



**Annual Registration Statement / Annual Report 2025**  
**Form 56-1 One Report**  
**(e-One Report)**

**PREMIER MARKETING PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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## **Part 1 Business Operations and Performance**



## 1. Organizational structure and operation of the group of companies

### 1.1 Policy and business overview

**Premier Marketing Public Company Limited** has been the distributor and dealer of consumer goods for more than 48 years driven by a commitment to the distribution and dealer of consumer goods that prioritized high-quality products that are safe for consumers, while simultaneously introducing new products to the market based on continuously changing consumer demands by building distribution network through different type of stores, no matter if its modern retail stores, wholesale stores in both medium and large size, including online channel. Consequently, the Company is well-accepted and trustworthy as a distributor and dealer that strongly expands the scope of business.

The Company has investments and main activities in the subsidiaries namely, P.M. Food Company Limited (PMF), Premier Canning Industry Company Limited (PCI), and PM SE Company Limited (PMSE), in which the Company holds 100 percent of the paid-up capital, as follows:

**1) P.M. Food Company Limited (PMF)** manufactures and sells fish snack products under “Taro” brand. The products are sold in both local market and for export and entrusted Premier Marketing Public Company Limited to be its sole distributor.

**2) Premier Canning Industry Company Limited (PCI)** primarily manufactures, processes, and distributes pet food, including products under its own brand "Atlas," and products developed in collaboration with partners under the customer's brand, which consist of seafood ingredients such as tuna and mackerel, as well as farmed ingredients exported to international markets. Additionally, PCI produces and distributes variety of sauces products under the brand "King's Kitchen," and produces frozen ready-to-eat food products according to customer orders.

**3) PM SE Company Limited (PMSE)** has invested in Mivana Company Limited (MIVANA), in proportion of 97.85 percent. Mivana promotes shade-grown coffee in order to maintain the ecosystem and environment in watershed areas together with developing the quality of the coffee grown by the farmers into the certification system of organic standards and become the organic coffee products from the farmers under fair trade under the brands “MiVana”.

In conducting its business operations, Premier Marketing Public Company Limited recognizes the significant impacts of these large-scale challenges. The Company has therefore adopted incorporating critical social issues into the formulation of its business direction, enhancing performance across the entire value chain and leveraging its distribution expertise to ensure that consumers have broad and equitable access to its high-quality products sustainably by upholding the principles of good corporate governance in collaboration with its stakeholders and contributing to the resolution of key social challenges. These include enhancing the quality of life of children and youth, promoting public health, conserving the environment and natural resources to support food security, and strengthening governance and anti-corruption practices at all levels. Such actions are aligned with the Company's core values and advance its goal of “Harmonious Alignment of Success” fostering a transparent and responsibly managed business, ensuring the well-being and stability of employees, and contributing to the sustainable growth of society and the environment.

#### 1.1.1 Overview of the vision, objectives, goals and business strategies

##### Message from the chairman

##### Vision

**To be a transparent and sustainable business leader that fosters a ‘Harmonious Alignment of Success’ for all, delivering exceptional value to consumers and their pets through high-quality, nutritious, and safe products while optimizing resource use.**

The Board of Directors is responsible for determining the vision and mission of the Company in order for the executives and employees to have the same operational objectives. The Board of Directors reviews and approved the



vision, mission, strategies, goals and business direction of the Company, including review of important policies to be appropriate and consistent with the business operations in accordance with the principles of good corporate governance. Furthermore, the Board oversees the implementation of the Company's strategies and monitors management's performance at quarterly Board meetings.

The current vision and mission were approved in the Board of Directors' meeting No. 4/2025, which was held on 6 November, 2025.

## Objectives

### Mission

- **Evidence-Based Quality:** deliver value through high-quality products and services that are proven, verifiable, and traceable.
- **Unceasing Development:** encourage creative thinking and empower continuous improvement in all dimensions.
- **Harmonious Alignment Approach:** operate with a focus on delivering value to all stakeholders by integrating knowledge and experience to enhance supply chains and strengthen operational standards.
- **Governance and Integrity:** uphold the principles of good governance, conducting business with integrity, ethics, and credibility while fostering trust and demonstrating responsibility toward the community, society, and the environment.

### Goals

The Company has business directions in creating continuous and stable growth through:

- Maintain and strengthen the existing business base for both food and non-food businesses, which is growing steadily each year.
- Business development and introduction of new products by relying on the strength of the Company's current distribution system.
- Open new markets, by emphasizing the brands of the Company and its subsidiaries.
- Seek for new business opportunities through joint investments with partners that are knowledgeable and competent.

## Brand Essence

**"Deliver Value with Quality"**

### Business strategies

-

## 1.1.2 Material changes and developments

### Details regarding material changes and developments

| years | Material changes and developments  |
|-------|--|
| 2025  | <ul style="list-style-type: none"> <li>● <b>Premier Marketing Public Company Limited</b> has restructured its sales and sales promotion teams in the Traditional Trade channel to improve operational efficiency and strengthen engagement with Local Modern Trade retailers at the provincial and regional levels, which are increasingly expanding nationwide. As a result, sales have grown in line with the expansion of this retail segment. For the Modern Trade channel, the Company has collaborated with major modern retail chains to develop new products, which have received positive responses from consumers.</li> <li>● The Company has adjusted its marketing strategy to place greater emphasis on sustainability, tailoring communication to different consumer segments. For example, the TARO to School project engages students in learning about self-awareness and the importance of proper waste</li> </ul> |



| years | Material changes and developments  |
|-------|--|
|       | <p>separation and disposal. In addition, Taro Roll organizes educational activities in schools for young children, promoting awareness about anti-bullying and the correct disposal of waste into appropriate bins.</p> <ul style="list-style-type: none"> <li>● The Company is the first in the snack industry to introduce product traceability as an integral part of everyday consumer behavior in the selection of packaged food products. By encouraging consumers to scan QR codes to learn about the origin of the food they consume, the Company promotes greater awareness and transparency.</li> <li>● The Company has launched a new product under the Taro brand featuring a reduced-sodium formulation, offering an alternative for consumers seeking healthier snack options. The product reduces salt (sodium) levels while increasing calcium content. Toward the end of 2025, the Taro brand also introduced a marketing initiative aimed at promoting waste separation for proper disposal. This initiative more than doubled the value of Taro’s multi-layer packaging through the “Taro Rak Loak Chok Deng” campaign. The campaign was implemented through the collaboration of Premier Marketing Public Company Limited and its business partners, including Thailand Post Company Limited, PTG Energy Public Company Limited, and Sleek EV Company Limited. Consumers were encouraged to collect and send used Taro packaging via Thailand Post free of charge to Palangngan Pattana 5 Company Limited (a subsidiary of PTG Energy Public Company Limited), where the packaging is converted into RDF fuel as a substitute for coal and used as an energy source for electricity generation.</li> <li>● The Company has implemented an e-Commerce B2C strategy under the concept of “Premier Healthy Society” to foster a premium health-conscious community. This initiative focuses on delivering high-quality products and positive consumer experiences through rapidly growing digital platforms such as TikTok Shop. The Company also employs Live Commerce and Shoppertainment strategies to expand consumer reach and create purchasing experiences aligned with digital-era consumer behavior. In addition, the Company has developed an Order Management System (OMS) and utilizes Customer Data Analytics to enhance the effectiveness of its digital marketing and support repeat purchases. This channel also serves as an important platform for launching new products particularly in the Pet Care segment to test market demand and further develop long-term growth opportunities.</li> <li>● Corifin-C aims to position itself as a functional candy that combines health benefits with enjoyable taste. The product has been introduced with new formulations, including a Triphala formula (Thai herbal blend) and a Monk Fruit formula blended with Chinese herbal tea, combined with mint, menthol, and vitamin C, and packaged in a convenient and portable format.</li> <li>● Chan Niramisuk Co., Ltd., the manufacturer of rice bran oil products under the trademark “Plearn”, produces oil suitable for food production. The product has the added benefit of contributing to cholesterol, blood sugar level reduction, and high in antioxidants.</li> <li>● Calbee Tanawat Co., Ltd. is a manufacturer of Ebisen Prawn Crackers, JAXX crispy fried potato sticks and BunBun crispy roasted soybean snacks and currently preparing a plan to begin distribution through Traditional Trade channels in 2026, after having distributed through Modern Trade (MT) channels since 2024.</li> <li>● Lampang Food Products Co., Ltd. manufactures of pickled garlic and other pickled products. under the “Maejin” trademark and other trademarks, such as “J.F.Farm” and “LCC” and “Rodmar”. The distribution agreement with the company ended in October 2025.</li> </ul> |



| years | Material changes and developments  |
|-------|--|
|       | <ul style="list-style-type: none"> <li>● N.P. Beauty Product Ltd., Part., is the manufacturer of shampoos, conditioners, and intensive care treatments under the brand "Nimporn", The distribution agreement with the company ended in July 2025.</li> <li>● MN Distribution Co., Ltd., the officially appointed distributor of China Mengniu Dairy Company Limited, People's Republic of China, has terminated its distribution agreement for fermented milk beverages under the "Yoishi" brand in March 2025.</li> <li>● The Board of Directors approved to propose to the shareholders' meeting of the Company to consider and approve the dividend payment for the year 2025 from operating results at the rate of 0.43 baht per share, for total 558,120,000 shares, being the total amount of 239,991,600.00 baht , from the net profit that has not received investment promotion at the rate of 0.30 baht per share, amounting of 167,436,000.00 baht, and the net profit that has received investment promotion at the rate of 0.13 baht per share, amounting of 72,555,600.00 baht. The additional dividend when combined with the interim dividend paid to the shareholders of the Company on 5 September 2025 at the rate of 0.50 baht per share, totaling 279,060,000 baht, shall be the total dividend paid from the operating results of the year 2025 of 0.93 baht per share, for a total amount of 519,051,600.00 baht or 99.58 percent of the profit for the year 2025, of which in accordance with the Company's established dividend payment policy.</li> <li>● <b>P.M. Food Company Limited</b> has conducted research and development for a new product line, Taro Brand Fish Sheet Spicy, available in two flavors: Spicy Cuttlefish and Spicy Tamarind Sauce. The product utilizes additional components of fish to increase calcium content based on the concept of improving the production process to make use of the whole fish. This approach helps minimize resource loss and waste while creating “new value” through product innovation. The product was launched in 2025 and has continued to receive positive responses from consumers.</li> <li>● <b>Premier Canning Industry Company Limited</b> commenced production at its second new factory in Samut Prakan Province in February 2025 in response to the continuously growing demand in the pet food market since the outbreak of COVID-19. This expansion increased the Company's production capacity from 12,000 tons per year to 22,000 tons per year, which was a key factor contributing to the significant growth in sales in 2025. In terms of market expansion, the Company participated in pet food trade exhibitions both domestically and internationally, such as Superzoo, Zoomark, and Pet Fair Southeast Asia, to enhance the recognition of PCI and establish business partnerships aimed at expanding market opportunities and continuously developing new products for the market. In addition, the Company utilizes fish by-products remaining from the production process to produce organic fertilizer through fermentation, thereby minimizing production waste (Food Waste) in line with its commitment to sustainability and efficient resource utilization.</li> <li>● <b>Mivana Company Limited</b> adjusted its communication strategy by launching a campaign to plant more than 40,000 coffee trees in collaboration with business partners, including Sarnies and Vista Cafe, as well as consumers through the three MiVana coffee shop branches. The initiative aims to restore the fertility of upstream forest areas in Chiang Rai Province and promote organic coffee cultivation under forest canopy shade. In addition, the Company changed its distributor to improve the efficiency of product distribution. For roasted coffee products, distribution has been expanded through Modern Trade channels and the HORECA segment (hotels, restaurants, cafes, and catering). The Company has also expanded its corporate customer base (B2B) for both roasted coffee and green coffee beans.</li> </ul> <p><b>Certifications Received by the Company and its Subsidiaries in 2025</b></p> |



| years | Material changes and developments  |
|-------|--|
|       | <p><b>Premier Marketing Public Company Limited</b></p> <ul style="list-style-type: none"> <li>● The Company received the evaluation results for 2025 annual Corporate Governance Report (CGR) of Thai listed companies by Thai Institute of Directors (IOD) with support from The Stock Exchange of Thailand (SET) and The Securities and Exchange Commission, Thailand (SEC), stating that the Company was ranked as ‘Excellent’ with an average score of more than 90 percent and received 5 emblems of the National Corporate Governance Committee.</li> <li>● The Company received ‘A’ level of SET ESG Ratings or Thailand Sustainability Investment (THSI) list awarded by The Stock Exchange of Thailand (SET) for 10th consecutive year. The objective of the award is to support listed companies with sustainable business operations and not only consider growth in financial returns but also ESG.</li> <li>● Certified as a "CAC Change Agent" by the Thai Private Sector Collective Action Against Corruption Committee, reflecting a commitment to ethical leadership and transparency while actively promoting clean supply chain practices among business partners; valid for a two-year term from September 2025 to September 2027.</li> <li>● Awaiting the results of the fourth CAC membership renewal, following the successful submission of the comprehensive self-assessment documentation in December 2025.</li> <li>● Received the "Organization Supporting Employment and Income for the Elderly" award for 2025 from the Ministry of Social Development and Human Security on 25 April 2025, recognizing initiatives that enhance the quality of life and economic opportunities for the elderly.</li> <li>● Received a recognition plaque from the “Ting To Trash” project on 30 May 2025 from the Thai Listed Companies Association and the Securities and Exchange Commission, in recognition of excellence in organizational waste management.</li> <li>● Awarded a Certificate of Recognition as an "Organization Promoting Employment for Persons with Disabilities" award for 2025 on 3 December 2025 from the Department of Empowerment of Persons with Disabilities, for fostering inclusive employment and empowering the potential of persons with disabilities.</li> </ul> <p><b>P.M. Food Company Limited - a subsidiary</b></p> <ul style="list-style-type: none"> <li>● Received the “Climate Action Leader” award at the Climate Change Forum 2025 on 15 September 2025 from the Federation of Thai Industries, acknowledging the Company’s strategic commitment and concrete actions toward climate change mitigation.</li> <li>● Received the CSR-DIW Continuous Award 2025 for 13 consecutive years from the Department of Industrial Works, Ministry of Industry</li> <li>● Received the Good Labour Practices (GLP) certificate of honor from the Labour Standards Development Bureau, Ministry of Labour of which the purpose of this award is to raise awareness of labour laws and labour standards, as well as creating participatory improvement processes.</li> <li>● Received standard certification for the prevention and solution to drug problems in an establishment or the “White Factory Program” from Department of Labour Protection and Welfare, Ministry of Labour.</li> <li>● Certified with the ISO 45001 Occupational Health and Safety Management System Standard, with the goal of reducing and controlling risks to the health and safety of employees and related personnel.</li> <li>● Certified under the Thai Labour Standard (TLS 8001-2020) at the basic level by the Ministry of Labour due to a business establishment with a good labor management system.</li> </ul> |



| years | Material changes and developments  |
|-------|--|
|       | <ul style="list-style-type: none"> <li>● Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC). (due to being a Company with policies and systems for the prevention of corruption on 30 June, 2021)</li> </ul> <p><b>Premier Canning Industry Company Limited - a subsidiary</b></p> <ul style="list-style-type: none"> <li>● PCI was awarded the prestigious CSR-DIW Continuous Award 2025 for standards for corporate social responsibility of industrial enterprises for 9th consecutive year from the Department of Industrial Works, Ministry of Industry due to sustainable responsibility to society and the communities</li> <li>● PCI has been certified Green Industry Level 3: Green Culture from the Department of Industrial Works, Ministry of Industry as a part of the corporate culture to being responsible to society and the environment.</li> <li>● Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) by, stating that it is a company with policies and systems for the prevention of corruption on 30 June, 2021.</li> </ul> |

### 1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

The Company uses the proceeds from fundraising on the stock market in accordance with the objectives notified to the SET and investors in all respects.

Is there an issuance of equity securities or debt securities? : No

### 1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

The Company is prohibited from transferring ordinary shares to non-Thai nationals to hold in excess of 40 percent of the registered capital of the Company.

Are there any issued securities with obligations or : No

conditions?

### 1.1.5 Company information



Company name : PREMIER MARKETING PUBLIC COMPANY LIMITED

Symbol : PM

Address : No. 1 Premier Corporate Park, Soi Premier 2, Srinakarin  
Road, Nongbon Sub-district, Prawet District

Province : Bangkok

Postcode : 10250

Business : The Company is the distributor of consumer products,  
divided into 4 groups of products including foods and  
confectionery, food and beverages, personal  
care and pet food, which has covered a network of  
more than 100,000 stores nationwide.

Registration number : 0107550000122

Telephone : 02-301-1600, 02-301-1700

Facsimile number : 02-301-1711

Website : [www.premier-marketing.co.th](http://www.premier-marketing.co.th)

Email : -

Total shares sold

Common stock : 558,120,000

Preferred stock : 0



## 1.2 Nature of business

### 1.2.1 Revenue structure

Revenue structure by product line or business group

|  | 2023         | 2024         | 2025         |
|--|--------------|--------------|--------------|
| <b>Total revenue from operations (thousand baht)</b> | 4,275,678.77 | 4,952,221.76 | 5,986,139.01 |
| Sales (thousand baht)                                | 4,245,906.07 | 4,917,204.73 | 5,912,863.91 |
| Rental and service income (thousand baht)            | 604.32       | 905.97       | 1,607.51     |
| Other income (thousand baht)                         | 29,168.38    | 34,111.06    | 71,667.59    |
| Others (thousand baht)                               | N/A          | 0.00         | 0.00         |
| <b>Total revenue from operations (%)</b>             | 100.00%      | 100.00%      | 100.00%      |
| Sales (%)  | 99.30%       | 99.29%       | 98.78%       |
| Rental and service income (%)                        | 0.01%        | 0.02%        | 0.03%        |
| Other income (%)                                     | 0.68%        | 0.69%        | 1.20%        |
| Others (%)   | N/A          | 0.00%        | 0.00%        |



By geographical area or market

|  | 2023         | 2024         | 2025         |
|--|--------------|--------------|--------------|
| Total revenue (thousand baht)            | 4,275,678.77 | 4,952,221.76 | 5,986,139.01 |
| Domestic (thousand baht)                 | 2,778,925.67 | 2,916,161.66 | 3,107,358.46 |
| International (thousand baht)            | 1,496,753.10 | 2,036,060.10 | 2,878,780.55 |
| United Kingdom (thousand baht)           | 585,754.90   | 919,234.57   | 1,470,006.48 |
| United States of America (thousand baht) | 482,179.10   | 698,327.53   | 1,008,181.25 |
| Others (thousand baht)                   | 428,819.10   | 418,498.00   | 400,592.82   |
| Total revenue (%)                        | 100.00%      | 100.00%      | 100.00%      |
| Domestic (%)                             | 64.99%       | 58.89%       | 51.91%       |
| International (%)                        | 35.01%       | 41.11%       | 48.09%       |
| United Kingdom (%)                       | 39.14%       | 45.15%       | 51.06%       |
| United States of America (%)             | 32.22%       | 34.30%       | 35.02%       |
| Others (%)                               | 28.65%       | 20.55%       | 13.92%       |

Other income as specified in the financial statements

|  | 2023      | 2024      | 2025      |
|--|-----------|-----------|-----------|
| Total other income (thousand baht)               | 29,168.38 | 34,111.06 | 71,667.59 |
| Other income from operations (thousand baht)     | 21,073.89 | 34,111.06 | 65,844.70 |
| Other income not from operations (thousand baht) | 8,094.49  | 0.00      | 5,822.89  |



## 1.2.2 Information on products and services

### 1.2.2.1 Product/service information and business innovation development

#### (1) Distributor and Sales

The Company has been the distributor and dealer of consumer goods of 4 groups, which are snacks products and confectionery products, food and beverages products, personal care and household cleaning products, and pet food products through distribution channels include modern retail, traditional wholesale and retail networks covering stores nationwide, e-commerce, and international markets. Details are as follows:

##### (1) Snack Food Product and Confectionary group

- P.M. Food Co., Ltd. (a subsidiary) manufactures “Taro” fish snacks under “Taro” trademark, namely “Taro Crispy”, “Taro Sauce Coated”, “Taro Roll”, “Taro Lite”. Each product group is available in a wide variety of flavours, such as original, spicy, Bar-B-Q, hot chili, and Korean seaweed flavours.
- SPR Food Industry Co., Ltd. is a manufacturer of crispy corn crackers under the brands “Cocori”, “Otori” and “Big Kada” of quality and beneficial as using rice and corn as main ingredients of choice for various flavours.
- Termnature Industry Co., Ltd. is a manufacturer of crispy multigrain cereal with filled cream of strawberry, milk and chocolate flavours under the “Grinny” brand.
- Calbee Tanawat Co., Ltd. is a manufacturer of Ebisen Prawn Crackers, JAXX crispy fried potato sticks and BunBun crispy roasted soybean snacks.
- B-One Marketing Co., Ltd. is an importer of chocolate candies under the “Choco-bie” trademark, such as Choco-bie ball, Choco-bie sauce and Choco-bie candy.
- “Coryfin-C” candies have the properties to relieve throat irritation and keep the throat moist. The Company is the owner of the “Coryfin-C” trademark.

##### New Products in 2025, as follow:

- Taro Crispy Brand Fish Snack Reduce Sodium Spicy Flavoured (25 percent less sodium) and Bar-B-Q Flavoured (29 percent less sodium)
- Taro Brand Fish Snack Cheese Coated Original Flavoured and Ham Chesse Sandwich Flavoured
- Taro Lite Brand Fish Snack Original Flavoured
- Taro Roll Brand Fish Snack Spicy, Bar-B-Q, and Korean Seaweed Flavoured
- Taro Brand Fish Sheet Spicy Cutterfish and Spicy Tamarind Sauce Flavoured
- Corifin-C candy Triphala formula (Thai herbal blend) and a Monk Fruit formula blended with Chinese herbal tea
- Calbee Ebisen Paprika-Cheese
- Jaxx Strawberry Flavored with Chocolate Dip sauce, Jaxx with MK-Suki sauce, Jaxx with Prik Pao Cheese sauce
- Calbee BunBun crispy roasted soybean snacks in Crab Curry Powder and Spicy Nori x TKN Flavor
- Grinny Waffle Crisp Butter Milk Flavor , Grinny Waffle Crisp Cheddar Cheese Flavor ,Grinny Waffle Crisp Extreme Chocolate Flavor
- Grinny Crunchy Chips Tomato Flavor, Grinny Crunchy Chips Sweet & Spicy Flavor, Grinny Crunchy Chips Seaweed Flavor, Grinny Crunchy Chips Original Flavor
- Korean Spicy Chicken Biscuits Sticks, Corn Biscuits Sticks, Spicy Squid Biscuits Sticks, Sweet chilli BBQ Biscuits Sticks, Nori Seaweed Biscuits Sticks, Original Biscuits Sticks
- Grinny Ice Cream Shape Pectin Gummy Apple Flavor, Strawberry Flavor, Orange Flavor
- Taro Brand Fish Sheet Spicy Cutterfish and Spicy Tamarind Sauce Flavoured (For Laos Market)

##### 2) Food and Beverage group

- Lampang Food Products Co., Ltd. manufactures of pickled garlic and other pickled products under the “Maejin” trademark and other trademarks, such as “J.F.Farm” and “LCC” and “Rodmar”.
- Erawan Interfood Co., Ltd. manufactures vermicelli under the “Cho Chang” brand, which is suitable for cooking all types of food, including ready to cook meal under “Cho Champ” brand.



- Mivana Co., Ltd. (MIVANA)(The Subsidiary) is a manufacturer of organic coffee products that are of Arabica species in the form of roasted coffee beans and roasted and ground coffee beans under the “MiVana” trademark.
- Chan Niramisuk Co., Ltd., the manufacturer of rice bran oil products under the trademark “Plearn”, produces oil suitable for food production.
- MN Distribution Co., Ltd. is an official appointee of China Mengniu Dairy Company Limited (People’s Republic of China), the manufacturer, to import fermented milk beverages under the trademark "Yoyic".

**New Products in 2025, as follow:**

- Plearn Rice Bran Oil

### 3) Personal Care and Household Cleansing Product group

- N.P. Beauty Product Ltd., Part., is the manufacturer of shampoos, conditioners, and intensive care treatments under the brand "Nimporn".
- Take and Care Concept Co., Ltd. is a manufacturer of household cleansing products under the brand name “Wibwub”.

### 4) Pet Food Product

- Premier Canning Industry Co., Ltd. (PCI) manufactures premium grade wet cat food under the “Atlas” brand

Diagram of(1) Distributor and Sales





## **(2) Manufacture and Distribution of Food Product Business**

Manufacture and distribution of food products are operated by 3 subsidiaries, which are P.M. Food Co., Ltd. (PMF), Premier Canning Industry Co., Ltd. (PCI), and Mivana Co., Ltd. (MIVANA). The details are as follows:

### **1) Strip Fish Snack, Big Strip Fish Snack, and Crispy Fish Snack Products**

Strip fish Snack, Fish strips coated in dipping sauce, and crispy fish snack products of PMF are widely known as “Taro” fish snack. Taro fish snacks are products with quality and has high nutrition. Taro is made from frozen Surimi that has been selected into manufacture process and blended with various flavors i.e. original, spicy, barbecue, super spicy etc. Taro is considered a low fat and healthy snack, which can be consumed at any occasion and can be consumed by children, teenagers and adults, allowing strip fish snack product “Taro” to continuously have market share as the first ranking in snack group, fish snack type. In addition, other components of other marine fish are utilized to develop new products (Fish Essence).

