoting the development of the financial and accounting reporting system that is aligned with generally accepted accounting standards; conducting reviews to ensure that the subsidiary has an internal control system, internal audit system, and risk management system that are robust, appropriate and efficient; and disclosing sufficient information to ensure transparency in line with the good corporate governance principle while adhering to international standards.

(4) RISK MANAGEMENT

The Parent Company's RMC Committee is responsible for assessing risks of the subsidiary to ensure that these risks are managed and the guidelines for preventing potential risks are in place; conducting supervision; taking corrective actions; and monitoring the management of unacceptable risks to ensure that the subsidiary has an adequate, suitable and efficient risk management framework.

(5) RELATED TRANSACTIONS

In year 2025, the subsidiary had significant transactions with the Parent Company. The Parent Company held 99.99 percent of shares in the subsidiary and shared four directors with the subsidiary. Therefore, the transactions were considered to be related transactions; however, they met the conditions and criteria which were mutually agreed upon as in normal business practice, which are outlined as follows:

- **Trading lightweight concrete blocks and lintel:** The Parent Company traded 57,507.64 tons of lightweight concrete blocks and lintel, valued at approximately 146.78 million baht, with a pricing policy as in normal business practice.

Reasons and necessity

The Parent Company established the subsidiary to serve as the base of production and distribution of lightweight concrete blocks in northern Thailand; therefore, this is normal business practice under general trade terms and conditions to ensure it has sufficient products for sales and delivery to its customers within a short time in northern Thailand. Thus, the trends of lightweight concrete block trading between these companies is necessary for future business operations.

8.1.4 MONITORING THE COMPLIANCE WITH THE GOOD CORPORATE GOVERNANCE POLICY

(1) PREVENTION OF CONFLICTS OF INTEREST

The Company has the policies to allow no directors, executives or employees at all levels of the Company to seek personal benefits from the Company, as follows:

- 1) Don't conduct business with the same characteristics as the Company's or business that competes with the Company's.
- 2) Avoid conducting related transactions which may cause a conflict of interest with the Company.
- 3) If the related transactions benefit the Company or are unavoidable, the stakeholders in the transactions must make a memorandum and send it to the line of command to present to the Company's Board of Directors. The director, executive or employee who has conducted the transaction must not partake in the consideration and approval of the transaction. Thus. **"the transaction is treated to be a transaction conducted with the third party."**

- 4) Keep the Company's trade secrets confidential, do not use internal information for your own benefit in trading the Company's shares or provide internal information to other persons for the benefit of trading the Company's shares, as well as avoid taking the opportunity or exploit the Company's internal information for personal interest, doing business that competes with the Company's, or conducting related business.

- 5) The Company has prepared a conflict of interest report form in an electronic format requiring personnel at all levels of the Company to report conflicts of interest from the first time they become personnel, including a continuous report every January of every year. However, on January 12, 2026, the Company sent the electronic conflict of interest report form to its employees.

In the past year, the Company published documents via e-mail to educate directors, executives, and employees about preventing conflicts of interest in the Company.

(2) EXPLOITATION OF INTERNAL INFORMATION

The Company has formulated the measures and guidelines for ensuring that the Company's unpublicized material internal information for personal benefits or other benefits in the Good Corporate Governance Manual, as follows:

- 1) The Company has notified the directors and executives of their obligation to report their, their spouse's, and non-mature children's securities holding in the Company, as well as report the change in securities holding, to the Office of Securities and Exchange Commission (SEC) under Section 59 and Section 275 (penalties) of the Securities and Exchange Act, B.E. 2535 (1992).

- 2) The Company prohibits its directors, executives and employees at all levels from using the Company's unpublicized internal information which is material to the change in the price of the Company's securities for personal interest, including for securities trading. The Company prohibits anyone knowing about unpublicized internal information from trading the Company's securities for a period of 30 days before it is publicized. If the Company finds that any shareholders, directors, executives and employees at all levels violate the announcement, it will take a legal action and impose absolute penalties on the offenders.

- 3) In the event that any directors, executives and employees at all levels of the Company commit a criminal offense against the securities and exchange law, the Company will impose a penalty or a combination thereof, as follows:

- (A) Cutting salary or remuneration.

- (B) Dismissing, firing or discharging them from the positions of executives or employees of the Company by considering that they deliberately damage the Company. In the case when the offenders are directors, present their case to the Company's Shareholder Meeting.

(C) Reporting such offense to the Stock Exchange of Thailand and/or the Office of the Securities and Exchange Commission (SEC).

(D) Reporting to the police or inquiry officers.

(E) Taking any other action based on the resolutions of the Company's Board of Directors or Shareholder Meeting.

4) The Company requires that its directors, executives and employees at all levels report, in good faith, any practice that violates, or is suspected to violate, the principle of internal information use for personal interest, to their supervisor; and that it is the supervisor's responsibility for overseeing and advising subordinates on using the Company's internal information for personal interest to ensure the adherence to the principle set-forth.

5) The Company requires the Company Secretary Office to send e-mails to notify directors, executives, and employees to prohibit directors, executives, and employees, including their close relatives, from buying or selling, or transferring the Company's securities for at least one month in advance before reporting the operating results to the Stock Exchange of Thailand each quarter, including penalties if committing an offense. However, the Company started operating by reporting the operating results to the Stock Exchange of Thailand in the 3rd quarter of year 2022.

In the past year, the Company published documents via e-mail to educate directors, executives, and employees about the prevention of the use of insider information of the Company.

(3) ANTI-CORRUPTION

The Company and subsidiary have adhered to ethical business operations based on the good corporate governance principle and sense of responsibility for community, society, the environment, and all stakeholders with integrity and transparency without illegitimate or illegal exploitation while adhering to the **"anti-corruption"**. Cultivated within the organizational culture, in line with the values of **"Following honesty, honesty, and transparency will lead to excellence."** principle to achieve the main objectives and goals of the Company's business operations. The Company has announced its intention to become a Private Sector Collective Action against Corruption (CAC) member. The Company was certified as a CAC member for the first time on October 16, 2015. It was certified for the third consecutive renewal of CAC membership on September 30, 2024, with a certification period of 3 years, which will expire on September 30, 2027.

The Anti-Corruption Committee (ACC Committee) plays a vital role in formulating anti-corruption policy by seeking approval from the Board of Directors and regularly reviewing and improving the anti-corruption handbook and measures. The Company arranges for every department to assess the risky activities related to corruption of their units annually and use the information from assessing such opportunities, risks, and impacts to set measures to prevent such risky events used as a measure to prevent corruption for employees to adhere to properly. It also provides training to employees at all levels to understand the dangers of corruption that affect the organization, society, and the nation and disseminates the anti-corruption policy and handbook on the Company's website. Therefore, directors, executives, employees, and/or employees of the Company, its subsidiaries, and all stakeholders can use it as a guideline for continuing business operations with honesty, transparency, and the same standard.

Anti-corruption policy and operational measures published on www.dbp.co.th **the information relation** is summarized as follows:

"Directors, executives, employees, and affiliates of the company are strictly prohibited from engaging in any form of corruption for direct or indirect personal gain, whether as recipients, givers, or facilitators of bribes, whether monetary or non-monetary, to individuals, government officials, government agencies, or private entities with whom the company conducts business or has dealings. We are committed to strictly adhering to this anti-corruption policy."

The company continued its commitment to adhering to the anti-corruption policy and took various steps to raise awareness among employees at all levels. In year 2025, the following actions were taken:

- Reviewing the anti-corruption policy, along with other related policies, such as the Anti-corruption Manual and relevant regulations, orders, and guidelines. This information was communicated to all stakeholder groups to ensure that every Diamond employee understands and adheres to the guidelines for operating within the framework of the law.
- Reviewing the appointment order of the anti-corruption committee to enhance operational efficiency and ensure comprehensive coverage across the entire organization.
- Arranging for all departments to assess corruption risks and develop risk prevention and control measures for high or medium-risk issues. Departments were required to report these preventive measures to the Company's Anti-Corruption Committee. This year, we have reassessed the risk prevention approach strategies of agencies to encompass potential risk factors related to government institutions. All departments were also required to prepare and submit their corruption risk assessment forms to the Anti-Corruption Committee through an online system via QR Code.
- Participated in the CAC Change Agent program, a special initiative aimed at expanding transparent business networks to the Company's business partners. The Company was certified as a CAC Change Agent on March 31, 2025, with a certification period of two years, from April 2025 to April 2027.
- Encouraged suppliers to jointly declare their commitment to the Private Sector Collective Action against Corruption (CAC) and received the CAC Change Award 2025 on November 24, 2025.
- Launching the "No Gift Policy" project to promote unity in fighting corruption during festivals or other occasions. The aim was to reduce bribery, treat customers/partners fairly and equally, and educate all stakeholder groups on the importance of adhering to the legal framework, principles of ethics, and good governance.
- Participating in the International Anti-Corruption Day event organized by the National Anti-Corruption Commission (NACC), the Public Sector Anti-Corruption Commission (PACC), and the Anti-Corruption Organization of Thailand on December 9, 2025. This online event demonstrated our ongoing commitment to addressing the problem of corruption.
- Conducted internal communications to encourage employees and executives to participate in the **"DBP United Against Corruption"** campaign on December 22, 2025.
- Publicized whistleblowing channels through infographic materials under the **"See Corruption? Speak Up."** initiative, providing all stakeholder groups with convenient and secure channels to submit information or report concerns, thereby helping to prevent and reduce opportunities for corruption.

In year 2025, the company received two complaint, which was promptly investigated by the Internal Audit Office. The matter was concluded and closed as it was found to have no significant impact on the Company's operations, and no legal disputes or violations of the law related to corruption were identified. Additionally, thorough follow-up and evaluation of corruption risks were conducted in every department, revealing no significant issues or deficiencies that could harm the company and its subsidiaries. Throughout this process, directors, executives, and employees were reminded of their responsibilities to operate within the legal framework and uphold the principles of good corporate governance. This collective awareness aims to instill the right values and steer the organization towards stability and sustainability.

(4) WHISTLEBLOWING

The Company has formulated the guidelines for whistleblowing or filing complaints. To comply with the anti-corruption policy as approved by the Board of Directors, the following guidelines have been formulated.

Policy and Objectives: To encourage the Company's directors, executives and employees to fulfill their responsibilities in a proper, transparent and auditable fashion, the Company has provided safe channels for internal and external stakeholders to report, file complaints or undertake whistleblowing to inform the Company of actions that violate or suspected to be inconsistent with the good corporate governance principle, anti-corruption principle, Business Code of Conduct, or related laws for improvement or corrective actions while protecting all parties against harassment, intimidation or any other unfair practices.

(A) The scope of whistleblowing or filing complaints

One can undertake whistleblowing or filing complaints when they suspect about, or witness, actions suspected to be against best practices, as outlined below:

- 1) Non-compliance with the good corporate governance principle and Business Code of Conduct.
- 2) Violation of the Company's rules, regulations, and articles of association.
- 3) Unfair treatment in relation to work.
- 4) Corruption.
- 5) Illegal acts.

(B) Providing opportunities for stakeholders to undertake whistleblowing or filing complaints

Employees or stakeholders who wish to contact the Company's directors directly without going through their supervisor to express opinions about business operations and undertake whistleblowing or filing complaints, they can use the following channels.

- 1) Undertaking whistleblowing or filing complaints about corruption.

- Via the Audit Committee:
 - Chairman of the Audit Committee
 - Tel: 0 3622 4171-8, Ext. 282
 - E-Mail Address : Audit_Com@dbp.co.th

- 2) In the case where an issue which has a serious impact on the Company's reputation is identified, this should be reported **urgently to the Chief Executive Officer.**

(C) Actions after whistleblowing or complaint filing

- 1) Case registration and submission

The persons receiving the cases as in (B) shall send relevant information to the Office of Internal Control and Compliance to register, compile statistics, and accelerate the process, as follows:

- In the case where the Company's reputation is seriously affected, an action shall be taken **urgently.**
- In other cases, an action should be taken **quickly.**

Record the information from the complainant, as follows: (1) Name of the complainant, external or internal, except for an anonymous complainant, (2) Date of complaint filing, (3) Name of the person or incident included in the complaint, (4) Name of the person in charge of investigation, and (5) Other relevant information.

- 2) When the complaint is received, it will be **classified** based on its content, and the following actions will be taken:

- Submitting the case to the Chief Executive Officer to consider undertaking fact-finding, which can be assigned to the Office of Internal Control and Compliance or the Fact Investigation Working Group, which is appointed on an ad-hoc basis.

• In the case of a complaint against a director, the Chief Executive Officer, or Assistant Chief Executive Officer, it will be sent to the Audit Committee for considering actions to take, including receiving the cases, searching for relevant information, investigating facts as informed in order to report to the Company's Board of Directors, as well as jointly conducting consideration of the case and defining penalties as deemed appropriate.

- In the case when an issue that must be reported urgently is identified, the Chief Executive Officer must consider and investigate facts and report to the Company's Board of Directors urgently.

- 3) Compiling facts

• The persons assigned to investigate the complaint shall have the power to find facts and advice relevant persons to have proper conduct or performance. If a disciplinary action is required, it is necessary to consult with the Human Resources Department to ensure its compliance with the Company's regulations.

- In the case when the persons assigned to investigate the complaint have no authority to summon the relevant employee to inquire about or penalize, the case shall be submitted to the Chief Executive Officer by sending facts to consider punishing or adjusting practices, as the case may be.

- In the case when the complaint is filed by an anonymous person and additional information cannot be sufficiently sought, the person assigned to investigate the complaint shall submit the report on fact investigation and opinions about the complaint to the Chief Executive Officer to ask for an appropriate guideline. If the Chief Executive Officer regards that no action can be taken in relation to the complaint, the case shall be closed and a copy of the case file shall be sent to the Office of Internal Control and Compliance to close the case in the register and report to the Audit Committee.

- After fact investigation is completed and if the person complained about is proved to be innocent, the case is derived from misunderstanding, or the person complained about or relevant person is given advice on proper behavior or conduct and consider and it is deemed that the case should be closed without any punishment, the case shall be presented to the Chief Executive Officer to request the approval for case closure. A copy of the case file shall be submitted to the Office of Internal Control and Compliance for acknowledgement to report to the Audit Committee.

4) Fact investigation

In the event that the investigator or the working group and the Human Resources Department consider that a disciplinary action shall be taken, the Human Resources Department shall present the case to the Chief Executive Officer to bring facts into consideration for the approval of a disciplinary action and improvement of regulations whereby defects in work are identified to enhance their clarity.

(D) Protection of whistleblowers or complainants

1) The stakeholder who is the whistleblower or complainant as in Section (3) above does not need to disclose his/her name.

2) The Company shall protect but shall not demote, punish, or negatively affect the employee who denies the corruption and the employee who cooperates to file the case, provide facts, and report corruption although this will cause the Company to lose a business opportunity. Supervisors at all levels shall communicate this with their employees to establish a correct understanding for business activities in the area of their responsibility and ensure efficient performance.

3) The person who receives the complaint and stakeholders in the fact finding process shall keep relevant information confidential and they shall disclose it as necessary while considering safety and damage to the complainant, the persons who cooperate in fact investigation, sources of information, or relevant persons, including employees or people outside of the organization.

4) If the whistleblower or the complainant gives a statement or any information which proves that he/she has done that act in bad faith, in the case where the offender is an employee of the Company, he/she will be subject to a disciplinary action. If the person who causes damage to the Company is a person outside of the organization, the Company will prosecute him/her.

(E) Corrective Measures and Damage Compensation

In the case when the employee or stakeholder undergoes damage as a result of violation of legal rights, the Company is willing to listen to his/her opinions or complaint. It will immediately address the defects or impacts and identify measures to prevent the incident from reoccurring and consider paying damages to the abused person appropriately on a case by case basis.

February 11, 2026
On behalf of the Audit Committee

|||||

Mr. Thanit Pulivekin
Chairman of the Audit Committee

8.3 PERFORMANCE REPORT OF THE NOMINATION AND REMUNERATION COMMITTEE

Report on the performance of the Nomination and Remuneration Committee (NRC Committee) for the year 2025 with a total of 3 meetings which all directors attended every meeting, ensuring a full quorum each time to consider various matters, which can be summarized as follows:

(1) Nomination of directors to replace those retired by rotation : One-third of the directors must be retired by rotation at the Annual General Meeting of Shareholders. Thus, qualified individuals must be nominated and selected to fill the vacancies. The NRC Committee has defined the nomination methods and procedures, as follows:

(A) The NRC Committee is informed of the list of directors to be retired by rotation and the list of external persons nominated as directors by the Board of Directors and free float shareholders.

(B) The NRC Committee considers and selects suitable candidates to act as directors from the list of nominated candidates. The candidates to be selected and appointed as directors shall be qualified and have no prohibited characteristics as prescribed by law. In addition, they must possess qualifications aligned with the Company's business strategy.

(C) The NRC Committee selects and nominates a list of appropriate candidates to be appointed as directors in replacement of those to be required by rotation to the Board of Director Meeting to consider before presenting it at the Annual General Meeting of Shareholders to approve the appointment subsequently.

(2) Consider the remunerations for the Board of Directors : The NRC Committee has defined the criteria for considering the remuneration for directors, as well as members of committees, as follows:

(A) The remuneration must be appropriate and be in line with the roles and responsibilities of individual directors/committee members.

(B) The remuneration must be comparable with that of other companies which have a similar level of performance in the same industry within the Stock Exchange of Thailand. In addition, it must be at an adequate level for incentivizing and retaining high-quality directors/committee members.

(C) The remuneration must be in linked to the Company's overall performance. The NRC Committee has resolved to propose the remuneration rate to the Board of Directors to consider for approval at the Annual General Meeting of Shareholders in the following matters:

- 1) Amount of monthly remuneration for the Chairman of the Board and for the company directors.
- 2) Amount of monthly remuneration for the Chairman of the AC committee and AC Committee members.
- 3) Amount of monthly remuneration for the Chairman of the NRC Committee and the NRC Committee members.
- 4) Amount of monthly remuneration for the Chairman of the CGC Committee and the CGC Committee members.
- 5) Amount of monthly remuneration for the Chairman of the PTI Committee and the PTI Committee members.
- 6) Payment of annual remunerations or bonuses to the Board of Directors according to the overall Company's performance each year.

(3) Consideration of the criteria for measuring the Company's performance : The NRC Committee has considered the criteria for measuring the Company's performance or KPI (key performance indicators) to consider adjusting the rate of salaries and annual rewards or bonuses for employees based on the Company's budget and operational targets along with market and economic conditions each year.

(4) Consideration of salary adjustment and payment of annual rewards or bonuses for executives and employees

(A) The NRC Committee has considered salary raises and the payment of annual rewards and bonuses to Senior executives of the Company by taking into account the Company's overall performance and the performance of individual executives. The criteria for paying annual bonuses for senior executives is the same as that for employees.

(B) The NRC Committee has considered salary raises and annual reward and bonus payment to employees based on the Company's overall performance and market, economic and employment conditions in comparison with the statistics of salary raises and annual reward or bonus payment of other companies which are at the same level in the same industry.

(5) Consideration of renewal of employment contracts of senior executives : The NRC Committee has considered renewing the employment contracts for those holding in the positions of the Chief Executive Officer and Assistant Chief Executive Officer Production and Engineering by considering past performance, which is suitable and necessary for the Company's business operations.

(6) Development of the Self-assessment Form of the NRC Committee on a panel and individual basis : The NRC Committee completes the Self-assessment Form on a panel and individual basis at least once a year to reveal problems and obstacles resulting in the failure to achieve operational objectives in the previous year as respective members are clearly aware of their own roles and responsibilities. It also helps to provide efficient performance monitoring and evaluation against the targets approved by the Board of Directors.

In conclusion, the NRC Committee has carried out the work in year 2025 with efficiency and effectiveness in line with good corporate governance practices and as assigned by the Board of Directors for the most significant benefit of the Company's business operations.

January 9, 2026

On behalf of the Nomination and Remuneration Committee

|||||

Mr. Chaiyut Srivikorn

Chairman of the Nomination and Remuneration Committee

8.4 PERFORMANCE REPORT OF THE CORPORATE GOVERNANCE COMMITTEE

In year 2025, the Corporate Governance Committee (CGC Committee) consisted of 3 directors. Throughout the year 2025, a total of 6 meetings were held wherein all directors attended every meeting with a full quorum, the CGC Committee has performed in conformity to the corporate governance code to ensure that Company's management is efficient, transparent and fair, with the Business Code of Conduct to **"create sustainable value to the business,"** and to ensure that it is accepted by all stakeholders.

The CGC Committee reviewed various matters, with the key points summarized as follows:

(1) Improving the Good Corporate Governance Handbook to ensure it is in line with **the Corporate Governance Code (CG Code)** for listed companies, 2017 based on the Notification by the Securities and Exchange Commission (SEC) and according to the survey criteria for the Corporate Governance Survey of Thai Listed Companies 2023 of the Thai Institute of Directors (IOD) and improving best practices and the Business Code of Conduct, which were publicized on the Company's intranet and website.

(2) Monitoring and ensuring the compliance with the Good Corporate Governance Handbook and the Business Code of Conduct to develop into cooperate culture by incorporating good corporate governance and the Business Code of Conduct as part of employee training and disseminating them to employees.

(3) Reviewing the performance self-assessment of the Committee on a panel and individual, a total of 9 committees, including the CEO's self-assessment form, basis at least once a year using the self-assessment form of the IOD and the Stock Exchange of Thailand as the guidelines for tailoring the Assessment Form to the Company's needs. The performance self-assessment is required for the Board of Directors and committees on a panel and individual basis, as well as the Chief Executive Officer. Its objectives are as follows:

- (A) To be informed of problems and obstacles resulting in failure to achieve the operational objectives in the previous years.
- (B) To optimize the scope of work of the Board of Directors as directors are clearly aware of their own roles and responsibilities.
- (C) To help improve the relationship between the Board of Directors and the management.

(4) Completing the Self-assessment Form on a panel and individual basis at least once a year to be informed of problems and obstacles resulting in the failure to achieve operational objectives in the previous year as respective members are clearly aware of their own roles and responsibilities; and helping to provide efficient performance monitoring and evaluation against the targets approved by the Board of Directors.

(5) The results of performance self-assessment of the Board of Directors committees on a panel and individual basis for the year 2025 ranged between 95.1 and 100 percent. It collected recommendations from each committee's evaluation to report and improve the work of each committee further.

(6) Develop an electronic conflict of interest reporting form, requiring company employees to report any conflicts of interest upon joining the company and to submit regular annual reports thereafter.

(7) Awards of Pride In year 2025: The Company received eight awards in the categories: Good corporate governance and Sustainability, which were awards of pride from leading institutions in the amount of 4 awards as follows:

(A) Thailand Sustainability Investment (THSI) Award For the 9th consecutive year, spanning from 2017-2022, and also in year 2023-2025, the Stock Exchange changed its name from THSI to SET ESG Ratings. During this period, the company consistently maintained an AA rating in the real estate and construction sector. from the Stock Exchange of Thailand and Money and Banking Magazine for listed companies that conduct their business with stability and sustainability with regards to Environment, Society, and Governance or **"ESG"**.

(B) **Five-star Award** () from the project of the Corporate Governance Assessment of Thai Listed Companies year 2025 organized by the Thai Institute of Directors Association, with a score of 99%, which is rated as **Excellent**.

(C) **Five-star Award** () in the quality assessment of the year 2025 convening of the Annual General Meeting of Shareholders from the Thai Investors Association with a score of 100%, which is rated as **Excellent**.

(D) **In the ESG 100 award**, the Company was selected as one of the **ESG 100** security groups with distinct performance in the environment, society, and governance (ESG) from evaluation of the year 2025 Listed Securities Assessment companies organized by Thaipat Institute. The first award was presented in the year 2015 and has continued in the year 2019 until the year 2025.

(8) Guidelines for the improvement of corporate governance in year 2026:

(A) Monitoring, reviewing, and improving the Company's corporate governance code in line with the Good Corporate Governance Handbook.

(B) Disseminating good corporate governance within the organization to establish understanding directors, executives and employees at all levels and make it effective so that this becomes corporate culture. For example, the Company has published documents via e-mail to educate directors, executives, and employees about the prevention of using inside information about the Company and conflicts of interest. It also notifies the Company's directors, executives, and employees of the trading prohibition date, etc.

(C) Studied a project to develop a Compliance Framework aimed at establishing regulatory guidelines and standards for the company. This framework will serve as a tool for implementing a robust supervisory system, managing risks effectively, and ensuring that the organization's management aligns with diverse regulatory requirements.

Corporate governance operations in the past year can be carried out according to the planned work plan and will strive to develop good corporate governance. It aims for the efficiency, effectiveness, and good transparency of business management, which will build confidence and be accepted by all stakeholders.

January 26, 2026

On behalf of the Corporate Governance Committee

|||||

Assoc.Prof.Dr. Somjai Phagaphasvivat

Chairman of the Corporate Governance Committee

8.5 PERFORMANCE REPORT OF THE PRODUCTION TECHNOLOGY AND INNOVATION COMMITTEE

In year 2025, the performance the Production Technology and Innovation Committee (PTI Committee) consisted of 5 directors and executives. Throughout the year 2025, a total of 12 meetings were held wherein all directors attended every meeting with a full quorum, where PTI Committee has promoted knowledge and innovation ideas for executives and related employees to have creativity and application in the organization. It is the process of enabling Sustainable Development (SDGs) to create a mindset toward ESG goals for employees across the organization at each level. It applies technology and innovation to the production process and sales service to increase production efficiency, and sales service, reduce environmental impact, enhance competitiveness, allow business operations to proceed continuously and sustainably. It has been assessed with a SET ESG Rating of year 2025 at level AA (80-89 points).

The PTI Committee reviewed various matters, with the key points summarized as follows:

(1) Automation and Robotic Innovation Project: The objective is to increase production efficiency and prepare to enter an aging society. Currently, automation and robotics are used in the production process, a total of 40 projects using 27 sets of robots. Labor has been reduced by 135 positions. Additionally, last year, further investments were made in automation and robotics for 5 additional projects, employing 4 robotic systems. The projects comprised one robotic system for the pin rod operation of the AAC2 curing plate and 4 automation projects for the Accounting and Finance Department, covering cement receiving inspection, customer billing, financial statement analysis, and fund transfers.

(2) Smart Factory Project: The objective is to apply Internet of Things (IoT) and artificial intelligence (AI) technologies to manage production, maintenance, support automation, and improve quality by reducing workload. Currently, there is 27 Internet of Things projects. It can reduce the cumulative workload by 14,000 hours per year, or reduce the use of approximately 10 labor positions. In the past year, investments were made in 6 additional IoT systems, comprising an IoT system for the factory water supply process at AAC Plant 2, the Khon Kaen Concrete Roof Tile Plant, IoT system for controlling agitators and turbo motors (FC-2 and FC-3), IoT system for controlling sand mills and boilers at AAC Plant 2, and the Diamond Modular Application to support modular house sales.

(3) Circular Economy Project: The objective is to improve the production process by reducing the use of resources, currently, there are 16 projects in progress. In year 2025, labor usage was reduced by three positions, and the circular economy system enabled a reduction of 5,250 tons per year by reducing waste and losses through the Double Knife CT5 system project and the Laser Cleaning Spacer projects (NT10-NT11), and by investing in a natural water treatment system to reuse approximately 60,000 cubic meters of condensate water per year from AAC production, thereby reducing environmental impacts and waste management burdens in support of the Company's Zero Waste objective.

(4) Energy and Environment Management Project: The objective is to manage energy use, reduce environmental impact and global warming (GHGs.), and reduce production costs. A total of 25 projects. In year 2025, the Company implemented 9 energy conservation projects, comprising 6 electrical measures and 3 thermal measures, resulting in a reduction of 673 tCO₂e in CO₂ emissions. In addition, 2 projects were undertaken to mitigate odor and smoke impacts, and 2 projects were implemented to reduce dust impacts.

(5) Production Capacity Expansion and Production Efficiency Improvement Project: The objective is to expand production capacity and improve production efficiency for prepare sufficient production capacity to meet sales demand. The past year, the company improved the 3 production efficiency improvement projects for fiber cement roof tiles, wood products, and boards, and expanded production capacity for autoclaved aerated concrete (AAC-2), increasing capacity by 163,200 tons per year, with commercial production and sales commencing in September 2025.

(6) In the field of study visits, research, and related activities, in year 2025, the PTI Committee has carried out the following tasks:

(A) Study on income tax exemption from investment in automation according to the Royal Decree issued under the Revenue Code No. 776 B.E. 2564 (2021) issued under the Revenue Code, the tax exemption period for corporate income tax at a rate of 20% on automation investments has been extended until December 2025 for 9 projects, the total value of investments utilizing this tax incentive amounted to Baht 382 million.

(B) Study on AI (Artificial Intelligence) for Quality Inspection in Concrete Roof Tile Production: The implementation of AI technology in concrete roof tile manufacturing was explored to automate the tile inspection and sorting process before curing, replacing manual labor. This initiative enhances quality control precision and reduces material waste. The system utilizes the CiRA CORE artificial intelligence platform developed by King Mongkut's Institute of Technology Ladkrabang.

(C) The Company conducted a feasibility study on the application of Graphene Quantum Dots (GQDs), in collaboration with the Faculty of Engineering, Chulalongkorn University, for use in the production process of concrete roof tiles and fiber cement tiles. The objective is to enhance product strength, reduce the occurrence of efflorescence (white stains), and decrease cement consumption by 5%, thereby lowering carbon dioxide emissions.

(D) The Company submitted for and obtained certification for the assessment and measurement of greenhouse gas (GHG) emissions and/or removals from Thailand Greenhouse Gas Management Organization in order to register its Carbon Footprint for Organization (CFO). This certification supports business opportunities, establishes operational standards, and serves as a basis for planning emission reductions and developing appropriate greenhouse gas management strategies in the future.

(E) Study on ERP System Selection to Replace SAP: A comprehensive evaluation was conducted in collaboration with the Information Technology and Standard System Division to identify a modern and cost-effective Enterprise Resource Planning (ERP) system to replace the SAP system, which has been in use for 17 years. The objective was to align with current and future operational needs, ensuring efficiency, cost-effectiveness, and technological advancement.

(7) Prepare a self-assessment form for the PTI Committee, both committee group and individual, at least once a year to identify problems and obstacles that cause operations to fail to achieve objectives in the past year. It also assists in monitoring and evaluating the performance following the goals approved by the Board of Directors effectively.

Operations of the PTI Committee in year 2025 can proceed as planned by cooperating with all departments' employees to develop innovations related to the Company's operations effectively. The Company's employees have the knowledge and ability to create innovations and are the key to creating an "Innovative Culture" for business operations sustainability.

December 23, 2025

On behalf of the Production Technology and Innovation Committee

|||||

Mr. Asanee Chantong

Chairman of the Production Technology and Innovation Committee

8.6 PERFORMANCE REPORT OF THE RISK MANAGEMENT COMMITTEE

In year 2025, the performance the Risk Management Committee (RMC Committee) consisted of 11 directors and executives at the line management level from all departments. Throughout the year 2025, a total of 8 meetings were held wherein all directors attended every meeting with a full quorum. the Risk Management Committee assessed and reviewed various risk groups, considering both external and internal factors that could impact success. These evaluations were conducted in accordance with the work plan and budget plan for year 2025, aligning with the criteria outlined in the international standard ISO 9001:2015, which were held to consider reviewing the Risk at every level, establish guidelines for effective prevention and reduction of risks. It can be summarized as follows:

(1) Regularly reviewing risks at all levels by assessing and analyzing all risk factors for all units based on plans and strategies that are defined include: production, sales, service, marketing, human resource development, legislation, and other areas that will impact the Company's business operations. It has ranked the risks into risks that need to be urgently addressed (red risks) and risks that must be monitored, which may be potential risks in the future (orange risks).

(2) Considering the formulation of risk management plans and the guidelines for risk control to manage the risks so that they are at an acceptable level for the Company and the formulation of plans for responding, preventing, or reducing the possibility of future risks.

(3) Closely and efficiently Monitoring the results of the management of risks that need to be urgently addressed and the guidelines for preventing potential risks in the future by summarizing achievements to present to the MC Committee and the AC Committee at least once a quarter before proposing them to the Board of Directors for acknowledgment and consideration.

(4) Reviewing and updating the crisis management plan to ensure it remains current and aligned with prevailing circumstances and economic volatility at both microeconomic and macroeconomic levels, including monitoring and reporting processes to the Management Committee and the Board of Directors to ensure that the Company has an appropriate and efficient risk management system.

(5) Providing governance to ensure the compliance with the risk management framework and verifying the disclosures of risk information to regulatory agencies and the general public in a correct and consistent manner.

(6) Developing the Corruption Risk Self-Assessment Form for all units together with the ACC Committee to allow all units to do self-assessment. The assessment results will be taken into account to amend regulations and orders that cover the risks. The Company requires reviewing the Corruption Risk Self-assessment Form and self-assessment of all units at least once a year.

(7) Completing the Self-assessment Form on a panel and individual basis at least once a year to reveal problems and obstacles resulting in the failure to achieve operational objectives in the previous year as respective members are clearly aware of their own roles and responsibilities. It also helps to provide efficient performance monitoring and evaluation against according to the plan and the targets approved by the Board of Directors.

In year 2025, the RMC Committee operated in alignment with the meticulously laid-out plans, effectively managing and controlling Key Risk Indicators (KRIs) associated with high-risk areas. The committee successfully mitigated the severity and impact of risks, ensuring none escalated in severity. Moreover, it adeptly managed risks across various dimensions while proactively preventing the emergence of new risks, all while adhering to sound corporate governance practices, the Company's operations for the maximum benefit to the Company and all stakeholders.

December 22, 2025

On behalf of the Risk Management Committee

|||||

Mr. Satid Sudbuntad

Chairman of the Risk Management Committee

8.7 PERFORMANCE REPORT OF THE SUSTAINABILITY COMMITTEE

In year 2025, the Sustainability Committee (SC Committee) consisted of 13 directors and executives. Throughout the year 2025, a total of 3 meetings were held wherein all directors attended every meeting with a full quorum to set guidelines for sustainable business operations of the Company and organize related social and environmental activities. It can be summarized as follows:

(1) Review a sustainable development policy and quantitative targets to be used as KPIs in sustainability operations. It also supports the United Nations Sustainable Development Goals (SDGs), risk management coupled with socially and environmentally responsible operations. It allocated operating budgets to take care of the well-being of employees, society, and communities to reduce negative impacts on the environment continuously.

(2) Responsibility **“Diamond Society”** In year 2025, the company prioritized the health and safety of its employees, contractors, and the communities adjacent to its operations. The Company continues to carry out activities to engage employees and stakeholders to create a balance of life and work to be a **“Happy Workplace”** to continue to grow sustainably.

(3) In terms of responsibility for the **“Diamond Community,”** it is committed to developing people in nearby communities under the project **“Diamond Heart Technicians.”** In year 2025, it collaborated with the Muak Lek Technical College, Saraburi Province to organize theoretical training for students to gain basic knowledge in construction materials. Additionally, practical skills training was conducted for modular construction technicians by constructing a Trapech Pavilion, which was donated to the college for public use. In addition, the Company implemented the “CSR with Mr. D” project to provide opportunities for employees residing in local communities to participate in community development activities, such as promoting Thai traditions, participating in religious activities, and supporting local products and various community initiatives.

(4) In terms of responsibility for **“the environment,”** in year 2025, the company focuses on the research and development of products to enhance competitiveness. It strives to improve production formulas, improve production processes and innovations to reduce negative impacts on the environment, reduce dust and air pollution emissions, efficient utilization of resources and energy, as well as maximizing the reuse of off-grade products and residual sludge in the production process, are key priorities for the company. Additionally, the company has assessed the greenhouse gas emissions of its products across the entire supply chain for all product categories. This assessment aims to obtain Carbon Footprint of Product (CFP) certification, enabling the company to strategically plan for reducing greenhouse gas emissions and enhancing its competitiveness in the market.

(5) Development training and activities related to social and environmental responsibility in year 2025, the Company organized public relations activities through on occupational health and safety of employees to prevent accidents, reduce risky behaviors, epidemic prevention, energy reduction campaign activities and raising awareness of employee involvement in driving sustainability by allowing all employees to participate.

(6) In year 2025, the Company undertook initiatives to enhance its ESG assessment to an international standard in collaboration with the Stock Exchange of Thailand, with evaluations conducted by FTSE Russell. This effort aimed to strengthen the Company’s sustainability performance and disclosure on a global scale. Additionally, employees participated in a hands-on training workshop on comprehensive human rights auditing across the value chain, in cooperation with the Stock Exchange of Thailand. The insights gained from this training were utilized to review and refine the Company’s human rights policy, identify human rights risks through a structured risk assessment, and develop a heat map to illustrate risk levels. This initiative was carried out in collaboration with the SC Committee, with the objective of establishing a comprehensive risk mitigation framework to prevent the Company’s involvement in human rights violations.

(7) The Company prepared a the Sustainable Development Report for the year 2025 was prepared following international standards. It reported sustainability in the form of **GRI Standards** and the level of data integrity based on the Core Indicators and in line with the **UN Sustainable Development Goals (SDGs)**. In year 2025, the company has prepared a **GRI** format report for the 6th year.

(8) In year 2025, the Company participated in the evaluation for the Sustainability Award and was selected to be on the list of **“Sustainable Stocks”** or SET ESG Ratings for the year 2025. It achieved the AA level within the real estate and construction group for the 9th consecutive year by the Stock Exchange of Thailand. It also received the ESG100 award as one of the companies with outstanding performance in the environment, society, and governance (Environmental Social and Governance: ESG), which has been on the list for 8 years, assessed by Thaipat Institute. In addition, the Company received an award from the assessment of good corporate governance and other sustainability awards, which is an award of pride.

(9) The SC Committee completes the Self-assessment Form on a panel and individual basis at least once a year to learn about problems and obstacles resulting in the failure to achieve operational objectives in the previous year. This also helps to provide clear performance monitoring and evaluation based on the Company’s objectives and goals.

The operations of the SC Committee in year 2025 has performed its duties according to the plans and goals set forth with cooperation from all employees in all departments who realize the importance of social responsibility and the environment. Also, it is accepted by all groups of stakeholders. It is an important mechanism that will help promote and drive the Company’s business to persist and grow sustainably.