### **2) Pet Food Product**

PCI primarily manufactures and sells pet food and has products under the trademark “Atlas”, which is its own brand and co-developed products with partners (ODM: Original Development Manufacturing) made from raw materials from the sea, such as tuna and mackerel, and raw materials from breeding farms, such as poultry, as well. The products are packaged in aluminum pouches, plastic cups and cans of various sizes. The production process is strictly controlled in accordance with world-class international standards and mainly exported overseas with focus on the European, American, Australian, Asia and Middle Eastern markets.

### **3) Tomato, Chili, Black Pepper and Seaweed Sauces Products**

Manufactured and distributed by PCI under the “King’s Kitchen” trademark or abbreviated as “KK”, the products consist of tomato sauce/ketchup with delicious taste produced from fresh tomatoes, chili sauce, black pepper sauce and seaweed sauce that come from carefully selected sources packed in a variety of containers, including glass bottles in different sizes, such as 300 grams and 600 grams, and 3 kilogram gallons. There is strict control in every step of the production process in compliance with specified standards and the products have received the “OrYor.” (or “FDA”) certification from the Ministry of Public Health.

### **4) Frozen Food Products**

Frozen ready-to-eat food products produced by PCI are products obtained by taking various cooking ingredients and going through various processing and seasoning processes according to customer needs.

### **5) Organic Coffee Product that Preserves the Forest Products**

The Production and distribution of Mivana Co., Ltd. has a mission to connect stakeholders throughout the value chain, from upstream to downstream, to produce organic coffee that meets international standards in quality. This is coupled with efforts to create balance between nature, community farmers, government sectors, businesses, and consumers, engaging them in forest conservation efforts to achieve mutual, sustainable growth. This helped to conserve and restore thousands of acres of forest over a period of more than 10 years. Consequently, the value and the biodiversity of the watershed forest system of the coffee plantations are estimated to be worth 555,468,585.90 baht per year (data audited by the Biodiversity-based Economy Development Office- BEDO). Currently, products including roasted coffee and other coffee related are developed under the brand name Mivana.

### **Quality and Standard of Products Distributed**

The Company emphasizes on the importance of the quality and standard of the products and has always believed that “Must be products that provide true value and benefit to the consumers”. Therefore, the Company has installed a system to strictly check the condition and control the quality of the products from the manufacturers to ensure delivering the quality and standard of the products.

In addition, the Company has an efficient and standardized warehouse system that allows for accurate and precise inventory checks. Therefore, the product delivery is smooth, convenient, fast, and products are delivered to customers in perfect condition and on time.



PMF's products are manufactured under the quality standard and is safe to consume, has quality inspection process and is hygienic in every steps. PMF was granted with several certificates, which are as follows:

- Food Safety System Certification FSSC 22000 Version 6 is certified Food Safety Standards by Intertek Industry and Certification Services (Thailand) Ltd.
- Hazard Analysis Critical Control Point (HACCP) from the Department of Fisheries, Ministry of Agriculture. HACCP is a management system in which emphasize for the safety of consumer.
- Good Manufacturing Practices (GMP) certification by the Department of Fisheries, Ministry of Agriculture to certify that a production process has good biological control.
- Thailand's Brand certificate to certified that the export products are of high quality.
- Certificate approval of the use of Halal logo from The Central Islamics Council of Thailand to certify that the process is carried out in accordance with Islamic principles.
- The chemical laboratory and microbiology laboratory of PMF received Good Laboratory Practice (GLP) standard certification by the Department of Fisheries. It shows that there are good practices in its laboratories that have systemic planning and work activities.
- Certification for Green Industry Level 3 (Green System) from the Ministry of Industry for environment management system with monitoring, assessment and review in order to attain higher levels.
- Certified under the Thai Labour Standard (TLS 8001-2020) at the basic level by the Ministry of Labour, affirming that the Company maintains an effective labor management system.

#### **Privileges granted under investment promotion measures for community and social development to support local educational organizations**

- Exemption from corporate income tax on net profits derived from promoted activities in an amount equivalent to 200 percent of the investment made in supporting local educational organizations, excluding the cost of land and working capital, for a period of three years from the date revenue is generated following the issuance of the promotion certificate.
- Exemption from import duties on raw materials and essential materials imported for use in the production of goods for export, for a period of one year from the date of first importation, applicable to processed fish meat products.
- Exemption from import duties on items imported by the promoted entity for re-export for a period of one year from the date of first importation, applicable to processed fish meat products.

PCI places importance on product development by using technology and automation systems in the production process to improve work efficiency such as packing of cans, bags, and boxes, as well as using less energy. In terms of packaging, PCI has selected to use environmentally friendly packaging (eco-packaging) made of paper from planted forests that have received FSC certification. This is consistent with its commitment to produce products that are caring and environmentally friendly. Additionally, PCI continues to focus on the quality system and has strict quality control and inspection at all stages of production with traceability for which it has received certification under a wide range of international standards and regulations, which are as follow;

- ISO 14001:2015 was certified by TUV-SUD under cooperation with the National Food Institute of the Ministry of Industry so as to enhance the productivity and is environmental-friendly.
- Certified BRC Issue 9 Grade A standard by Bureau Veritas Certification, which is a standardization system in which food safety is certified according to Global standards (Global Standard for Food Safety) and emphasizes that all employees in the organization be aware of the production and control of food to be safe. Additionally, the analysis of hazards of food that are at risk of counterfeiting from malicious purposes and cross contamination. Also, focusing on producing products using raw materials whose origins can be verified.
- Hazard Analysis Critical Control Point (HACCP) from the Department of Livestock Development, Ministry of Agriculture and Cooperatives. This is a certification system that focuses on the safety of pet food products.



- Good Hygiene Practices (GHP) from Department of Livestock Development, Ministry of Agriculture and Cooperatives for pet food products. It is certified that production hygiene and personal hygiene of employees have been well controlled.
- Green Industry Level 3: Green Culture certification from the Ministry of Industry for systematic environmental management, together with the creation of a green culture within the organization.
- CSR-DIW Continuous Standard for 9th consecutive year from the Department of Industrial Works, Ministry of Industry, due to sustainable responsibility to society and the communities.
- Good Labour Practices (GLP) from the Department of Labor Protection and Welfare, Ministry of Labour which shows that good labour practices have been implemented and that there is fair employment with no illegal use of child or forced labour.
- Received Thai labour standard TLS 8001-2020 for basic level certification from the Bureau of Labour Standards Development, Department of Labour Protection and Welfare, Ministry of Labour on 13 March, 2025 for 8<sup>th</sup> consecutive year.
- Maintained SMETA (Sedex Members Ethical Trade Audit) compliance, a global benchmark for labor, health and safety, environmental performance, and business ethics, through membership in SEDEX (Supplier Ethical Data Exchange) a non-profit organization dedicated to strengthening ethical standards and workplace safety across the global supply chain.
- Earth Island Institute Dolphin – Safe International Monitoring Program from Earth Island Institute International Marine Mammal Project

**Privileges granted under investment promotion measures for community and social development** from the Installation of a 529-kilowatt solar rooftop system as a clean energy solution to reduce global warming and electricity costs:

- Permission to employ foreign skilled workers or experts.
- Exemption from import duties on machinery as approved by the Board of Investment.
- Exemption from corporate income tax on net profits derived from the promoted activities, in an aggregate amount not exceeding 50 percent of the investment in efficiency improvement, excluding the cost of land and working capital, for a period of three years from the date revenue is first generated from such operations.

**Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.**

Research and development (R&D) policy : No

**R&D expenses in the past 3 years**

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| <b>Research and development (R&amp;D) expenses over the past 3 years (Million Baht)</b> | 6.84 | 9.77 | 9.57 |

**1.2.2.2 Marketing policies of the major products or services during the preceding year**

**Competitive Landscape within the Industry**

In 2025, the global community faced numerous challenges arising from geopolitical tensions and an increasingly complex, rapidly evolving landscape, partly attributable to deficiencies in social governance. Furthermore, climate change triggered large-scale natural disasters, while social inequality continued to widen. Thailand's overall economic conditions remained sluggish, dampened by a decline in tourist arrivals, a contraction in exports, political uncertainty, and more stringent credit approval processes by banks. Additionally, the conflict between Thailand and Cambodia further contributed to cautious consumer spending. Nevertheless, consumers continued to prioritize value for money



when making purchases. In product categories where quality or functional benefits are less emphasized, operators adopted promotional strategies such as discounts, giveaways, bundled offers, or increased pack sizes in "value" snack formats to attract customers. Moreover, the influx of low-priced imports from the People's Republic of China, alongside domestic products manufactured for lower-income segments, significantly intensified competition and presented substantial challenges for Thai entrepreneurs.

The snack food industry has maintained steady growth since 2022, bolstered by promotional activities and the launch of innovative products and flavors to stimulate consumer demand. Consequently, the snack market in 2025 reached an estimated value of approximately 45,391 million baht (source: Nielsen, December 2025), representing an overall growth rate of 6 percent. Within the specific product categories, potato snacks hold the largest market share at 36.3 percent, followed by extruded snacks at 29.6 percent and nuts at 13.3 percent. Fish snacks account for 6.3 percent of the market, ranking fourth among the leading snack categories. The Company currently distributes products within the extruded snack and fish snack segments.

In 2025, the growth rates across distribution channels shifted in comparison to 2024. Modern Trade convenience stores accounted for 55.8 percent of the total distribution share, representing an increase of 5.2 percent. Hypermarkets and supermarkets held a 19.4 percent share, or 11.3 percent in growth. Meanwhile, traditional wholesale and retail channels maintained a share of 24.7 percent, reflecting a decline of 3.9 percent.

Premier Marketing Public Company Limited possesses key strategic strengths that enable it to thrive in the current competitive landscape. The Company's market positioning and marketing strategy emphasize product quality and functional benefits, particularly in the snack market where consumers increasingly seek products that offer both flavor and nutritional value. The Company also leverages extensive customer data and diverse distribution channels serving various retail outlets, supported by long-standing relationships with both traditional trade wholesalers and retailers, as well as Modern Trade outlets. Furthermore, the Company has invested in building a robust, nationwide distribution network, managed by a professional sales and marketing team. For its subsidiary, PCI, the business focuses on products that create shared value across the entire value chain by expanding production capacity and strengthening its proprietary brands. PCI has participated in both domestic and international pet food exhibitions, resulting in sales growth from existing clients and the acquisition of new markets, as the pet food industry continues to demonstrate strong growth potential. Meanwhile, the subsidiary MiVana has refined its communication strategies and organized activities to enhance engagement among business partners and consumers, raising awareness of the importance of conserving upstream forest ecosystems. Consequently, MiVana products play a vital role in generating sustainable shared value.

## **Marketing and Competition**

**Product and Production Processes:** Product development focuses on delivering consumer value through quality, flavor, and nutritional benefits, while maintaining price points that are competitive with market rivals. The Company also collaborates closely with manufacturers in the planning and development of new product offerings. Production processes emphasize sustainability and environmental stewardship, incorporating product traceability, optimized raw material utilization, and the mitigation of food waste. These practices begin with the responsible sourcing of raw materials, with a strategic emphasis on conserving marine resources to ensure long-term sustainability. Manufacturing operations strictly adhere to international food safety standards, while new product development integrates diverse ingredients beyond fish through collaborations with partners and suppliers via domestic contract farming arrangements. These new ingredients include chicken and vegetables certified by the Department of Livestock Development. Furthermore, the Company implements wastewater treatment and recycling systems and promotes energy conservation through the installation of solar panels on factory rooftops.

**Sales and Distribution:** Effective network management enables the Company to operate as a distributor capable of generating robust sales while maintaining control over sales and marketing management costs. This is achieved through strategic negotiations within Modern Trade channels, comprehensive product distribution, and the optimized utilization of promotional budgets. These efforts are bolstered by an experienced sales and distribution team, alongside



continuous system development, the adoption of innovative technologies, and the strategic expansion of the distribution network.

- The ordering process has been changed to ordering through the PMCAS (PM Credit Approval System II) program with the Delivery Tracking program, online ordering service for small retailers and a COD payment system.
- To allow the stores to have appropriate current stock, the team manages the stores' stock and analyzes the trading data for use in assessing product demand, as well as coordinate with product manufacturers or owners in planning their production according to product demand.
- To organize sales promotion activities in stores and across various channels to ensure continuous product sales and the creation of new customer bases. Activities are also organized to build strong relationships with retailers, with close monitoring and evaluation, such as launching low-sodium products, organizing running events, and introducing new products.

In addition, the Company also focuses on improving work quality and increasing the skills of the sales team, such as using tablets and new sales software "SALESTOOLS." It has also established clear, systematic work guidelines with performance indicators in several areas, including:

- Shelf life and stock in stores in order to control the quality, freshness and flavour of the products.
- Consumer satisfaction of products and customer satisfaction with the products and services for development and improvement continuously.
- Amount of returned goods from stores in order to control the quality of sales and reduce the costs.
- Number of employee training hours to improve the quality of personnel.

### **Characteristics of the Customers and Target Customers**

Currently, the Company distributes products directly and through distribution centres/agents in each region to as many as 100,000 stores nationwide. The Company has divided its target customers into two groups, consisting of the stores (trade) and consumers groups.

**1) The stores customer group** includes modern trade stores that have a network of branches covering nearly all provinces, traditional trade stores that have traded with the Company for a long time, whether they are wholesale stores of various sizes or general retail stores. The products have different target customer groups. For example, the Taro snack brand primarily targets children, teenagers, and working adults; the Atlas pet food brand is sold to pet food stores and veterinary hospitals domestically; there are also pet food products developed in collaboration with clients' brands for export; and frozen ready-to-eat meals are produced according to the needs of large fast-food chains. Parchment and green beans are sold to coffee businesses such as coffee importers, exporters, and coffee roasters.

**2) The consumers target group** is varied and depends on type or category of goods or products, for example, in the case of snack foods the target consumers range from children to teenagers and working people. The Mivana brand of coffee, including roasted coffee beans, ground coffee, drip coffee, and coffee capsules, is sold to HORECA businesses and individual consumers. Meanwhile, ketchup, chili sauce, seaweed sauce, and black pepper sauce under the "King's Kitchen" brand are produced for export.

In order to improve business operation and create sustainable growth, the Company recognizes the importance of creating maximum satisfaction for customers in all groups and has, therefore, conducted research and satisfaction surveys of stores and consumers regularly every year and used the research results to improve and develop products and work processes.

### **Selling and Distribution Channels**

The distribution channels of the Company are divided into 4 types as follows:

**1) Modern trade retail stores** consist of hypermarkets and supermarkets like Lotus, Big C, Tops, CJ and The Mall, convenience stores like 7-Eleven, and Jiffy, and cash and carry stores like Makro and GO Wholesale. The Company will deliver the products to the customer as agreed.

**2) Traditional trade wholesale and retail stores and local modern trade stores at the provincial and regional levels.** For the large retail and wholesale stores group, the Company's sales staff regularly visits and conduct business with



these stores. The general retail stores are overseen by the unit of allies in the network appointed by the Company as distributors to visit and sell products to such retailers throughout the country.

**3) Overseas market channel** has continuous growth for Taro brand snack products, such as the People's Republic of China, Europe, and the United States (West Coast). Laos has the highest growth rate, and there are plans to expand into new markets such as the United States (Eastern Coast), Indonesia, the Philippines, and Australia. As for pet food products, exports to foreign brands primarily go to Europe and the United States.

**4) Domestic online channel** that the Company sells through are leading platforms such as Lazada, Shopee, online stores of modern trade retail stores, and B2B e-Commerce sales projects for retail stores nationwide.

### 1.2.2.3 Procurement of products or services

#### (1) Distributor and Sales

##### Procurement of Raw Materials

The Company has policies in emphasizing the distribution and sales of quality and variety of products. The Company will select its manufacturers from the subsidiaries and external manufacturer, product quality, and policies on support of sales promotion and marketing activities. Some manufacturers have been in business alliances with the Company for many years. Some are new partners to the Company. However, the Company will consider quality of long-term relationship rather than number of trading partners, which leads to the good support from the partners in terms of operations and problem solving.

When purchasing products from manufacturers to distribute to the consumers, the Company has placed advance purchase orders with appropriate quantities based on its inventories, trends of market demand, and related sales promotion activities. This will be a good preparation for sufficient distribution volume to meet each sales cycle and reduce opportunity loss from shortages stock. At the mean time, the Company needs to control in order not to have excess inventories, which will result in damages from inventory obsolescence.

#### (2) Manufacture and Distribution of Food Product Business

##### Procurement of Raw Materials

**PMF** Important material, which is the main cost of manufacturing Taro fish snack, is the frozen ground fish meat (Surimi) which is transformed from Bluntnose lizardfish. These fish can be caught in Thai territorial waters and neighbor. PMF procures Surimi from many manufacturers, both domestic factory and outside the country with the sustainable procurement process.

- Work with business partners (suppliers) to jointly develop the quality of the raw materials to meet the prescribed standard and to provide feedback to identify ways to develop and improve the procurement process to be of higher quality and efficiency. In addition, there is joint development of raw materials produced during the surimi production process to be used for benefits that to be utilized to create economic value and create more value for society.
- Conduct quality inspection before use (incoming inspection) to examine the physical, chemical and microbiological aspects according to the frequency and number of random samplings specified to ensure that there will be no health and sanitation impacts on consumers.
- Work with fishery operators, fishing boats and the Department of Fisheries to trace the source of raw materials to ensure that the raw materials are obtained legally.

The sustainable procurement process using the above methods can create worth and value for the business, employees and society by taking into consideration the best interests of all stakeholders in the value chain

- PMF procures quality raw materials in controllable quantities and produces quality products for consumers.
- Partners raise their product quality and operational process and extend business with other trade partners.
- Employees have job security and play a part in delivering good things to society.
- Consumers get to consume quality products and play a part in establishing the standard for sustainable business practices.



- Good society and environment, sustainable water ecosystem, promote and support human rights and fair employment.

PCI has divided procurement of raw materials into 5 types. Details are as follows:

**1) Seafood Raw materials:** procure raw tuna and raw seafood material from domestic and international sources by placing order in volume appropriately to the production plan and has to conform to PCI's policy which is to produce environmental friendly products. Moreover, guidelines for the procurement of marine food ingredients has been developed as follows:

- Not supporting illegal fishery which is lacking of report and control followed by (IUU : Illegal, Unreported and Unregulation)
- Not procuring and providing the material from illegal fishing performed by blacklisted fishing boats and cannot be traced to the source.
- Not purchasing fish from fishing boat which performs fish transferring midway in the sea.
- Not purchasing raw materials from companies which are accused of illegal fishery.

**2) Farm raw materials:** such as meat, lamp and chicken, from both local and imported sources and must be certified by the Department of Livestock Development. Such sourcing raw materials from farms promotes local farmers.

**3) Packaging is in two forms, can and pouch:** which are procured from domestic and imported sources from many manufacturers by considering production plans that are in line with customer orders.

**4) Procurement of raw material for tomato sauce and chili sauce:** PCI purchases raw materials from a variety of domestic and oversea manufacturers in which PCI has good relationship and has trade relations with these manufacturers for a long time.

**5) Raw materials for its frozen ready-to-eat food products:** which include seafood such as shrimp, squid, and other ingredients such as vegetables, and various spices and seasonings, PCI sources all of these materials domestically, due to their easy accessibility and the availability of many trading partners.

**MIVANA**, a subsidiary of PMSE, has the organic coffee product that is 100 percent pure Arabica coffee. The nature of the species is that it provides a good yield, has a good aroma, has great taste and is of high quality because it is grown in areas that are more than 1,000 meters above sea level. At present, our organic coffee is promoted and grown in Chiang Rai Province in an area spanning 2 national parks, namely Khun Chae National Park and Lam Nam Kok National Park, and 3 watershed forests, namely Mae Lao, Mae Suai and Mae Korn watersheds. There are 7 farmers' village in such area are under the project that promotes the cultivation of organic coffee, totaling 219 farmers with cultivated and cultivated area of 3,683.7 rai. The planting season of the organic coffee product is between March-October (8 months) and the harvesting season is between November-February (4 months). MIVANA processes coffee cherries by collaborating with members to develop more efficient machinery and processing plants. The subsidiary has a coffee parchment drying facility capable of handling 100 percent of the parchment coffee produced by farmers, with a quality control system in place before storage.

#### 1.2.2.4 Assets used in business undertaking

##### Core permanent assets

Lists of Operating Assets of the Company and its subsidiaries are as follows:

1) Fixed Assets in Operation consist of:

Net Book Value per Consolidated Financial Statement 31 December 2025 (Unit: Thousand baht)

- 1.1) Land and Land Improvement 533,228
  - 1.2) Buildings, Structures and Improvement of building 188,918
  - 1.3) Machinery, Tools and Equipment 469,217
  - 1.4) Furniture, fixtures and Office Equipment 54,827
  - 1.5) Construction in progress and Machinery under installation 37,317
- Total 1,283,507



## Core intangible assets

- 2) Intangible assets : The Company and its subsidiaries owned trademarks in Thailand and Other Countries.
- 3) Leases : The Company and its subsidiaries have lease contracts for various items of property such as office space rental and warehouse space rental contracts by making contracts with related party (office space rental) and third party (warehouse space rental).

Details of operating assets and appraisal assets are presented in Attachment 4.

## Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : No  
companies

-

## 1.2.2.5 Under-construction projects

Under-construction projects : No

## Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -



## 1.3 Shareholding structure

### 1.3.1 Shareholding structure of the group of companies

Structure of the Company and its subsidiaries as at 31 December, 2025.

#### Policy on operational organization within the group of companies

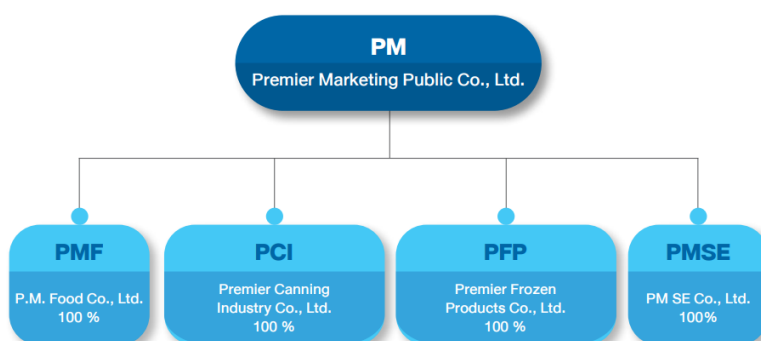
The Company has investments and main activities in the subsidiaries, namely, P.M. Food Co., Ltd. (PMF), Premier Canning Industry Co., Ltd. (PCI), and PM SE Co., Ltd. (PMSE). The Company holds 100 percent of their paid-up capital.

#### Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes

companies?

#### Shareholding diagram



#### Company that holds 10% or more of the total shares sold <sup>(1)</sup>

| Name and the location of the head office  | Type of business                    | Type of shares | The number of shares | The number of shares sold |
|---|-------------------------------------|----------------|----------------------|---------------------------|
| P.M. Food Co., Ltd.<br>No. 1, Premier Corporate Park,<br>Soi Premier 2 Sinakharin Road,<br>Nong Bon Sub-district Prawet<br>District, Bangkok 10250<br>Factory Address:<br>No. 505, Moo 9, Nong Ki Sub-<br>district Kabinburi District,<br>Prachinburi Province 25110<br>Telephone : 037-204417 – 20,<br>037-204314 - 6<br>Facsimile number : 037-204416 | Manufacture of fish-snack<br>“Taro” | Common shares  | 874,994              | 875,000                   |



| Name and the location of the head office   | Type of business  | Type of shares | The number of shares | The number of shares sold |
|--|---|----------------|----------------------|---------------------------|
| <p>Premier Canning Industry Co., Ltd.</p> <p>No. 1, Premier Corporate Park, Soi Premier 2 Sinakharin Road, Nong Bon Sub-district Prawet District, Bangkok 10250</p> <p>Factory Address:</p> <p>No. 326, Moo 1, Rattanaarat Road, Bang Bo Sub-district, Bang Bo District, Samutprakan Province 10560</p> <p>Telephone : 02-338-1327 – 31</p> <p>Facsimile number : 02-338-1102</p>  | <p>Manufacture ketchup and chili sauce under “King’s Kitchen”</p> <p>Manufacture ready-to-eat pouched tuna and canned tuna, tuna pet food products, and manufacture ready-to-eat pouched sea food for human and pets.</p> <p>Moreover, manufacture frozen food and provide frozen storage services.</p> | Common shares  | 929,994              | 930,000                   |
| <p>Premier Frozen Products Co., Ltd.</p> <p>No. 1, Premier Corporate Park, Soi Premier 2 Sinakharin Road, Nong Bon Sub-district Prawet District, Bangkok 10250</p> <p>Factory Address:</p> <p>No. 98/1, Moo12, Soi Wat Bang Phli Yai Bang Na-Trat KM. 13 Road, Bang Phli Yai Sub-district Bang Phli District, Samutprakan Province 10540</p> <p>Telephone : 02-317-1134 – 6, 0-2317-1140 – 1</p> <p>Facsimile number : 02-317-1450</p> | Rent out assets, both chattels and real-estates.  | Common shares  | 2,299,940            | 2,300,000                 |
| <p>PM SE Co., Ltd.</p> <p>No. 1, Premier Corporate Park, Soi Premier 2 Sinakharin Road, Nong Bon Sub-district Prawet District, Bangkok 10250</p> <p>Telephone : 02-301-1600, 02-301-1700</p> <p>Facsimile number : 02-301-1711</p>   | Investment in companies involving manufacturing, marketing, product development, and distribution of products.  | Common shares  | 42,999,997           | 43,000,000                |



| Name and the location of the head office  | Type of business  | Type of shares | The number of shares | The number of shares sold |
|---|---|----------------|----------------------|---------------------------|
| Mivana Co., Ltd.<br>98/1 Moo 12, Debaratana Road,<br>Bang Phli Yai Sub-district, Bang<br>Phli District,<br>Samutprakan Province 10540<br>Telephone : 02-313-3777<br>Facsimile number :<br>02-313-3778   | A social enterprise that encourages and transforms coffee to sustain forest products under the brand “Mivana” by holding shares through PMSE. | Common shares  | 3,639,999            | 3,720,000                 |
| The Good Drink Co., Ltd.<br>One Premier Corporate Park,<br>Soi Premier 2 Srinakarin Road,<br>Nongbon Sub-district,<br>Prawet District, Bangkok 10250<br>Telephone : 02-301-1000<br>Facsimile number : -   | Operates as a developer of coffee products and products with coffee ingredient by holding shares through PMSE.                                | Common shares  | 2,299,998            | 2,300,000                 |
| Shenzhen Premier Marketing Co., Ltd.<br>Room 2910, Building A, Tiansha<br>Taurus Square, No. 8 Taoyuan<br>Road, Dawangshan Community,<br>Nantou Street, Nanshan District,<br>Shenzhen, People's Republic of<br>China<br>Telephone : 02-301-1800<br>Facsimile number : - | Distribution of food products, snacks and pet food by holding shares through PMF.   | Common shares  | 0                    | 0                         |

Remark : <sup>(1)</sup> Mivana Co., Ltd.: No. of Shares Holding by subsidiary : 3,639,999 Shares. (Shares held by PM SE Co.,Ltd.)