December 22, 2025

On behalf of the Sustainability Committee

|||||

Mr. Satid Sudbuntad

Chairman of the Sustainability Committee

8.8 PERFORMANCE REPORT OF THE ANTI-CORRUPTION COMMITTEE

Performance of the Anti-Corruption Commission (ACC Committee.) for the year 2025 consists of 28 directors and executives from all departments. Throughout the year 2025, a total of 3 meetings were held wherein all directors attended every meeting with a full quorum to operate the Company's anti-corruption activities following its objectives, operate transparently, and build confidence in all stakeholders. It can be summarized as follows:

(1) Reviewed policies, manuals, and regulations related to anti-corruption, and communicated them to all stakeholder groups and employees for adoption as operational guidelines in compliance with applicable laws.

(2) Conducted corruption risk assessments for each department in order to review and strengthen preventive and control measures, ensuring that such measures comprehensively address identified corruption risk scenarios.

(3) A letter was prepared inviting customers, partners, and related entrepreneurs to join the CAC membership. The initiative aimed to establish a transparent working system within the organization and among its allies while reducing the risk of corruption and bribery. We have consistently promoted this initiative and extended invitations directly at our partners' business establishments.

(4) Participated in the CAC Change Agent Program and was certified as a CAC Change Agent on March 31, 2025, with a two-year certification period from April 2025 to April 2027.

(5) Invited suppliers to join the declaration of intent with the CAC, resulting in the Company receiving the CAC Change Award 2025 on November 24, 2025.

(6) Prepared infographics to provide guidance on whistleblowing and reporting corruption, and communicated them to stakeholders via the Company's website and various channels. The materials were also submitted to the CAC for awareness and public outreach and were disseminated through the CAC's social media platforms.

(7) The Company participated in the **"International Anti-Corruption Day"** event organized by the National Anti-Corruption Commission (NACC), the Public Sector Anti-Corruption Commission (PACC), and the Anti-Corruption Organization of Thailand (ACT) through an online platform on December 9, 2025. This participation demonstrated the Company's strong commitment to continuously addressing and combating corruption.

(8) Publicizing channels for whistleblowing or complaints about corruption via QR code via an online system and post announcements for employees and stakeholders.

(9) The ACC Committee completes the Self-assessment Form on a panel and individual basis at least once a year to be informed of problems and obstacles resulting in the failure to achieve operational objectives in the previous year as respective members are clearly aware of their own roles and responsibilities. This also helps to provide efficient performance monitoring and evaluation against according to the plan and the targets approved by the Board of Directors.

In year 2025, the Company has not found any cases of corruption that affect the Company's operations by the ACC Committee performed its duties based on the defined objectives and targets to encourage directors, executives and employees at all levels of the Company to be aware of their responsibility for fulfilling responsibilities under the legal framework and code of ethics and creating the right values towards sustainable business operations indefinitely, the organization aims to prioritize sustainability.

December 10, 2025

On behalf of the Anti-Corruption Committee

|||||

Mr. Satid Sudbuntad

Chairman of the Anti-Corruption Committee

9. INTERNAL CONTROL AND RELATED TRANSACTIONS

9.1 INTERNAL CONTROL

- The Board of Directors is of the opinion that the Company has established a sound internal control system that supports the achievement of its strategic and operational objectives, effectively manages risks, prevents fraud, and ensures the accuracy and reliability of financial reporting. Management and the Audit Committee are responsible for overseeing the continuous development and enhancement of this system, which represents a fundamental component of the Company's corporate governance framework. The Internal Audit Office audits the operating systems and practices of the Company's departments and subsidiaries in accordance with the annual audit plan. The Audit Committee reviews the internal control system and the internal audit system to ensure that they are appropriate and effective.

- The Board of Directors has established a corporate governance policy requiring all business units to operate in a structured, efficient, and effective manner in line with the Company's objectives and strategic priorities. The Company emphasizes prudent stewardship of assets through economical and appropriate use, together with continuous, disciplined risk assessment and risk management. Each business unit is required to implement standardized operating procedures and to keep risks at an appropriate level and prevent adverse impacts on the Company's operation. The Company also promotes ongoing communication and employee development to build a shared culture of compliance with established procedures, as well as applicable laws and regulations. The key implementation guidelines are as follows:

(1) Control Environment: The Company supports a sound working environment through clear and appropriate policies, planning, operations, controls, and oversight. It is the duty and responsibility of management at all levels to supervise and review the working systems within their respective units for effectiveness and for compliance with the Company's operating regulations. All business units are required to prepare an operating manual that sets out their procedures as a standard and reference.

(2) Risk Assessment: The Company requires an organization-wide analysis of all types of risks that may affect the achievement of its objectives. The Board of Directors has appointed a Risk Management Committee, comprising executives from all departments, to oversee and support risk management activities covering both the Company and its subsidiaries. The risk management approach is as follows:

(2.1) The Company has established a risk management policy and clearly defined objectives as a guideline for managing risks that may affect the Company's operations.

(2.2) The Company assesses changes in key internal and external risk factors that may affect business operations, internal controls, and financial reporting. Risk management measures are also reviewed so that they respond effectively to such changes.

(3) Control Activities: The Company places importance on effective internal controls at risk levels appropriate to its business and to the duties of employees in each function. Internal controls are implemented through the policies, requirements, and operating procedures of the Company's various departments. The Company also promotes employee awareness of the importance of complying with the established internal control system and relevant laws, regulations, and rules to reduce risks that may arise, including fraud and legal non-compliance.

(4) Information Systems and Communication: The Company continuously develops its information systems to improve business operating efficiency and places importance on information that is accurate, reliable, and timely. Information is communicated so that it can be used for timely decision-making. The Company also maintains data security systems and establishes effective contingency and emergency backup plans. Internal communication channels include communications from senior management to employees, the intranet, and electronic mail for the communication of news and information. In addition, the Company provides communication channels for external stakeholders to safely report information or tips regarding misconduct or fraud to the Company.

(5) Monitoring Activities: Based on the current information systems, which provide reliable and timely information, management and the Board of Directors are able to control and monitor operating performance effectively as well as enhance achievement of the Company's business objectives and targets. The Internal Audit Office performs its duties in accordance with the approved audit plan and follows up under the Audit Committee's oversight. The audit plan is prepared based on the Company's risk assessment and analysis. Audit results and follow-up on corrective actions are reported to the Audit Committee and the Board of Directors. The Company reviews the effectiveness of its internal control system at least once a year, taking into account significant risks, potential impacts, and risk management. The review uses the internal control adequacy assessment form issued by the Securities and Exchange Commission. In addition, the Company's auditor, KPMG Phoomchai Audit Ltd., which audited the quarterly and annual financial statements for year 2025, stated in its audit report that no significant deficiencies in the internal control system were found.

9.2 RELATED TRANSACTIONS

The Company has established measures and procedure concerning the approval of connected transaction and transaction concerning acquisition or disposal of the assets of the Company in compliance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand, as well as related laws within the Corporate Governance Handbook, which can be summarized as follows.

(1) The stakeholder or person who may have conflict of interest may not approve the transaction that is connected to oneself.

(2) The establishment of price or compensation must be based on normal business and general commercial terms with consideration on the best interest of the Company.

(3) The AC Committee has to consider and provide comments prior to making such transaction. If the AC Committee lacks expertise in a particular matter or transaction, an independent expert must be engaged to provide comments to the AC Committee as part of the consideration before proposing to the Board of Directors and/or the Shareholders Meeting for further consideration and approval.

In case that such transaction is a trade agreement of similar nature to agreements that a reasonable person would engage with another party in similar circumstances; with trade negotiating power in absence of influences from own positions as directors, executives, or related persons, whichever the case; or of normal business transactions or normal supporting transactions with general trade conditions such agreement must be approved by the Board of Directors, or be approved in principle by the Board of Directors, prior to engagement in such transaction. This is in compliance with Section 89/12 (1) of the Securities and Exchange Act (No. 4) B.E. 2551 (2008).

(4) The Company must disclose the information on such transaction in accordance with the regulation and procedure as established by Securities and Exchange Commission.

(5) Every director must comply with Section 88 of the Public Limited Companies Act B.E. 2535 (1992) stipulating that the director shall inform the Company without delay when the following cases occur.

- Having interest either directly or indirectly in any agreement executed by the Company during the accounting period by specifying facts related to the characteristics of the agreement, names of agreement's parties, and interest of the director in that agreement (if any).
- Holding ordinary shares or debentures in the Company or subsidiary companies by specifying total amount increase and decrease during the accounting period (if any).

In any case, Section 114 of the Public Limited Companies Act stipulates that the Company must disclose details as notified by the directors according to the abovementioned Section 88 in the Company's annual report.

(6) Every top executive from the level of Assistant Chief Executive Officer and Division Manager (Senior), including Accounting and Finance Department Manager, must follow the procedure in the same manner as the director as described in Item (5), by informing the Company Secretary as well.

In year 2025, the Company had related transactions with related persons as follows.

(A) Purchase of Finished Products for Sale

Company	Relationship	Transaction	Amount (Million Baht)			
			Purchase of Finished Products		Account Payable	
			2025	2024	2025	2024
Diamond Materials Co.,Ltd. (Seller)	Subsidiary of Diamond Building Products Plc. (Buyer) holding 99.99% of paid-up shares in Diamond Materials Co., Ltd.	Purchase of autoclaved aerated concrete for sale to customers and market expansion. Pricing Policy Use market price according to normal business.	146.78	150.71	41.61	33.30
Total			146.78	150.71	41.61	33.30

(B) Office Rental and Property Service Fee

Company	Relationship	Transaction	Amount (Million Baht)			
			Office Rental and Property Service Fee		Lease liabilities	
			2025	2024	2025	2024
Phahol 8 Co., Ltd. (Service Provider)	Having mutual directors but no possession of inter-related shares. • Diamond Building Products Plc. (Service Receiver) having Mr. Chatchai Teepsuwan and Mr. Kamolaphat Teepsuwan as Director. • Phahol 8 Co., Ltd. (Service Provider) having Mr. Chatchai Teepsuwan and Mr. Kamolaphat Teepsuwan as Director.	Usage of property within Phaholyothin Place Office Building as an office of the Company. <u>Pricing Policy</u> Use rental and service fee not exceeding the average rental fee of nearby rental buildings.	2.48	2.40	3.23	0.95
Total			2.48	2.40	3.23	0.95

(C) Sales of Raw Materials, Spare Parts and Consumables

Company	Relationship	Transaction	Amount (Million Baht)			
			Raw materials, Spare Parts and Consumables		Accounts Receivable	
			2025	2024	2025	2024
Diamond Materials Co.,Ltd. (Buyer)	Subsidiary of Diamond Building Products Plc.(Seller) holding 99.99% of paid-up shares in Diamond Materials Co., Ltd.	Sales of raw materials, spare parts, and consumables for buyers to use in manufacturing or repairing machinery as needed. <u>Pricing Policy</u> Use market price according to normal business.	1.08	0.50	-	-
Total			1.08	0.50	-	-

Opinion of the AC Committee

The AC Committee has reviewed the related transactions occurred in the Company's accounting record during the year 2025 as described above and found that these transactions had conditions and pricing that were fair and appropriate, which had been approved by the MC Committee or the Board of Directors before the transactions were executed.

Future Related Transactions

Related transactions of the Company in the future shall be transactions of normal business operation without transferring any interest between the Company and related companies or persons. The Company shall strictly adhere to and follow the regulations of the Stock Exchange of Thailand and Securities and Exchange Commission (SEC) as well as relevant laws, considering the reasonability and appropriateness of the conditions and market price which can be referred to in order to ensure that the shareholders and every stakeholder receive fair and equitable benefits according to the Company's good corporate governance policy.

แผ่นพื้น SPC SPC FLOORING

NEW



PART 3

FINANCIAL STATEMENTS



Diamond Building Products Public Company Limited and its Subsidiary

**Financial statements for the year ended
31 December 2025
and
Independent Auditor's Report**



KPMG Phoomchai Audit Ltd.
50th Floor, Empire Tower
1 South Sathorn Road, Yannawa
Sathorn, Bangkok 10120, Thailand
Tel +66 2677 2000
Fax +66 2677 2222
Website home.kpmg/th

บริษัท เคพีเอ็มจี ภูมิไชย สอบบัญชี จำกัด
ชั้น 50 เอ็มไพร์ทาวเวอร์
1 ถนนสาทรใต้ แขวงยานนาวา
เขตสาทร กรุงเทพฯ 10120
โทร +66 2677 2000
แฟกซ์ +66 2677 2222
เว็บไซต์ home.kpmg/th

Independent Auditor's Report

To the Shareholders of Diamond Building Products Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Diamond Building Products Public Company Limited and its subsidiary (the “Group”) and of Diamond Building Products Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2025, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). 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 and the Company 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 is 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.



Valuation of inventories	
Refer to Note 7 to the financial statements.	
The key audit matter	How the matter was addressed in the audit
The Group's and the Company's inventories are material to the financial statements which are measured at the lower of cost and net realisable value. High market competition affects to the determination of the Group's selling price. Therefore, there is a risk that inventories may be presented at cost higher than net realisable value including the occurrence of the inventory obsolescence. The Group and the Company consider the allowance for decline in value and obsolescence by the management estimates and judgment. Consequently, I consider that this is a key audit matter.	My audit procedures included: - Understanding the policies and procedures that management applied for providing allowance for decline in value of inventories. - Performing test on a sample basis items in the inventory aging report and corroborating on whether these items were classified in the appropriate aging bracket. - Performing test on a sample basis of net realisable value of inventories by investigating with the sales documents after period end whether there were any sales at price lower than cost to assess management's estimates and decision whether the allowance for decline in value of inventories was appropriate and adequate. - Considering the historical accuracy of the allowance for decline in value of inventories for evaluating the appropriateness of the assumptions made in the current year and assessing the reasonableness of assumptions made by management on the extent of long-outstanding inventories and sales at price lower than cost to consider the appropriateness of the allowance for decline in value of inventories. - Considering of the adequacy disclosures in accordance with the Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included 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 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 when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

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 TFRSs, 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 and the Company'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 and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company'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 TSAs 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 TSAs, 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 and the Company'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 and the Company'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 and the Company 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.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

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.

(Chanlika Panya)
Certified Public Accountant
Registration No. 11872

KPMG Phoomchai Audit Ltd.
Bangkok
11 February 2026

Diamond Building Products Public Company Limited and its Subsidiary

Statement of financial position

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2025	2024	2025	2024
		(in Baht)			
Current assets					
Cash and cash equivalents	4	13,404,909	14,841,121	11,834,305	12,110,413
Trade receivables	5	441,688,857	458,769,138	441,688,858	458,769,139
Other current receivables	6	132,119,975	124,335,399	129,427,982	121,103,862
Inventories	7	890,424,048	917,504,398	874,732,124	894,933,732
Other current assets		4,759,476	13,201,966	4,753,156	12,884,474
Total current assets		1,482,397,265	1,528,652,022	1,462,436,425	1,499,801,620
Non-current assets					
Investment in a subsidiary	8	-	-	100,000,000	100,000,000
Investment properties	9	20,058,994	20,058,994	20,058,994	20,058,994
Property, plant and equipment	10	2,344,923,874	2,304,378,636	2,259,172,667	2,228,499,026
Right-of-use assets	11	22,279,827	34,649,415	22,269,133	34,518,502
Intangible assets	12	11,459,858	11,111,972	11,459,858	11,111,972
Deferred tax assets	20	55,812,087	51,459,576	55,095,665	50,855,285
Other non-current assets		1,217,799	20,317,812	1,205,799	20,305,812
Total non-current assets		2,455,752,439	2,441,976,405	2,469,262,116	2,465,349,591
Total assets		3,938,149,704	3,970,628,427	3,931,698,541	3,965,151,211

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary

Statement of financial position

Liabilities and equity	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2025	2024	2025	2024
(in Baht)					
Current liabilities					
Short-term loans from financial institutions	13	553,000,000	444,000,000	553,000,000	444,000,000
Trade payables	3	135,346,831	145,809,930	171,325,965	173,095,868
Other current payables	14	189,437,824	222,001,307	184,237,150	215,894,242
Current portion of long-term loans					
from financial institutions	13	116,800,000	114,000,000	116,800,000	114,000,000
Current portion of lease liabilities	3, 13	8,639,566	22,003,497	8,639,566	21,880,593
Current tax payable		1,086,456	134,340	362	-
Other current liabilities	15	42,124,728	63,274,051	39,593,471	62,039,921
Total current liabilities		1,046,435,405	1,011,223,125	1,073,596,514	1,030,910,624
Non-current liabilities					
Long-term loans from financial institutions	13	355,900,000	79,500,000	355,900,000	79,500,000
Lease liabilities	3, 13	14,129,664	14,054,601	14,129,664	14,054,602
Non-current provisions					
for employee benefits	16	257,968,164	235,035,994	254,741,103	232,400,971
Total non-current liabilities		627,997,828	328,590,595	624,770,767	325,955,573
Total liabilities		1,674,433,233	1,339,813,720	1,698,367,281	1,356,866,197

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2025	2024	2025	2024
(in Baht)					
Equity					
Share capital:					
Authorised share capital					
(855,033,100 ordinary shares, par value at Baht 1 per share)		855,033,100	855,033,100	855,033,100	855,033,100
Issued and paid-up share capital					
(855,033,100 ordinary shares, par value at Baht 1 per share)		855,033,100	855,033,100	855,033,100	855,033,100
Share premiums:					
Share premium on ordinary shares		166,511,520	166,511,520	166,511,520	166,511,520
Share premium on treasury shares		165,206,460	165,206,460	165,206,460	165,206,460
Retained earnings					
Appropriated					
Legal reserve		105,000,000	105,000,000	105,000,000	105,000,000
Treasury shares reserve	17	320,820,646	-	320,820,646	-
Unappropriated		971,965,391	1,339,063,627	941,580,180	1,316,533,934
Treasury shares	17	(320,820,646)	-	(320,820,646)	-
Total equity		2,263,716,471	2,630,814,707	2,233,331,260	2,608,285,014
Total liabilities and equity		3,938,149,704	3,970,628,427	3,931,698,541	3,965,151,211

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary**Statement of comprehensive income**

		Consolidated		Separate	
		financial statements		financial statements	
		For the year ended		For the year ended	
		31 December		31 December	
	<i>Note</i>	2025	2024	2025	2024
		<i>(in Baht)</i>			
Revenue					
Revenue from sales of goods and rendering of services	3, 18	4,531,336,807	4,969,890,193	4,531,336,807	4,969,890,193
Other income		61,154,090	21,460,725	61,064,781	19,332,981
Total revenue		4,592,490,897	4,991,350,918	4,592,401,588	4,989,223,174
Expenses	19				
Cost of sales of goods and rendering of services		3,500,990,088	3,704,873,227	3,523,689,379	3,722,288,885
Distribution costs		155,104,327	152,249,132	155,104,327	152,249,132
Administrative expenses		560,224,239	535,895,661	547,126,328	525,047,590
Total expenses		4,216,318,654	4,393,018,020	4,225,920,034	4,399,585,607
Profit from operating activities		376,172,243	598,332,898	366,481,554	589,637,567
Finance costs		(17,159,448)	(7,651,667)	(17,152,752)	(7,623,452)
Profit before income tax expense		359,012,795	590,681,231	349,328,802	582,014,115
Income tax expense	20	(41,225,733)	(84,429,168)	(39,589,050)	(83,546,927)
Profit for the year		317,787,062	506,252,063	309,739,752	498,467,188
Other comprehensive income					
Item that will not be reclassified to profit or loss					
Loss on remeasurements of defined benefit plans, net of tax	20	(12,690,744)	(10,940,404)	(12,498,952)	(10,620,051)
Total comprehensive income for the year		305,096,318	495,311,659	297,240,800	487,847,137
Earnings per share (in Baht)	21				
Basic earnings per share		0.39	0.59	0.38	0.58

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary
Statement of changes in equity

Consolidated financial statements						
		Retained earnings				
	Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	Unappropriated	Total equity
	Note				(in Baht)	
Year ended 31 December 2024						
Balance at 1 January 2024		855,033,100	166,511,520	165,206,460	105,000,000	1,288,369,180
						2,580,120,260
Transactions with owners, recorded directly in equity						
Distributions to owners						
Dividends to owners of the Company	22	-	-	-	-	(444,617,212)
Total distributions to owners		-	-	-	-	(444,617,212)
						(444,617,212)
Comprehensive income for the year						
Profit		-	-	-	-	506,252,063
Other comprehensive income (expense)		-	-	-	-	(10,940,404)
Total comprehensive income (expense) for the year		-	-	-	-	495,311,659
Balance at 31 December 2024		855,033,100	166,511,520	165,206,460	105,000,000	1,339,063,627
						2,630,814,707

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary
Statement of changes in equity

		Consolidated financial statements					
		Retained earnings					Total equity
		Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	Treasury shares reserve	
Note						Unappropriated	Treasury shares
(in Baht)							
Year ended 31 December 2025							
Balance at 1 January 2025		855,033,100	166,511,520	165,206,460	105,000,000	1,339,063,627	-
Transactions with owners, recorded directly in equity							
<i>Distributions to owners</i>							
Treasury shares purchased	17	-	-	-	-	320,820,646	(320,820,646)
Dividends to owners of the Company	22	-	-	-	-	(351,373,908)	-
<i>Total distributions to owners</i>		-	-	-	-	(672,194,554)	(320,820,646)
Comprehensive income for the year							
Profit		-	-	-	-	317,787,062	-
Other comprehensive income (expense)		-	-	-	-	(12,690,744)	-
<i>Total comprehensive income (expense) for the year</i>		-	-	-	-	305,096,318	-
Balance at 31 December 2025		855,033,100	166,511,520	165,206,460	105,000,000	971,965,391	(320,820,646)
							2,630,814,707

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary
Statement of changes in equity

	Note	Separate financial statements					Total equity
		Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Legal reserve	Unappropriated	
							(in Baht)
Year ended 31 December 2024							
Balance at 1 January 2024		855,033,100	166,511,520	165,206,460	105,000,000	1,273,304,009	2,565,055,089
Transactions with owners, recorded directly in equity							
Distributions to owners							
Dividends to owners of the Company	22	-	-	-	-	(444,617,212)	(444,617,212)
Total distributions to owners		-	-	-	-	(444,617,212)	(444,617,212)
Comprehensive income for the year							
Profit		-	-	-	-	498,467,188	498,467,188
Other comprehensive income (expense)		-	-	-	-	(10,620,051)	(10,620,051)
Total comprehensive income (expense) for the year		-	-	-	-	487,847,137	487,847,137
Balance at 31 December 2024		855,033,100	166,511,520	165,206,460	105,000,000	1,316,533,934	2,608,285,014

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary
Statement of changes in equity

	Note	Separate financial statements						Total equity
		Issued and paid-up share capital	Share premium on ordinary shares	Share premium on treasury shares	Retained earnings			
					Legal reserve	Treasury shares reserve	Unappropriated	
Year ended 31 December 2025								
Balance at 1 January 2025		855,033,100	166,511,520	165,206,460	105,000,000	-	1,316,533,934	2,608,285,014
Transactions with owners, recorded directly in equity								
<i>Distributions to owners</i>								
Treasury shares purchased	17	-	-	-	-	320,820,646	(320,820,646)	(320,820,646)
Dividends to owners of the Company	22	-	-	-	-	-	(351,373,908)	(351,373,908)
<i>Total distributions to owners</i>		-	-	-	-	320,820,646	(672,194,554)	(672,194,554)
Comprehensive income for the year								
Profit		-	-	-	-	-	309,739,752	309,739,752
Other comprehensive income (expense)		-	-	-	-	-	(12,498,952)	(12,498,952)
<i>Total comprehensive income (expense) for the year</i>		-	-	-	-	-	297,240,800	297,240,800
Balance at 31 December 2025		855,033,100	166,511,520	165,206,460	105,000,000	320,820,646	941,580,180	2,233,331,260

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary
Statement of cash flows

		Consolidated financial statements		Separate financial statements	
		Year ended		Year ended	
		31 December		31 December	
	<i>Note</i>	2025	2024	2025	2024
		<i>(in Baht)</i>			
<i>Cash flows from operating activities</i>					
Profit for the year		317,787,062	506,252,063	309,739,752	498,467,188
<i>Adjustments to reconcile profit to cash receipts (payment)</i>					
Income tax expense	20	41,225,733	84,429,168	39,589,050	83,546,927
Finance costs		17,159,448	7,651,667	17,152,752	7,623,452
Depreciation	10, 11	299,593,313	292,959,965	287,751,828	281,250,820
Amortisation of intangible assets	12	1,766,414	1,501,222	1,766,414	1,501,222
Provision for employee benefits	16	20,516,406	17,837,777	20,164,109	17,552,089
Unrealised loss on exchange		4,089,302	2,130,397	4,089,302	2,130,397
(Gain) loss on fair value adjustment of forward exchange contracts		473,903	(1,201,674)	473,903	(1,201,674)
(Reversal of) impairment loss on fianacial assets recognised in profit or loss	5	(440,000)	440,000	(440,000)	440,000
Loss on inventories devaluation		173,381	2,238,294	218,366	2,172,855
Reversal of impairment loss on assets		-	(1,058,700)	-	(1,058,700)
Gain on disposal of plant and equipment		(310,219)	(7,959,600)	(345,869)	(7,959,600)
Loss on disposal of plant and equipment		1,347	34	4	30
Interest income		(49,543)	(123,667)	(41,969)	(110,063)
		701,986,547	905,096,946	680,117,642	884,354,943

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary
Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended		Year ended	
	31 December		31 December	
Note	2025	2024	2025	2024
	(in Baht)			
Changes in operating assets and liabilities				
Trade receivables	17,591,831	73,561,685	17,591,830	73,561,685
Other current receivables	(11,378,106)	(64,296,204)	(11,917,650)	(62,940,445)
Inventories	25,025,604	86,916,198	18,101,877	97,210,469
Other current assets	7,954,302	(6,284,777)	7,643,129	(6,182,692)
Other non-current assets	2,342,216	(2,354,736)	2,342,216	(2,354,736)
Trade payables	(10,679,308)	(43,365,224)	(1,986,111)	(52,367,385)
Other current payables	35,830,858	(11,421,695)	36,224,677	(9,170,428)
Other current liabilities	(21,151,537)	(3,617,548)	(22,448,663)	(3,441,302)
Provisions for employee benefits paid	16	(13,447,667)	(13,447,667)	(7,825,530)
Net cash generated from operating	734,074,740	926,254,015	712,221,280	910,844,579
Tax paid	(41,439,156)	(131,474,350)	(40,690,045)	(129,518,673)
Net cash from operating activities	692,635,584	794,779,665	671,531,235	781,325,906
Cash flows from investing activities				
Proceeds from sale of plant and equipment	359,389	8,004,293	347,239	8,004,293
Payments for acquisition of plant and equipment	(368,923,068)	(478,105,919)	(346,768,491)	(466,306,503)
Payments for acquisition of intangible assets	(80,000)	(1,994,700)	(80,000)	(1,994,700)
Prepayment for purchases of plant and equipment	(1,282,856)	(38,545,098)	(1,282,856)	(38,545,098)
Interest received	49,543	123,667	41,969	110,063
Net cash used in investing activities	(369,876,992)	(510,517,757)	(347,742,139)	(498,731,945)

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary

Statement of cash flows

		Consolidated financial statements		Separate financial statements	
		Year ended		Year ended	
		31 December		31 December	
	Note	2025	2024	2025	2024
		(in Baht)			
Cash flows from financing activities					
Proceeds from short-term loans from financial institutions		109,000,000	157,000,000	109,000,000	157,000,000
Proceeds from long-term loans from financial institutions		500,000,000	100,000,000	500,000,000	100,000,000
Repayment of long-term loans from financial institutions		(220,800,000)	(66,500,000)	(220,800,000)	(66,500,000)
Payments of lease liabilities		(24,645,994)	(24,411,974)	(24,516,394)	(24,215,424)
Purchase of treasury shares	17	(320,820,646)	-	(320,820,646)	-
Dividends paid to owners of the Company		(351,371,694)	(444,609,914)	(351,371,694)	(444,609,914)
Treasury shares reserve		(15,211,310)	(6,083,170)	(15,211,310)	(6,083,170)
Net cash used in financing activities		(323,849,644)	(284,605,058)	(323,720,044)	(284,408,508)
Net increase (decrease) in cash and cash equivalents,					
before effect of exchange rates		(1,091,052)	(343,150)	69,052	(1,814,547)
Effect of exchange rate changes on cash					
and cash equivalents		(345,160)	(3,395)	(345,160)	(3,395)
Net decrease in cash and equivalents		(1,436,212)	(346,545)	(276,108)	(1,817,942)
Cash and cash equivalents at 1 January		14,841,121	15,187,666	12,110,413	13,928,355
Cash and cash equivalents at 31 December	4	13,404,909	14,841,121	11,834,305	12,110,413
Non-cash transactions:					
Acquisitions of plant and equipment					
for which payments have not yet been made		8,943,386	77,391,564	7,524,401	75,460,008
Transfer of prepayments for purchases					
of assets to plant and equipment		18,040,653	59,475,912	18,040,653	59,475,912
Acquisitions of right-of-use assets under lease agreements		9,456,872	13,382,298	9,456,872	13,382,298
Transfer inventory to plant and equipment		1,881,365	2,424,269	1,881,365	2,424,269

The accompanying notes are an integral part of these financial statements.

Diamond Building Products Public Company Limited and its Subsidiary**Notes to the financial statements****For the year ended 31 December 2025**

Note	Contents
1	General information
2	Basis of preparation of the financial statements
3	Related parties
4	Cash and cash equivalents
5	Trade receivables
6	Other current receivables
7	Inventories
8	Investment in a subsidiary
9	Investment properties
10	Property, plant and equipment
11	Leases
12	Intangible assets
13	Interest-bearing liabilities
14	Other current payables
15	Other current liabilities
16	Non-current provisions for employee benefits
17	Treasury shares
18	Segment information and disaggregation of revenue
19	Expenses by nature
20	Income tax
21	Earnings per share
22	Dividends
23	Financial instruments
24	Capital management
25	Commitments with non-related parties
26	Significant litigations

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 11 February 2026.

1 General information

Diamond Building Products Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in November 2005. The Company’s registered office at 69 - 70 Moo 1, Mitraphab Road (Km. 115), Thambol Talingchan, Amphur Muang, Saraburi, Thailand.

The Company’s major shareholder during the financial year was Myriad Materials Co., Ltd. (55.78% shareholding), which was incorporated in Thailand.

The principal business of the Company and its subsidiary is manufacturing of roof tiles, artificial woods and autoclaved aerated concrete. Details of the Company’s subsidiary as at 31 December 2025 and 2024 are given in note 8.

2 Basis of preparation of financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies are described in each notes have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Related parties

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that is under common control or under the same significant influence as the Group; or a person or entity over which the Group has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making.

Relationships with parent of the Group and subsidiary are described in notes 1 and 8. Other related parties which the Group had significant transactions with during the years were as follows:

Name of entities	Country of incorporation	Nature of relationships
Phahol 8 Company Limited	Thailand	Having a common director
Pattaya Grand Villace Company Limited	Thailand	Having a common director

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

The pricing policies for transactions with related parties are explained further below:

Transactions

Sale of goods and rendering of services
 Sale of raw material and consumables
 Purchase of goods
 Space service fee

Pricing policies

Market price based on normal course of business
 Market price based on normal course of business
 Market price based on normal course of business
 Market price based on normal course of business

Significant transactions for the years ended 31 December with related parties were as follows:

	Consolidated financial statements		Separate financial statements	
<i>Year ended 31 December</i>	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Subsidiary				
Sale of consumables	-	-	670	500
Sale of raw material	-	-	414	-
Purchase of goods	-	-	146,782	150,713
Key management personnel				
Key management personnel compensation				
Short-term employee benefits (<i>including director remuneration</i>)	67,374	65,118	67,374	65,118
Post-employment benefits	2,891	1,739	2,891	1,739
Total key management personnel compensation	70,265	66,857	70,265	66,857
Other related parties				
Sale of goods and rendering of services	-	1,323	-	1,323
Space service fee	2,484	2,402	2,484	2,402

Balances as at 31 December with related parties were as follows:

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Trade payable				
Subsidiary				
Diamond Materials Co., Ltd.	-	-	41,609	33,305
Lease liabilities				
Other related parties				
Phahol 8 Company Limited	3,234	947	3,234	947

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

4 Cash and cash equivalents

Accounting policy

Cash and cash equivalents comprise cash balances and call deposits.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Cash on hand	100	100	100	100
Cash at banks	13,305	14,741	11,734	12,010
Total	13,405	14,841	11,834	12,110

5 Trade receivables

Accounting policy

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find the ECLs rates. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

	Consolidated financial statements		Separate financial statements	
<i>At 31 December</i>	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Within credit terms	378,332	376,562	378,332	376,562
Overdue:				
Less than 91 days	63,354	78,199	63,354	78,199
91 - 180 days	-	4,446	-	4,446
181 - 360 days	2	1	2	1
More than 360 days	4,501	4,501	4,501	4,501
Total	446,189	463,709	446,189	463,709
Less allowance for expected credit loss	(4,500)	(4,940)	(4,500)	(4,940)
Net	441,689	458,769	441,689	458,769

Allowance for expected credit loss

	Consolidated / Separate financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
At 1 January	4,940	4,500
Increase	-	440
Reversal	(440)	-
At 31 December	4,500	4,940

Information of credit risk is disclosed in note 23

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

6 Other current receivables

Accounting policy

Other current receivable is recognised when the Group has an unconditional right to receive consideration. Other current receivable are stated at cost.

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Accrued sales discount	111,258	95,961	109,412	94,215
Advance for purchase of goods	3,133	3,782	2,634	3,782
Prepaid expenses	16,931	21,485	16,584	20,064
Others	798	3,107	798	3,043
Total	132,120	124,335	129,428	121,104

7 Inventories

Accounting policy

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the moving average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Finished goods	187,201	213,782	180,225	199,628
Merchandise goods	58,178	40,427	58,169	40,391
Semi-finished goods	125,130	98,959	125,130	98,959
Work in progress	69,506	82,840	69,506	82,840
Raw materials	320,305	335,181	314,410	328,915
Supplies	78,319	74,400	75,142	71,875
Goods in transit	64,036	83,993	64,036	83,993
	902,675	929,582	886,618	906,601
Less allowance for decline in value	(12,251)	(12,078)	(11,886)	(11,667)
Total	890,424	917,504	874,732	894,934
Inventories recognised in ‘cost of sales of goods’:				
- Cost	3,133,756	3,306,812	3,156,337	3,324,544
- Write-down to net realisable value	-	3,305	-	2,988
- Reversal of write-down	(3,099)	-	(2,981)	-
Net	3,130,657	3,310,117	3,153,356	3,327,532

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Inventories recognised in ‘administrative expenses’:				
- Administrative expenses	556,952	536,963	543,927	525,864
- Write-down to net realisable value	3,272	-	3,199	-
- Reversal of write-down	-	(1,067)	-	(816)
Net	560,224	535,896	547,126	525,048

8 Investment in a subsidiary

Accounting policy

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”). The financial statements of subsidiary is included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Intra-group balances and transactions, are eliminated on consolidation. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss.

Investment in a subsidiary in the separate financial statements is measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group’s right to receive dividend is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments is recognised in profit or loss.

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

Separate financial statements												
Subsidiary	Description of business	Country of operation	Ownership interest		Paid-up capital		Cost		Impairment losses		At cost - net	
			2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
			(%)						(in thousand Baht)			

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

9 Investment properties

Accounting policy

Investment properties are land held for future development projects, which are measured at cost less impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment properties. Therefore, the Group does not charge the depreciation on land.

Differences between the proceeds from disposal and the carrying amount of investment properties are recognised in profit or loss.

	Consolidated / Separate financial statements	
	2025	2024
	<i>(in thousand Baht)</i>	
<i>Cost</i>		
At 1 January and 31 December	<u>20,059</u>	<u>20,059</u>
<i>Net book value</i>		
At 1 January and 31 December	<u>20,059</u>	<u>20,059</u>

The fair value of investment properties, as at 31 December 2025 of Baht 54.4 million (2024: Baht 54.4 million) was determined by an independent value based on the market approach. The fair value measurement for investment properties have been categorised as a Level 3 fair value.

10 Property, plant and equipment

Accounting policy

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction and installation.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

The estimated useful lives are as follows:

Buildings, structures and improvement	5 - 30	years
Machinery and equipment	5 - 20	years
Office furniture, fixtures and equipment	3 - 5	years
Vehicles	5	years

Impairment losses

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount, but only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

	Consolidated financial statements					
	Land and improvement	Building structures and improvement	Machinery and equipment	Office furniture, fixtures and equipment (in thousand Baht)	Vehicles	Assets under construction and installation
Cost						
At 1 January 2024	230,619	956,887	4,750,493	125,532	33,054	419,994
Additions	-	281	3,283	840	171	576,531
Transfers	16,480	140,249	419,867	6,837	314	(583,747)
Disposals	-	(920)	(35,441)	(3,204)	(60)	-
At 31 December 2024 and 1 January 2025	247,099	1,096,497	5,138,202	130,005	33,479	412,778
Additions	-	280	2,848	372	21	316,876
Transfers	10,873	188,568	456,283	10,484	338	(668,580)
Disposals	-	(1,429)	(8,143)	(1,200)	(2,512)	-
At 31 December 2025	257,972	1,283,916	5,589,190	139,661	31,326	61,074
						7,363,139
Accumulated depreciation						
At 1 January 2024	-	663,850	3,722,118	105,535	27,370	-
Depreciation charge for the year	-	41,152	218,291	9,444	1,650	-
Disposals	-	(920)	(35,398)	(3,202)	(60)	-
At 31 December 2024 and 1 January 2025	-	704,082	3,905,011	111,777	28,960	-
Depreciation charge for the year	-	44,377	222,809	9,106	1,475	-
Disposals	-	(1,429)	(8,106)	(1,190)	(2,508)	-
At 31 December 2025	-	747,030	4,119,714	119,693	27,927	-
						277,767
						(13,233)
						5,014,364

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

	Consolidated financial statements					
	Land and improvement	Building structures and improvement	Machinery and equipment	Office furniture, fixtures and equipment	Vehicles	Assets under construction and installation
						Total
						(in thousand Baht)
<i>Allowance for impairment</i>						
At 1 January 2024	-	-	-	-	-	4,910
Reversal	-	-	-	-	-	(1,059)
At 31 December 2024 and 1 January 2025	-	-	-	-	-	3,851
At 31 December 2025	-	-	-	-	-	3,851
<i>Net book value</i>						
At 31 December 2024	247,099	392,415	1,233,191	18,228	4,519	2,304,379
At 31 December 2025	257,972	536,886	1,469,476	19,968	3,399	2,344,924

The gross amount of the Group's fully depreciated plant and equipment that was still in use as at 31 December 2025 amounted to Baht 3,589.9 million (2024: Baht 3,049.5 million).