The Good Drink Co., Ltd.: No. of Shares Holding by subsidiary : 2,299,998 Shares. (Shares held by PM SE Co., Ltd.)

Shenzhen Premier Marketing Co., Ltd.: No. of Shares Holding by subsidiary: Shareholding Proportion 100 percent. (Shares held by P.M. Food Co., Ltd.)

### 1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts : No  
of interest holding shares in a subsidiary or associated  
company?

### 1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : Yes  
group of a major shareholder?



The Company and its subsidiaries have engaged Premier Fission Capital Co., Ltd. (PFC), currently a major shareholder of the Company, to provide management and administrative support services to the Company and its subsidiaries under a management and business consultancy agreement. The objective of such hiring is the separation of tasks (Outsourcing) in order to employ the services of the centralized unit of the Premier Group, which is a type of centralization and cost sharing according to the size and volume of transactions of each company, in order to reduce overall costs from the Company having to recruit more personnel to handle all aspects of the support functions.

**The scope of services covers various areas as follows:**

Management and governance of the business and support of strategies and business innovations to achieve the goals of each organization, operation of the business in accordance with the core values of the organization and in compliance with relevant rules and legal requirements, and provision of personnel with ability and expertise to serve as directors and executives in each organization serviced.

Consulting services where counsel is provided to the organizations in all aspects related to business operation of the enterprises, including planning, determining business strategies, financial planning, compliance with relevant laws on human resources management, office administration and corporate communication together with provision of knowledge in various areas to develop the knowledge base of officers within the organizations.

Services on education, analysis, planning and work to the organizations in order that the business operations achieve the goals and are in accordance with various relevant rules and regulations or in case where such matters require specialized expertise, such as internal audit, corporate governance, compliance with laws related to the securities exchange, litigation, company register, accounting and taxation, IT services, including management of funding sources of the businesses and in contacting financial institutions.

However, the execution of such agreement with PFC is deemed a connected transaction with a person who may have a conflict of interest with the Company where the Company must strictly comply with the policies, measures and procedures for entering into connected transactions. Should PFC amend the details of the agreement or the terms for calculating the service fees to the Company and its subsidiaries, the Company shall propose the details and conditions of such amendments to the Audit Committee meeting for consideration and comment on the appropriateness of the amended agreement every time prior to entering into the new agreement.

**Diagram of the business structure of major shareholders**

| Name                              | Type of Business                              | Related Persons  |
|-----------------------------------|---|--|
| Premier Fission Capital Co., Ltd. | Business management<br>Service and investment | 1. Mrs. Duangthip Eamrungraj,<br>2. Mr. Somchai Choonharas,<br>3. Mr. Suradej Boonyawatana,<br>4. Mrs. Pensri Dettingeng and<br>5. Mrs. Walairat Pongjitt<br>are co-directors. |

### 1.3.4 Shareholders



## List of major shareholders

Details of the top 10 shareholders whose names are shown in the shareholder registration as at December 30, 2025

| Group/List of major shareholders                                 | Number of shares<br>(shares) | % of<br>shares |
|--|------------------------------|----------------|
| 1. Premier Fission Capital Co., Ltd.                             | 273,000,000                  | 48.91          |
| 2. Mr. Harkishin Tanwani   | 55,000,000                   | 9.85           |
| 3. Mr. Vitid Pongpirodom   | 19,045,500                   | 3.41           |
| 4. THAI NDVR Co., Ltd.   | 17,991,120                   | 3.22           |
| 5. Taokaenoi Food & Marketing Public Company Limited             | 12,452,800                   | 2.23           |
| 6. Mr. Hasadang Boonyang   | 6,000,000                    | 1.08           |
| 7. Mrs. Vimolthip Phongsathorn                                   | 5,100,000                    | 0.91           |
| 8. Mrs. Marisi Choonharas  | 5,000,000                    | 0.90           |
| 9. Premier Group of Company Savings & Credit Cooperative Limited | 4,030,100                    | 0.72           |
| 10. Miss Jyotika Tantiwathin                                     | 3,905,000                    | 0.70           |

## Major shareholders' agreement

Does the company have major shareholders' agreements? : No



## 1.4 Amounts of registered capital and paid-up capital

### 1.4.1 Registered capital and paid-up capital

#### Registered capital and paid-up capital

Registered capital (Million Baht) : 558,120,000.00

Paid-up capital (Million Baht) : 558,120,000.00

Common shares (number of shares) : 558,120,000

Value of common shares (per share) (baht) : 1.00

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

#### Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

### 1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No  
those of ordinary share

### 1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 17,991,120

Calculated as a percentage (%) : 3.22

#### The impacts on the voting rights of the shareholders

-



## 1.5 Issuance of other securities

### 1.5.1 Convertible securities

Convertible securities : No

### 1.5.2 Debt securities

Debt securities : No



## 1.6 Dividend policy <sup>(1)</sup>

The Company and its subsidiaries have policies to pay dividends to the shareholders at a rate of no less than 50 percent of net profit after income tax and deduction of legal reserves. However, such dividend policies may be changed depending on the companies' investment plans, necessities and appropriateness in the future. The resolution of the Board of Directors to pay dividend must be presented to the shareholders' meeting for approval in advance, except for interim dividend payment where the Board has the authority to authorize such payments, prior to reporting to the shareholders at the next meeting.

The Company paid dividends from separate operating results of the Company to its shareholders in the past 5 years. Summarized as follows:

Remark : <sup>(1)</sup> \* On 19 February, 2026, the Board of Directors meeting No.1/2026 resolved to propose the distribution of dividend for the year 2025 to the Annual General Meeting of Shareholders which will be held on 22 April, 2026 at the rate 0.43 baht per share, in which , when combined with the interim dividend payment on 5 September, 2025 of 0.50 baht per share, the total dividend payment will be 0.93 baht per share.

### Historical dividend payment information

|   | 2021            | 2022            | 2023            | 2024            | 2025            |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| Net profit per share (baht : share)                               | 0.5100          | 0.4300          | 0.3300          | 0.9900          | 0.9300          |
| Dividend per share (baht : share)                                 | 0.4500          | 0.4300          | 0.5000          | 0.9800          | 0.9300          |
| Ratio of stock dividend payment (existing share : stock dividend) | 0.0000 : 0.0000 | 0.0000 : 0.0000 | 0.0000 : 0.0000 | 0.0000 : 0.0000 | 0.0000 : 0.0000 |
| Value of stock dividend per share (baht : share)                  | 0.0000          | 0.0000          | 0.0000          | 0.0000          | 0.0000          |
| Total dividend payment (baht : share)                             | 0.4500          | 0.4300          | 0.5000          | 0.9800          | 0.9300          |
| Dividend payout ratio compared to net profit (%)                  | 88.24           | 99.56           | 150.19          | 98.52           | 99.58           |



### 2.1 Risk management policy and plan

#### Risk management policy and plan

Premier Marketing Public Company Limited and its subsidiaries have a comprehensive risk management system in accordance with the ISO 31000 : 2018 risk management framework, which is in line with the approach to sustainable growth under the main mission of Premier Group of **“Progressive Business, Stable Employees, Sustainable Society”** and makes realized the risk factors that affect the success of the operation, as well as being a mechanism for responding to changes that may occur.

The Board of Directors has appointed a Corporate Governance and Risk Oversight Committee to be responsible for monitoring, reviewing and evaluating risk management and providing advice on governance management and risk management to the management of the Company and its subsidiaries.

#### Duties and Responsibilities

1) The Board of Directors is responsible for ensuring that the Company has a comprehensive risk management system and that there is an effective risk management process, with the Corporate Governance and Risk Oversight Committee being responsible for monitoring, reviewing, evaluating and providing advice on governance and risk management by the management, which includes the Chairman of the Executive Committee, Managing Director and senior executives of the Company and its subsidiaries.

2) The Chairman of the Executive Committee is responsible for administration to be in accordance with organizational goals and objectives, maintaining the core values of the organization, management with good governance and enterprise risk management.

3) The Managing Director is responsible for management including monitoring operations in accordance with the core values, governance management and enterprise risk management.

#### Risk Management Process

The Company and its subsidiaries in the business line have reviewed the organization’s risk context, considered and assessed the level of risk, considered significant risks affecting the achievement of the objectives and goals of the organization, both organizational level and department level, and defined measures to prevent and reduce opportunities, as well as impacts.



## 2.2 Risk factors

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

#### Risk 1 Risk of Sales and Revenue Loss

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Policies or international agreements related to business operations
- Business operations of partners in the supply chain
- Competition risk
- Economic risk

#### Risk characteristics

Risk factors affecting the Company, both domestically and internationally, include:

- Dependence on a limited number of brands or key trading partners as primary sources of revenue
- Changes in the management of sales channels, including the consolidation of major Modern Trade retailers
- Intense competition from other snack segments competing for sales volume and market share
- Adverse impacts of the appreciation of the Thai Baht on the export performance of the Company and its subsidiaries
- Uncertainty surrounding the trade protectionist policies of the United States through increased import tariffs

#### Risk-related consequences

- The aforementioned risks may adversely affect the sales of the Company's and its subsidiaries' products, as well as products under distribution agreements, and may also impact market share.
- Products exported by the Company to the United States are subject to higher sales costs as a result of increased import tariffs.

#### Risk management measures

- Strategic plans and quarterly action plans are formulated and implemented to enhance flexibility, ensure continuity and accuracy, and align operations with current circumstances.
- Sales promotion activities are undertaken to increase sales volume.
- Product strengths in terms of value, benefits, traceability, and sustainability are constantly communicated and reinforced to enhance brand credibility and differentiation.
- Ongoing efforts are made to identify and appoint new, high-potential trading partners and business alliances, both domestically and internationally, that offer quality products and operate in alignment with the Company's core values.

#### Risk 2 Risk to receive complaints from consumers (Reputational Risk)



Related risk topics : Strategic Risk

- Damage to company image and reputation

Compliance Risk

- Corporate Governance
- Legal risk

#### **Risk characteristics**

The risk of consumer complaints may arise from the following causes:

- Product quality not meeting specified standards (Food Quality)
- Product safety concerns (Food Safety)
- Marketing communication (Communication)

#### **Risk-related consequences**

Consumer complaints may be widely propagated and could adversely affect the Company's reputation and corporate image, as well as its sales performance and profitability.

#### **Risk management measures**

To mitigate reputational and product quality risks, the Company has established systematic risk management measures. Information across all platforms are constantly monitored and reviewed to detect and prevent potential complaints, particularly those arising on social media (Social Media Risk). In addition, the Company has provided clear complaint-handling channels through online and offline platforms, which serve as key mechanisms in the management process. The objective is to ensure prompt response and resolution of issues within 24 hours.

In addition, to address food quality and safety risks, the Company and its subsidiaries have implemented various initiatives, such as the Direct Shipment Project and the 4-Month Product Freshness Assurance Program, to control and maintain product freshness standards. A traceability program has also been applied on Taro product packaging to enable effective product traceability. Furthermore, the Company and its subsidiaries enforce strict complaint-handling procedures on food safety, food quality, and communication. All communications are strictly controlled to ensure compliance with applicable laws and regulations, and must be approved by the Food and Drug Administration or supported by a valid Food Advertisement License.

#### **Risk 3 Risk of changes in the legislation applicable to the salt tax (Compliance Risk), (Emerging Risk)**

Related risk topics : Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

#### **Risk characteristics**

Changes in laws and regulations are inevitable factors affecting businesses and organizations, whether arising from newly enacted legislation, amendments to existing laws, or evolving interpretations of legal provisions. Such changes create uncertainty and may give rise to various risks that businesses must address. One example is the potential "salt tax risk," whereby future legislation may be introduced to regulate sodium content, encouraging operators to reduce



sodium levels in their products to meet prescribed standards. This is intended to promote better public health and reduce the risk of non-communicable diseases (NCDs) among consumers.

### **Risk-related consequences**

Changes in laws and regulations, particularly the potential imposition of a salt tax in the future, may create uncertainty and could result in higher costs or operational constraints if the Company and its subsidiaries are unable to reduce sodium content in their products in accordance with government-prescribed standards.

### **Risk management measures**

To reduce excessive sodium consumption and promote better consumer health, the Company and its subsidiaries have undertaken research and development initiatives to reformulate Taro products to reduce sodium content. The Company has expanded its portfolio of lower-sodium products and pursued the development of new products utilizing a wider variety of raw materials, while maintaining a primary focus on nutritional value and product safety. In addition, the Company closely monitors regulatory developments and the formulation of potential standards that may be enacted into law to govern this matter.

### **Risk 4 Risk to impact sustainability (ESG Risk)**

Related risk topics : Strategic Risk

- Damage to company image and reputation
- ESG risk

Operational Risk

- Safety, occupational health, and working environment

- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Corporate Governance

### **Risk characteristics**

Environmental, Social, and Governance (ESG) risks may affect the Company's competitiveness, reputation, sales performance, and profitability.

### **Risk-related consequences**

Failure to adequately address or comprehensively assess Environmental, Social, and Governance (ESG) risks arising from business operations may lead to adverse impacts on the Company's image, reputation, sales, and profitability, both in the short and long term. Such risks may include environmental issues, occupational health and workplace safety concerns, labor-related matters, human rights violations, corruption, or a lack of transparency.

### **Risk management measures**



The Company has established a Risk Management Working Team and a Sustainability System Development Working Team to conduct analysis, assessment, and quarterly reporting to support the drive for sustainable business operations, as outlined below:

- Environmental Dimension: The Company applies circular economy principles, such as waste segregation and the conversion of paper generated from business operations into energy. Such initiatives contribute to addressing current climate change challenges.

- Social Dimension: The business operations of the Company and its subsidiaries are conducted with responsibility toward society and stakeholders in accordance with the principles of human rights and transparency. This includes awareness-building, capability development, and employee engagement through the Yoo Dee Mee Sook Project.

- Governance Dimension: The Company provides training to enhance knowledge, preparedness, and awareness, while fostering a strong organizational culture among employees. It also disseminates and promotes ethical, transparent, and sustainable business practices to its supply chain partners.

In addition, the Company and its subsidiaries have established a Supplier Code of Conduct to set standards for responsible and ethical business practices among suppliers, with the objective of achieving mutual sustainable business development.

## **Risk 5 Risks to Computer Systems, Networks, and Electronic Information (Cyberattack Risks)**

Related risk topics : Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack

### **Risk characteristics**

Technological advancements have introduced convenience and numerous opportunities that influence business operations. However, they also present hidden risks that, if overlooked, could affect competitiveness.

The Company has adapted its business model by investing in technology integration to enhance and streamline work processes for greater efficiency. This includes improving sales systems and developing applications to connect sales data across distribution channels, allowing partners and customers to access products and services more quickly and conveniently. Additionally, the Company leverages social media to share information, promote awareness, and encourage safe and high-quality food consumption habits. Customer needs and satisfaction are regularly surveyed, including employee development remains a priority, to ensure that they have the knowledge and skills to effectively utilize technology in their roles. At the same time, the Company closely monitors, assesses, and analyzes potential risks to computer systems, networks, and electronic information, including cyberattacks.

### **Risk-related consequences**

-

## **Risk 6 Risk of Distribution Channel**

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers

- Competition risk

### **Risk characteristics**

Currently, there is rapid development in the distribution channels, whether it is the convenience store channel, the modern retail store channel or the online distribution channel, along with adjustment of consumer behaviour in



selecting the channel through which to purchase goods. This makes it a risk of insufficient distribution channels and loss of business opportunities.

#### **Risk-related consequences**

-

#### **Risk 7 Risk of Technology Advancement**

Related risk topics : Strategic Risk

- Behavior or needs of customers / consumers
- Changes in technologies

#### **Risk characteristics**

At present, the advancement of technology and digital systems has a tremendous influence on business operations and competition; for instance, trade partners can place orders through digital media, consumers have more access to information through digital media, and the popularity of online spending is increasing steadily. The use of technology can help develop work systems to work more efficiently, e.g. cause change of business pattern and cause increased competition. Failure to focus on the use of appropriate technologies in business operations and continuous development will affect the overall competitiveness of the business.

The Company is interested in and monitors changes in technology continuously, reviews and develops strategies and work plans to suit the changes that occur. To this end, the Company has improved its business model and invested in new technologies, e.g. the sales system, development of applications connecting sales data and online channels that allow trade partners and customers to access services more conveniently and communicate information through social media to explore customer needs and satisfaction, which can work quickly and efficiently. In addition, it is still necessary for the Company to focus on developing personnel, educating them so that they can use technology to perform their duties effectively.

#### **Risk-related consequences**

-

#### **Risk 8 Food Safety Risks and Adaptation to Evolving Food Safety Regulations**

Related risk topics : Compliance Risk

- Change in laws and regulations

#### **Risk characteristics**

The trend to consume safe, healthy and contaminant-free food is becoming increasingly more important to consumers. Although the Company has always been a leader in producing product with quality and health benefits, it is imperative to take this risk into account.

The Company has established a policy to manufacture safe and nutritious products in accordance with international standards such as BRC, ISO 22000, HACCP, and GHPs. The policy emphasizes strict quality control at every stage of production, from the receipt of raw materials to product delivery, in order to ensure product safety. In addition, the Company promotes comprehensive employee understanding of the stages of safe food production, and ensures that appropriate controls and inspections are conducted in accordance with established standards. The measures are as follows:

1. Raise work standard to be more stringent and created a food safety culture in the organization by arranging training programs.



2. In producing products to create confidence for consumers, the raw materials have to be inspected at their source and every aspects of the seller are evaluated. Especially regarding safety, there were certification documents and inspection of various analysis results: such as chemical, microbiological, and other relevant tests, according to the desired standards and the risk assessment level of such raw material. Also, the production location of the supplier was inspected and analytical results were verified by the laboratory, both inside and outside periodically according to plan. There was a system for traceability of the source of raw materials used in production to build confidence under the international food safety system by applying the BRCGS system and implementing the FSSC 22000 system.

3. In order to continuously improve the quality and safety of food and prevent systematic problems, the management gave employees the opportunity to participate in operations under the name of the project to unite creative forces to develop work, by searching for problems or opportunities for improvement in the work, performing systematic improvements according to the quality tool framework with various QC Tools. Then, the results were presented and awards were given for outstanding performance in various fields to provide morale and encouragement. There were regular channels for employees to share experiences and information.

4. Enhance the efficiency of work process inspections by utilizing measurement and control tools using sensors and digital control technology, including product quality monitoring and measurement tools. Automation systems have been implemented to improve precision and optimize the control of manufacturing processes.

5. As for the transportation and distribution processes, the management has attached importance to the efficiency of delivery in order to allow customers to receive the products speedily to maintain the freshness of the products.

In addition, the group's companies manufacture and export products to international markets, where food regulations vary by country and are constantly evolving. Failure to fully or consistently comply with these regulations could result in legal risks, including import or sales suspensions in foreign markets. Therefore, the Company must continuously monitor regulatory changes to ensure that exported products meet quality standards and comply with all requirements.

### **Risk-related consequences**

In the case of non-compliance with the standards and regulations of trading partners is found, the products may be returned, affecting the Company's sales and credibility.

### **Risk 9 Risk of Rising Prices and/or Raw Material Shortage**

Related risk topics : Operational Risk

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

### **Risk characteristics**

The primary raw material used in fish snack production (surimi) is subject to rising prices. To mitigate this risk, the subsidiary has collaborated with suppliers to develop by-products from the surimi production process, creating greater economic and social value while helping to control overall raw material costs.

The prices of key raw materials used in animal feed production have also risen but the Company are able to control the prices. To address this, the subsidiary has explored new sources and diversified raw material types to ensure high-quality inputs at competitive prices.

### **Risk-related consequences**

In the case of high prices of raw materials, it will result in higher production costs and decreasing profits.

### **Risk 10 Risk of Exchange Rate**



Related risk topics : Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

#### **Risk characteristics**

As the Company and its subsidiaries have exported products and expanded its distribution channels to overseas markets, revenue from exports are in foreign currencies. The Company is therefore affected by exchange rate volatility that impacts its revenues. In order to manage the risk, the Company has entered into forward exchange contracts with domestic financial institutions to mitigate the impact of such volatility.

#### **Risk-related consequences**

-

### **Risk 11 Risk of Changes in Natural Disasters**

Related risk topics : Strategic Risk

- Climate change and disasters

#### **Risk characteristics**

The problem of forest fires caused by drought and illegal burning of forests is a risk to the yield of coffee grown under the shade of forests, under the organic coffee that preserves the forest project. The subsidiary managed this risk by providing knowledge to member farmers of the project and promoting cooperation between the government sector and member farmer groups for the creation of firebreaks in connecting areas that were vulnerable to forest fires, including holding meetings with community leaders in the area to determine measures and plans to control forest fires.

In addition, drought from global warming was a risk that affected the quality of coffee plants, risk management was implemented by educating farmer members in the project to maintain and closely monitor the situation.

Flooding is another natural disaster that impacts the Company's coffee business. Last year, Chiang Raihome to Mivana's coffee bean source experienced its most severe flooding in 40 years due to storms from neighboring countries and heavy rainfall. This poses a risk to MiVana's coffee plantations and drying facilities. In response, MiVana has been conducting surveys and plans to continue monitoring coffee-growing areas in each village to mitigate and prevent severe impacts on plantations.

The drying facilities also face a risk of flooding. To prevent and mitigate potential damage, Mivana has proactively prepared sandbags in advance.

#### **Risk-related consequences**

-

### **Risk 12 Risk of Violation of the Personal Data Protection Act (PDPA)**

Related risk topics : Compliance Risk

- Violations of laws and regulations

#### **Risk characteristics**

Personal data is considered a risk that the organization must manage appropriately because it is information that fraudsters or people with bad intentions may misuse if the data custodian cannot protect it, resulting in the organization's lack of credibility in its operations.

The Company recognizes the importance of protecting the personal data of employees, customers and all stakeholders in the storage. Therefore, the Company has prepared a personal data protection policy that has been



publicly announced, as well as provided knowledge and understanding to employees in the PDPA policy and laws related to the storage, use and disclosure of personal data with the objective of making employees aware and able to properly and appropriately supervise and control the use of personal data. At the same time, the Company is committed to enhancing the rigor of measures to maintain the security of its information systems and cyber security of the Company, including data security standards.

#### **Risk-related consequences**

-

### **2.2.2 Risk to securities holders**

Are there any risk factors affecting securities holders? : Yes

Risk 1 Risk to Securities Holder

Related risk topics : Risk to Securities Holder

- Risk from the stock having low free float, resulting in low trading liquidity

#### **Risk characteristics**

As of 31 December, 2025, the Company distribution of minority shareholding (free float) of 38.82 percent of total shares. Shareholders may be at risk of being unable to trade shares immediately at the desired price.

#### **Risk-related consequences**

-

### **2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)**

Are there any risk factors affecting securities holders from : No

investing in foreign securities?