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

	Separate financial statements					
	Land and improvement	Building structures and improvement	Machinery and equipment	Office furniture, fixtures and equipment	Vehicles	Assets under construction and installation
<i>(in thousand Baht)</i>						
Cost						
At 1 January 2024	210,522	882,613	4,640,993	123,952	27,913	409,547
Additions	-	-	-	-	-	571,465
Transfers	16,480	132,730	412,021	6,837	316	(568,384)
Disposals	-	(51)	(35,434)	(3,204)	(60)	-
At 31 December 2024 and 1 January 2025	227,002	1,015,292	5,017,580	127,585	28,169	412,628
Additions	-	-	-	-	-	298,755
Transfers	10,873	174,425	452,482	10,362	338	(650,514)
Disposals	-	(1,429)	(3,091)	(1,060)	(2,499)	-
At 31 December 2025	237,875	1,188,288	5,466,971	136,887	26,008	60,869
						7,116,898
Accumulated depreciation						
At 1 January 2024	-	619,537	3,629,303	104,507	22,279	-
Depreciation charge for the year	-	36,331	211,854	9,179	1,620	-
Disposals	-	(51)	(35,391)	(3,202)	(60)	-
At 31 December 2024 and 1 January 2025	-	655,817	3,805,766	110,484	23,839	-
Depreciation charge for the year	-	39,261	216,615	8,743	1,426	-
Disposals	-	(1,429)	(3,090)	(1,059)	(2,499)	-
At 31 December 2025	-	693,649	4,019,291	118,168	22,766	-
						4,595,906
						266,045
						(8,077)
						4,853,874

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

	Separate financial statements					Total
	Land and improvement	Building structures and improvement	Machinery and equipment	Office furniture, fixtures and equipment	Vehicles	
						(in thousand Baht)
<i>Allowance for impairment</i>						
At 1 January 2024	-	-	-	-	-	4,910
Reversal	-	-	-	-	-	(1,059)
At 31 December 2024 and 1 January 2025	-	-	-	-	-	3,851
At 31 December 2025	-	-	-	-	-	3,851
<i>Net book value</i>						
At 31 December 2024	227,002	359,475	1,211,814	17,101	4,330	2,228,499
At 31 December 2025	237,875	494,639	1,447,680	18,719	3,242	2,259,173

The gross amount of the Company's fully depreciated plant and equipment that was still in use as at 31 December 2025 amounted to Baht 3,506.1 million (2024: Baht 2,968.0 million).

Borrowing costs related to the acquisition of new production line, capitalised as part of the Group and the Company cost of assets, amounted to Baht 6.4 million (2024 : 5.3 million), bearing interest rates of 1.9% to 3.4% (2024: 2.4% to 3.5%).

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

11 Leases

Accounting policy

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as an expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

<i>Right-of-use assets - net</i> <i>At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Land	328	821	328	821
Buildings	3,204	877	3,204	877
Vehicles	18,575	32,695	18,575	32,589
Office equipment	173	256	162	232
Total	22,280	34,649	22,269	34,519

In 2025, additions to the right-of-use assets of the Group and the Company were Baht 9.5 million and Baht 9.5 million, respectively (2024: Baht 13.4 million and Baht 13.4 million, respectively).

The Group and the Company leased property, plant and equipment for 2 years and 8 months to 5 years and paid fixed lease payments over the lease terms. The rental are payable monthly as specified in the lease agreements.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated		Separate	
	financial statements		financial statements	
<i>Year ended 31 December</i>	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<i>Amounts recognised in profit or loss</i>				
Depreciation of right-of-use assets:				
- Land	493	493	493	493
- Buildings	1,171	1,170	1,171	1,170
- Vehicles	20,011	20,633	19,905	20,490
- Office equipment	151	127	138	114
Interest on lease liabilities	1,900	1,565	1,893	1,537
Expenses relating to short-term leases	2,049	823	2,049	823
Expenses relating to leases of low-value assets	1,700	468	1,700	468

In 2025, total cash outflow for leases of the Group and the Company were Baht 24.6 million and Baht 24.5 million (2024: Baht 24.4 million and Baht 24.2 million, respectively).

12 Intangible assets

Accounting policy

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it increases the future economic benefits.

Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. The estimated useful lives are as follows:

Deferred know-how and technical assistance fees	10	years
Software licences	10	years

Consolidated financial statements			
	Deferred know-how and technical assistance fees	Software licences <i>(in thousand Baht)</i>	Total
Cost			
At 1 January 2024	30,000	46,899	76,899
Additions	-	1,994	1,994
At 31 December 2024 and 1 January 2025	30,000	48,893	78,893
Additions	-	80	80
Transfers	-	2,034	2,034
Write-offs	-	(90)	(90)
At 31 December 2025	30,000	50,917	80,917

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

Consolidated financial statements

	Deferred know-how and technical assistance fees	Software licences (in thousand Baht)	Total
<i>Accumulated amortisation</i>			
At 1 January 2024	30,000	36,280	66,280
Amortisation for the year	-	1,501	1,501
At 31 December 2024 and 1 January 2025	30,000	37,781	67,781
Amortisation for the year	-	1,766	1,766
Write-offs	-	(90)	(90)
At 31 December 2025	30,000	39,457	69,457
<i>Net book value</i>			
At 31 December 2024	-	11,112	11,112
At 31 December 2025	-	11,460	11,460

**Separate
financial
statements**
Software licences
(in thousand Baht)

<i>Cost</i>	
At 1 January 2024	46,899
Additions	1,994
At 31 December 2024 and 1 January 2025	48,893
Additions	80
Transfers	2,034
Write-offs	(90)
At 31 December 2025	50,917
<i>Accumulated amortisation</i>	
At 1 January 2024	36,280
Amortisation for the year	1,501
At 31 December 2024 and 1 January 2025	37,781
Amortisation for the year	1,766
Write-offs	(90)
At 31 December 2025	39,457
<i>Net book value</i>	
At 31 December 2024	11,112
At 31 December 2025	11,460

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

13 Interest-bearing liabilities

The Group recognises and measures financial liabilities as disclosed in note 23.

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
<i>Current</i>				
Short-term loans from financial institutions				
Unsecured	553,000	444,000	553,000	444,000
Current portion of long-term loans from financial institutions				
Unsecured	116,800	114,000	116,800	114,000
Current portion of lease liabilities	8,640	22,003	8,640	21,881
Total current interest-bearing liabilities	678,440	580,003	678,440	579,881
<i>Non-current</i>				
Long-term loans from financial institutions				
Unsecured	355,900	79,500	355,900	79,500
Lease liabilities	14,130	14,055	14,130	14,055
Total non-current interest-bearing liabilities	370,030	93,555	370,030	93,555

As at 31 December 2025, the Group had unutilised credit facilities amounting to Baht 1,955.2 million (2024: Baht 2,213.0 million).

Short-term loans from financial institutions

Short-term loans from financial institutions are promissory notes. The loans are due within 1 month to 3 months and bear interest at the rates of 1.4% - 2.5% per annum (2024: 2.3% - 3.1% per annum).

Long-term loans from financial institutions

On 1 December 2022, the Company entered into a credit facility agreement with a local financial institution of Baht 400 million. The loan bears interest at 3.5% per annum and due within 3 years and 6 months. The principal is repayable on a monthly basis, commencing the first payment on 30 June 2024. The Company drawn down the long-term loans from financial institutions totaling Baht 260 million. As of 31 December 2025, the Company had fully paid the outstanding loan. (2024: Baht 193.5 million).

On 12 December 2024, the Company entered into a credit facility agreement with a local financial institution of Baht 140 million. The loan bears interest at 3.4% per annum and due within 3 years. The principal is repayable on a monthly basis, commencing the first payment on 30 June 2025. During the year 2025, the Company drawn down the loans from the financial institution Baht 140 million (2024: Nil). As of 31 December 2025, the outstanding loan was Baht 112.7 million (2024 : Nil).

On 3 February 2025, the Company entered into a credit facility agreement with a local financial institution of Baht 360 million. The loan bears interest at 3.4% per annum and due within 4 years. The principal is repayable on a monthly basis, commencing the first payment on 30 June 2026. During the year 2025, the Company drawn down the loans from the financial institution Baht 360 million (2024: Nil). As of 31 December 2025, the outstanding loan was Baht 360 million (2024 : Nil).

Under the loan agreement, the Company has to comply with certain conditions under right and duty of borrower such as the maintenance of debt to equity ratio and debt service coverage ratio ("DSCR").

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

Lease liabilities

The Group entered into lease agreements with several local leasing companies to lease property, plant and equipment. The agreements terms are within 2 years and 8 months to 5 years and bear interest at the rates of 1.9% - 12.9% per annum in 2025 (2024: 0.9% - 19.8% per annum).

Changes in liabilities arising from financing activities

	Consolidated financial statements			
	Short-term loans	Long-term loans (in thousand Baht)	Lease liabilities	Total
2025				
Balance at 1 January 2025	444,000	193,500	36,058	673,558
Changes from financing cash flows	109,000	279,200	(24,646)	363,554
Other changes - leases	-	-	9,457	9,457
Changes in other non-cash movement	-	-	1,900	1,900
Balance at 31 December 2025	553,000	472,700	22,769	1,048,469
2024				
Balance at 1 January 2024	287,000	160,000	45,520	492,520
Changes from financing cash flows	157,000	33,500	(24,412)	166,088
Other changes - leases	-	-	13,382	13,382
Changes in other non-cash movement	-	-	1,568	1,568
Balance at 31 December 2024	444,000	193,500	36,058	673,558
	Separate financial statements			
	Short-term loans	Long-term loans (in thousand Baht)	Lease liabilities	Total
2025				
Balance at 1 January 2025	444,000	193,500	35,935	673,435
Changes from financing cash flows	109,000	279,200	(24,516)	363,684
Other changes - leases	-	-	9,457	9,457
Changes in other non-cash movement	-	-	1,893	1,893
Balance at 31 December 2025	553,000	472,700	22,769	1,048,469
2024				
Balance at 1 January 2024	287,000	160,000	45,229	492,229
Changes from financing cash flows	157,000	33,500	(24,215)	166,285
Other changes - leases	-	-	13,382	13,382
Changes in other non-cash movement	-	-	1,539	1,539
Balance at 31 December 2024	444,000	193,500	35,935	673,435

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

14 Other current payables

Accounting policy

Other current payables are stated at cost.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Accrued operating expenses	97,063	62,060	95,360	61,535
Payables for acquisition of assets	8,943	77,392	7,524	75,460
Others	83,432	82,549	81,353	78,899
Total	189,438	222,001	184,237	215,894

15 Other current liabilities

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Undue tax to Revenue Department payable	7,484	5,656	7,181	5,600
Contract guarantee	31,256	25,936	29,027	24,758
Retention	3,339	31,638	3,339	31,638
Others	46	44	46	44
Total	42,125	63,274	39,593	62,040

16 Non-current provisions for employee benefits

Accounting policy

Defined contribution plan

Obligations for contributions to the Group's provident fund are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed regularly by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

	Consolidated financial statements		Separate financial statements	
<i>At 31 December</i>	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Post-employment benefits	257,968	235,036	254,741	232,401
Total	257,968	235,036	254,741	232,401

Defined benefit plan

The Group operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, interest rate risk.

<i>Present value of the defined benefit obligations</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
At 1 January	235,036	211,503	232,401	209,399
Recognised in profit or loss:				
Current service costs	13,323	10,828	13,053	10,627
Past service costs	1,180	-	1,180	-
Interest on obligation	6,013	7,010	5,931	6,925
	20,516	17,838	20,164	17,552
Recognised in other comprehensive income				
Actuarial (profit) loss				
- Demographic assumption	-	-	-	-
- Financial assumptions	15,361	19,782	15,021	19,369
- Experience adjustment	503	(6,106)	603	(6,094)
	15,864	13,676	15,624	13,275
Benefits paid	(13,448)	(7,981)	(13,448)	(7,825)
	(13,448)	(7,981)	(13,448)	(7,825)
At 31 December	257,968	235,036	254,741	232,401

<i>Principal actuarial assumptions</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(%)</i>			
Discount rate	2.01, 2.46	2.69, 3.12	2.01	2.69
Future salary growth	5.00	5.00	5.00	5.00
Employee turnover	0 - 60	0 - 60	0 - 60	0 - 60

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2025, the weighted-average duration of the defined benefit obligation of the Company and its subsidiary was 13 years and 20 years, respectively (2024: 13 years and 21 years, respectively).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

Consolidated financial statements

Effect to the defined benefit obligation

At 31 December

	0.5% increase in assumption		0.5% decrease in assumption	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Discount rate	(11,733)	(10,449)	12,709	11,305
Future salary growth	11,046	9,915	(9,674)	(8,695)
Employee turnover	(230)	(206)	247	222

Separate financial statements

Effect to the defined benefit obligation

At 31 December

	0.5% increase in assumption		0.5% decrease in assumption	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Discount rate	(11,470)	(10,228)	12,418	11,059
Future salary growth	10,750	9,663	(9,428)	(8,486)
Employee turnover	(224)	(201)	240	216

17 Treasury shares

Accounting policy

When share capital recognised as equity is repurchased, the amount of consideration paid, including directly attributable costs, is classified as treasury shares and recognised as a deduction from equity. An equal amount is appropriated from retained earnings and taken to a reserve for treasury shares within equity. When treasury shares are sold, the amount received is recognised as an increase in equity by crediting the cost of the treasury shares sold, calculated using the weighted average method, to the treasury shares account and transferring the equivalent amount back from reserve for treasury shares to retained earnings. Surpluses on the sale of treasury shares are taken directly to a separate category within equity, 'Share premium on treasury shares'. Net deficits on sale or cancellation of treasury shares are debited to retained earnings after setting off against any remaining balance of surplus on treasury shares.

Consolidated / Separate financial statements

	Par value per share (in Baht)	2025			2024		
		Number	Treasury shares	Treasury shares reserve (million shares / in million Baht)	Number	Treasury shares	Treasury shares reserve
Treasury shares							
At 1 January	1	-	-	-	-	-	-
Treasury shares purchased	1	43	(321)	321	-	-	-
At 31 December	1	43	(321)	321	-	-	-

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

In February 2025, the Board of Directors of the Company approved a treasury share plan (the “Plan”) to re-purchase not more than 5.03%, or 43 million shares of the Company’s shares then in issue. The purpose of the Plan is to increase the Company’s return on equity, earnings per share and dividend yield. The maximum amount approved for share re-purchase under the Plan is Baht 320.35 million or Baht 7.45 per shares. The Company had informed the resolution of the Board of Directors to the Stock Exchange of Thailand (SET) in February 2025 and had already purchased the shares offer to general shareholders during the period from 17 March 2025 to 27 March 2025.

The treasury shares account within equity comprises the cost of the Company’s own shares held by the Company.

As at 31 December 2025, the Company held the Company’s shares of 43 million shares (2024: Nil), or 5.03% (2024: Nil) of the Company’s issued and paid-up share capital, at a total cost of Baht 320.82 million (2024: Nil). The Company appropriated retained earnings to treasury share reserve in the amount equal to the full amount paid for the treasury shares.

In accordance to the Ministerial Regulation relevant to the repurchase of shares, the Company shall dispose all of its treasury shares not more than 3 years from the completion of the share repurchased which the Company could dispose of the treasury shares after 3 months from the completion of each share repurchase and shall dispose all treasury shares thereof within the timeframe specified. If the Company is unable to dispose of the treasury shares within the timeframe specified, and the weighted average market price of the Company’s shares during the 3 months prior to the date on which the Board of Directors resolved to convene the shareholders’ meeting is lower than the average repurchase price, the Company may extend the disposal period of such repurchased shares for an additional period not exceeding 2 years. The extension of the disposal period shall be subject to the approval of the shareholders’ meeting before the specified period for the share repurchase expires. If the Company does not dispose or is unable to dispose all, the Company shall reduce its paid-up capital by deducting therefrom the registered treasury shares not disposed of which is the cancellation of treasury shares in terms of accounting basis.

18 Segment information and disaggregation of revenue

Accounting policy

(1) Financial report disaggregation by segment

Segment results that are reported to the Group’s the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

(2) Revenue recognition

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax or other sales taxes and is after deduction of any trade discounts and volume rebates. Revenue in a foreign currency is translated into the functional currency at the exchange rate at the date of transaction.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue and cost of sale for this transaction and remains recognition of inventory for the estimated products to be returned.

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

Revenue for rendering of services is recognised as the services are provided. The related costs are recognised in profit or loss when they are incurred.

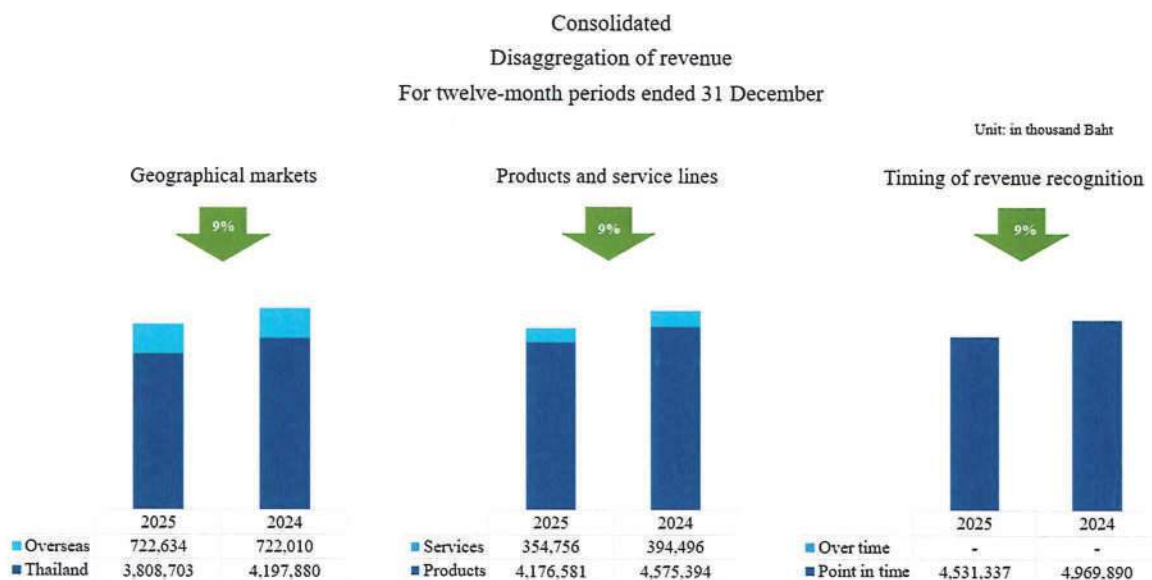
For bundled packages, the Group recognises revenue from sales of products and rendering of services separately if a product or service is separately identifiable from other items and a customer can benefit from it or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices.

(a) Segment information

The Group operates in one business segment which is manufacturing of roof tiles, artificial woods and autoclaved aerated concrete which is integrated and complementary line of products. Therefore, management considers that the Group has only one segment. As a result, income, profit and all assets presented in the financial statements relating to manufacturing of roof tiles, artificial woods and autoclaved aerated concrete.

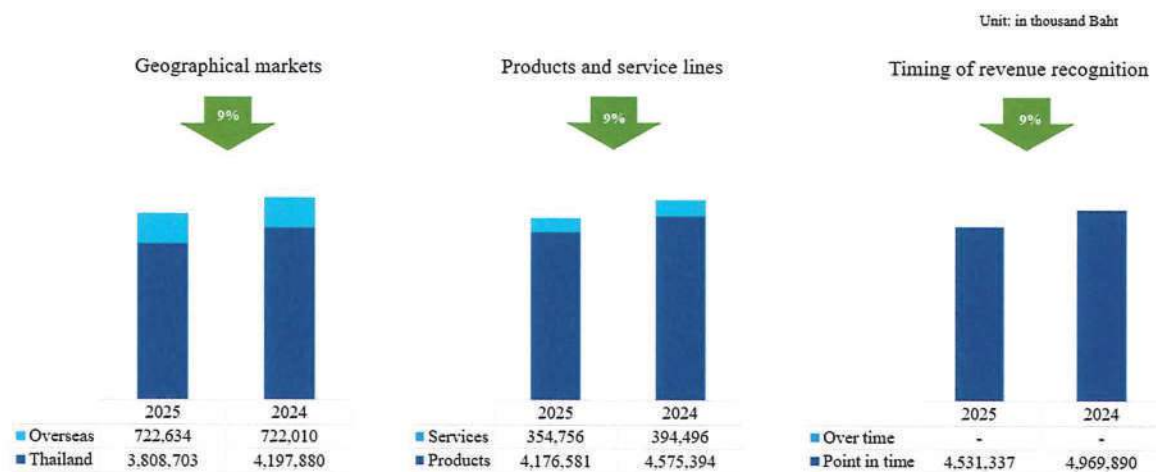
(b) Disaggregation of revenue

In the following table, revenue is disaggregated by primary geographical market, major products and service lines and timing of revenue recognition.



Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

Separate
Disaggregation of revenue
For twelve-month periods ended 31 December



Major customers

The Group has no external customer as major customers of the Group.

19 Expenses by nature

Accounting policy

The Group recognises expenses as disclosed in notes 7, 10 - 12, 16.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	(in thousand Baht)			
Changes in inventories of finished goods and work in progress	(4,007)	(11,704)	(11,212)	1,386
Raw materials and consumables used	1,715,109	1,762,945	1,657,247	1,692,062
Employee benefit expenses	650,531	636,578	636,257	621,393
Storage expenses	434,838	423,969	429,041	416,877
Service fees	347,982	378,048	339,084	367,438
Depreciation and amortisation	301,359	294,461	289,518	282,752
Repairs and maintenance expenses	182,774	180,183	176,757	170,700
Fuel and energy expenses	137,363	143,428	122,905	125,307
Utilities expenses	210,781	213,019	206,116	207,081
Others	239,589	372,091	380,207	514,590
Total cost of sales of goods and rendering of services, distribution costs and administrative expenses	4,216,319	4,393,018	4,225,920	4,399,586

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

20 Income tax expense

Accounting policy

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination that affects neither accounting nor taxable profit or loss.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

<i>Income tax recognised in profit or loss</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Current tax expense				
Current year	42,391	87,029	40,691	86,109
Under (over) provided in prior years	14	(389)	14	(388)
	<u>42,405</u>	<u>86,640</u>	<u>40,705</u>	<u>85,721</u>
Deferred tax expense				
Movements in temporary differences	(1,179)	(2,211)	(1,116)	(2,174)
Total income tax expense	<u>41,226</u>	<u>84,429</u>	<u>39,589</u>	<u>83,547</u>

	Consolidated financial statements					
	Before tax	2025 Tax benefit	Net of tax	Before tax	2024 Tax benefit	Net of tax
	<i>(in thousand Baht)</i>					
Income tax						
Recognised in other comprehensive income						
Defined benefit plan actuarial losses	(15,864)	3,173	(12,691)	(13,676)	2,736	(10,940)
Total	<u>(15,864)</u>	<u>3,173</u>	<u>(12,691)</u>	<u>(13,676)</u>	<u>2,736</u>	<u>(10,940)</u>

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

	Separate financial statements					
	Before tax	2025 Tax benefit	Net of tax	Before tax	2024 Tax benefit	Net of tax
<i>Income tax</i>						
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial losses	(15,624)	3,125	(12,499)	(13,275)	2,655	(10,620)
Total	(15,624)	3,125	(12,499)	(13,275)	2,655	(10,620)

Reconciliation of effective tax rate

	Consolidated financial statements			
	2025	2024	2025	2024
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		359,013		590,681
Income tax using the Thai corporation tax rate	20.00	71,803	20.00	118,136
Expenses not deductible for tax purposes		5,364		4,931
Expenses with tax deductible benefits		(35,955)		(38,249)
Under (over) provided in prior years		14		(389)
Total	11.48	41,226	14.29	84,429

Reconciliation of effective tax rate

	Separate financial statements			
	2025	2024	2025	2024
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		349,329		582,014
Income tax using the Thai corporation tax rate	20.00	69,866	20.00	116,403
Expenses not deductible for tax purposes		5,314		4,845
Expenses with tax deductible benefits		(35,605)		(37,313)
Under (over) provided in prior years		14		(388)
Total	11.33	39,589	14.35	83,547

<i>Deferred tax</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<i>At 31 December</i>		(in thousand Baht)		
Deferred tax assets	60,268	58,368	59,550	57,759
Deferred tax liability	(4,456)	(6,908)	(4,454)	(6,904)
Net	55,812	51,460	55,096	50,855

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

	Consolidated financial statements (Charged) / Credited to:			At 31 December
	At 1 January	Profit or loss (in thousand Baht)	Other comprehensive income	
<i>Deferred tax</i>				
2025				
<i>Deferred tax assets</i>				
Trade receivables (allowance for expected credit loss)	988	(88)	-	900
Inventories (allowance for decline in value)	2,416	34	-	2,450
Property, plant and equipment (allowance for impairment)	770	-	-	770
Lease liabilities	7,186	(2,632)	-	4,554
Provision for employee benefits	47,008	1,413	3,173	51,594
Total	58,368	(1,273)	3,173	60,268
<i>Deferred tax liability</i>				
Right-of-use assets	(6,908)	2,452	-	(4,456)
Total	(6,908)	2,452	-	(4,456)
Net	51,460	1,179	3,173	55,812

	Consolidated financial statements (Charged) / Credited to:			At 31 December
	At 1 January	Profit or loss (in thousand Baht)	Other comprehensive income	
<i>Deferred tax</i>				
2024				
<i>Deferred tax assets</i>				
Trade receivables (allowance for expected credit loss)	900	88	-	988
Inventories (allowance for decline in value)	1,968	448	-	2,416
Property, plant and equipment (allowance for impairment)	982	(212)	-	770
Lease liabilities	9,049	(1,863)	-	7,186
Provision for employee benefits	42,301	1,971	2,736	47,008
Total	55,200	432	2,736	58,368
<i>Deferred tax liability</i>				
Right-of-use assets	(8,687)	1,779	-	(6,908)
Total	(8,687)	1,779	-	(6,908)
Net	46,513	2,211	2,736	51,460

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

	At 1 January	Separate financial statements (Charged) / Credited to:		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax				
2025				
Deferred tax assets				
Trade receivables (allowance for expected credit loss)	988	(88)	-	900
Inventories (allowance for decline in value)	2,334	44	-	2,378
Property, plant and equipment (allowance for impairment)	770	-	-	770
Lease liabilities	7,187	(2,633)	-	4,554
Provision for employee benefits	46,480	1,343	3,125	50,948
Total	57,759	(1,334)	3,125	59,550
Deferred tax liability				
Right-of-use assets	(6,904)	2,450	-	(4,454)
Total	(6,904)	2,450	-	(4,454)
Net	50,855	1,116	3,125	55,096

	At 1 January	Separate financial statements (Charged) / Credited to:		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax				
2024				
Deferred tax assets				
Trade receivables (allowance for expected credit loss)	900	88	-	988
Inventories (allowance for decline in value)	1,899	435	-	2,334
Property, plant and equipment (allowance for impairment)	982	(212)	-	770
Lease liabilities	9,046	(1,859)	-	7,187
Provision for employee benefits	41,880	1,945	2,655	46,480
Total	54,707	397	2,655	57,759
Deferred tax liability				
Right-of-use assets	(8,681)	1,777	-	(6,904)
Total	(8,681)	1,777	-	(6,904)
Net	46,026	2,174	2,655	50,855

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

21 Earnings per share

Accounting policy

The calculation of basic EPS has been based on the profit attributable to ordinary shareholders of the Company and the weighted-average number of ordinary shares outstanding.

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht / thousand shares)</i>			
Profit attributable to ordinary shareholders of the Company (basic)	<u>317,787</u>	<u>506,252</u>	<u>309,740</u>	<u>498,467</u>
Ordinary shares outstanding				
Number of ordinary shares outstanding at 1 January	855,033	855,033	855,033	855,033
Effect of own shares held	<u>(32,515)</u>	<u>-</u>	<u>(32,515)</u>	<u>-</u>
Weighted average number of ordinary shares outstanding (basic) at 31 December	<u>822,518</u>	<u>855,033</u>	<u>822,518</u>	<u>855,033</u>
Earnings per share (basic) (in Baht)	<u>0.39</u>	<u>0.59</u>	<u>0.38</u>	<u>0.58</u>

22 Dividends

Details of the dividends during 2025 and 2024 are as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in thousand Baht)
2025				
Interim dividend 2025	18 August 2025	September 2025	0.18	146,166
Annual dividend 2024	25 April 2025	May 2025	0.50	427,517
Interim dividend 2024	19 August 2024	September 2024	<u>(0.26)</u>	<u>(222,309)</u>
Additional dividend paid			<u>0.24</u>	<u>205,208</u>
Total			<u>0.42</u>	<u>351,374</u>
2024				
Interim dividend 2024	19 August 2024	September 2024	0.26	222,309
Annual dividend 2023	19 April 2024	May 2024	0.52	444,618
Interim dividend 2023	21 August 2023	September 2023	<u>(0.26)</u>	<u>(222,309)</u>
Additional dividend paid			<u>0.26</u>	<u>222,309</u>
Total			<u>0.52</u>	<u>444,618</u>

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

23 Financial instruments

Accounting policy

(1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivable (see note 5)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Financial assets and financial liabilities in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions, and the balances at the end of reporting period are translated at the exchange rate at the reporting date. Foreign currency differences are generally recognised in profit or loss.

(2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

(3) Derivatives

Derivatives are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(4) Impairment of financial assets other than trade receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of 'investment grade'. The Group recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

(5) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(7) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(a) Carrying amounts and fair value

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

		Consolidated / Separate financial statements	
		Carrying amount	Fair value
		Financial instruments measured at amortised cost	Level 3
		<i>(in million Baht)</i>	
At 31 December	Note		
2025			
Financial liabilities			
Loans from financial institutions	13	472,700	449,467
2024			
Financial liabilities			
Loans from financial institutions	13	193,500	188,766
Type	Valuation technique		
Loans from financial institutions	Discounted cash flow		

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from receivables from customers.

(b.1.1) Trade receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 18.

The Group has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms. The Group's review industry information and in some cases bank references. Sale limits are established for each customer and reviewed regularly. Any sales exceeding those limits require approval from the authorised person as specified in credit control policy.

The Group limits its exposure to credit risk from trade receivables by establishing a payment period from 30 days to 120 days.

The Group limits its exposure to credit risk from trade receivables by establishing a maximum payment period of 120 days. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group regularly. The provision rates of expected credit loss are based on days past due for individual trade receivables to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade receivables are disclosed in note 5.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

(b.1.2) Cash and cash equivalent and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.2) *Liquidity risk*

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Consolidated financial statements				
Contractual cash flows				
<i>At 31 December 2025</i>	Carrying amount	1 year or less (in thousand Baht)	More than 1 year but less than 5 years	Total
Non-derivative financial liabilities				
Short-term loans from financial institutions	553,000	(553,000)	-	(553,000)
Trade payables	135,347	(135,347)	-	(135,347)
Other current payables	189,438	(189,438)	-	(189,438)
Long-term loan from financial institution	472,700	(131,525)	(369,835)	(501,360)
Lease liabilities	22,769	(9,685)	(15,211)	(24,896)
Total	1,373,254	(1,018,995)	(385,046)	(1,404,041)

Separate financial statements				
Contractual cash flows				
<i>At 31 December 2025</i>	Carrying amount	1 year or less (in thousand Baht)	More than 1 year but less than 5 years	Total
Non-derivative financial liabilities				
Short-term loans from financial institutions	553,000	(553,000)	-	(553,000)
Trade payables	171,326	(171,326)	-	(171,326)
Other current payables	184,237	(184,237)	-	(184,237)
Long-term loan from financial institution	472,700	(131,525)	(369,835)	(501,360)
Lease liabilities	22,769	(9,685)	(15,211)	(24,896)
Total	1,404,032	(1,049,773)	(385,046)	(1,434,819)

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

Consolidated financial statements
Contractual cash flows

<i>At 31 December 2024</i>	Carrying amount	1 year or less (in thousand Baht)	More than 1 year but less than 5 years	Total
Non-derivative financial liabilities				
Short-term loans from financial institutions	444,000	(444,000)	-	(444,000)
Trade payables	145,810	(145,810)	-	(145,810)
Other current payables	222,001	(222,001)	-	(222,001)
Long-term loan from financial institution	193,500	(118,919)	(80,570)	(199,489)
Lease liabilities	36,058	(23,691)	(15,077)	(38,768)
Total	1,041,369	(954,421)	(95,647)	(1,050,068)

Separate financial statements
Contractual cash flows

<i>At 31 December 2024</i>	Carrying amount	1 year or less (in thousand Baht)	More than 1 year but less than 5 years	Total
Non-derivative financial liabilities				
Short-term loans from financial institutions	444,000	(444,000)	-	(444,000)
Trade payables	173,096	(173,096)	-	(173,096)
Other current payables	215,894	(215,894)	-	(215,894)
Long-term loan from financial institution	193,500	(118,919)	(80,570)	(199,489)
Lease liabilities	35,935	(23,561)	(15,077)	(38,638)
Total	1,062,425	(975,470)	(95,647)	(1,071,117)

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilises forward exchange contracts with maturities of less than one year to hedge such financial liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases, denominated in foreign currencies, for the subsequent period.

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

<i>Exposure to foreign currency at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
United States Dollars				
Cash and cash equivalents	864	3,390	864	3,390
Trade receivables	(397)	5,699	(397)	5,699
Other current receivables	58,030	49,775	58,030	49,775
Trade payables	(50,159)	(42,736)	(50,159)	(42,736)
Other payable	-	(137)	-	(137)
Euro				
Other payable	(397)	-	(397)	-
Net statement of financial position exposure	7,941	15,991	7,941	15,991
Forward exchange purchase contracts	20,232	11,047	20,232	11,047
Net exposure	28,173	27,038	28,173	27,038

Sensitivity analysis

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at the reporting date would not have significantly affected the measurement of financial instruments denominated in a foreign currency.

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loan interest rates (see note 13) are fixed. So the Group has low interest rate risk. The sensitivity impact to the increase or decrease in interest expenses from borrowings, as a result of changes in interest rates is immaterial on financial statements of the Group.

24 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity and also monitors the level of dividends to ordinary shareholders.

25 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Capital commitments				
Agreements of construction and acquisition of machinery and equipment	1,747	144,686	1,747	144,341
Intangible assets	255	-	255	-
Total	2,002	144,686	2,002	144,341

Diamond Building Products Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Other commitments				
Short-term leases and leases of low-value assets commitments	2,711	4,752	2,711	4,752
Unused letters of credit	361,603	336,197	361,603	336,197
Forward exchange purchase contracts	20,232	11,047	20,232	11,047
Bank guarantees	2,277	1,880	1,915	1,213
Total	386,823	353,876	386,461	353,209

26 Significant litigations

26.1 Case of the revocation of the registration of the sale and purchase of NorSor.3Gor

On 5 July 2024, the plaintiff, as a co-executor of the estate, submitted a dispute Black case No. PorE271/2024 to the Saraburi Provincial Court, requesting the revocation of the registration of the sale and purchase of NorSor.3Gor for 2 plots of land. The Company is the defendant No.3 of this case. According to on 3 November 2023, the Company purchased both plots of land from the defendant No.2 for the sale and purchase amount has been paid totaling Baht 50.56 million. The plaintiff claimed that the transactions were void because the registration of the sale and purchase transactions of both plots on 24 January 2013 violated the law. Because the owners of both plots of land did not go to the Land Office and did not authorise another person to act on their behalf. The plaintiff claimed that the transfer of rights to both plots of land was unlawful. Therefore, the transfer of rights on 3 November 2023 between the defendant No.2 and the Company was void. The plaintiff requested the court to revoke the registration of the transfer of the land both plots.

On 8 October 2024, the court has scheduled the day for settlement of the issue and witness examination date in January 2025. The plaintiff and the defendant will present their evidence on that day.

On 21 and 22 January 2025, the Saraburi Provincial Court completed the witness hearings for both the plaintiff and the defendant. The court has scheduled the verdict to be announced on 28 May 2025.

On 28 May 2025, the Saraburi Provincial Court rendered a judgment dismissing the plaintiff's case. The reason was that the legal act of transferring and selling the land was valid under the law. Therefore, the plaintiff could not request the revocation of the sale of the 2 plots of land.

On 25 July 2025, the plaintiff filed the second request to extend the appeal period, which the court granted, extending the deadline to 28 August 2025.

On 25 August 2025, the plaintiff filed the third request to extend the appeal period, which the court granted, extending the deadline to 28 September 2025.

On 28 September 2025, the plaintiff filed the fourth request to extend the appeal period, which the court granted, extending the deadline to 28 October 2025.

On 28 October 2025, the plaintiff filed the fifth request to extend the appeal period, which is the final request. The court granted, extending the deadline to 27 November 2025.

Diamond Building Products Public Company Limited and its Subsidiary

Notes to the financial statements

For the year ended 31 December 2025

On 27 November 2025, the plaintiff filed an appeal to contest the judgment of the first court, and the Company has already submitted its answer to the appeal to defend the case in the appellate stage. The case is currently under consideration by the Court of Appeal.