### 3. Business sustainability development

#### 3.1 Policy and goals of sustainable management

Sustainability Policy

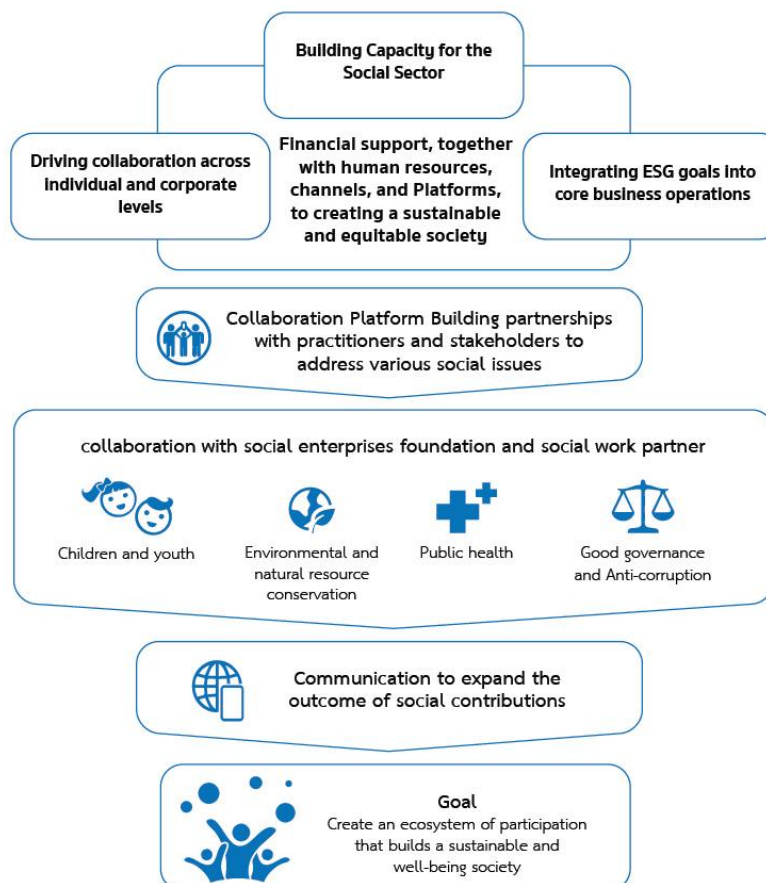
Sustainability Policy : Yes



## Collaboration for Good Society

At Premier, we believe that success cannot be achieved alone. A business cannot thrive by pursuing only its own profits while neglecting to create value for society and its employees. The Premier Group upholds the principle of “Harmonious Alignment of Success” and firmly believes that business and society are inseparable. We conduct our business by applying our expertise to address social challenges and by collaborating with our stakeholders, while fostering among our employees a strong awareness of the importance of contributing to solving society’s issues. We believe that what is good for business must also create value for society and for our people only then can it be considered truly sustainable success

Guided by this approach, the Company adopts a participation-based investment principle aimed at creating large-scale social impact. It mobilizes financial resources, human capital, and structured operational support for partner networks and intermediary organizations. This is combined with the concept of the Premier Partnership for Sustainability, built upon three key approaches: (1) strengthening the capacity of the social sector, (2) fostering participation at both the individual and organizational levels, and (3) integrating social objectives into business operations across social, environmental, and governance dimensions. These efforts are intended to strengthen society and promote long-term sustainability. The Company has implemented this approach continuously for more than 30 years, with ongoing development and expansion in both scale and quality of its initiatives. We believe that addressing social challenges in four key areas, namely improving the quality of life of children and youth, energy management alongside the conservation of natural resources and the environment, public health, and governance through anti-corruption efforts, will be most effective with the participation of all sectors. Such collaboration creates a collective force among individuals, institutions, and organizations in society to drive mechanisms for sustainability. And through the support of the “Social Investment Collaboration Mechanism” and the “Social Communication Collaboration Mechanism,” these efforts help sustain problem-solving initiatives and foster an ecosystem of participation, ultimately contributing to a society where people can live well and thrive sustainably.



**Disclaimer:** The Company adheres to the principle of fostering participatory approach to create large-scale systematic collaboration. The disclosure of social outcomes is therefore not solely the result of the Company’s, but also the collaborative outcomes among networks and the public, with the target aims to large scale of the systematic change.



# The development of the quality of life for children and youth.



Over the past 32 years, Yuvabadhana Foundation has expanded its network of collaboration through “Thailand Collaboration for Education (TCFE),” which acts as a central link connecting integrated work among individuals, partners, and various organizations. As a result, a cumulative total of more than **1,826,392 children** and youth, teachers, and schools have benefited from its projects.\*

## Access to education and supportive care



Since its establishment in 1992, Yuvabadhana Foundation has provided educational scholarships to 100 underprivileged children, giving them opportunities to access education. Until 2025, it has supported 14,753 youth to achieve academic success. (data as of March 2025)

### Outcomes in 2025

- **5,647 scholarship** students have received educational opportunities along with ongoing supervision and support
- The retention rate of scholarship students, since the students received the scholarships and while continuing their studies at various educational levels, is **96.6 percent**.
- A total of **681 schools** has received benefits from the program.



\*Each year, the project involves in the same group of students who advance to the next academic level, resulting in overlapping benefits for the number of students.

## Development of Education and Learning



Since the beginning of the project in 2016-2025, early childhood children have had their potential developed for **25,675 persons**.

### Outcomes in 2025

- **11,077 children** in early childhood have received learning development support.
- The ICAP classroom network has been expanded by 652 classrooms in **536 child** development centers and kindergartens
- **1,199 early** childhood caregivers have received training.



Since the beginning of the project in 2017-2025, students have studied in the digital English classroom for **122,569 persons**.

### Outcomes in 2025

- **20,680 students** have studied in the digital media classroom for English.
- The Winner English system is used by **254 teachers**.
- **115 schools** have participated in the project.



Since the beginning of the project in 2015-2025, students have benefited from the digital classroom for **168,131 persons**.

### Outcomes in 2025

- **32,357 students** have studied in the digital media classroom for science and math.
- The Learn Education system is used by **306 teachers**.
- **120 schools** have participated in the project.



Since the beginning of the project in 2017-2025, students have studied in teacher leader classrooms for **131,303 persons**.

### Outcomes in 2025

- **3,629 students** have learned in teacher leader classrooms.
- **48 teachers** are currently serving in schools.
- **31 partner** schools have participated in the project.



## The development of the quality of life for children and youth.

### Nutrition, Food, and Health



Since the beginning of the project in 2014-2025, students have received proper nutritional care for 50,661 persons.

#### Outcomes in 2025

- **7,137 students** have received appropriate nutritional support.
- **52 schools** have developed and established sustainable food and nutrition management systems.
- **179 nutrition** leader teachers have enhanced skills.
- Basic school hygiene has been improved through the provision of clean drinking water filtration systems in **11 schools** and solar-powered freezers for storing food ingredients in **4 remote schools**.



### Self-discovery, choosing a suitable life path, and growing into responsible members of society



Since the beginning of the project in 2018-2025, students have benefited for 30,335 persons.

#### Outcomes in 2025

- **2,837 students** have benefited from accessing the career guidance website.
- An estimated **25 teachers** have used the platform and applied the guidance approaches.
- **22 schools** have registered to use the platform.



Since the beginning of the project in 2019-2025, students have benefited from Moral Project in schools for 1,282,965 persons.

#### Outcomes in 2025

- **330,225 students** have been instilled with moral and ethical values.
- **21,200 school** administrators and teachers have benefited from the program.
- **527 network** educational institutions have received Supervision and Follow-up.
- **61 volunteer** supervision  
**32 teams** have participated in the program.

for more information: <https://www.yuvabadhanafoundation.org/th/home/>





## Energy Management and the Conservation of Natural Resources and the Environment



### Carbon Emission Reduction and Renewable Energy Production and Utilization

The Company utilizes renewable energy at its manufacturing facilities and office buildings through the installation of solar panels to generate electricity from solar power for use in production processes and operational activities. This helps reduce the use of fuel-based energy and lowers carbon emissions from electricity generation. In addition, the Company operates solar power generation businesses (Solar Farms) that supply clean energy to the Provincial Electricity Authority grid. These efforts support the expansion of renewable energy use at the national level and contribute to reducing greenhouse gas emissions, representing a direct environmental conservation initiative arising from the Company's business operations.



### Carbon Sequestration

#### **The conservation and restoration of natural forests as a natural carbon sink, while promoting long-term ecological balance:**

This initiative is carried out in collaboration with local communities, involving seven villages and a total of 256 farmers. It helps generate income for farmers living in upstream forest areas through a model of organic coffee cultivation grown under forest shade. This approach helps preserve and restore watershed forest areas in Chiang Rai Province and creates shared benefits for all stakeholders, including local government agencies, community residents and farmers, the industrial sector, and consumers. Through this collective effort, all parties participate in protecting and sustaining the ecosystem. The initiative also helps reduce the risk of forest fires one of the key causes of haze and fine particulate matter (PM2.5) while strengthening community participation in monitoring and caring for forest areas on an ongoing basis.





In addition to income generated from coffee production, MiVana provides additional financial support to promote forest conservation and community development. These include an Organic Premium to support organic coffee cultivation, a Shade Grown Premium to encourage coffee farming under the shade of large trees, and the MiVana Community Development Fund, which is allocated to support various community development initiatives.

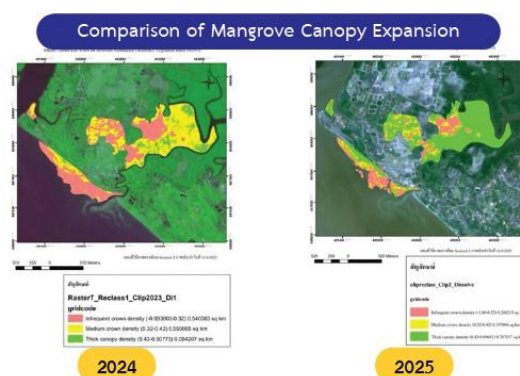


Through MiVana's approach, which places importance on people, forests, and the environment, the roles of local community members are designed around a partnership model. Under this model, community members work together to conserve forests, cultivate coffee, generate income, and restore forest areas through active participation. To support this approach, an ecosystem valuation has been conducted under the concept of Payment for Ecosystem Services (PES) for the Organic Coffee for Forest Conservation Project in Chiang Rai Province. This initiative was carried out in collaboration with the Bio-based Economy Development Office (Public Organization) (BEDO), which supported the study and assessment of the ecosystem services value within the MiVana organic forest coffee project area, covering 4,671.25 rai. The assessment estimated the value of ecosystem services at Bht 555,468,585.90 per year, or an average of Bht 118,912 per rai per year. The objective is to strengthen the integrity of the ecosystem while establishing a model that can be replicated and expanded in the future.



### Support for Coastal Ecosystem Restoration in Collaboration with Local Communities in Krabi Province

The EnLive Foundation operates under the concept of sustainable natural resource management in collaboration with local communities and partner organizations in the area. One of its key environmental initiatives is supporting stingless bee farming, which serves as a natural mechanism to help maintain the richness of mangrove forests and contribute to climate change mitigation. Mangrove forests have a carbon sequestration capacity up to ten times greater than that of typical terrestrial forests.







Mangrove forest area growth comparing 2021 and 2025



### Expanding Green Spaces

The Company promotes the expansion of green spaces around its office buildings, manufacturing facilities, and hotel operations to help absorb carbon dioxide in the surrounding areas. They also contribute to creating a healthier environment while encouraging employees to participate in environmental conservation. Through the Energy Management Working Group, the Company promotes environmental awareness and energy conservation among employees. This group plays an important role in encouraging employees to jointly monitor, manage, and reduce energy consumption both in their work activities and in adopting more environmentally friendly and sustainable lifestyles.



for more information: <https://www.enlivefoundation.com/>





## Support for Intermediary Organizations to Advance Social Sector Initiatives Public Health Initiatives



Under the “Collaboration for Good Society” initiative, the Khon Thai Foundation collaborates with an intermediary organization, the Institute for Holistic Health Systems Development (IHSD). The Institute aims to connect the public sector, civil society, and the private sector to strengthen health systems and improve the quality of life of the population, with efforts focused on scaling impact both at the community level and at the policy level. The outcomes include improved quality of life for people across various groups from early childhood and youth to patients with chronic diseases, persons with disabilities, the elderly, and individuals in end-of-life care. The initiative has also fostered new collaborative mechanisms among government agencies, the private sector, local communities, and civil society to advance health-related initiatives for the benefit of society.



### Early Childhood Development

#### – ICAP

- Expansion to 111 child development centers, covering 134 classrooms
- 3,270 children have received benefits from the program



### Older Persons

- Development of the Buddy Home Care system for home-based care of older persons in pilot areas and expanded to several provinces

ครูนางฟ้า

### Child and Youth Mental Health

- Kru Nangfah (School-based mental health program): Supporting the mental health of at-risk Youth in Schools.
- Implemented in collaboration with 18 hospitals and 92 schools.
- 600 teachers have received training.
- Counseling has been provided to 18,260 at-risk students.



### Mental Health Support Group

- Expanding of access to community-based mental health services across 40 areas

NCDs

### Non-Communicable Diseases

- Supporting diabetes patients and at-risk groups through program expansion to 60 hospitals, covering 246 subdistricts
- 49,200 people have benefited from the program



### Palliative Care

- YuenYen Social Enterprise provides homebased palliative care for end-of-life patients.
- Reduction of hospital admissions by 953 visits
- Saving more than 17.2 million baht in health care system costs



### Employment and Support Assistants for Persons with Disabilities

- Create employment and income opportunities for persons with disabilities through a social enterprise model
- Providing sustained employment for 300 persons with disabilities and 1,500 assistants for persons with disabilities
- Establishment of sustainable employment system with potential for policy-level expansion

for more information: <http://khonthaifoundation.org/th>





## Governance and Anti-Corruption



Under the “Collaboration for Good Society” initiative, the Khonchai Foundation collaborates with an intermediary organization, HAND Social Enterprise Co., Ltd., which works to advance governance and anti-corruption efforts by connecting the public sector, civil society, the media, academia, and technology. The initiative aims to strengthen systems of accountability, transparency, and public participation. The outcomes include the integration of data, technology, citizens, and policy frameworks, enabling the development of participatory monitoring mechanisms that allow citizens to play an active role in oversight. These efforts can be expanded at the systemic level and contribute to laying a strong foundation for enhanced governance.

Collaboration with the Anti-Corruption Organization of Thailand to advance anti-corruption efforts through two key initiatives:



The Integrity Pact initiative, which aims to promote transparency in public procurement processes by involving independent observers to monitor and review project implementation, thereby strengthening public confidence and reducing the risk of corruption in government projects.

The Construction Sector Transparency Initiative (CoST), which promotes transparency in the construction and infrastructure sectors by emphasizing data disclosure, enabling the public, private sector, and civil society to participate in oversight and thereby helping reduce the risk of corruption.

Collaboration with the Thailand Institute of Justice to strengthen the justice system and promote the rule of law in line with international standards, with a focus on sustainable development, crime prevention, and the humane treatment of prisoners in accordance with human rights principles.

In addition, the Company conducts its business under a corporate governance framework that emphasizes transparency and accountability. It has established an anti-corruption policy to be adhered to by all executives and employees. The Company has continuously maintained its certification as a member of the Thailand’s Private Sector Collective Action against Corruption (CAC). It also enforces a No Gift policy.



### Outcomes of Intermediary Organizations’ Operations Open Data for Anti-Corruption

- Developed knowledge resources and 25 policy recommendations on data disclosure.
- Promoted standardized data disclosure to ensure readiness for public scrutiny and verification.



### Communication to Promote Public Awareness and Social Participation

- Monitored anti-corruption policies in collaboration with Thai PBS through the Policy Watch platform.
- Utilized the ACT Ai tool to detect and monitor corruption, raising public awareness on a broader scale.



### Empowering Citizens to Monitor and Prevent Corruption

- Drove the “Tong Chae” (Speak Up/Expose) platform and the Corruption Watch reporting system. In 2025, 26 cases were handled through the platforms and 51 cases were forwarded to relevant oversight authorities.
- The initiative has built a follower base of 92,000 people.



### Engaging Youth in Promoting Good Governance through Access to Parliamentary Open Data

- In collaboration with the King Prajadhikok’s Institute, WeVis, and the Knowledge and Research Center on Anti-Corruption, the initiative implemented the “Youth Co-design of Participation with the Thai Parliament through Access to Information” project, which engaged 270 young participants.



### Strengthening the Capacity of the Media and Oversight Networks

- Organized Investigative Journalism for Anti-Corruption training programs to build a network of investigative journalists dedicated to combating corruption.



## Social Investment Collaboration Mechanism

Under the “Collaboration for Good Society” initiative, the Khonchai Foundation collaborates with partners across all sectors to develop a social investment mechanism aimed at encouraging participation from citizens, the private sector, and various other sectors. This mechanism mobilizes resources to support various initiatives that generate tangible outcomes, promote sustainability, and enable continuous scaling and expansion. It represents a form of Active Citizenship that encourages collective action to address social and environmental challenges while creating new opportunities for development. The mechanism incorporates a variety of investment approaches, including:



### Collaborating to Build a Sharing Society

- Total donations amounted to 83,807,591 baht.
- 55,067 individuals and 944 organizations contributed donations.
- Fundraising was opened for 181 projects from 110 partner organizations.
- 156 projects have been implemented.

### กองทุนรวม คนไทยใจดี

#### Capital Market Collaboration for a Sharing Society

- From 2015 to 2025, the Fund supported 69 projects with a total contribution of 53.17 million baht.
- In 2025, one project received funding support: the Forest Guardians Project for wildfire prevention and ecosystem restoration surveys



### Collaboration between the Capital Market and the Civil Society Network to Promote Good Governance and Anti-Corruption

- Since its establishment, the Fund has supported 25 projects with a total contribution of 97,463,765.00 baht.
- In 2025, the Fund supported two projects:
  - An integrated approach to addressing wildfires and haze through multi-sector participation.
  - Enhancing the quality of community forests to strengthen ecosystems, ensure livelihood security, and promote good governance.



### A fundraising platform that invites individuals and organizations to jointly build a “society of sharing”

- More than 400,000 people have participated in building a society of sharing.
- 18 sharing place have been established, along with 1 Pankan Warehouse and 3 Pankan franchise stores.
- Raising to support scholarships and youth development projects of 75.9 million baht
- Partnerships have been established with 777 organizations.
- More than 2,000,000 good-quality items have been circulated for reuse, helping reduce environmental impact.



## Operations under the Investment Promotion Measures for Community and Social Development with the Board of Investment (BOI)

The Company has applied for support under the “Investment Promotion Measures for Community and Social Development” with the Board of Investment (BOI) to support education and youth development by equipping young people with the knowledge, skills, and readiness needed to adapt to future changes. In collaboration with the Collaboration for Good Society initiative of the Khonchai Foundation, the Company has implemented the “Unlimited Digital Learning Space” project. The project establishes computer laboratories that provide comprehensive access to digital media learning, including the provision of computers, equipment, and digital learning platforms for science and mathematics education to schools in underserved areas. A total of 44 schools have received support under this initiative: 9 schools supported by P.M. Food Co., Ltd., 17 schools by Premier Marketing Public Company Limited, and 18 schools by Datapro Computer Systems Co., Ltd.

In addition, the Thailand Collaboration for Education initiative of the Yuvabadhana Foundation also contributes to improving the quality of learning environments beyond the scope of the BOI investment promotion framework. This support focuses on upgrading classroom environments and providing additional learning equipment to ensure that students have appropriate and effective learning spaces, while also strengthening essential technology skills required for future learning.

Images of the “Unlimited Digital Learning Space”

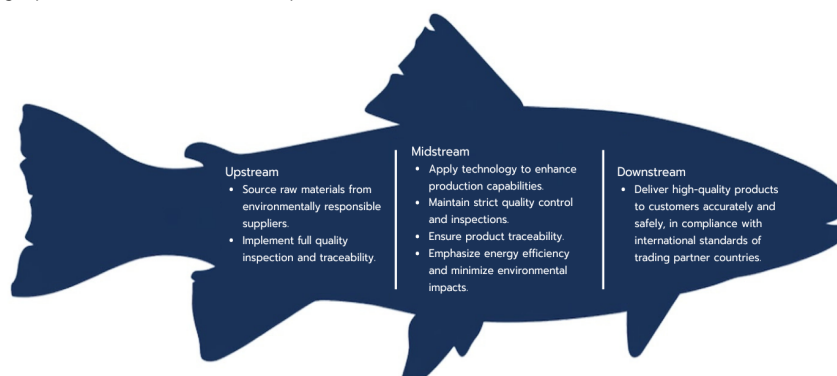


for more information: [collaborationforgoodsociety.org](https://collaborationforgoodsociety.org)



## Development and Scaling of Initiatives to Address Social Issues

**Premier Marketing Public Company Limited and its subsidiaries** integrate social development into their core business operations, together with expanding collaboration to enhance the value chain with partners and customers to create a positive impact on wider society by participating in the "Collaboration for Good Society" project, providing financial support, expertise through human capital, together with various organizations and individuals for continuous and sustainable large-scale development. Recognizing the critical challenges of food security, the Company and its subsidiaries focuses on maximizing resource utilization throughout its entire value chain. This begins with upstream activities that emphasize the responsible sourcing of raw materials with a focus on environmental sustainability. This is followed by midstream processes that prioritize product development based on sound nutritional principles and strict, quality-controlled production. Finally, downstream activities ensure that these products are widely accessible to consumers through highly efficient distribution systems.



In 2025, **P.M. Food Company Limited** enhanced the efficiency of its production processes to minimize environmental impact by utilizing residual fish raw materials (food waste) to develop new products with increased calcium content. **Canning Industry Company Limited** expanded the production capacity of its second factory in Samut Prakan Province, adopting modern technology to manufacture pet food from high-quality raw materials in biodegradable packaging under its own brand, “Atlas,” while also co-developing products with international partner brands. Meanwhile, **Mivana Company Limited** is developing new products that maximize the utilization of excess raw materials by transforming them into offerings related to organic, forest-friendly coffee under the “Mivana” brand. This initiative aims to operate the business alongside the conservation of upstream forest ecosystems while fostering economic development throughout the value chain.



In 2025, **Premier Marketing Public Company Limited and its subsidiaries** maintained their commitment to transparency through a Traceability Program designed to ensure product quality and safety. Furthermore, the Company focused on reducing plastic waste sent to landfills to mitigate carbon dioxide emissions. Accordingly, the Company established a collaboration with business partners through the “Taro Rak Loak Chok Deng” project, which encourages consumers to separate and return used Taro packaging to designated collection points for proper disposal.

The Company recognizes that employees are essential to delivering tangible social outcomes. Consequently, it fosters a culture where professional roles transcend financial objectives, integrating social responsibility directly into the Company’s core values. Employees are empowered to leverage their specialized expertise in partnership with foundations and multi-sector networks to address various issues including educational quality, child health and



malnutrition, and environmental sustainability. Beyond participating in charitable activities, employees are encouraged to engage deeply with the root causes of social challenges, fostering a more informed and impactful contribution to systemic change.

**The Company recognizes that addressing social issues requires collaboration across multiple sectors. Accordingly, it remains committed to continuously developing and expanding its social initiatives to help strengthen society, the environment, and the economy, thereby contributing to large-scale systemic change in the long term and advancing toward the goal of “Harmonious Alignment of Success.”**

Reference link for sustainability policy : <https://www.premier-marketing.co.th/sustainability/en/sustainability-development/Sustainable-mutual-success-policies-and-goals>

### Sustainability management goals

Does the company set sustainability management goals : Yes

-

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 10 Reduce Inequalities, Goal 13 Climate Action, Goal 13 Climate Action, Goal 14 Life below Water, Goal 14 Life below Water, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals

### Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

-



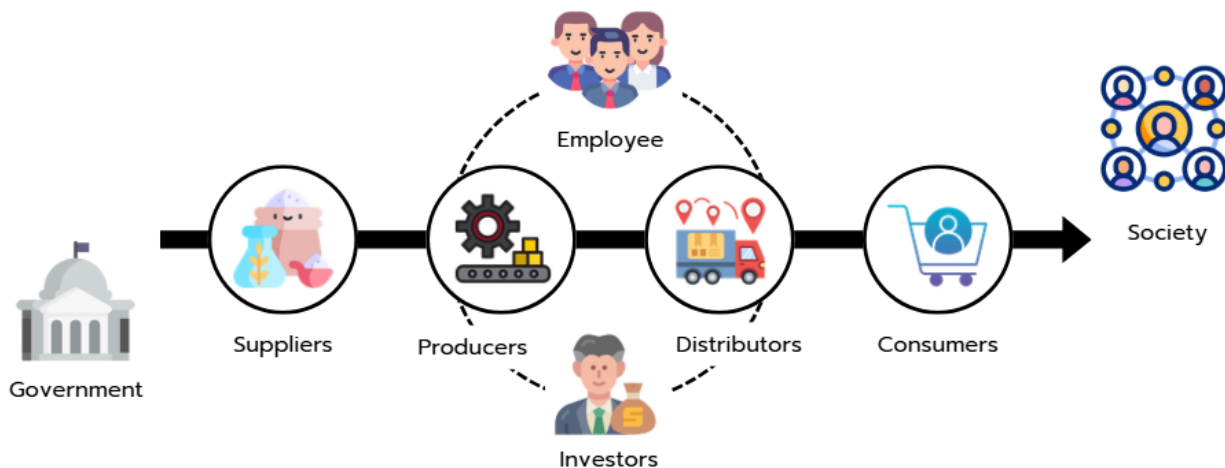
## 3.2 Management of impacts on stakeholders in the business value chain

### 3.2.1 Business value chain

#### Value Chain Enhancement

The Company prioritizes on creating cooperation to enhance the business chain and expand the results of this cooperation to stakeholders in the value chain to minimize environment, social and governance (ESG) impacts, including business ethics, labour management, respect for human rights, employees' safety and occupational health.

In 2025, Premier Marketing Public Company Limited and its subsidiaries realized the importance and necessity of building cooperation and expanding results to enhance business and social value chains. Strategies and business plans were formulated to create stakeholders participation, covering review, evaluation, recruitment, selection, inspection, co-development with business partners who supply raw materials and the improvement in the utilization of resources for maximum efficiency, including the management of the production processes and services that takes into account the benefit, safety, quality, efficiency and the speed of delivery that is environmentally friendly as well as the convenience of accessing products through all channels. Such concept has been continuously passed on to relevant business partners to ensure that their employees strictly adhere to the established guidelines. More details can be found on the Company's website [www.premier-marketing.co.th](http://www.premier-marketing.co.th).