However, the Company's legal counsel and management are of the opinion that the outcome of the judgment in the Court of Appeal would be not subject to change, as the Company was the purchaser of both disputed plots in good faith and paid compensation. Therefore, the Company should be protected by law. Accordingly, the management considers that the case has no impact on the Company. If the court makes a final judgment to revoke the sale and purchase of both plots, the Company has the right to file a lawsuit to claim the purchase price of the property, along with damages incurred from Defendant No. 2.

26.2 Case of a commercial dispute between the Company and the product manufacturer

On 12 March 2025, the product manufacturer ("the Plaintiff") filed a civil lawsuit with the Saraburi Provincial Court, Black Case No. PorE113/2568, for breach of contract and to seek enforcement of the agreement. The Company had entered into a purchase agreement with the Plaintiff on 1 July 2024. Subsequently, the Company discovered that the goods delivered by the plaintiff did not comply with the specified design. The Company notified the plaintiff to make the corrections; however, the plaintiff failed to take any action within the specified timeframe. As a result, the Company exercised its right to terminate the contract. The plaintiff then requested the court to order the Company to pay for the goods already delivered and claimed damages for the goods produced, raw materials, and lost production opportunities, totaling Baht 5.26 million, plus interest at a rate of 5% per annum.

On 25 April 2025, the Company submitted its statement of defense to the court.

On 30 - 31 October 2025, the court completed the witness hearings for both the plaintiff and the defendant. The court has scheduled the verdict to be announced on 27 January 2026.

On 27 January 2026, the court rendered a judgment dismissing the plaintiff's claim, as the Company was not in breach of the contract. The plaintiff has the right to file an appeal within 30 days from the date of the court's judgment.

However, management has considered that the case has no impact on the Company, as the first court judged that the Company was not in breach of the contract. Therefore, the Company is not liable for the damages claimed by the plaintiff.

ผนัง SPC FASTPANEL SPC FASTPANEL WALL

NEW

ผนัง SPC FASTPANEL

SMOOTH SURFACE



CALACATTA MARBLE
MP24



VINTAGE FLOW
MC15



LIGHTNING GRAY
MP25



BREEZE BEIGE
MC11



TERRAZZO CHARM
MS11

SLATE SURFACE



RIVEN SLATE
MC12s



OCEAN TRAVERTINE
MP67s



BLAZE CORTEN
MP61s



ATTACHMENT

ATTACHMENT 1-6



ATTACHMENT 1

DETAILS OF DIRECTORS, EXECUTIVES, CONTROLLING PERSONS, THE PERSON TAKING THE HIGHEST RESPONSIBILITY IN ACCOUNTING AND FINANCE, PERSON SUPERVISING ACCOUNTING, AND COMPANY SECRETARY (AS AT DECEMBER 31, 2025)



Mr. Prakit Pradipasen
Age 83 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
1.69% : 1.72%
of the paid-up capital and total voting rights.

Position :

- Chairman : Started from January 9, 2003, totaling 22 years
- Directors authorized to sign on behalf of the Company

Education :

- Bachelor of Science in Business Administration Silliman University, Philippines
- Master of Business Administration Wayne State University, USA
- Citibank Credit Training Center, Philippines
- Senior Executive Program, Stanford National of Singapore, Singapore

- Special Program of National Defence College, Joint Public & Private Sector Class 3
- Program for Senior Executive The Sloan School of Management Massachusetts Institute of Technology, USA

Trainings of the Thai Institute of Directors (IOD) :

- Year 2003 Director Accreditation Program
- Year 2007 Role of Chairman Program

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2019 – Present	Independent Director and Audit Committee Chairman	Toray Textiles (Thailand) Plc.	Fashion
2000 – Present	Chairman and Independent Director	Asian Marine Service Plc.	Transportation & Logistics
2000 – Present	Independent Director and Audit Committee	Susco Plc.	Energy & Utilities
2000 – Present	Independent Director and Audit Committee Chairman	Hardthip PCL	Food & Beverage
Companies (Not listed companies)			
2019 – Present	Chairman	American University Alumni Association Language center	Teach English
2019 – Present	Director	Pattaya Grand Village Co., Ltd.	Property Development
2002 – Present	Director	Myriad Materials Co., Ltd.	A holding company that does not mainly invest in financial business.
2018 – 2023	Director	Rugby School Thailand	International School
2000 – 2019	Chairman	Angthong Sugar Terminal Plc.	Transportation & Logistics
2000 – 2019	Independent Director and Audit Committee Chairman	Luckytex (Thailand) Plc.	Fashion
2000 – 2018	Independent Director, Chairman of the Audit Committee and Chairman of the Nomination and Compensation Committee	Supalai Plc.	Property Development
2000 – 2018	Chairman, Independent Director and Nominating and Corporate Governance Committee Chairman	The Erawan Group Plc.	Tourism & Leisure



Mr. Chaiyut Srivikorn
Age 59 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
1.03% : 1.08%
of the paid-up capital and total voting rights.

Position :

- Director : Started from January 20, 2003, totaling 22 years
- Nomination and Remuneration Committee Chairman : Start from February 26, 2007, totaling 18 years
- Directors authorized to sign on behalf of the Company

Education :

- Bachelor of Economics, New York University, USA
- Master of Public Administration, NIDA

Trainings of the Thai Institute of Directors (IOD) :

- Year 2005 Director Accreditation Program
- Year 2008 Role of the Compensation Committee
- Year 2011 Successful Formulation and Execution of Strategy
- Year 2016 Anti-Corruption the Practical Guide
- Year 2016 Corporate Governance for Executives
- Year 2021 Ethical Leadership Program
- Year 2022 What Directors need to Know about Digital Assets

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2013 – Present	Director	CPanel Plc.	Manufacturing Precast
Companies (Not listed companies)			
2016 – Present	Chairman	Srivikorn Foundation	Foundation
2012 – Present	Chairman	Action Perfect Co., Ltd.	Retail Business focusing in Sport, Travel & Life Style
2002 – Present	Director	Myriad Materials Co., Ltd.	A holding company that does not mainly invest in financial business.
1999 – Present	Chairman	TCH Suminoe Co., Ltd.	Automotive
1999 – Present	Chairman	Thai Outdoor Sport Co., Ltd.	Retail Business focusing in Sport, Travel & Life Style
1998 – Present	Executive Director	Srivikorn Group Holdings Co., Ltd.	A holding company that does not mainly invest in financial business.
1991 – Present	Executive Director	President Hotel and Tower Co., Ltd.	Tourism & Leisure
2015 – 2023	Executive Director	TCMC Furniture (UK.) Co., Ltd.	Home & Office Products



Mr. Thanit Pulivekin

Age 75 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Independent Director : Started from April 24, 2013, totaling 12 years
- Audit Committee Chairman : Started from April 23, 2024, totaling 2 years
(Formerly Audit Committee Member, Started from April 29, 2013, totaling 10 years and Corporate Governance Committee Chairman, Started from November 5, 2013, totaling 10 years)

Education :

- B.SC (Chemical Engineering), Chulalongkorn University

Trainings of the Thai Institute of Directors (IOD) :

- Year 2013 Director Accreditation Program
- Year 2013 Audit Committee Program
- Year 2022 What Directors Need to Know about Digital Assets
- Year 2023 Hot issue for Director : Climate Governance
- Year 2024 Anti-Corruption the Practical Guide

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2013 – 2024	Audit Committee Member	Diamond Building Products Plc.	Construction Materials
2013 – 2024	Corporate Governance Committee Chairman	Diamond Building Products Plc.	Construction Materials
2002 – 2010	Vice President-Technical and Engineering	Siam City Cement Plc.	Construction Materials
Companies (Not listed companies)			
2018 – Present	Chairman	Baan Phaholyothin Place Juristic Person	Property Development
2014 – Present	Chairman	Phaholyothin Place Juristic Person	Property Development



Mr. Jark Chulakiet
Age 48 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
None : 0.01 %
of the paid-up capital and total voting rights.

Position :

- Independent Director : Started from April 20, 2024, totaling 2 years
- Audit Committee Member : Started from April 23, 2024, totaling 2 years

Trainings of the Thai Institute of Directors (IOD) :

- Year 2019 Director Accreditation Program
- Year 2020 Advanced Audit Committee Program
- Year 2024 Board Nomination and Compensation Program

Education :

- Bachelor of Arts, Interior Design, Rangsit University
- Master's degree MASTER OF FINE ARTS – ACADEMY OF ART UNIVERSITY

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2020 – Present	Company Director, Member of the Audit Committee, Independent Director and Chairman of the Nomination and Remuneration Committee	Sun Vending Technology Plc.	Commerce
Companies (Not listed companies)			
2005 – Present	Director	Executive of Define Studio Co., Ltd.	Architecture and Interior Design



Assoc.Prof.Dr. Somjai Phagaphasvivat

Age 79 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Independent Director : Started from April 19, 2024, totaling 2 years
- Corporate Governance Committee Chairman: Started from April 23, 2024, totaling 2 years

Education :

- Doctorado de Estado, Facultad de Ciencia Politica, Universidad Complutense de Madrid, Spain

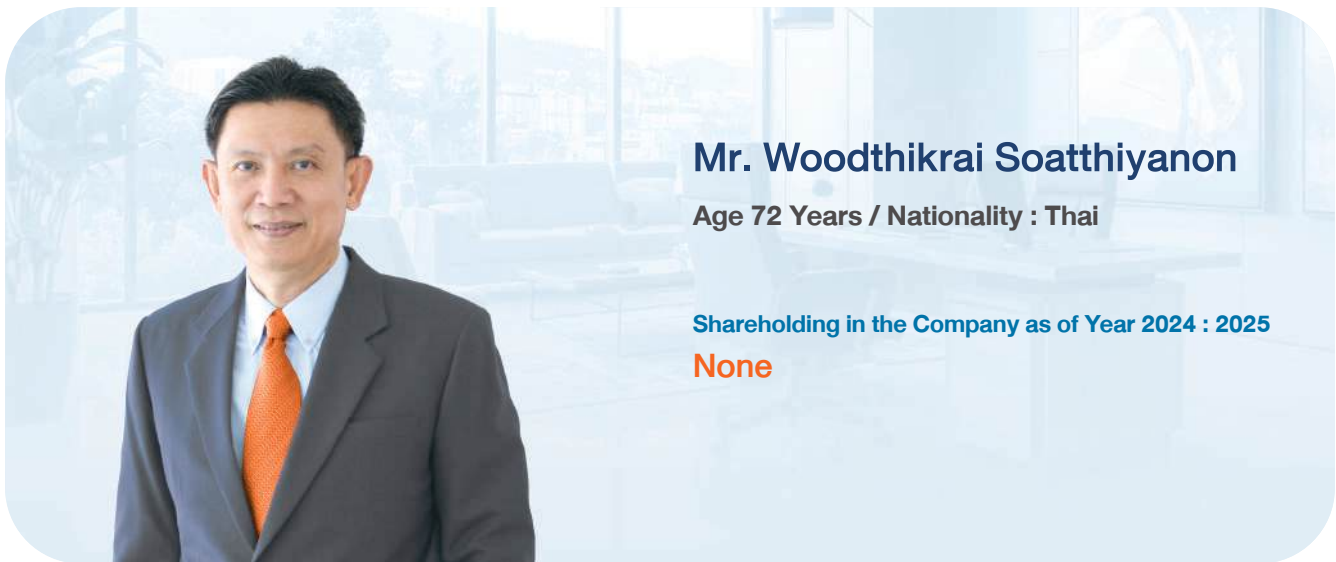
- Diplome d'Etudes Superieures, (Economic Integration), Universite de Nancy, France
- Licenciatura, Facultad de Ciencia Politica Economica, Universidad Complutense de Madrid, Spain
- Bachelor of Arts, Chulalongkorn University

Trainings of the Thai Institute of Directors (IOD) :

- Year 2005 Director Accreditation Program

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2025 – present	Chairman and Independent Director	Seafo Plc.	Construction Services
2015 – present	Independent Director, Audit Committee Member, Director of the Nomination and Compensation Committee and Chairman of the Corporate Governance and Sustainability Development Committee	Supalai Plc.	Property Development
2013 – present	Independent Director and Audit Committee Chairman	Amarin Corporations Plc. (Previous named as Amarin Printing and Publishing Plc.)	Media & Publishing
1997 – present	Independent Director and Audit Committee Chairman	Lee Feed Mill Plc.	Agribusiness
Companies (Not listed companies) : None			



Mr. Woodthikrai Soatthiyanon

Age 72 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Independent Director : Started from January 12, 2011, totaling 13 years
- Audit Committee Member : Started from April 23, 2024, totaling 2 years
(Formerly Corporate Governance Committee Member, Started from November 5, 2013, totaling 10 years)

Education :

- LL.B., Ramkhamhang University
- Thai Barrister at Law
- Master of Public and Private Management, School of Public Administration, National Institute of Development Administration

Trainings of the Thai Institute of Directors (IOD) :

- Year 2011 Director Accreditation Program
- Year 2021 Ethical Leadership Program
- Year 2022 Subsidiary Governance Program
- Year 2024 Advanced Audit Committee Program

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2013 – 2024	Corporate Governance Committee Member	Diamond Building Products Plc.	Construction Materials
2007 – 2008	Director	Ayudhya Allianz C.P. Life Plc.	Insurance
2005 – 2006	SVP-Bancassurance Strategie Support, Bancassurance Dapt	Ayudhya Allianz C.P. Life Plc.	Insurance
Companies (Not listed companies)			
2008 – Present	Managing Partner	Woodthikrai Soatthiyanon Law office	Professional Services



Mr. Asanee Chantong

Age 73 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

0.12% : 0.13%

of the paid-up capital and total voting rights.

Position :

- Director : Started from January 1, 2007, totaling 17 years
- Independent Director : Started from April 23, 2024, totaling 2 years
- Production Technology and Innovation Committee Chairman : Started from January 1, 2018, totaling 8 years
- Nomination and Remuneration Committee Member : Started from April 23, 2024, totaling 2 years

Education :

- Bachelor of Science (Chemistry), Chiang Mai University
- Master of Management, Sasin Graduate Institute of Business Administration, Chulalongkorn University

Trainings of the Thai Institute of Directors (IOD) :

- Year 2007 Director Accreditation Program
- Year 2009 Financial Statements for Directors

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2013 – 2017	Chairman	Diamond Materials Co., Ltd.	Construction Materials
2004 – 2006	Managing Director	S.K.I. Ceramics Co., Ltd.	Ceramics
2000 – 2004	Joint Managing Director	Kohler (Thailand) Plc.	Construction Materials



Mr. Satid Sudbuntad
Age 65 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
0.82% : 0.86%
of the paid-up capital and total voting rights.

Position :

- Director : Started from January 24, 2000, totaling 25 years
- Chief Executive Officer : Started from January 1, 2018, totaling 8 years
- Management Committee Chairman : Started from January 1, 2018, totaling 8 years
- Production Technology and Innovation Committee Member : Started from January 1, 2018, totaling 8 years
- Directors authorized to sign on behalf of the Company and subsidiary company

Education :

- Bachelor of Engineering, King Mongkut's Institute of technology North Bangkok
- Master of Science in Engineering Administration (Major in Marketing Technology) The George Washington University, Washington D.C., USA
- Managing Change and Change of Management in Asia, Insead Euro-Asia Center, Hong Kong (2/2000)
- Orchestrating Winning Performance International Institute for Management Development, Lausanne, Switzerland (6/2000)

Trainings of the Thai Institute of Directors (IOD) :

- Year 2001 Director Certification Program
- Year 2003 Finance for Non-Finance Director
- Year 2005 Audit Committee Program

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2018 – Present	Chairman	Diamond Materials Co., Ltd.	Construction Materials
2013 – 2017	Director	Diamond Materials Co., Ltd.	Construction Materials
1995 – 1999	Director	Karat faucet Co., Ltd.	Construction Materials



Mr. Warayu Pradipasen

Age 48 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

0.09% : 0.10%

of the paid-up capital and total voting rights.

Position :

- Director : Started from November 5, 2015, totaling 10 years
- Corporate Governance Committee Member : Started from January 30, 2018, totaling 7 years

Trainings of the Thai Institute of Directors (IOD) :

- Year 2016 Director Accreditation Program
- Year 2020 Financial Statements for Directors

Education :

- Bachelor of Science, Civil Engineering Rensselaer Polytechnic Institute, New York, USA
- Master of Science, Business Administration (Logistics and Transportation) University of Maryland at College Park, Maryland, USA

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2021 – Present	Director, Strategy & Planning Division	Office of the Permanent Secretary	Government Organization
2019 – 2021	Head of Rail Transpost Group	Office of the Permanent Secretary	Government Organization
2018 – 2019	Manager, Aviation Industry Promotion Department	The Civil Aviation Authority of Thailand	Government Organization
2015 – 2018	Head of Infrastructure Development Group	Office of the Permanent Secretary	Government Organization
2014 – 2015	Senior Analyst	Office of the Permanent Secretary	Government Organization

**Position :**

- Director : Started from April 25, 2016, totaling 10 years
- Nomination and Remuneration Committee Member : Started from January 30, 2018, totaling 7 years

Trainings of the Thai Institute of Directors (IOD) :

- Year 2016 Director Certification Program

Education :

- MBA, Graduate Institute of Business Administration (SASIN)
- BA, Boston University, Boston, Mass. USA

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2015 – Present	Director	Myriad Materials Co., Ltd.	A holding company that does not mainly invest in financial business.
2012 – Present	Managing Director	Pattaya Grand Village Co., Ltd	Property Development
2005 – Present	Director	Phahol 8 Co., Ltd	Property Development
2000 – 2012	Manager	Merrill Lynch International Bank Pte., Singapore	Bank



Mr. Kamolaphat Teepsuwan

Age 57 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Director : Started from January 29, 2018, totaling 6 years
- Corporate Governance Committee Member : Started from April 23, 2024, totaling 2 years

Trainings of the Thai Institute of Directors (IOD) :

- Year 2015 Finance for Non-Finance Director
- Year 2018 Director Accreditation Program

Education :

- Worcester Polytechnic Institute Management Engineering, USA
- Master of Business Administration (MBA), Boston University, USA

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2018 – Present	Director	Myriad Materials Co.,Ltd.	A holding company that does not mainly invest in financial business.
2016 – Present	Director	Wisdom Enterprise Co., Ltd.	Educational Institution
2016 – Present	Director	Royal Porcelain Plc.	Home & Office Products
2014 – Present	Director	Pattaya Grand Village Co., Ltd.	Property Development
2007 – Present	Director	Phahol 8 Co., Ltd.	Property Development



Mr. Sunthorn Suwannajade
Age 62 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
0.02% : 0.02%
of the paid-up capital and total voting rights.

Position :

- Director : Started from April 22, 2022, totaling 4 years
- Management Committee Member : Started from July 1, 2019, totaling 6 year
- Production Technology and Innovation Committee Member : Started from January 1, 2022, totaling 4 years
- Assistant Chief Executive Officer Production and Engineering : Started from July 1, 2019, totaling 6 year
- Directors authorized to sign on behalf of the Company and Subsidiary Company

Education :

- Bachelor of Architecture (Industrial Design), King Mongkut's Institute of Technology Ladkrabang
- Master of Economics (Business Economics), Kasetsart University

Trainings of the Thai Institute of Directors (IOD) :

- Year 2022 Director Accreditation Program
- Year 2022 Risk Management Program for Corporate Leaders

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2007 – 2019	Last position as Senior Manager	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies)			
2022 – Present	Director	Diamond Materials Co., Ltd.	Construction Materials
1989 – 2007	Last position as Production Operation Manager	Kohler (Thailand) Plc.	Construction Materials



Ms. Peachayanant Lorvorlak
Age 48 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
0.02% : 0.02%
of the paid-up capital and total voting rights.