The Company has established the main procedures for development to enhance the value chain with stakeholders in the value chain as follows:

**1) Attention to quality in the selection of raw materials** through sourcing, selection, assessment of ESG risks, along with joint promotion and development of the potential of the business partners and expansion of results in various areas.

**2) Attention to quality control in product manufacture** by improving the efficiency of the production process to distribute nutrition benefits, quality, safety, and the use of resources effectively as well as ensuring food safety according to international standards.

**3) Attention to quality in product transportation** by applying technology in the receipt, storage and thorough distribution of products and to maintain freshness, as well as manage transportation to minimize impact on society and the environment.

**4) Attention to quality until reaching consumers** by developing new products that meet the needs of consumers and society and consumers can access and verify the origin of raw materials, product manufacturing process and nutritional value obtained from product consumption.

**5) Attention to delivery of value to community, society and environment** by development of community, social and environmental ecosystems to create a network of cooperation from all sectors to jointly expand the results broadly.



### 3.2.2 Analysis of stakeholders in the business value chain

Guided by the core mission to create mutual benefits, Premier Marketing Public Company Limited and its subsidiaries prioritize the integration of stakeholder's suggestion into our strategic direction. The Company proactively engages through interviews and surveys to identify necessity, assess risks, and countermeasure to global situation that is highly volatile. By systematically analyzing the obtained data, the Company prioritizes the issues that impact both our business and our stakeholders, ensuring precise and timely action.

The Company is committed to implementing the plan accordingly as well as maintaining clear communication with all stakeholders to build long-term trust as follows:

#### Details of stakeholder analysis in the business value chain

| Group of stakeholders  | Stakeholders' expectations  | Responses to stakeholder expectations  | Channels for engagement and communication   |
|--|---|--|---|
| <b>Internal stakeholders</b>                                   |   |  |   |
| <ul style="list-style-type: none"> <li>Shareholders</li> </ul> | <ul style="list-style-type: none"> <li>Returns and business growth</li> <li>Successful business operation as targeted</li> <li>Good corporate governance</li> </ul> | <ul style="list-style-type: none"> <li>Operate business to generate good returns and expand business to grow continuously and sustainably</li> <li>Establish corporate governance policies and comply with the policies</li> </ul> | <ul style="list-style-type: none"> <li>Visit</li> <li>Press Release</li> <li>Online Communication</li> <li>External Meeting</li> <li>Annual General Meeting (AGM)</li> <li>Complaint Reception</li> <li>Others               <ul style="list-style-type: none"> <li>- Determine the Company's code of conduct in regard to treatment of shareholders -</li> <li>Organize the Annual General Meeting of Shareholders -</li> <li>Disclose information on operations in the Form 56-1 One Report and SD Report</li> <li>- Opportunity Day activity to meet the investors / Meetings with analyst - Reply to investors' queries by telephone and email regularly and equitably</li> </ul> </li> </ul> |
| <b>Internal stakeholders</b>                                   |   |  |   |



| Group of stakeholders   | Stakeholders' expectations  | Responses to stakeholder expectations   | Channels for engagement and communication   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>• Employees</li> </ul> | <ul style="list-style-type: none"> <li>• Compensation and benefits</li> <li>• Fair treatment of employees</li> <li>• Development of Knowledge, skills for career stability and advancement</li> <li>• Environmental and occupational safety and health</li> <li>• Prevention and care of health for monitoring disease groups from inappropriate consumption and lifestyle behaviors from NCDs</li> <li>• Well-being</li> </ul> | <ul style="list-style-type: none"> <li>• Improve quality of life for stability and well-being</li> <li>• Operate in accordance with regulations, laws and best practices according to international standards</li> <li>• Continuously develop the potential and capabilities of employees</li> <li>• Build employee satisfaction and engagement with the organization</li> <li>• Build confidence in work environment and safety</li> <li>• Build confidence in workplace environment and hygiene</li> <li>• Promote health care and adjust consumption behavior and lifestyle at work place</li> </ul> | <ul style="list-style-type: none"> <li>• Visit</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Employee Engagement Survey</li> <li>• Satisfaction Survey</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• - Adjust the base salary structure - Conduct a comprehensive review and assessment of human rights risks (Human Rights Due Diligence).</li> <li>- Set concrete plan to develop the potential and capabilities of employees to continuously increase business results. - Provide the development of the environment and occupational health and safety for safety culture, including the determination of annual health check-ups based on risk - Conduct an annual employee Satisfaction and Engagement Survey</li> </ul> </li> </ul> |
| <b>Internal stakeholders</b>                                  |   |   |   |



| Group of stakeholders                                       | Stakeholders' expectations   | Responses to stakeholder expectations  | Channels for engagement and communication  |
|---|--|--|--|
| <ul style="list-style-type: none"> <li>• Farmers</li> </ul> | <ul style="list-style-type: none"> <li>• Fair, transparent and equitable procurement</li> <li>• Increase productivity and reduce waste</li> <li>• Develop qualitative and quantitative coffee plantations for coffee farmers</li> <li>• Reduce the impact of forest fires spreading into farmland</li> </ul> | <ul style="list-style-type: none"> <li>• Conduct business with fairness</li> <li>• Promote and enhance management capabilities</li> <li>• Develop knowledge for farmers who are members of the project</li> <li>• Campaign and build forest fire protection lines to reduce the impact</li> <li>• Manage the community and farmers to have clean water for cultivation.</li> </ul> | <ul style="list-style-type: none"> <li>• Social Event</li> <li>• Online Communication</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• - Compliance with contract - Transparency and audiatibility - Training for quality improvement and productivity - Collaborate with officers to provide knowledge in farmer schools - Set guidelines and plans for members to develop the quality and quantity of production per rai. - Prepare forest fire protection lines - Implement a water treatment systmes - Work with farmers and goverment agencies to build check dam and plant forests</li> </ul> </li> </ul> |
| External stakeholders                                       |  |  |  |



| Group of stakeholders  | Stakeholders' expectations  | Responses to stakeholder expectations  | Channels for engagement and communication   |
|--|---|--|---|
| <ul style="list-style-type: none"> <li>• Consumers</li> <li>• Customers</li> </ul> | <ul style="list-style-type: none"> <li>• Traceability of product quality</li> <li>• Delivery of quality products and services on time at fair prices</li> <li>• Product labels show nutritional information completely</li> </ul> | <ul style="list-style-type: none"> <li>• Disclose production information to consumers</li> <li>• Offer quality products and services</li> <li>• Develop products and services that meet the needs of consumers</li> <li>• Develop diverse sales channels for products and services to meet consumer needs</li> </ul> | <ul style="list-style-type: none"> <li>• Visit</li> <li>• Press Release</li> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Satisfaction Survey</li> <li>• Others <ul style="list-style-type: none"> <li>• - Review traceability project of raw material sources and production processes, benefits of products, and update information for consumers to access</li> <li>- Communicate through store visits, in person/phone/online</li> <li>- Monthly meeting with department stores/modern trade retailers, in person/online - Expand e-commerce sales channels - Communicate nutritional information of products and services and 24 Hours complaints service</li> </ul> </li> </ul> |
| <b>External stakeholders</b>   |   |  |   |



| Group of stakeholders                                       | Stakeholders' expectations   | Responses to stakeholder expectations   | Channels for engagement and communication   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>Suppliers</li> </ul> | <ul style="list-style-type: none"> <li>Returns and business growth</li> <li>Participate in improvement of quality of products and services</li> <li>Fair, equitable and transparent procurement</li> </ul> | <ul style="list-style-type: none"> <li>Conduct business with fairness</li> <li>Build good relationships to jointly develop business</li> <li>Support to comply with IUU regulations</li> <li>Promote business operations that concern sustainable mutual success, ESG</li> <li>Strengthen and expand the coalition against corruption.</li> </ul> | <ul style="list-style-type: none"> <li>Visit</li> <li>Social Event</li> <li>Online Communication</li> <li>Internal Meeting</li> <li>External Meeting</li> <li>Complaint Reception</li> <li>Satisfaction Survey</li> <li>Training / Seminar</li> <li>Others               <ul style="list-style-type: none"> <li>- Compliance with contract terms and conditions - Participate in relationship building activities with business partners and suppliers - Meetings with partners 1 time/month. - Establish a value chain management policy that takes into consideration the shared values of sustainable procurement of raw materials, and compliance with IUU regulations - Work plans and visit suppliers (ESG audit) - A plan to expand the coalition of business partners to against corruption through the CAC Change Agent</li> </ul> </li> </ul> |
| External stakeholders                                       |  |   |   |



| Group of stakeholders   | Stakeholders' expectations  | Responses to stakeholder expectations  | Channels for engagement and communication  |
|---|---|--|--|
| <ul style="list-style-type: none"> <li>• Media</li> <li>• Government agencies and Regulators</li> </ul> | <ul style="list-style-type: none"> <li>• Compliance with laws</li> <li>• Transparent and discloses facts</li> </ul> | <ul style="list-style-type: none"> <li>• Operate under the law</li> <li>• Operations are clear, open, transparent and accountable</li> </ul>                               | <ul style="list-style-type: none"> <li>• Press Release</li> <li>• Online Communication</li> <li>• Others <ul style="list-style-type: none"> <li>• - Monitor and review operations to ensure compliance with the laws - Disclose the operating results clearly, transparently and auditable.</li> </ul> </li> </ul> |
| <b>External stakeholders</b>  |   |  |  |
| <ul style="list-style-type: none"> <li>• Competitors</li> </ul>   | <ul style="list-style-type: none"> <li>• Compete under the law and with ethics</li> </ul>                           | <ul style="list-style-type: none"> <li>• Treat competitors in accordance with good trade ethics</li> <li>• Build good relationships to jointly develop business</li> </ul> | <ul style="list-style-type: none"> <li>• Others <ul style="list-style-type: none"> <li>• - Monitor changes of competitors regularly</li> <li>- Comparison report on the status of competition</li> </ul> </li> </ul>   |
| <b>External stakeholders</b>  |   |  |  |



| Group of stakeholders  | Stakeholders' expectations  | Responses to stakeholder expectations  | Channels for engagement and communication   |
|--|---|--|---|
| <ul style="list-style-type: none"> <li>• Community</li> <li>• Society</li> </ul> | <ul style="list-style-type: none"> <li>• Discloses facts transparently</li> <li>• Participates in community and social development</li> <li>• Responsible for impact on the community and society caused by the business operations</li> <li>• Promote behavior of separating plastic waste to reduce its environmental impact</li> </ul> | <ul style="list-style-type: none"> <li>• Be a good organization of society and is transparent</li> <li>• Participate in development of good quality of life for the community and society</li> <li>• Consider responsibility for impacts caused by the business operations as a part of the goal of the organization</li> <li>• Organize a campaign "Taro Rak Loak Chok Deng" to dispose its packaging properly</li> </ul> | <ul style="list-style-type: none"> <li>• Social Event</li> <li>• Online Communication</li> <li>• Internal Meeting</li> <li>• External Meeting</li> <li>• Complaint Reception</li> <li>• Training / Seminar</li> <li>• Others <ul style="list-style-type: none"> <li>• - Disclose sustainable business operations information through reports and the Company's website - Expand the direct shipment project to reduce the impact from transportation and distribution - Provide equal and quality education for students through the Yuvabadhana Foundation. - Donate items for scholarship fundraising with companies in the Kabin Buri industrial estate - Convince consumers to change behavior regarding waste separation (Taro packaging) with partners</li> </ul> </li> </ul> |
| <b>External stakeholders</b>   |   |  |   |



| Group of stakeholders   | Stakeholders' expectations  | Responses to stakeholder expectations   | Channels for engagement and communication  |
|---|---|---|--|
| <ul style="list-style-type: none"> <li>Others</li> <li>Environment</li> </ul> | <ul style="list-style-type: none"> <li>Preserve natural resources and rehabilitate watershed forests</li> <li>Reduce the use of natural resources</li> <li>Optimize efficient use of resources</li> </ul> | <ul style="list-style-type: none"> <li>Conduct business by creating participation in community, social and environmental development</li> <li>Build awareness of the use of natural resources</li> <li>Campaign to promote the conservation of electricity, fuel oil and water</li> <li>Campaign to promote waste separation management continuously</li> </ul> | <ul style="list-style-type: none"> <li>Others               <ul style="list-style-type: none"> <li>- Jointly evaluate the ecological value of maintained forests through the "Mivana" forest coffee project -</li> <li>Expand wastewater management to increase reuse water -</li> <li>Reduce the use of electricity/oil in production -</li> <li>Reduce time and distance by transporting from factory to store (Direct shipment) -</li> <li>Increase the utilization of waste materials in the production process, expand the installation of solar panels and separate plastic for recycling, reduce waste to landfills, and ensures proper disposal</li> </ul> </li> </ul> |

Diagram of the stakeholder analysis in the business value chain



| Sustainability Strategic Framework                    | Sustainability Materiality Topics              | Stakeholders   | Sustainable Development Goals (SDGs)  |
|---|--|--|---|
| Delivering Value for Business Growth                  | Sustainable Product and Service Development    | <ul style="list-style-type: none"> <li>Board of Directors</li> <li>Management</li> <li>Employees</li> <li>Suppliers</li> <li>Farmers</li> <li>Retailers</li> <li>Consumers</li> <li>Shareholders</li> <li>Competitors</li> <li>Government</li> </ul> |   |
|   | Sustainable Supply Chain Management            |  |   |
|   | Customer Relationship Management               |  |   |
|   | Expanding Collective Action Against Corruption |  |   |
| Delivering Value for Employee Well-being and Security | Human Capital Management                       | <ul style="list-style-type: none"> <li>Employees (Internal Social)</li> </ul>  |   |
|   | Commitment to Human Rights                     |  |   |
|   | Occupational Health and Safety Management      |  |   |
| Delivering Value for Sustainable Social Development   | Employee Engagement                            | <ul style="list-style-type: none"> <li>Community (External Social)</li> </ul>  |   |
|   | Community Engagement                           |  |   |
| Delivering Value to the Environment for Nature        | Waste Management in the Production Process     | <ul style="list-style-type: none"> <li>Environment</li> </ul>  |  |
|   | Energy Management                              |  |   |
|   | Water Resources Management                     |  |   |
|   | Greenhouse Gas (GHG) Management                |  |   |



### 3.3 Management of environmental sustainability

#### 3.3.1 Environmental policy and guidelines

##### Environmental policy and guidelines

The Company recognizes the importance of the impact of climate change, which is as an important international agenda. Therefore, it has established policies and practices for environmental management by conducting business responsibly that is driven through action plans in many areas, and cultivating environmental awareness among employees by considering the value of various resources used in operation.

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,  
Fuel management,  
Renewable/clean energy management,  
Water resources and water quality management,  
Waste management,  
Biodiversity management,  
Greenhouse gas and climate change management,  
Air quality management,

Premier Marketing Public Company Limited and its subsidiaries have established goals and plans of energy management to campaign for reduced electricity consumption. Key initiatives include promoting the transition to clean energy through the continuous expansion of Solar Rooftop installations and reviewing production processes to enhance efficiency and minimize energy use.

Reference link for environmental policy and guidelines : <https://www.premier-marketing.co.th/sustainability/sustainability-society.php>

##### Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : Yes  
over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity management,  
Fuel management,  
Renewable/clean energy management,  
Water resources and water quality management,  
Waste management,  
Biodiversity management,  
Greenhouse gas and climate change management,

Premier Marketing Public Company Limited has reviewed its environmental policy to avoid and mitigate impacts on climate change and biodiversity throughout its value chain. The Company is committed to social responsibility in the use of natural resources and energy, aligned with sustainable business practices, as follows:

1. Strictly adhere to all relevant local and national laws and other regulations.
2. Establish goals to reduce environmental impacts covering energy consumption, water usage, waste, and pollution, while accounting for greenhouse gas (GHG) emissions.
3. Conduct environmental risk assessments across the entire business value chain and organize supporting activities.
4. Promote sustainable procurement by considering the use of resources, energy, and water, as well as waste and pollution management. This includes collaborating with partners to develop eco-friendly packaging or products that address climate change and biodiversity.



5. Foster awareness and a conscious mindset regarding the efficient use of resources among employees of all levels and business partners, encouraging their participation in solving environmental issues.
6. Determine all suppliers and partners within the value chain to participate in managing business operations that may result in environmental impacts.

### 3.3.2 Environmental operating results

#### Information on energy management

##### Energy management plan

The company's energy management plan : Yes

In 2025, the Company continues its environmental management efforts through the Energy Conservation Working Group including supplier selection process, green procurement, production and logistics processes that emphasize resource efficiency. The Company also collaborates with business partners to reduce waste by developing new products, expanding the installation of solar rooftop systems on the factory buildings, and increasing the volume of treated wastewater for reuse. Furthermore, the Company fosters environmental awareness among employees through campaigns to reduce energy consumption and promotion of waste separation throughout the organization.

In addition, support was provided to P.M. Food Company Limited to conduct an organizational carbon footprint assessment, with the Federation of Thai Industries as a consultant. This was verified by ECEE Company Limited and received certification from the Thailand Greenhouse Gas Management Organization (Public Organization) on 22 August, 2025.

Mivana Company Limited focuses on income generation and strengthening farming communities along with conserving and restoring watershed forest ecosystems. In other words, the subsidiary creates social value through activities that integrate knowledge and experience with various stakeholders. These activities include reforestation within coffee plantations, the construction of dams and firebreaks, and the production of organic fertilizer from cascara. In the past year, the subsidiary conducted an impact assessment on the biodiversity of the watershed forest ecosystems within its organic coffee plots. The “Mivana Organic Forest Coffee” business model contributes to reduce climate change and working successfully with the community in protecting the ecosystem. This ensures the sustainability of the watershed forests and the surrounding environment. Detailed information regarding these activities is available on the Company website. [www.premier-marketing.co.th](http://www.premier-marketing.co.th)





## Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : Yes  
management

### Details of setting goals for electricity and/or fuel management

| Target(s)  | Base year(s)  | Target year(s)                                   |
|--|---|--|
| Reduction of electricity purchased for consumption | 2024 : purchased electricity for consumption 8,072,391.00 Kilowatt-hour | 2025 : Reduced by 3% or 242,171.73 Kilowatt-hour |
| Reduction of fuel consumption                      | 2024 : fuel consumption 316,514.00 Litres                               | 2025 : Reduced by 3% or 9,495.42 Litres          |

### Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Premier Marketing Public Company Limited and its subsidiaries have established targets for electricity and fuel management due to the continuously increasing demand for industrial power and the future scarcity of volume of fossil fuels along with the environmental impact of air pollution and its contribution to climate change. The Company has collaborated with partners to optimize logistics by streamlining direct shipments from production facilities, and P.M. Food Company Limited and Premier Canning Industry Company Limited have consistently adhered to these environmental policies, integrating clean energy into their operations for more than 8 years. This is primarily achieved through the continuous expansion of the solar rooftop installations, which significantly reduces air pollution and lowers electricity expenditures.

In 2025, both subsidiaries further expand their solar rooftop systems with a current generating capacity of 1,719,000 kWh per year, resulting in electricity cost savings of 8,253,074 baht annually.

### Energy management: Fuel consumption

|                 | 2023       | 2024       | 2025         |
|-----------------|------------|------------|--------------|
| Diesel (Litres) | 316,186.00 | 316,514.00 | 272,030.00   |
| LPG (Kilograms) | 901,123.00 | 971,410.00 | 1,061,703.00 |

### Energy management: Electricity consumption

|  | 2023         | 2024         | 2025          |
|--|--------------|--------------|---------------|
| <b>Total electricity consumption within the organization (Kilowatt-Hours)</b>            | 7,060,406.00 | 8,072,391.00 | 10,105,240.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 7,060,406.00 | 8,072,391.00 | 10,105,240.00 |



## Information on water management

### Water management plan

The Company's water management plan : Yes

The Company aims to significantly reduce the amount of treated water discharged into public canals. Clean water is a crucial factor in the production process, especially in the washing of raw materials and machinery and equipment. Therefore, the Company recognizes the need to modify its production processes to use water efficiently, raise awareness of the value of water, and reduce the burden of wastewater treatment, which negatively impacts the environment and ecosystems.

Premier Canning Industry Company Limited and P.M. Food Company Limited, have integrated water management into their annual planning to reduce the risk of water scarcity. This is achieved by treating and reusing water from the production process. As a result, water resources (tap water) are utilized more efficiently, and the volume of treated wastewater discharged into public canals is significantly reduced.

### Setting goals for water management

Does the company set goals for water management : Yes

### Details of setting goals for water management

| Target(s)                     | Base year(s)   | Target year(s)                                    |
|-------------------------------|--|---|
| Reduction of water withdrawal | 2024 : Water withdrawal<br>1,333,345.00 Cubic meters | 2025 : Reduced by 3% or<br>40,000.35 Cubic meters |

### Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2025, Premier Canning Industry Company Limited successfully recycle 224 m<sup>3</sup>/day (cubic meters/day) of treated wastewater, representing 80 percent of its total wastewater volume. This treated water is repurposed for non-production areas including toilet flushing, watering plants, cleaning of raw material and loading docks, and air pollution control (reducing soot from boiler combustion) etc.

Meanwhile, P.M. Food Company Limited expands its water recycling initiatives with a target to reuse 40 m<sup>3</sup>/day of treated wastewater, accounting for 20 percent of its total wastewater. This water is utilized in areas outside the production lines such as toilet flushing, watering plants, and cleaning exterior areas of the facility, etc.

Combined, these initiatives result in the total recovery of 111,274 cubic meters of water last year. This leads to a cost saving of 1,876,267.63 THB in tap water expenses, equivalent to a 5 percent reduction in total water consumption.

Furthermore, these efforts contribute to a reduction of 60,199.234 tons of CO<sub>2</sub>.

### Water management: Water withdrawal by source

|                                       | 2023       | 2024         | 2025         |
|---------------------------------------|------------|--------------|--------------|
| Total water withdrawal (Cubic meters) | 956,641.00 | 1,333,345.00 | 2,002,420.00 |



**Water management: Water discharge by destinations**

|                                      | 2023   | 2024   | 2025   |
|--------------------------------------|--------|--------|--------|
| Percentage of treated wastewater (%) | 100.00 | 100.00 | 100.00 |

**Water management: Water consumption**

|  | 2023       | 2024         | 2025         |
|--|------------|--------------|--------------|
| Total water consumption (Cubic meters) | 956,641.00 | 1,333,345.00 | 2,002,420.00 |

**Water management: Recycled water consumption**

|  | 2023      | 2024      | 2025       |
|--|-----------|-----------|------------|
| Total recycled water for consumption<br>(Cubic meters) | 66,192.00 | 99,515.00 | 108,274.00 |

**Information on waste management****Waste management plan**

The company's waste management plan : Yes

P.M. Food Company Limited has adjusted its waste management practices by repurposing production waste and food scraps from its canteen to maximize resource utility by initiating the project that transforms waste materials into fertilizer from this process, in order to reduce daily waste volumes.

Furthermore, Mivana Company Limited has implemented a circular waste management strategy for its coffee processing operations by producing organic fertilizer from cascara. During the processing of fresh coffee cherries into parchment coffee, large quantities of husk residue become waste. Without proper waste management, these residues could adversely affect the surrounding community, causing issues such as unpleasant odors, public health concerns, and water pollution.

Reference link for company's waste management plan : <https://www.premier-marketing.co.th/sustainability/en/sustainability-society-creating/Environmental-Management>

**Setting goals for waste management**

Does the company set goals for waste management : Yes



### Details of setting goals for waste management

| Target(s)  | Base year(s)                                    | Target year(s)                             | Waste management methods  |
|--|---|--|---|
| Reduction of waste generation<br>Waste type: Non-hazardous waste | 2024 : non-hazardous waste 178,643.38 Kilograms | 2025 : Reduced by 3% or 5,359.30 Kilograms | <ul style="list-style-type: none"> <li>• Recycle</li> <li>• Landfilling</li> <li>• Incineration with energy recovery</li> </ul> |

### Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

In the year 2022, the Company conducted a study and invested in a food waste composting machine. This machine produces approximately 2,000 kilograms of fertilizer per month. Analysis of its nutrient content indicates a high nitrogen level, making it ideal for vegetable gardens, leafy greens, and ornamental plants. The Company has consistently distributed the compost to employees, encouraging those with home gardens to use it as an alternative to chemical fertilizers, thereby reducing costs and minimizing environmental and health risks. The fertilizer is also shared with external organizations in the surrounding community that maintain vegetable gardens. In 2025, the Company produced 12,675 kilograms of fertilizer, with 9,090 kilograms distributed to employees.

Mivana Company Limited is dedicated to minimizing its ecological and environmental footprint in upstream areas, guided by its philosophy of creating social impact and achieving sustainable shared success. This commitment is achieved by implementing the principle of nutrient cycling. Coffee cherries are the product of coffee trees extracting nutrients from the soil to nourish the cherries. After harvesting, however, only the coffee beans are consumed, leaving behind coffee husks as byproducts. Each year, the Company's organic agriculture promotion officers collaborate with farmers on-site to plan and select suitable coffee husks for composting, thereby returning nutrients to the soil and maintaining a balanced nutrient cycle. In 2025, the conversion of 100 tons of coffee husks from processing into 105 tons of organic fertilizer resulted in farmers reducing their fertilizer costs by 714,000 baht.