Position :

- Management Committee Member : Started from July 1, 2019, totaling 6 year
- Production Technology and Innovation Committee Member : Started from January 1, 2022, totaling 4 years
- Assistant Chief Executive Officer Sales and Marketing : Started from July 1, 2019, totaling 6 year
- Directors authorized to sign on behalf of the Subsidiary Company

Education :

- B.B.A., International Business Management, Faculty of Commerce and Accountancy, Chulalongkorn University
- M.S., Marketing, California State University, Sacramento, USA
- Doctor of Business Administration, Asian Institute of Technology, Thailand

Trainings of the Thai Institute of Directors (IOD) :

- None

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2007 – 2019	Last position as Division Manager (Senior)	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies)			
2022 – Present	Director	Diamond Materials Co., Ltd.	Construction Materials
2015 – Present	Director	Win Win Coffee Co., Ltd.	Food and Beverage



Mr. Krit Kullertprasert

Age 59 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

0.05% : 0.05%

of the paid-up capital and total voting rights.

Position :

- Management Committee Member : Started from February 1, 2021, totaling 5 year
- Production Technology and Innovation Committee Member : Started from January 1, 2022, totaling 4 years
- Person Supervising Accounting : Started from March 20, 2007, totaling 18 year
- Assistant Chief Executive Officer Central Management : Started from February 1, 2021, totaling 5 year
- The Person Taking the Highest Responsibility in Accounting and Finance : Started from January 1, 2021, totaling 5 year
- Company Secretary : Started from January 1, 2022, totaling 4 year
- Directors authorized to sign on behalf of the Subsidiary Company

Education :

- B.B.A., Accounting, Ramkhamhaeng University
- Graduate Diploma, Auditing, Thammasart University

Trainings of the Thai Institute of Directors (IOD) :

- Year 2018 Company Secretary Program
- Year 2018 Company Reporting Program
- Year 2019 Effective Minutes Taking
- Year 2019 Board Reporting Program
- Year 2020 Accounting and Finance (Orientation Course)
- Year 2021 Ethical Leadership Program

Continuous Development on Accounting Knowledge

Year 2025:

- Strategy for Financial Management and Cash Flow Statements from the Business Administration and Tax Professional Development Institute, amount 6.30 hours.
- Forensic Accounting and Advanced Audit Techniques from the Business Administration and Tax Professional Development Institute, amount 6.30 hours.

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2022 – Present	Director	Diamond Materials Co., Ltd.	Construction Materials
1997 – 2007	Last position as Audit Department Manager	Kohler (Thailand) Plc.	Construction Materials



Mr. Kamchub Vatanatham

Age 54 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Division Manager (Senior) Sales and Marketing : Started from February 1, 2021, totaling 5 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- MBA - FINANCE : MERCER UNIVERSITY (ATLANTA), GEORGIA, USA
- BBA - FINANCE & BANKING : ASSUMPTION UNIVERSITY

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2015 – 2020	Last position as Sales Manager	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies) : None			



Mr. Somkuan Sittichoketum
 Age 58 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
0.001% : 0.001%
 of the paid-up capital and total voting rights.

Position :

- Division Manager (Senior) Production and Engineering : Started from February 1, 2021, totaling 5 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- Master's degree in Public and Private Management, National Institute of Development Administration
- Bachelor of Engineering, Khon Kaen University

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2006 – 2020	Last position as Manager of Concrete Tile Production Division	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies) : None			



Mr. Songkran Suwanmak

Age 59 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Division Manager (Senior) Central Management : Started from February 1, 2021, totaling 5 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- Bachelor's degree in Engineering (Mechanical Engineering), Rajamangala University of Technology
- Master's degree in Economics (Business Economics), Kasetsart University

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
1996 – 2020	Last position as Manager	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies) : None			



Mr. Seree Saengmark

Age 59 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Division Manager (Senior) Production and Engineering : Started from February 1, 2021, totaling 5 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- Bachelor's degree in Engineering (Electrical Engineering), Rajamangala University of Technology
- Master's degree in Economics (Business Economics), Kasetsart University

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2017 – 2020	Last position as Engineering and Maintenance Division Manager	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies) : None			



Mr. Supat Kietnithiamorn

Age 52 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Division Manager (Senior) Sales and Marketing : Started from July 14, 2023, totaling 2 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- MS. Operations Research and Applied Statistic. Rensselaer Polytechnic Institute, NY, USA
- MBA Management of Technology & Financial Engineering. Rensselaer Polytechnic Institute, NY, USA
- BS. Electrical Engineering. Chulalongkorn University

Work Experience :

Time	Position	Company	Type of Business
Listed Companies : None			
Companies (Not listed companies)			
2016 – 2022	Director	STW Groups Co.,Ltd	Food



Mr. Supoj Suwanmune
 Age 56 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025
0.28% : 0.30%
 of the paid-up capital and total voting rights.

Position :

- Division Manager (Senior) Production and Engineering: Started from January 11, 2024, totaling 2 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- B.E. in Chemical Engineering, Prince of Songkla University Hat Yai Campus
- MBA, National Institute of Development Administration (NIDA)

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2021 – 2023	Last position as Manager of Technology Division	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies) : None			



Mr. Direk Chaokongchak

Age 58 Years / Nationality : Thai

Shareholding in the Company as of Year 2024 : 2025

None

Position :

- Division Manager (Senior) Central Management: Started from June 12, 2024, totaling 1 year

Trainings of the Thai Institute of Directors (IOD) :

- None

Education :

- Bachelor of Communication Arts,
Sukhothai Thammathirat Open University
- Master of Education, Measurement and Evaluation,
Ramkhamhaeng University

Work Experience :

Time	Position	Company	Type of Business
Listed Companies			
2007 – 2024	Last position as Manager of Human Resources Division	Diamond Building Products Plc.	Construction Materials
Companies (Not listed companies) : None			

ATTACHMENT 2

DETAILS ON THE DIRECTORS OF THE SUBSIDIARY COMPANY

POSITION INFORMATION (AS AT DECEMBER 31, 2025)

(1) DIRECTORS AND EXECUTIVES

Directors and Executives	Company	Subsidiary Company	Related Companies				
		Diamond Materials Co., Ltd.	Myriad Materials Co., Ltd.	Baan Phaholyothin Place Juristic Person	Phahol 8 Co., Ltd.	Wisdom Enterprise Co., Ltd.	Pattaya Grand Village Co., Ltd.
1) Mr. Prakit Pradipasen	A		B				B
2) Mr. Chaiyut Srivikorn	B, F		B				
3) Mr. Warayu Pradipasen	B, K		B				
4) Mr. Kamolaphat Teepsuwan	B, K		B		B	B	B
5) Mr. Asanee Chantong	C, M, G						
6) Mr. Satid Sudbuntad	B, N, H	A					
7) Mr. Thanit Pulivekin	C, D			B			
8) Mr. Jark Chulakiet	C, E						
9) Assoc.Prof.Dr. Somjai Phagaphasvivat	C, J						
10) Mr. Chatchai Teepsuwan	B, G		B		B	B	B
11) Mr. Woodthikrai Soatthiyanon	C, E						
12) Mr. Sunthorn Suwannajade	B, N, H	B					
13) Ms. Peachayanant Lorvoralak	N, H	B					
14) Mr. Krit Kullertprasert	N, H, I	B					
15) Mr. Somkuan Sittichoketum	H						
16) Mr. Seree Saengmark	H						
17) Mr. Kamchub Vatanatham	H						
18) Mr. Songkran Suwanmak	H						
19) Mr. Supat Kietnithiamorn	H						
20) Mr. Supoj Suwanmunee	H						
21) Mr. Direk Chaokongchak	H						

Remark :

A - Chairman of the Board

E - AC Committee Member

I - Company Secretary

M - PTI Committee Chairman

B - Director

F - NRC Committee Chairman

J - CGC Committee Chairman

N - PTI Committee Member

C - Independent Director

G - NRC Committee Member

K - CGC Committee Member

D - AC Committee Chairman

H - Executives

L - Financial Adviser

(2) RELATED PARTIES

Related parties of directors and executives hold no positions in the Company, affiliated company, joint venture company, or company related to Diamond Building Products Public Company Limited.

SHAREHOLDING INFORMATION (AS AT DECEMBER 31, 2025)

(1) DIRECTORS AND EXECUTIVES

Directors and Executives			Company		Subsidiary Company	Related Companies				
					Diamond Materials Co., Ltd.	Myriad Materials Co., Ltd.	Baan Phaholyothin Place Juristic Person	Phahol 8 Co., Ltd.	Wisdom Enterprise Co., Ltd.	Pattaya Grand Village Co., Ltd.
			No. of Shares (shares)	% ***	Proportion (%)					
1)	Mr. Prakit Pradipasen *	13,973,577	1.72	-	-	-	-	-	-	
2)	Mr. Chaiyut Srivikorn	8,766,200	1.08	-	-	-	-	-	-	
3)	Mr. Warayu Pradipasen	780,000	0.10	-	-	-	-	-	-	
4)	Mr. Kamolaphat Teepsuwan	-	-	-	**	-	10.50	-	-	
5)	Mr. Asanee Chantong	1,048,000	0.13	-	-	-	-	-	-	
6)	Mr. Satid Sudbuntad *	7,000,000	0.86	****	-	-	-	-	-	
7)	Mr. Thanit Pulivekin	-	-	-	-	-	-	-	-	
8)	Mr. Jark Chulakiet	120,000	0.01	-	-	-	-	-	-	
9)	Assoc.Prof.Dr. Somjai Phagaphasvivat	-	-	-	-	-	-	-	-	
10)	Mr. Chatchai Teepsuwan	-	-	-	**	-	10.50	-	-	
11)	Mr. Woodthikrai Soatthiyanon	-	-	-	-	-	-	-	-	
12)	Mr. Sunthorn Suwannajade	165,000	0.02	****	-	-	-	-	-	
13)	Ms. Peachayanant Lorvoralak	160,000	0.02	****	-	-	-	-	-	
14)	Mr. Krit Kullertprasert	420,000	0.05	-	-	-	-	-	-	
15)	Mr. Somkuan Sittichoketum	6,500	0.001	-	-	-	-	-	-	
16)	Mr. Seree Saengmark	-	-	-	-	-	-	-	-	
17)	Mr. Kamchub Vatanatham	-	-	-	-	-	-	-	-	
18)	Mr. Songkran Suwanmak	-	-	-	-	-	-	-	-	
19)	Mr. Supat Kietnithiamorn	-	-	-	-	-	-	-	-	
20)	Mr. Supoj Suwanmune	2,433,000	0.30	-	-	-	-	-	-	
21)	Mr. Direk Chaokongchak	-	-	-	-	-	-	-	-	

Remark : * Number of shareholding including spouse and minor child.

** Currently, Myriad Material Co., Ltd. is the major shareholder of the Company, having the group of Teepsuwan (Mr. Chatchai Teepsuwan and Mr. Kamolaphat Teepsuwan) as the major shareholders of indirectly with shareholding of 40.00 percent, 25.11 percent and 25.00 percent, respectively.

*** Calculated based on the issued and fully paid ordinary shares, net of treasury shares, as at the end of year 2025.

**** Currently, Diamond Materials Co., Ltd. is a subsidiary of the Company. Mr. Satid Sudbuntad, Mr. Sunthorn Suwannajade, and Ms. Peachayanant Lorvoralak as directors of the company and hold 3 shares, 1 share, and 1 share, respectively.

(2) RELATED PARTIES

Related parties of directors and executives holding shares in the Company, affiliated company, joint venture company, or company related to Diamond Building Products Public Company Limited are as follows:

- Mrs. Prasama Vatanatham, child of Mr. Prakit Pradipasen, holds 0.02 percent of the Company shares.
- Ms. Pimchanok Sudbuntad, child of Mr. Satid Sudbuntad, holds 0.12 percent of the Company shares.
- Ms. Tanchanok Sudbuntad, child of Mr. Satid Sudbuntad, holds 0.12 percent of the Company shares.
- Mr. Suwat Lorvoralak, father of Ms. Peachayanant Lorvoralak, holds 0.01 percent of the Company shares.
- Mrs. Monthinee Lorvoralak, mother of Ms. Peachayanant Lorvoralak, holds 0.005 percent of the Company shares.

ATTACHMENT 3

DETAILS OF THE CHIEF OF INTERNAL AUDIT AND CHIEF OF COMPLIANCE

Ms. Wasana Tochuwong

Manager of the Internal Audit and Compliance Control Office

Secretary to the AC Committee and the ACC Committee

Education background / Training History :

(1) Bachelor's Degree in Accounting, Southeast Asia University.

(2) Training history:

- Courses by the Thai Institute of Directors Association:
 - Corporate Fraud: A Risk That Needs to Be Managed
 - Company Secretary Program (CSP 81/2017)
 - Anti-Corruption Working Paper (1/63 Batch)
- Courses by the Institute of Internal Auditors of Thailand:
 - Skill for New Auditor-in-charge
 - Enterprise Risk Management
 - Fraud Audit, fraud investigation
 - 10 key points about PDPA according to ISO/IEC 27701, ISACA and IAPP
 - Ethical Audit
 - Strategic Audit Plan and Annual Audit Plan (End-to-End Process)
- Courses by the Federation of Accounting Professions under the Royal Patronage of His Majesty the King:
 - Techniques for Auditing the Income Cycle for the Accounts Receivable and the Expense Cycle for Accounts Payable.
 - Integrated Internal Control for the Sale System and Accounts Receivable.
 - Corporate Governance Audit
- Courses from the Siri Pattana Office, National Institute of Development Administration:
 - Proactive internal audit development to support the New IIA Global Standard 2025.

Work experience :

Time	Position	Company	Type of Business
2017 - present	Division Manager of the Internal Audit and Compliance Control Office	Diamond Building Products Plc.	Construction materials
2015 - 2016	Department Manager of the Internal Audit and Compliance Control Office	Diamond Building Products Plc.	Construction materials
June 2004 - 2014	Internal Auditor	Diamond Building Products Plc.	Construction materials
1997 - May 2004	Internal Auditor	Central Retail Corporation Co., Ltd.	Commerce
1996 - 1997	Accountant	A. J. Plast Plc.	Packaging
1993 - 1996	Accountant	D. Enterprises Co., Ltd.	Industrial materials and machines

Responsibility & Accountability

The Department Manager of the Internal Audit and Compliance Control Office has the authority and independence in evaluating the effectiveness of the risk management system, internal control system, and corporate governance of the Company to ensure that the Company has an efficient management system that is acceptable for all groups of stakeholders, with the scope of authority and responsibility as follows:

(1) Ensuring that performance of the Internal Audit and Compliance Control Office is reported to the AC Committee at least once a quarter.

(2) Preparing a annual audit plan based on risk-based methodology and presenting in to the AC Committee to consider and approve to serve as the performance guidelines.

(3) Conducting a Comprehensive Review of Company Operations: Ensuring Compliance with Regulations, Orders, and Policies.

(4) Carrying out an audit in accordance with the work plan approved by the AC Committee, with the following methods:

- Coordinating with units to audit to be informed of the schedule and matters to audit.

Exception: Special projects requested and/or ordered by AC Committee and MC Committee or the Chief Executive Officer. In the event when a special audit is required but the internal auditor has no expertise, it is possible to engage a qualified external auditor.

- When the audit is completed, hold a closing meeting with the management of the audited unit to clarify, discuss and exchange opinions about facts and identified defects; as well as formulate corrective measures and specify the date when the corrective action is planned to be completed.

(5) Reporting writing audit to explain objectives, the scope of the audit, findings, and suggestions for improvement of the audited agency, along with specifying the scheduled completion date for the Chief Executive Officer, executives of the departments being audited, and the Audit Committee. Suppose the auditor has an opinion that does not match what the internal auditor finds. In that case, the auditor's opinion shall be reported in the report for the Chief Executive Officer to consider and order.

(6) Follow up on the results of the inspection on issues or things discovered and suggestions within a reasonable period of time and report the results to the Chief Executive Officer and the Audit Committee every time the Audit Committee meets.

(7) Supporting operations and providing information/data that is necessary for the work of the AC Committee and the MC Committee or the Chief Executive Officer in relation to the audit.

(8) Developing the personnel of the Internal Audit and Compliance Control Office unit to equip them with sufficient professional and business knowledge and expertise.

(9) Conducting other activities as assigned by the AC Committee.

ATTACHMENT 4

DETAILS ON ASSET VALUATION

The Company has a policy to conduct valuation of fixed assets that are unused land every three years. In year 2025, the valuation of fixed assets that are unused land can be summarized as follows:

Type of Asset	: Unused land
Name of Evaluating Company	: Group Appraisal Company Limited
Certifying Person	: Mr. Nattapong Chanluean
Evaluation Objective	: To know the current value for accounting purpose
Evaluation Criteria	: To determine the market value
Evaluation Method	: Market approach
Date of Evaluation	: August 18, 2025

ATTACHMENT 5

CORPORATE GOVERNANCE HANDBOOK (FULL VERSION)

The Company created the Corporate Governance Handbook (Full Version) and published it on the Company website (www.dbp.co.th) in “Investor Relation” section.

ATTACHMENT 6

MISCELLANEOUS

ตรา
เพชร

บอกลาความร้อนและเสียงรบกวน
ด้วย AIR ROOF นวัตกรรมหลังคา uPVC
รุ่นใหม่ล่าสุด จากตราเพชร

งานต่อเติมครัว
และโรงจอดรถ



NEW


uPVC ROOFING
AIR ROOF
หลังคาอุพีวีซี แอร์รูฟ



กันความร้อน



ป้องกันการรั่วซึม



ทนการเกิดคร่ำครว



แข็งแรง ทนทาน



กันเสียง



ไม่ลามไฟ



น้ำหนักเบา



ติดตั้งง่าย

“ TO BE A BETTER CHOICE FOR CONSTRUCTION MATERIALS AND SERVICE ”



☎ 0 2619 2333

🌐 www.dbp.co.th

✉ Corpcenter@dbp.co.th

Head Office:

📍 69-70 Moo 1, Mitraphap Road, Km.115,
Tambon Talingchan, Amphur Muang,
Saraburi 18000

☎ 0 3622 4171-8

📠 0 3622 4187

Branch Office 2:

📍 269 Moo 3, Tambon Samran,
Amphur Muang, Khon Kaen 40000

☎ 0 4339 3350, 0 4339 3390-1

Branch Office 1:

📍 408/163-165, Phaholyothin Place Bldg., 40th Floor,
Phaholyothin Road, Samsennai, Phayathai,
Bangkok 10400

☎ 0 2619 0742-4

📠 0 2619 0488

Branch Office 3:

📍 169-170 Moo 4, Mitraphap Road, Tambon Tan Diao,
Amphur Kaengkhohi, Saraburi 18110

☎ 0 3622 4171-8 ถึง 401-420