### Waste management: Waste Generation

|   | 2023       | 2024       | 2025         |
|---|------------|------------|--------------|
| <b>Total waste generated (Kilograms)</b>                            | 165,467.00 | 178,643.38 | 1,089,548.00 |
| <b>Total non-hazardous waste (kilograms)</b>                        | N/A        | N/A        | 1,089,548.00 |
| Non-hazardous waste - Landfilling (Kilograms)                       | N/A        | N/A        | 1,086,468.40 |
| Non-hazardous waste - Incineration with energy recovery (Kilograms) | N/A        | N/A        | 3,079.60     |



## Waste management: Waste reuse and recycling

|  | 2023     | 2024     | 2025       |
|--|----------|----------|------------|
| Total reused/recycled waste (Kilograms) <sup>(1)</sup> | 4,371.00 | 3,501.70 | 818,957.40 |
| Reused/Recycled non-hazardous waste (Kilograms)        | 4,371.00 | 3,501.70 | 818,957.40 |
| Recycled non-hazardous waste (Kilograms)               | 4,371.00 | 3,501.70 | 818,957.40 |

Remark : <sup>(1)</sup> An update on the amount of waste generated by Premier Canning Industry Co., Ltd.

## Information on greenhouse gas management

### Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

In 2025, Premier Marketing Public Company Limited and its subsidiaries implement a strategic plan to reduce greenhouse gas emissions and enhance efficiency across the entire supply chain as follows:

1. Establish clear goals for greenhouse gas emission reduction.
2. Communicate with and educate employees to foster understanding and encourage active participation in emission reduction efforts.
3. Promote the efficient use of natural resources by optimizing consumption to essential levels.
4. Support the transition to clean energy by installing solar power systems on the roof of factory buildings.
5. Promote the shift to environmentally friendly fuels by adopting Biodiesel B10 as a replacement for B7.
6. Implement sustainable purchasing practices by prioritizing eco-friendly or recycled materials.
7. Manage production waste to enable repurposing, thereby reducing the volume of waste sent to local communities.
8. Implement water cycle management through effective reuse systems.
9. Restore natural habitats by planting trees in shade-grown coffee plantations and building firebreaks to prevent forest destruction.
10. Manage waste separation to minimize the volume of general waste sent to landfills.
11. Campaign for and promote the segregation of plastic waste by encouraging the return of "Taro" package for proper disposal and destruction.
12. Assign P.M. Food Company Limited (a subsidiary) to implement an assessment and verification of its Carbon Footprint of Organization (CFO) for Premier Marketing Public Company Limited to apply for official registration with the Thailand Greenhouse Gas Management Organization (Public Organization).

Reference link for company's greenhouse gas management : [www.premier-marketing.co.th/sustainability/en/plan-sustainability-society-creating/Greenhouse-Gas-Mitigation](http://www.premier-marketing.co.th/sustainability/en/plan-sustainability-society-creating/Greenhouse-Gas-Mitigation)

### Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : No

### Performance and outcomes of greenhouse gas management<sup>(2)</sup>



Performance and outcomes of greenhouse gas : No  
management

Remark : (2) PM Food Co., Ltd. was assigned to verify the amount of greenhouse gas emissions.

#### Greenhouse gas management : Corporate greenhouse gas emission

#### Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : No

### Information on other environmental management

#### Plans, performance, and outcomes related to other environmental management

In 2025, Mivana Company Limited is committed to drive the economic development of farming communities along with conserving and restoring forest ecosystems covering an area of over 4,671.25 rai in the watershed forests of Mae Lao, Mae Saruay, and Mae Korn. The member of Mivana's farming communities cover 256 households from 7 Villages in 4 sub-districts of 3 districts in Chiang Rai. The operating as follow:

(1) Growing coffee through organic farming systems under the shade of existing and preserved forest canopies.

(2) Converting existing coffee plantations into "Edible Forests" by planting supplementary tree species to provide shade and enhance biodiversity.

Through the Biodiversity-based Economy Development Office (Public Organization) or BEDO, the economic value of the ecosystem services provided by the implementation of Mivana's forest-preserving organic coffee project can be measured. The evaluation reveals that the watershed forest ecosystems within the project area generate a total economic value of 555,468,585 baht per year, averaging 118,912 baht per rai annually. It can be explained as follows:

1. The Mae Lao upstream watershed area covering 1,730.75 rai. The annual economic value generated by this forest area is estimated at 223,541,313 baht per year.
2. The Mae Suai upstream watershed area covering 2,146.75 rai. The annual economic value generated by this forest area is estimated at 249,974,898 baht per year.
3. The Mae Korn upstream watershed area covering 793.75 rai. The annual economic value generated by this forest area is estimated at 81,952,374 baht per year.

### Information on incidents related to legal violations or negative environmental impacts

#### Number of cases and incidents of legal violations or negative environmental impacts

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Number of cases or incidents of legal violations or negative environmental impact ((cases)) | 0    | 0    | 0    |



### 3.4 Social sustainability management

#### 3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Migrant/foreign labor, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

**Human Rights Focus** The Company continues to focus on good corporate governance in order to achieve sustainable development. A human rights policy has been established for executives at all levels in the organization to take responsibility and consider as an important matter in practice for employees under their chain of command to know and understand and to adhere to the code of conduct that includes trade partners, suppliers, contractors and customers throughout the value chain to build confidence among stakeholders in conducting business with respect to human rights without supporting or being engaged in any way with individuals and activities related to human rights violations. In 2025, the Company conducted a comprehensive review of its human rights due diligence, encompassing risk assessments and operational audits.

Additionally, it has consistently implemented measures to provide remedies for those affected. The Company also provides opportunities for persons with disabilities to join a team by allocating them to perform duties as appropriate to their abilities. In the past year, the Company had no complaints or practices which was inconsistent with human rights violations.

Reference link for social and human rights policy and : [www.premier-marketing.co.th/sustainability/en/sustainability-stable-focus/](http://www.premier-marketing.co.th/sustainability/en/sustainability-stable-focus/)  
guidelines การให้ความสำคัญกับสิทธิมนุษยชน

#### Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

#### Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/ : Yes  
or goals over the past year

Changes in social and human rights policies, guidelines, : Non-discrimination  
and/or goals

-

#### Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

#### 3.4.2 Social operating results



### Employees and labor management plan

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Safety and occupational health at work

As human resources are critical to the success of an organization, the Company has reviewed a manpower plan for various positions appropriately, developed employees' potential for advancement in their responsibilities, and encouraged employees to participate in enhancing self-development to create value for colleagues. Moreover, the Company has adjusted its wage structure to accommodate rising living costs, and provided care for employees with well-being as well as created various social activities to ensure they have long-term bonding with the organization by developing various operations related to employees as follows:

**Employee Management** The Company has its policies and employee management plans from the first day of work until their retirement, covering management of salary and compensation, welfare and benefits and competency development for career advancement through to promotion of quality of life and well-being by encouraging employees to participate in welfare management. Importance is also placed on the equitable treatment of all employees that shows acceptance of diversity based on human rights principles, which is a part of creating sustainable employee engagement and satisfaction towards the organization.

In 2025, The Company explains its employees the route to sustainable business to link “sustainability” with their work as well as the concept that drives sustainability in the future. The Company also provides the training for “Sustainability Mindset & Core Values based Coach” for the employees to adapt the core value of the organization in their work.

**Work Environment Safety** The Company continues to focus on hygienic working environment and occupational safety and health for workers and stakeholders in the value chain to ensure that it can prevent and reduce the rate of injuries, illnesses and accidents from work. In addition, the Company has established policies, safety targets and process safety risk assessment, as well as the preparation of annual plans to ensure continuous operation. The Company does not have any contractor and trade partner working in its premises.

**Process Safety** As for the production process, the Company has taken safety into consideration by putting in place measures to prevent incidents and injuries related to the production process, including assessment of operating procedures and control and prevention of hazards to reduce risks along with regular training to educate and create understanding for operators. From the above measures, the Company was able to build confidence in safety supervision to stakeholders in order to prevent or reduce the severity and loss of life and property that may occur from unexpected incidents.

**Personal Safety** The Company has set clear goals for personnel safety management in order to allow all executives and employees to participate in its safety activities in order to promote awareness of compliance with regulations. In addition, the unit is collecting data as well as reviewing preventive measures to reduce the risk, severity and potential loss that may arise. The goals, plans and performance are part of the development of the environment and occupational safety and health.

From the past operations on environment and occupational safety and health in 2025, operations have been carried out according to the plan, such as workplace monitoring, knowledge training, emergency drill, fire drill and



annual health check etc., and set key performance indicators for safety of employees and contractors. Additional details are provided on the Company's website [www.premier-marketing.co.th](http://www.premier-marketing.co.th).

**Employee Engagement** From the idea of creating a culture for employee self-learning to encourage and support the use of creativity to help them perform their work that is one of the core values of the organization, the Company still believes that creativity is necessary to enable the business to grow strongly in the long term. Therefore, the Company has established a policy to encourage employee engagement in the development and improvement of work methods to increase quality and efficiency. Work is facilitated by providing space for employees to form small group activities to present the work improvement projects to the committee for approval and to follow up on the implementation results both before and after the improvement, including consideration and awarding of prizes and those works will be used in the annual performance evaluation of employees as well.



### Setting employee and labor management goals

Does the company set employee and labor management : No  
goals

### Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No  
management

### Employee and labor management: Employment

#### Hiring employees

|                                  | 2023  | 2024  | 2025  |
|----------------------------------|-------|-------|-------|
| <b>Total employees</b> (persons) | 1,905 | 1,934 | 2,239 |
| Male employees (persons)         | 596   | 624   | 694   |
| Female employees (persons)       | 1,309 | 1,310 | 1,545 |



#### Employment of workers with disabilities

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total employment of workers with disabilities (persons)                   | 23   | 21   | 23   |
| Total number of employees with disabilities (persons)                     | 13   | 12   | 18   |
| Total number of workers who are not employees with disabilities (persons) | 10   | 9    | 5    |
| Contributions to empowerment for persons with disabilities fund           | No   | No   | No   |

#### Employee and labor management: Remuneration

##### Employee remuneration

|                                    | 2023           | 2024           | 2025             |
|------------------------------------|----------------|----------------|------------------|
| Total employee remuneration (baht) | 786,000,000.00 | 864,000,000.00 | 1,066,360,000.00 |

#### Employee and labor management: Employee training and development

|   | 2023         | 2024         | 2025         |
|---|--------------|--------------|--------------|
| Average employee training hours (hours / person / year) | 11.36        | 8.52         | 12.50        |
| Training and development expenses for employees (baht)  | 2,449,141.58 | 2,491,243.10 | 1,388,670.78 |

#### Employee and labor management: Safety, occupational health, and environment at work

##### Safety, occupational health, and environment at work

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of lost time injury incidents by employees (cases) | 10   | 14   | 25   |

#### Employee and labor management: Employee engagement and internal employee groups



## Employee engagement

|  | 2023  | 2024 | 2025  |
|--|-------|------|-------|
| Proportion of voluntary resignations (%) | 11.29 | 4.81 | 10.18 |
|  | 2023  | 2024 | 2025  |
| Evaluation result of employee engagement | Yes   | Yes  | Yes   |

## Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee, Labor relations committee,  
Employee committee, Labor union

## Information about customers

### Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Responsible production and services for customers,  
company over the past year Communication of product and service impacts to  
customers/consumers, Consumer data privacy and  
protection

Premier Marketing Public Company Limited has a business plan to create sustainability and customer satisfaction in 3 main areas:

1. Jointly developing products that can present "True Value", allowing consumers to have choices in products that are useful, safe, and transparent.
2. Participate in reducing the use of fossil energy in product's transportation and distribution to reduce air pollution that affects global warming, and
3. Consumers must be able to access fresh products conveniently, quickly, and cover all areas and channels by developing a system for ordering and tracking product transportation through the PMCAS program and providing a sales tool system for buying and selling products online through various channels.

### Setting customer management goals

Does the company set customer management goals : Yes



### Details of setting customer management goals

| Target(s)  | Indicator(s)                         | Base year(s)                       | Target year(s)                  |
|--|--------------------------------------|------------------------------------|---------------------------------|
| • Development of customer satisfaction and customer relationship | Development of customer satisfaction | 2023: Customer satisfaction 84.43% | 2024: Customer satisfaction 78% |
| • Development of customer satisfaction and customer relationship | Development of customer satisfaction | 2024: Customer satisfaction 86.25% | 2025: Customer satisfaction 80% |
| • Development of customer satisfaction and customer relationship | Development of customer satisfaction | 2025: customer satisfaction 87.14% | 2026: customer satisfaction 80% |

### Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2025, Premier Marketing Public Company Limited achieved a customer satisfaction assessment of 87.14 percent from its business operations to create sustainability.

### Customer management: Customer satisfaction

#### Customer satisfaction

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes  | Yes  | Yes  |

## Information on community and society

### Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by : Education, Forests and natural resources, Reducing the company over the past year inequality

Developing communities and society outside the organization to be sustainable and strong has given employees the opportunity to participate in demonstrating social responsibility by practicing it themselves through various projects, both in collaboration with the community and with society in each area. There are also opportunities to work together through a network of partner organizations that have knowledge and expertise in various fields, which can create an elevation for stakeholders in society outside the organization to grow alongside the Company's business operations.

### Setting community and social management goals

Does the company set community and social : Yes  
management goals



## Details of setting community and social management goals

| Target(s)  | Indicator(s)               | Base year(s) | Target year(s)                                     |
|--|----------------------------|--------------|--|
| • Others : Participate in the Collaboration for Good Society project to create a sustainable society | Stakeholders participation | 2025: -      | 2025: Stakeholders are becoming more participated. |

## Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes

### management

In 2025, the Company continued to encourage employee participation in social initiatives through the “Khon Jing Mai Ning Do Dai” (Premier Active Citizens Project), now in its sixth consecutive year. This initiative empowers employees to create positive change, share happiness, and extend opportunities to underprivileged individuals in society. This year, the project collaborated with the Social Sustainability Development division and three foundations in need of volunteer support to help build a better society in 5 projects of the following:

- Dropout rate of scholarship students of the Yuvabadhana Foundation in total of 111 students due to poverty, study issues, etc.
- Malnutrition in Thai students who are at risk of obesity and lack of nutrients.
- Unlock the power of “creativity” early childhood by supporting teachers and parents. Provide independent learning for children to play freely so they can have limitless potential to growth.
- Provide a consultant on career path so students in secondary school are informed about various careers.
- To deal with the impact of climate change, Enlive Foundation is working with local communities to create learning process for environmental conservation.

In 2024, the team of “Khon Jing Mai Ning Do Dai” and staff of 3 foundations have the meeting for project design and development as well as taking field trips. Also, they summarize the progress report for the first 6 months of 2025.



## Information on other social management

### Plans, performance, and outcomes related to other social management

The development of communities and society outside the organization to build sustainable strength is a common goal of employees who have the opportunity to share their social responsibility. This was carried out on their own initiative through various projects in collaboration with the local communities and society, as well as collaboration with a network of partner organizations that have knowledge and expertise in many areas in jointly raising the level for stakeholders in the society outside the organization to be able to grow in line with the Company's business operations.



**Community Sharing:** Through ongoing dialogue with surrounding communities, the Company has actively collaborated with government agencies and local stakeholders to promote sustainable social and environmental development. These efforts have resulted in various community initiatives. In 2025, the Company partnered with organizations in different communities to implement the following projects:

- **The Computer for Juniors project**, led by P.M. Food Company Limited, enhances education by integrating Smart TV technology into classrooms. Aligned with Taro's Education for Community Development concept, this initiative aims to support and advance learning in community schools by installing Smart TVs at Anuban Nadi School to enrich the teaching and learning experience.
- **The Edible Fence with Kaset PCI project**, led by Premier Canning Industry Company Limited in collaboration with Surao Banrai School, promotes community engagement through knowledge sharing and hands-on demonstrations of bio-fermented fish waste fertilizer production. This organic fertilizer is used in pesticide-free vegetable gardens within the school. The project aims to empower participants to integrate this knowledge into their daily lives by cultivating pesticide-free gardens for personal consumption or sale, increasing school income and reducing expenses. Additionally, participants gained practical skills in producing bio-fermented fish waste fertilizer to support their home vegetable gardens.



## Information on incidents related to legal or social and human rights violations



Number of cases and incidents of significant legal or social and human rights violations

|  | 2023 | 2024 | 2025 |
|--|------|------|------|
| <b>Total number of cases or incidents of significant legal or social and human rights violations cases</b> | 0    | 0    | 0    |
| Total number of cases or incidents leading to significant labor disputes (cases)                           | 0    | 0    | 0    |
| Total number of incidents or complaints related to business partner's rights violations (cases)            | 0    | 0    | 0    |
| The total number of cases or complaints related to partner rights violations (Cases)                       | 0    | 0    | 0    |
| Total number of cases or incidents leading to disputes with the community/society (cases)                  | 0    | 0    | 0    |
| Total number of cases or incidents related to cybersecurity or customer data breaches (cases)              | 0    | 0    | 0    |
| Total number of cases or incidents related to workplace safety and occupational health (cases)             | 0    | 0    | 0    |



## 4. Management Discussion and Analysis (MD&A)

### 4.1 Operation, financial condition and material changes

#### Operational overview

##### 1) Business Overview of the Company and Its Subsidiaries

In 2025, the overall snack market continues to grow at a steady rate. The overall market growth rate increased by 6.0 percent, while the fish snack market had a growth rate of 6.1 percent. In the pet food business, the market has shown consistent growth. In the coffee business, the priority is on producing high-quality organic coffee, alongside continuous improvement and development of coffee product formulas. However, the gross profit margin of the Company and its subsidiaries decreased from the previous year due to higher production costs for the pet food business, resulting from an increase in raw material costs, labor costs, and fixed production cost per unit from the expansion of the second factory.

##### 2) Analysis of the Operating Results

The Company and its subsidiaries had profit for the year 2025 of 620.1 million baht, increasing from the same period of the previous year by 21.0 million baht or 3.5 percent. In the period, revenue from sales and services increased by 996.4 million baht or 20.3 percent, from an increase in production business of 865.5 million baht mainly from cat food production business and an increase in distribution business of 130.9 million baht. Gross profit amounted to 1,716.0 million baht, increasing from the previous year by 103.6 million baht or 6.4 percent. In the period, there was an unrealized gain from the measurement of the fair value of financial assets according to Financial Reporting Standard No. 9 on Financial Instruments of 5.8 million baht, consisting of a gain from the fair value measurement of foreign exchange contracts of 6.1 million baht and a loss from the fair value measurement of equity investment units of 0.3 million baht, while there was shown as an unrealized loss of 5.9 million baht in the previous year.

Operating profits amounted to 744.9 million baht, increasing by 9.3 million baht or 1.3 percent from the previous year. Significant changes were as follows:

Net revenue from sales and services in the period amounted to 5,914.5 million baht, increasing from the same period of the previous year of 996.4 million baht or 20.3 percent, consisting of:

- Domestic sales amounted to 3,036.5 million baht, increasing by 154.4 million baht from the previous year, from an increase in consumer goods distribution business of 143.7 million baht, mainly from the Company's products, and an increase in the food production business of 10.7 million baht, mainly from the coffee business.
- International sales amounted to 2,878.0 million baht, increasing by 842.0 million baht from the previous year, from an increase in cat food production business of 854.8 million baht, meanwhile consumer product distribution business decreased by 12.8 million baht due to the cessation of sales of a subsidiary in the People's Republic of China.

Gross profit margin was at 29.0 percent, a decrease of 3.8 percent from the same period of the previous year due to cat food production business that its production cost increased because raw materials, labor wages and fixed overhead costs per unit increased, due to its expansion of the second factory, and lower prices adjustment for customers exporting to the United States due to the negative impact of import tariffs increase policy.

Other income in the period amounted to 63.6 million baht, an increase of 32.1 million baht or 102.1 percent from the same period of the previous year due to an increase in a gain from exchange rate of 18.3 million baht and an increase in compensation income from tax coupon of cat food business of 9.9 million baht.

Sales and distribution expenses in the period amounted to 472.1 million baht, increasing by 45.2 million baht or 10.6 percent from the previous year. Such increase resulted from a decrease in advertising and promotion expenses of 47.7 million baht from the domestic distribution business group primarily conducted promotional campaigns under the "Taro Rak Loak Chok Deng" project, which ran from September 2025 to January 2026. Meanwhile, other selling expenses decreased by 2.5 million baht.



Administrative expenses in the period amounted to 570.6 million baht, increasing by 92.6 million baht or 19.4 percent from the same period of the previous year, due to an increase in personnel expenses of 45.0 million baht, an increase in donation of 26.6 million baht from increasing profit of the previous year, additionally, a total amount of 19.3 million baht in investment promotion for community and social development of the Company and its subsidiaries during the period which was eligible for a corporate income tax exemption on profits derived from the promoted business at a rate of 200 percent of the said investment, and an increase in other administrative expenses of 1.7 million baht.

Corporate income tax in the period amounted to 116.5 million baht, a decrease of 14.0 million baht or 10.8 percent from the same period of the previous year due to the utilization of investment promotion benefit regarding tax exemption of 200 percent of 38.5 million baht investments for community and social development, which being eligible from the fourth quarter of 2025 onwards.

### **3) Analysis of the Financial Position**

#### Assets

Total assets of the Company and its subsidiaries as at 31 December 2025 amounted to 3,308.5 million baht, increasing by 207.9 million baht from the period at the end of 2025. Key significant changes were as follow:

Cash and cash equivalents decreased by 26.4 million baht, resulting from a decrease in the Company's cash of 25.9 million baht and a decrease in subsidiaries' cash of 0.5 million baht.

Trade and other receivables increased by 194.8 million baht, from an increase in trade and other receivables of the export cat food business of 147.2 million baht, the Company's of 41.1 million baht from high revenue in the fourth quarter, and other subsidiaries' of 6.5 million baht.

Inventories increased by 55.1 million baht, from an increase in raw materials and packaging materials for cat food production of 78.3 million baht, a decrease in the coffee business of 34.0 million baht from sales of coffee beans and an increase in finished goods, goods in process, and packaging materials of the Company and other subsidiaries of 10.8 million baht.

Other current financial assets decreased by 241.4 million baht from a decrease in the Company and its subsidiaries' an investment in the unit trust - debt and equity funds of 247.5 million baht, while having an increase in receivables from foreign exchange contract of the cat food production business of 6.1 million baht.

The investment promotion fund for community and social development in education is a fund established to support community and social development in education that the Company and its subsidiary (P.M. Food Co., Ltd.) received tax benefits under the investment promotion measures, granting them a 200 percent exemption from corporate income tax on investment income for a period of 3 years from the date of income generation after receiving the investment promotion certificate. The Company and its subsidiary began to utilize this tax exemption in the fourth quarter of 2025. At the end of the period, the remaining balance in the investment promotion fund for community and social development in education of the Company and its subsidiary amounted to 30.1 million baht.

Other non-current assets increased by 62.0 million baht due to revenue department receivable and accrued compensation from the cat food business of 42.1 million baht from export tax refunds, an increase in prepaid expenses of 11.2 million baht, and an increase in prepaid income tax of 5.4 million baht, mainly from the Company.

Property, plant and equipment had net increase of 141.5 million baht from an increase of investment in assets of 252.0 million baht, which were machinery and construction to expand the cat food factory of 130.1 million baht, machinery and Taro factory buildings of 115.6 million baht, lease hold improvements and equipments for the coffee business of 5.2 million baht. During the year, depreciation was recognized in the amount of 109.8 million baht.

Right of use assets decreased by 13.9 million baht, from the recognition of depreciation during the year. The decrease in prepaid rent was the amortization over the term of the lease of the Company.

#### Liabilities

The liabilities of the Company and its subsidiaries amounted to 1,506.1 million baht, increasing by 172.9 million baht from the previous year due to the following significant changes:



Trade and other payables increased by 90.1 million baht, resulting from an increase in trade and other payables of the Company of 42.7 million baht, the cat food production business of 35.4 million baht, the Taro production business of 13.3 million baht, and a decrease in trade and other payables of the subsidiaries of 1.3 million baht.

Long-term loans increased by 109.7 million baht (including the portion of long-term loans due within one year and accrued interest payable). During the year, long-term loans increased by 161.9 million baht from loans for plant expansion and purchase of machinery of 2 subsidiaries. And, during the year, long-term loans were repaid according to the contract of 52.5 million baht.

Lease liabilities decreased by 13.4 million baht, mainly from rental payments under the lease contract.

Long-term employee benefit reserves increased by 31.9 million baht from the recognition of long-term employee benefit obligations during the year and the review of the calculation of new long-term employee benefits at the end of the year 2025 of the Company and its subsidiaries.

Income tax payable decreased by 40.0 million baht due to the calculation of corporate income tax for the year 2025.

#### Shareholders' Equity

Shareholders' equity as of December 31, 2025 amounted to 1,802.4 million baht, increasing by 35.0 million baht from the previous year due to an increase of unappropriated retained earnings of the Company and the subsidiaries of 34.7 million baht, while the subsidiary in the People's Republic of China had an exchange rate difference from the translation of financial statements in foreign currency of 2.1 million baht, and the loss of non-controlling interests of the subsidiary had increased of 1.8 million baht.

#### **4) Analysis of the Cash Flow Statement**

The Company and its subsidiaries had cash flow and cash equivalents as of 31 December, 2025 in the amount of 65.0 million baht, decreasing from the same period of the previous year by 26.4 million baht from the following significant changes:

Net cash from operating activities of 2025 was 474.7 million baht.

Net cash flow used in investing activities amounted to 0.3 million baht from an investment in the unit trust net of 249.7 million baht, additional investments in machinery, equipment and building improvements, net of 252.0 million baht, cash received from interest income of 0.9 million baht, and cash received from sale of assets of 1.1 million baht.

Net cash flow used in financing activities amounted to 502.9 million baht, from dividend payment in the amount of 574.8 million baht, repayment of the debt according to the lease agreement in the amount of 29.9 million baht, interest expenses in the amount of 7.8 million baht, and an increase in long-term loans of the subsidiaries of 109.6 million baht during the year.

#### **Issuance of debt securities with an obligation to maintain financial ratios**

Is there an issuance of debt securities with an obligation : No  
to maintain financial ratios?



## 4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

### Significant factors or incidents that may materially affect the future financial condition or the operating results

In 2026, the growth trend of the snack market is expected to continue growing, but at a slower rate. The Group of Companies emphasized on an effectiveness of management planning of raw materials, production factors, and other costs, as well as to maintain the quality of products and services to create satisfaction, products and new distribution channel development for consumers to access the Group's products conveniently and comprehensively, including plans to launch new products to meet consumer demand. In terms of pet food exports, the European and American markets have shown relatively good growth, driven by the increasing popularity of pet ownership and the importance of pet health and well-being, and also an expansion of the subsidiary's production capacity to accommodate the continuously increasing demand for products. However, the subsidiary still faces challenges from new competitors, the appreciation of the Thai baht, the economic conditions of trading partners, and the global political situation. In the coffee business, the subsidiary has plans to develop new products by increasing new blends of roasted coffee to align with market demand and brand awareness through working with new partners. Therefore, the Company and its subsidiaries continue to focus on closely monitoring the impact of various situations, which are uncontrollable main factors that may affect the Company and its subsidiaries both in the short and long term, both directly and indirectly. Such factors consist of political factors of both domestic and international politics, social conditions, age factor of the local population with a significant increase in proportion of elderly people, employment rate in the country, government policies in each country, the trend of technological changes, legal requirements and environmental factors. The Company therefore brought such factors to manage risks appropriately in order to be able to solve problems and minimize impacts that may occur with the Company and its subsidiaries in a timely manner.



## 4.3 Information from financial statements and significant financial ratios

### Information from financial statements

#### Summary of financial position statements

|   | THB          |              |              |
|---|--------------|--------------|--------------|
|   | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|   | Consolidate  | Consolidate  | Consolidate  |
|   | AUDITED      | AUDITED      | AUDITED      |
| <b>Assets</b>   |              |              |              |
| Cash And Cash Equivalents<br>(ThousandTHB)                      | 48,691.81    | 91,404.91    | 64,978.91    |
| Short-Term Investments -<br>Net<br>(ThousandTHB)                | 133,323.52   | 272,120.01   | 30,706.31    |
| Trade And Other<br>Receivables - Current - Net<br>(ThousandTHB) | 741,219.78   | 832,187.49   | 1,026,971.71 |
| Inventories - Net<br>(ThousandTHB)                              | 371,509.90   | 433,027.99   | 488,139.23   |
| Other Current Assets<br>(ThousandTHB)                           | 59,418.98    | 54,854.34    | 146,977.44   |
| Other Current Assets -<br>Others<br>(ThousandTHB)               | 59,418.98    | 54,854.34    | 146,977.44   |
| <b>Total Current Assets</b><br>(ThousandTHB)                    | 1,354,163.98 | 1,683,594.74 | 1,757,773.59 |
| Restricted Deposits - Non-<br>Current<br>(ThousandTHB)          | 118.56       | 6,003.49     | 6,003.49     |
| Other Non-Current Financial<br>Assets<br>(ThousandTHB)          | 86,034.81    | 86,275.60    | 86,163.50    |
| Other Non-Current<br>Financial Assets - Others<br>(ThousandTHB) | 86,034.81    | 86,275.60    | 86,163.50    |
| Property, Plant And<br>Equipment - Net<br>(ThousandTHB)         | 1,020,165.00 | 1,141,975.84 | 1,283,506.53 |



|  | THB          |              |              |
|--|--------------|--------------|--------------|
|  | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|  | Consolidate  | Consolidate  | Consolidate  |
|  | AUDITED      | AUDITED      | AUDITED      |
| Right-Of-Use Assets - Net<br>(ThousandTHB)               | 41,118.92    | 72,791.63    | 58,870.70    |
| Deferred Tax Assets<br>(ThousandTHB)                     | 15,727.16    | 19,477.40    | 25,357.00    |
| Other Non-Current Assets<br>(ThousandTHB)                | 72,462.80    | 90,494.55    | 90,842.89    |
| Prepayments<br>(ThousandTHB)                             | 19,150.55    | 16,168.49    | 13,186.43    |
| Other Non-Current Assets<br>- Others<br>(ThousandTHB)    | 53,312.25    | 74,326.06    | 77,656.46    |
| <b>Total Non-Current Assets</b><br>(ThousandTHB)         | 1,235,627.25 | 1,417,018.51 | 1,550,744.11 |
| <b>Total Assets</b><br>(ThousandTHB)                     | 2,589,791.24 | 3,100,613.25 | 3,308,517.70 |
| <b>Liabilities</b>                                       |              |              |              |
| Trade And Other Payables -<br>Current<br>(ThousandTHB)   | 575,906.21   | 673,538.63   | 763,687.42   |
| Current Portion Of Long-<br>Term Debts<br>(ThousandTHB)  | 37,580.89    | 42,210.31    | 70,695.04    |
| Financial Institutions<br>(ThousandTHB)                  | 37,580.89    | 42,210.31    | 70,695.04    |
| Current Portion Of Lease<br>Liabilities<br>(ThousandTHB) | 11,632.99    | 24,377.22    | 24,275.54    |
| Income Tax Payable<br>(ThousandTHB)                      | 44,472.66    | 92,072.88    | 52,108.73    |
| Other Current Liabilities<br>(ThousandTHB)               | 14,507.54    | 24,565.56    | 20,129.87    |
| <b>Total Current Liabilities</b><br>(ThousandTHB)        | 694,100.28   | 856,764.60   | 930,896.60   |



|  | THB          |              |              |
|--|--------------|--------------|--------------|
|  | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|  | Consolidate  | Consolidate  | Consolidate  |
|  | AUDITED      | AUDITED      | AUDITED      |
| Non-Current Portion Of Long-Term Debts<br>(ThousandTHB)                    | 102,937.18   | 128,520.25   | 209,686.06   |
| Financial Institutions<br>(ThousandTHB)                                    | 102,937.18   | 128,520.25   | 209,686.06   |
| Non-Current Portion Of Lease Liabilities<br>(ThousandTHB)                  | 29,602.49    | 48,468.62    | 35,133.17    |
| Provisions For Employee Benefit Obligations - Non-Current<br>(ThousandTHB) | 185,909.92   | 212,734.66   | 244,682.11   |
| Deferred Tax Liabilities<br>(ThousandTHB)                                  | 81,444.44    | 86,736.57    | 85,712.93    |
| <b>Total Non-Current Liabilities</b><br>(ThousandTHB)                      | 399,894.03   | 476,460.10   | 575,214.28   |
| <b>Total Liabilities</b><br>(ThousandTHB)                                  | 1,093,994.31 | 1,333,224.70 | 1,506,110.87 |
| <b>Shareholders' equity</b>  |              |              |              |
| Authorised Share Capital<br>(ThousandTHB)                                  | 558,120.00   | 558,120.00   | 558,120.00   |
| Authorised Ordinary Shares<br>(ThousandTHB)                                | 558,120.00   | 558,120.00   | 558,120.00   |
| Issued And Paid-Up Share Capital<br>(ThousandTHB)                          | 558,120.00   | 558,120.00   | 558,120.00   |
| Paid-Up Ordinary Shares<br>(ThousandTHB)                                   | 558,120.00   | 558,120.00   | 558,120.00   |
| Retained Earnings (Deficits)<br>(ThousandTHB)                              | 765,138.18   | 1,016,881.93 | 1,051,552.84 |
| Retained Earnings - Appropriated<br>(ThousandTHB)                          | 62,180.27    | 62,180.27    | 62,180.27    |



|  | THB          |              |              |
|--|--------------|--------------|--------------|
|  | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|  | Consolidate  | Consolidate  | Consolidate  |
|  | AUDITED      | AUDITED      | AUDITED      |
| Legal And Statutory Reserves<br>(ThousandTHB)                                      | 62,180.27    | 62,180.27    | 62,180.27    |
| Retained Earnings<br>(Deficits) - Unappropriated<br>(ThousandTHB)                  | 702,957.91   | 954,701.66   | 989,372.57   |
| Other Components Of Equity<br>(ThousandTHB)  | 209,114.51   | 230,406.53   | 232,511.20   |
| Surplus (Deficits)<br>(ThousandTHB)  | (8,319.65)   | (8,319.65)   | (8,319.65)   |
| Surplus (Deficits)<br>From Changes In<br>Interest In Subsidiaries<br>(ThousandTHB) | (8,319.65)   | (8,319.65)   | (8,319.65)   |
| Other Components Of<br>Equity - Others<br>(ThousandTHB)                            | 217,434.16   | 238,726.17   | 240,830.85   |
| <b>Equity Attributable To Owners<br/>Of The Parent</b><br>(ThousandTHB)            | 1,532,372.69 | 1,805,408.45 | 1,842,184.05 |
| Non-Controlling Interests<br>(ThousandTHB)   | (36,575.76)  | (38,019.90)  | (39,777.22)  |
| <b>Total Equity</b><br>(ThousandTHB)   | 1,495,796.93 | 1,767,388.55 | 1,802,406.83 |
| <b>Total Liabilities And Equity</b><br>(ThousandTHB)                               | 2,589,791.24 | 3,100,613.25 | 3,308,517.70 |



## Summary of income statement

|   | THB          |              |              |
|---|--------------|--------------|--------------|
|   | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|   | Consolidate  | Consolidate  | Consolidate  |
|   | AUDITED      | AUDITED      | AUDITED      |
| Statement of Comprehensive Income                       |              |              |              |
| Revenue From Operations<br>(ThousandTHB)                | 4,246,510.40 | 4,918,110.71 | 5,914,471.42 |
| Revenue From Sales<br>(ThousandTHB)                     | 4,245,906.07 | 4,917,204.74 | 5,912,863.91 |
| Revenue From Leases<br>(ThousandTHB)                    | 604.32       | 905.97       | 1,607.51     |
| Lease Income<br>(ThousandTHB)                           | 604.32       | 905.97       | 1,607.51     |
| Revenue From<br>Operations - Others<br>(ThousandTHB)    | -            | -            | -            |
| Interest And Dividend<br>Income<br>(ThousandTHB)        | 479.42       | 742.66       | 936.09       |
| Interest Income<br>(ThousandTHB)                        | 479.42       | 742.66       | 936.09       |
| Other Income<br>(ThousandTHB)                           | 19,656.65    | 31,446.26    | 63,552.98    |
| <b>Total Revenue</b><br>(ThousandTHB)                   | 4,266,646.46 | 4,950,299.63 | 5,978,960.49 |
| Costs<br>(ThousandTHB)                                  | 2,892,009.23 | 3,305,715.57 | 4,198,517.45 |
| Selling And Administrative<br>Expenses<br>(ThousandTHB) | 885,244.19   | 905,005.16   | 1,042,760.09 |
| Selling Expenses<br>(ThousandTHB)                       | 428,969.71   | 426,960.17   | 472,133.11   |
| Administrative Expenses<br>(ThousandTHB)                | 456,274.47   | 478,044.98   | 570,626.98   |



|   | THB          |              |              |
|---|--------------|--------------|--------------|
|   | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|   | Consolidate  | Consolidate  | Consolidate  |
|   | AUDITED      | AUDITED      | AUDITED      |
| (Reversal Of) Loss On<br>Impairment<br>(ThousandTHB)  | (6.63)       | (290.86)     | (479.00)     |
| <b>Total Cost And Expenses</b><br>(ThousandTHB)   | 3,777,246.79 | 4,210,429.87 | 5,240,798.54 |
| Other Gains (Losses)<br>(ThousandTHB)   | 9,511.73     | (3,248.90)   | 8,114.61     |
| Gains (Losses) From<br>Financial Instruments<br>Measured At Fair Value<br>Through Profit Or Loss<br>(ThousandTHB)             | 8,094.49     | (5,913.69)   | 5,822.89     |
| Gains (Losses) On<br>Disposal Of Financial<br>Assets Not Measured At<br>Fair Value Through Profit<br>Or Loss<br>(ThousandTHB) | 1,417.24     | 2,664.80     | 2,291.72     |
| <b>Profit (Loss) Before Finance<br/>Costs And Income Tax<br/>Expense</b><br>(ThousandTHB)                                     | 498,911.40   | 736,620.86   | 746,276.56   |
| Finance Costs<br>(ThousandTHB)  | 8,553.18     | 7,123.30     | 9,762.97     |
| Income Tax Expense<br>(ThousandTHB)   | 98,203.95    | 130,492.20   | 116,458.59   |
| <b>Profit (Loss) For The Period<br/>From Continuing Operations</b><br>(ThousandTHB)   | 392,154.27   | 599,005.36   | 620,055.00   |
| <b>Net Profit (Loss) For The<br/>Period</b><br>(ThousandTHB)  | 392,154.27   | 599,005.36   | 620,055.00   |
| Net Profit (Loss) For The<br>Period / Profit (Loss) For The<br>Period From Continuing<br>Operations<br>(ThousandTHB)          | 392,154.27   | 599,005.36   | 620,055.00   |



|   | THB         |             |             |
|---|-------------|-------------|-------------|
|   | 31 Dec 2023 | 31 Dec 2024 | 31 Dec 2025 |
|   | Consolidate | Consolidate | Consolidate |
|   | AUDITED     | AUDITED     | AUDITED     |
| Currency Translation<br>Adjustments<br>(ThousandTHB)  | (1,353.62)  | (1,295.74)  | 2,104.68    |
| Gains (Losses) From Changes<br>In Revaluation Surplus<br>(ThousandTHB)  | 0.00        | 28,234.70   | 0.00        |
| Remeasurement Of<br>Employee Benefit Obligations<br>(ThousandTHB)   | (10,072.55) | (17,307.26) | (15,348.44) |
| Income Taxes Relating To<br>Items That Will Not Be<br>Subsequently Reclassified<br>To Profit Or Loss<br>(ThousandTHB) | 2,014.51    | (2,185.49)  | 3,069.69    |
| <b>Other Comprehensive<br/>Income (Expense) - Net Of<br/>Tax</b><br>(ThousandTHB)                                     | (9,411.66)  | 7,446.21    | (10,174.07) |
| <b>Total Comprehensive Income<br/>(Expense) For The Period</b><br>(ThousandTHB)                                       | 382,742.61  | 606,451.57  | 609,880.93  |
| Net Profit (Loss)<br>Attributable To : Owners<br>Of The Parent<br>(ThousandTHB)                                       | 396,823.16  | 600,449.50  | 621,812.32  |
| Net Profit (Loss)<br>Attributable To : Non-<br>Controlling Interests<br>(ThousandTHB)                                 | (4,668.89)  | (1,444.14)  | (1,757.32)  |
| Total Comprehensive<br>Income (Expense)<br>Attributable To : Owners<br>Of The Parent<br>(ThousandTHB)                 | 387,411.51  | 607,895.71  | 611,638.25  |



|   | THB         |             |             |
|---|-------------|-------------|-------------|
|   | 31 Dec 2023 | 31 Dec 2024 | 31 Dec 2025 |
|   | Consolidate | Consolidate | Consolidate |
|   | AUDITED     | AUDITED     | AUDITED     |
| Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests<br>(ThousandTHB) | (4,668.89)  | (1,444.14)  | (1,757.32)  |
| <b>Basic Earnings (Loss) Per Share (Baht/Share)</b><br>(ThousandTHB)                              | 0.71100     | 1.07584     | 1.11412     |
| EBITDA<br>(ThousandTHB)   | 605,861.14  | 851,401.86  | 889,163.71  |
| Operating Profit<br>(ThousandTHB)   | 469,256.98  | 707,389.98  | 679,016.77  |
| Normalize Profit<br>(ThousandTHB)   | 382,642.54  | 602,254.26  | 617,763.28  |

### Summary of cash flow statement

|   | THB         |             |             |
|---|-------------|-------------|-------------|
|   | 31 Dec 2023 | 31 Dec 2024 | 31 Dec 2025 |
|   | Consolidate | Consolidate | Consolidate |
|   | AUDITED     | AUDITED     | AUDITED     |
| <b>Cash flow statement</b>  |             |             |             |
| Profit (Loss) Before Finance Costs And/Or Income Tax Expense<br>(ThousandTHB) | 490,358.22  | 729,497.56  | 736,513.60  |
| Depreciation And Amortisation<br>(ThousandTHB)                                | 106,949.73  | 114,781.01  | 142,887.15  |
| (Reversal Of) Expected Credit Losses<br>(ThousandTHB)                         | (6.63)      | (290.86)    | (479.00)    |



|  | THB         |             |             |
|--|-------------|-------------|-------------|
|  | 31 Dec 2023 | 31 Dec 2024 | 31 Dec 2025 |
|  | Consolidate | Consolidate | Consolidate |
|  | AUDITED     | AUDITED     | AUDITED     |
| (Reversal Of) Loss From Diminution In Value Of Inventories<br>(ThousandTHB)              | (5,133.54)  | (7,123.48)  | 6,348.50    |
| (Gains) Losses On Foreign Currency Exchange<br>(ThousandTHB)                             | 4,352.11    | 2,858.25    | 5,334.89    |
| (Gains) Losses On Disposal Of Other Investments<br>(ThousandTHB)                         | (1,417.24)  | (2,664.80)  | (2,291.72)  |
| (Gains) Losses On Fair Value Adjustments Of Other Financial Instruments<br>(ThousandTHB) | (17,406.85) | 6,241.85    | (6,104.65)  |
| (Gains) Losses On Fair Value Adjustments Of Investments<br>(ThousandTHB)                 | 9,312.36    | (328.16)    | 281.76      |
| (Gains) Losses On Disposal And Write-Off Of Fixed Assets<br>(ThousandTHB)                | (1,626.80)  | 722.18      | (511.72)    |
| (Gains) Losses On Disposal Of Fixed Assets<br>(ThousandTHB)                              | (1,626.80)  | 722.18      | (511.72)    |
| (Gains) Losses On Disposal And Write-Off Of Other Assets<br>(ThousandTHB)                | 0.00        | 647.84      | 23.98       |
| Loss On Write-Off Of Other Assets<br>(ThousandTHB)                                       | 0.00        | 647.84      | 23.98       |
| Dividend And Interest Income<br>(ThousandTHB)  | (479.42)    | (742.66)    | (936.09)    |
| Interest Income<br>(ThousandTHB)   | (479.42)    | (742.66)    | (936.09)    |
| Finance Costs<br>(ThousandTHB)   | 8,553.19    | 7,123.30    | 9,762.96    |



|   | THB          |             |              |
|---|--------------|-------------|--------------|
|   | 31 Dec 2023  | 31 Dec 2024 | 31 Dec 2025  |
|   | Consolidate  | Consolidate | Consolidate  |
|   | AUDITED      | AUDITED     | AUDITED      |
| Employee Benefit Expenses<br>(ThousandTHB)  | 24,119.70    | 26,069.33   | 48,716.58    |
| Other Reconciliation Items<br>(ThousandTHB)   | -            | -           | (94.67)      |
| <b>Cash Flows From (Used In)<br/>Operations Before Changes<br/>In Operating Assets And<br/>Liabilities</b><br>(ThousandTHB) | 617,574.83   | 876,791.37  | 939,451.57   |
| (Increase) Decrease In Trade<br>And Other Receivables<br>(ThousandTHB)  | 99,834.27    | (93,575.31) | (199,664.74) |
| (Increase) Decrease In<br>Inventories<br>(ThousandTHB)  | 110,538.62   | (54,394.62) | (61,459.74)  |
| (Increase) Decrease In Other<br>Operating Assets<br>(ThousandTHB)   | (8,073.38)   | (18,774.22) | (87,931.44)  |
| Increase (Decrease) In Trade<br>And Other Payables<br>(ThousandTHB)   | (104,388.12) | 97,667.63   | 90,146.28    |
| Increase (Decrease) In<br>Provisions For Employee<br>Benefit Obligations<br>(ThousandTHB)                                   | (17,312.35)  | (16,551.84) | (32,117.57)  |
| Increase (Decrease) In Other<br>Operating Liabilities<br>(ThousandTHB)  | 13,086.76    | 21,223.01   | (4,435.69)   |
| <b>Cash Generated From (Used<br/>In) Operations</b><br>(ThousandTHB)  | 711,260.64   | 812,386.01  | 643,988.67   |
| Income Tax (Paid) Received<br>(ThousandTHB)   | (93,680.50)  | (84,424.05) | (169,245.14) |
| <b>Net Cash From (Used In)<br/>Operating Activities</b><br>(ThousandTHB)  | 617,580.14   | 727,961.96  | 474,743.53   |



|  | THB            |                |                |
|--|----------------|----------------|----------------|
|  | 31 Dec 2023    | 31 Dec 2024    | 31 Dec 2025    |
|  | Consolidate    | Consolidate    | Consolidate    |
|  | AUDITED        | AUDITED        | AUDITED        |
| Proceeds From Investment<br>(ThousandTHB)  | 2,383,989.55   | 2,485,829.84   | 3,012,560.23   |
| Purchase Of Investments<br>(ThousandTHB)   | (2,402,585.00) | (2,639,281.00) | (2,762,919.81) |
| Proceeds From Disposal Of<br>Fixed Assets<br>(ThousandTHB)                           | 2,659.52       | 1,621.57       | 1,143.42       |
| Property, Plant And<br>Equipment<br>(ThousandTHB)                                    | -              | 1,621.57       | 1,143.42       |
| Payment For Purchase Of<br>Fixed Assets<br>(ThousandTHB)                             | (129,810.39)   | (185,191.29)   | (252,010.80)   |
| Interest Received<br>(ThousandTHB)   | 443.62         | 706.84         | 900.38         |
| <b>Net Cash From (Used In)<br/>Investing Activities</b><br>(ThousandTHB)             | (145,276.61)   | (342,198.98)   | (326.57)       |
| Proceeds From Borrowings<br>(ThousandTHB)  | 38,018.47      | 30,241.91      | 109,613.91     |
| Proceeds From Long-<br>Term Borrowings<br>(ThousandTHB)                              | 38,018.47      | 30,241.91      | 109,613.91     |
| Proceeds From Long-<br>Term Borrowings -<br>Financial Institutions<br>(ThousandTHB)  | 38,018.47      | 30,241.90      | 109,613.91     |
| Repayments On Borrowings<br>(ThousandTHB)  | (137,200.00)   | (10,000.00)    | 0.00           |
| Repayments On Short-<br>Term Borrowings<br>(ThousandTHB)                             | (137,200.00)   | (10,000.00)    | 0.00           |
| Repayments On Short-<br>Term Borrowings -<br>Financial Institutions<br>(ThousandTHB) | (137,200.00)   | (10,000.00)    | 0.00           |



|   | THB          |              |              |
|---|--------------|--------------|--------------|
|   | 31 Dec 2023  | 31 Dec 2024  | 31 Dec 2025  |
|   | Consolidate  | Consolidate  | Consolidate  |
|   | AUDITED      | AUDITED      | AUDITED      |
| Repayments On Lease Liabilities<br>(ThousandTHB)  | (18,253.57)  | (20,761.25)  | (29,892.84)  |
| Dividend Paid<br>(ThousandTHB)  | (351,584.54) | (334,850.83) | (574,829.85) |
| Interest Paid<br>(ThousandTHB)  | (7,750.17)   | (6,383.97)   | (7,838.86)   |
| <b>Net Cash From (Used In) Financing Activities</b><br>(ThousandTHB)                          | (476,769.80) | (341,754.14) | (502,947.63) |
| <b>Net Increase (Decrease) In Cash And Cash Equivalent</b><br>(ThousandTHB)                   | (4,466.27)   | 44,008.85    | (28,530.67)  |
| Differences Of Foreign Currency Exchange On Financial Statements Translation<br>(ThousandTHB) | (1,353.61)   | (1,295.74)   | 2,104.68     |
| Cash And Cash Equivalents, Beginning Balance<br>(ThousandTHB)                                 | 54,511.69    | 48,691.81    | 91,404.91    |
| <b>Cash And Cash Equivalents, Ending Balance</b><br>(ThousandTHB)                             | 48,691.81    | 91,404.91    | 64,978.91    |

#### Key financial ratios

|                              | 2023 | 2024 | 2025 |
|------------------------------|------|------|------|
| <b>Liquidity ratio</b>       |      |      |      |
| <b>Current ratio (times)</b> | 1.95 | 1.97 | 1.86 |
| <b>Quick ratio (times)</b>   | 1.33 | 1.40 | 1.21 |



|  | 2023   | 2024  | 2025  |
|--|--------|-------|-------|
| Cash flow liquidity ratio<br>(times)           | 0.76   | 0.94  | 0.53  |
| Average account receivable turnover<br>(times) | 5.39   | 6.29  | 6.39  |
| Average collection period<br>(days)            | 67.68  | 57.99 | 57.13 |
| Average finish goods turnover<br>(times)       | 29.80  | 46.60 | 56.81 |
| Average finish goods turnover period<br>(days) | 12.25  | 7.83  | 6.42  |
| Average inventory turnover<br>(times)          | 6.82   | 8.22  | 9.12  |
| Average inventory turnover period<br>(days)    | 53.52  | 44.40 | 40.04 |
| Average account payable turnover<br>(times)    | 8.82   | 9.82  | 10.77 |
| Average payment period<br>(days)               | 41.36  | 37.17 | 33.88 |
| Average cash cycle<br>(days)                   | 38.56  | 28.65 | 29.67 |
| Profitability ratio                            |        |       |       |
| Gross profit margin<br>(%)                     | 31.90  | 32.78 | 29.01 |
| Operating margin<br>(%)                        | 11.56  | 15.10 | 12.52 |
| Cash from operation to operating profit<br>(%) | 123.79 | 98.82 | 63.61 |
| Net profit margin<br>(%)                       | 9.17   | 12.11 | 10.36 |



|  | 2023   | 2024   | 2025   |
|--|--------|--------|--------|
| Return on equity (ROE)<br>(%)          | 26.49  | 36.71  | 34.74  |
| Financial policy ratio                 |        |        |        |
| Total debts to total equity<br>(times) | 0.73   | 0.75   | 0.84   |
| Interest coverage ratio<br>(times)     | 78.18  | 133.36 | 171.29 |
| Debt service coverage ratio<br>(times) | 12.73  | 20.17  | 4.38   |
| Dividend payout ratio<br>(%)           | 150.19 | 98.52  | 99.58  |
| Efficiency ratio                       |        |        |        |
| Return on asset (ROA)<br>(%)           | 14.74  | 21.05  | 19.44  |
| Return On Fixed Assets<br>(%)          | 50.03  | 66.03  | 62.91  |
| Asset turnover<br>(times)              | 1.61   | 1.74   | 2.57   |



## 5. General information and other material facts

### 5.1 General information

#### General information

#### Securities registrar

**Name of securities registrar :** Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

#### Auditing firm

**Name of auditing firm\* :** EY OFFICE LIMITED

Address/location : NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37,  
RAMA 4 ROAD,

Subdistrict : LUMPHINI

District : PATHUM WAN

Province : Bangkok

Postcode : 10330

Telephone : +66 2264 9090

Facsimile number : +66 2264 0789-90

**List of auditors :** Mrs. CHONLAROS SUNTIASVARAPORN

License number : 4523



## 5.2 Other material facts

### 5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No  
making

### 5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No



### 5.3 Legal disputes

As at 31 December, 2025, the Company and its subsidiaries have no legal dispute that causes detriment with the amount impact more than 5 percent of Shareholders' equity and no other significant dispute that may materially impact to business operation. In addition, there is no dispute that arises from the normal business operations.

#### Legal disputes

Is there any legal dispute? : No



## 5.4 Secondary market

### Secondary market

Has the company's security been listed on a stock : No  
exchange in another country?



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

### Financial institution with regular contact

Are there any debt securities offered? : No



## Part 2 Corporate Governance



## 6. Corporate governance policy

### 6.1 Overview of the policy and guidelines

#### Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Company's Board of Directors emphasizes good corporate governance. It believes that good corporate governance and management under the framework of good ethics, transparency, auditability and fairness to all relevant parties will help to promote the Company's stable and sustainable growth and help to increase the confidence of the shareholders, investors and all related parties. Therefore, the Board of Directors has established in writing the principles of good corporate governance as a guidance for the management and employees as follows:

- 1) Conduct business with integrity, fairness, transparency and auditability, and disclose adequate information to all relevant parties.
- 2) Provide appropriate and effective internal control, risk management and internal audit systems.
- 3) Emphasize on the rights of shareholders and treat shareholders equally with fairness to all parties.
- 4) Comply with the requirements of all relevant laws, regulations and business ethics in order to protect the rights of all groups of stakeholders.
- 5) Organize the structure, duties and responsibilities of each group of directors clearly.

#### 6.1.1 Policy and guidelines related to the board of directors

##### 1. Structure of the Board of Directors

1.1) The Board of Directors has prescribed that the structure of the Board consists of directors with various characteristics in terms of gender, age, educational background, professional experience, skills and knowledge, experience and specific capabilities that benefit the Company and shall consist of least 1 non-executive director with experience in the business or main industry in which the Company is operating.

1.2) The Board of Directors ensures that the Board's diversity policy and the number of years each director has served as a director of the Company are disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report) and on the Company's website.

1.2.1) Disclose the procedures for selection of directors that is formal and transparent and the number of years each director has served as a director of the Company are disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report) and on the Company's website.

1.2.2) Disclose the name, history, qualifications, experience and shareholding in the Company of the directors in order to show that the Board has the knowledge, skills, characteristics and experience that are useful to the Company in the Annual Registration Statement/Annual Report (Form 56-1 One Report) and on the Company's website.

1.2.3) Disclose clearly in the Annual Registration Statement/Annual Report (Form 56-1 One Report) the directors representing the shareholders/ non-executive directors/independent directors/executive directors.

1.3) The Board is appropriately sized and is composed of persons with sufficient knowledge, experience and skills to perform their duties efficiently. The Board is composed of at least 5 but not more than 12 directors.

1.4) The Board consists of independent directors who can independently comment on the performance of the management in the number prescribed in the notification of The Securities and Exchange Commission, Thailand.

1.5) The proportion of directors is in accordance with the director nomination process, which is mainly based on the criteria of knowledge, competency and suitability of the person to be appointed as a director rather than on the criteria on proportion of investments.

1.6) The Company takes into account the benefits to corporate management according to the director nomination process set by the Company rather than the number or proportion of independent directors.



1.7) The Board of Directors has determined the tenure of each term of office but has not set the limit on the number of consecutive terms in office.

1.8) The Board considers the qualifications of the person to be appointed as an “independent director” to ensure that the independent directors of the Company are truly independent and are appropriate for the specific nature of the Company. Their independence must at least be in accordance with the criteria set by The Securities and Exchange Commission, Thailand and The Stock Exchange of Thailand.

1.9) The continuous tenure of the independent director will be beneficial to the corporate management and business operations of the Company. In addition, the search for a competent person to serve as independent directors cannot be implemented immediately.

1.10) The Chairman of the Board and the Managing Director have different roles and responsibilities. The Board has clearly defined the roles and responsibilities of the Chairman and the Managing Director and has recruited different persons to hold the positions of Chairman and Managing Director so that neither person has unlimited power.

1.11) The Board of Directors respects the judgment of the Managing Director and senior executives of the Company not to serve as a director of other companies with the same business as or are in competition with the business of the Company or are contrary to the interests of the Company.

1.12) The Company has appointed a Company Secretary to be responsible for advising on laws and regulations of relevance to the Board of Directors and for overseeing the activities of the Board, including coordinating the compliance with the Board’s resolutions. The Board of Directors has determined the qualifications and experience of the appropriate Company Secretary who will perform the duty as the secretary of the Company. The qualifications and experience of the Company Secretary are disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report) and on the website of the Company.

1.13) The Company Secretary has received training and continuous development in legal, accountancy, or company secretarial practices. The Company determines the qualifications and appoints a person as the Company Secretary by taking into consideration of mainly his knowledge, capability and work experience, disregarding whether such person is a permanent employee of the Company or not.

## **2. Sub-Committees**

2.1) The Board of Directors has appointed the Audit Committee in accordance with the requirement of The Stock Exchange of Thailand with a term of office of 3 years to perform specific duties and to propose matters for consideration or acknowledgement by the Board. The Audit Committee has rights and duties as set out in the Scope of Responsibilities of the Audit Committee and has qualifications according to the criteria prescribed by the SEC.

2.2) The Board of Directors has appointed the Corporate Governance and Risk Oversight Committee, which consisting of members who are selected from directors from supporting unit or persons with knowledge and experience sufficient to perform governance and risk functions and also independent from management. The committee consists of at least 3 persons to perform the duties of monitoring, auditing, evaluating and giving advice in regards to corporate governance and risk management.

2.3) The entire the Board of Directors, except those who have conflicts of interest, perform duties for the Remuneration Committee. Duties performed are within the scope of considering the criteria for and forms of remuneration to the directors and presenting its opinion to the Board before presenting such remuneration to the shareholders’ meeting for approval.

2.4) The entire the Board of Directors, except those who have conflicts of interest, perform duties for the Nomination Committee. Duties performed are within the scope of considering the criteria and process for nomination of persons with appropriate qualifications and is in accordance with the business strategy of the Company to serve as directors, as well as select persons according to the determined nomination process and present its recommendation to the Board, which will propose to the shareholders’ meeting to appoint as directors. For the process of recruiting the said persons, the Company shall select from the Thai Institute of Directors (IOD)’s list of chartered directors and from persons in various fields by considering their qualifications, seniority and work experience.



### 3. Roles and Responsibilities of the Board

3.1) The Board's duties and responsibilities should include the following matters:

1) The Board of Directors has the authority to approve various matters of the Company according to the scope of duties prescribed by the laws, the Articles of Association, and the resolution of the shareholders' meeting, as well as consider and approve key matters on the Company's operations, such as the vision and mission, strategy, financial targets, risks management, plans, budgets, the corporate governance policy and the anti-corruption policy, including regular review and approval to be consistent with the Company's situation.

2) Monitor and ensure implementation by the management of approved policies, Strategies and plans with efficiency and effectiveness.

3) Internal control and risk management, including the process for receiving and handling complaints.

4) Ensure long-term business continuity, including employee development plan and succession plan.

3.2) The Board of Directors has determined in writing a corporate governance policy for the Company as follows:

1) The Board has determined and approved a written corporate governance policy.

2) Communicate to everyone in the organization for their understanding.

3) Have method to encourage everyone in the organization to comply with the corporate governance policy.

4) Assess compliance to the corporate governance policy and review the policy at least annually.

3.3) The Board of Directors promotes the preparation of a written code of conduct so all directors, executives and employees will understand the ethical standards the Company uses in its business operations and seriously monitors compliance with the code.

The Company has evaluated the performance of all employees on the topic of morality, ethics and good governance in order for them to be good role models for others and society in accordance with the core values of the Premier Group annually.

3.4) The Board of Directors considers any conflict of interests thoroughly. There should be clear guidelines on the approval of transactions with possible conflicts of interest, which is chiefly for the best interests of the Company and all its shareholders. Stakeholders should not participate in the decision-making process. The Board should also monitor compliance with regulations regarding the procedures for and disclosure of information on transactions that may have conflicts of interest to ensure accuracy and completeness.

3.5) The Board of Directors ensures that internal control systems for financial reporting and compliance with regulations and policies are in place. The Board has assigned a person or a department that is independent to audit such systems and to review the main systems at least annually, as well as disclose the review results in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

3.6) The Board has established a risk management policy covering the whole Company and has assigned the management to implement the policy and regularly report to the Board. The risk management system is reviewed or the effectiveness of risk management is assessed at least once a year with the results disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report), and whenever, there is a change in risk level, which includes focusing on early warning signs and unusual transactions.

3.7) The Board of Directors or the Audit Committee should provide its opinion on the adequacy of the Company's internal controls and risk management systems in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

3.8) The Board of Directors has set clear procedures for whistle-blowers or stakeholders through its website or directly to the Company or report directly to the Company. The Board has assigned the Company Secretary as the recipient and handler of complaints from the stakeholders. The procedures and channels for filing complaints are disclosed on the Company's website and Annual Registration Statement/Annual Report (Form 56-1 One Report). The Company has mechanisms for whistle-blower protection and compensation measures in the case stakeholders receive damages from the Company's violation of their legal rights.



3.9) The Board of Directors has mechanisms for governing its subsidiaries in order to protect the benefits from its investment. The Board is responsible for determining the suitability of persons to be appointed as directors of the subsidiary companies in order to ensure that its management complies with the policies of the Company and that various transactions are executed correctly according to securities and exchange laws and notifications of the SET.

3.10) The Board of Directors ensures that the management monitors and evaluates the financial position of the business and reports to the Board of Directors on a regular basis. If there is a problem, the Board of Directors and the management will work together to find a solution quickly and reasonably with regard to fairness to stakeholders, including creditors as well as follow up problem solving by having the management report the status on a regular basis and in approving any transactions or proposing opinions to the shareholders' meeting for approval. The Board of Directors will consider that such transactions will not affect the continuity of business operations, financial liquidity or the ability to pay debts.

#### 4. Board of Directors' Meetings

4.1) The Company sets the schedules and agendas of the Board of Directors' meeting in advance throughout the year and notifies each director of the schedule so that all directors can manage time to attend the meetings.

In 2025, the directors' meetings for 2026, excluding special meetings, were scheduled in advance (the schedule is subject to change) to consider the financial statements, determine policies and monitor the operational results as follows:

|            | <u>Audit Committee Meeting</u> |            | <u>Board of Directors Meeting</u> | <u>Annual General Meeting of Shareholders</u> |
|------------|--------------------------------|------------|-----------------------------------|---|
| <u>No.</u> |                                | <u>No.</u> |                                   |   |
| 1/2026     | 19 February 2026               | 1/2026     | 19 February 2026                  | 22 April 2026                                 |
| 2/2026     | 14 May 2026                    | 2/2026     | 14 May 2026                       |   |
| 3/2026     | 13 August 2026                 | 3/2026     | 13 August 2026                    |   |
| 4/2026     | 12 November 2026               | 4/2026     | 12 November 2026                  |   |

However, both the Board of Directors and the Audit Committee may reserve and request for any change or additional meetings from the above table.

4.2) The number of Board meetings should correspond with the duties and responsibilities of the Board and the nature of business of the Company.

4.3) The Chairman of the Board and the Managing Director jointly selects matters for inclusion in the agenda of the Board meeting and ensures that all important matters are included. Opportunity is provided for each director to independently propose any matter that is beneficial to the Company as an agenda item.

4.4) The meeting documents are sent to the directors at least 5 working days in advance of the meeting date.

4.5) All directors attended at least 75 percent of all Board meetings held during the year.

4.6) The Company has set a minimum quorum policy for the Board of Directors' voting at Board meetings requiring that at least two-thirds of the total number of the directors must be present. In the case of an event/urgent agenda/force majeure that may cause damage to the business or the operations of the Company and it is not possible to arrange for two-thirds of the total number of the directors to attend the meeting, not less than half of the directors in accordance with the Articles of Association have the authority to consider and pass a resolution on that agenda.

4.7) The Chairman allocates adequate time for the management to propose matters and enough time for all directors to discuss important problems carefully. The Chairman promotes the prudent use of discretion. All directors paid attention to all matters raised at the meeting, including those concerning corporate governance.

4.8) The Board of Directors encourages the Managing Director to invite the senior executives to attend the Board meetings to provide additional information on the problems to which they are directly related and to provide an



opportunity for the Board to learn more about the senior executives for use in supporting the consideration of the succession plan.

4.9) The Board of Directors has access to additional necessary information from the Managing Director, Company Secretary or other executives assigned under the scope of the policy set. If necessary, the Board may obtain independent opinions from external consultants or practitioners at the Company's expense.

4.10) The Board of Directors considers it a policy to provide opportunities for non-executive directors to meet among themselves as necessary to discuss various management issues of interest without participation of the management and to inform the Managing Director of the outcome of such meetings.

4.11) The minutes of the meeting should consist of at least the following information and there must be a good storage system with easy data search but cannot be amended without approval of the Board meeting.

- Date, start time and end time;
- Names of the directors present and absent;
- Summary of important information on the matters proposed to the Board;
- Summary of the matters discussed and observations of the directors;
- Resolutions of the Board and opinions of the dissenting directors (if any);
- Recorder of the minutes - Secretary to the Board of Directors;
- Certifier of the minutes - Chairman.

## 5. Board Self-Assessment

5.1) The Committee and the sub-committees conduct self-assessment at least once a year, in order for the committee to join together to consider the work and the problems so that it can be improved and adjusted; by setting norms that will be used to compare with the performance.

5.2) The Board of Directors' performance evaluation is in form of both the group and individual while the sub-committees' evaluation is in the entire group only. Such evaluation's criteria and procedures have been disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

5.3) The Committee annually evaluates Chairman of the Executive Committee or Managing Director to be used in determining their remuneration. At which the Company evaluate in accordance with the principle that The Stock Exchange of Thailand has set.

For the Board self-assessment process, the Company Secretary will send the evaluation form mentioned above to all directors in November and respond within 15 December of every year. After that, the Company Secretary will collect and report the results of the evaluation in comparison with the previous year to the next Board of Directors' Meeting to acknowledge and improve the work to be more effective.

For the Board self-assessment criteria, the Company has evaluated the performance of the entire committee and the performance of individual by using the method of scoring for each topic with 5 level which are:

- 0 = Strongly disagree or there has been no implementation of the matter
- 1 = Disagree or there has been little implementation of the matter
- 2 = Agree to a limited extent or there has been initial implementation of the matter
- 3 = Mostly agree or there has been progressive implementation of the matter
- 4 = Strongly agree or there has been complete implementation of the matter

Evaluation Topics consisted of 6 main topics, which are

1. Structure and qualification of the Board
2. Roles, duties and responsibility of the Board
3. Board meeting
4. Dynamics of the performance of the Board
5. Relationship with the management division
6. Development of directors



As for the procedure principle of each sub-committee assessment, the Company has the entire committee assessment by using the same method of scoring for both entire committee assessment and individual assessment.

The topic of assessment consists of 4 main categories which are as follows:

1. Structure and qualification of the sub-committee
2. Meetings of the sub-committee
3. Roles, duties, and responsibilities of the sub-committee
4. Reporting of the sub-committees

Moreover, the Company has evaluated the Chairman of the Executive Committee's performance by considering from the Company's business operating performance and operating performance in accordance with the policies assigned by the Board of Directors for improvement. The same method is used with the performance evaluation of the entire committee and individual performance evaluation.

The evaluation topic consisted of 3 main sections, which are:

Section 1: Progress of work plan

Section 2: Performance Measurement

- 2.1 Leadership
- 2.2 Strategy formulation
- 2.3 Strategy implementation
- 2.4 Financial planning and financial performance
- 2.5 Relationship with the Board
- 2.6 External relations
- 2.7 Administration and personnel relations
- 2.8 Succession
- 2.9 Knowledge of products and services
- 2.10 Personal characteristics

Section 3: Development of the Chairman of the Executive Committee

## **6. Remuneration**

The remuneration of directors is comparable with the level of that of other listed companies in the industry in which the Company operates and reflects the experience, obligations, scope of work, duties and responsibilities, and expected contributions from each director. Directors who are assigned to more duties and responsibilities, such as being members of sub-committees, shall receive appropriate additional compensation as well.

## **7. Board and Management Training**

7.1) The Board of Directors encourages and facilitates training and educating for those involved in corporate governance of the Company, such as directors, members of the Audit Committee, Executives, Company Secretary, etc., to assist them to continuously improve their performance. Training and educating can be done internally or through the use of the services of external institutions.

7.2) The Board of Directors determines to have orientation for all new directors, to build knowledge and understanding of the business and various aspects of the Company's operation. The purpose is to prepare the readiness of directors in practicing their duties. The Company Secretary will be a coordinator in various matters such as business structure, director structure, scope of duties, Laws to know, general knowledge of business, operation guideline and etc.

7.3) The Board of Directors has established a personnel development policy for directors and executives and it has been disclosed in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).

7.4) The Board of Directors assigns the Managing Director to present them with the Company's succession plan at least once a year. The Managing Director and senior executives have prepared continuous succession plans in case they cannot perform their duties.



In addition, the Board of Directors has established guidelines for the regular annual review of its good corporate governance policy to correspond with the circumstances of the Company.

**The Company does not comply with criteria in Chapter 4: Responsibilities of the Board of Directors of the Corporate Governance Report of Thai Listed Companies (CGR) as follows:**

1) The Board has no policy in the corporate governance policy, to unlimited the number of listed companies that committee members have position in as the Board considers experience and efficiency in performing duties as a director. Additionally, the number of competent and experienced candidates to serve as a director are limited. Therefore, it is of the opinion that there is no need to impose such conditions.

2) The Board of Directors does not establish the policy on directorship entitlement of the Managing Director in other companies as the Company has determined the prohibition/limitation of the Managing Director regarding execution of transaction or entitlement in other companies or organizations having conflict of interest or affecting the performance in the position of the Managing Director. Further to such prohibition/limitation, the Company is confident and respects the Managing Director's judgment for his or her entitlement of the Managing Director position or other positions in other companies or organizations.

3) The Board of Directors does not determine the policy on limitation of the mandate of a yearly basis of independent director, as continued entitlement of independent directorship will be beneficial to the management and business operations of the Company.

4) The Board of Directors has its directors who has directorship positions in more than 2 other listed companies, since the executive directors have been considered based on their efficiency in performing their duties, no effect their performance. Therefore, it is of the opinion that there is no need to impose such conditions.

5) The Board of Directors does not disclose the remuneration policy, both short-term and long-term, and the performance of the Chairman of the Executive Committee but has been disclosed the total remuneration for the management. It also does not disclose the results of the performance assessment of individual directors and all sub-committees because the results of such assessments in various details are considered business secrets and personal secrets in accordance with normal practice.

6) The shareholders/the Board of Directors does not approve the remunerations for the Executive Directors/ Senior Management as the Executive Directors/Senior Management express its intention to waive the right to remuneration in accordance with the operation authority manual. The remuneration of the Senior Management, which is the authority of the Managing Director, is appropriate, and the Board of Directors reviews it through the annual budget.

7) The Chairman of the Board of Directors is not an independent director as the appointment of the Chairman of the Board of Directors has been considered by the qualified directors in terms of knowledge, capabilities and understanding and good corporate governance regardless of considering whether he or she is an independent director or not.

8) The Board of Directors has less than 50 percent of independent directors as the element of the independent directorship is not of the essence of the performance of the Company's Board of Directors.

9) The Company does not provide benefits to executives to purchase stocks of the company. The benefits are available for 3 years and proposed price is higher than the market price at the time of stock allocation. The concentrate is not more than 5 percent, because the Company takes care and provides incentives to engage executives and all employees. It facilitates working happily and organization engagement, without needs of security grant to executives or employees. However, if the Company initiates such a project, the Company will give grants to wither managers or employees, all based on the principles of equality.

10) The Company does not have a separate sub-committee, namely the Corporate Sustainability Committee, which consists of at least 1 director as a member, and has not disclosed the charter or roles and responsibilities. Since the sustainability of a business is a consequence of operating a business by making sustainability a part of its day-to-day operations, companies that conduct business with sustainability in mind will consider this at all levels whether it is at the meeting of the Executive Committee or the various relevant sub-committees, such as the Corporate Governance



and Risk Oversight Committee, etc., without having to wait to schedule a discussion in a sub-committee, namely the Corporate Sustainability Committee.

11) The Company does not hold meetings between non-executive directors without management attending every year as discussions between directors at various meetings are considered to be carrying out activities in accordance with their normal duties and responsibilities and the meetings can determine who should not be present at the meeting or disclose connections. The decision of whether or not an additional meeting should be held shall be at the discretion of the Board of Directors, which depends on the reasons and necessity of the operation. In addition, holding meetings without the presence of management may create an atmosphere of mistrust between the Board and the management without sufficient reason/necessity.

Are there policy and guidelines related to the board of : Yes

directors

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

### **Nomination of directors**

In the selection of directors, the Company's Nomination Committee will identify and select qualified candidates for nomination to the Board of Directors for its approval. The Board would then nominate the selected candidates to the shareholders' meeting for election and appointment. The appointment of the Company's directors will be in line with the criteria prescribed in the Company's Articles of Association

### **Determination of director remuneration**

The entire Board of Directors, except those who have conflicts of interest, performs duties for the Remuneration Committee. Duties performed are within the scope of considering the criteria for and forms of remuneration to the directors and presenting its opinion to the Board before presenting such remuneration to the shareholders' meeting for approval.

### **Independence of the board of directors from the management**

The details are disclosed in Section 6.1.1 Policies and guidelines related to the Board of Directors, in Section 3 Roles and Responsibilities of the Board.

### **Director development**

The details are disclosed in Section 6.1.1 Policies and guidelines related to the Board of Directors, in Section 7 Board and Management Training

### **Board performance evaluation**

The details are disclosed in Section 6.1.1 Policies and guidelines related to the Board of Directors, in Section 5 Board Self-Assessment

### **Corporate governance of subsidiaries and associated companies**

The Company has a policy for its subsidiary to adhere to and comply with the corporate governance principles of the Company according to the guidelines set by the Company. It is set in the authorization manual of the subsidiary that important operations or material transactions must first be approved by the Company's Board of Directors. In



addition, a large number of directors of the subsidiary are also directors of the Company and, therefore, the various operations of the subsidiary will largely take into consideration and adhere to the guidelines for the operation of the Company.

### **Mechanism of Governance and Responsibility of the Subsidiary's Operation**

The Chairman of the Executive Committee has authority and duties in supervision and management of the Company's subsidiary in accordance with the authority and responsibility of the Chairman of the Executive Committee (7.4.1)

### **6.1.2 Policy and guidelines related to shareholders and stakeholders**

The Company respects, gives rights and treats all shareholders equally, such as giving rights to shareholders even though they only hold 1 share in proposing agenda or propping a suitable person to the Board of Directors for consideration to propose to the Annual General Meeting of Shareholders for consideration. In addition, the Company has a regulation of the use of internal information in order to prevent conflicts of interest. The Company is also certified as a Thai Private Sector Collective Action against Corruption (CAC) from the Thai Private Sector Collective Action against Corruption Committee (CAC) and there is a requirement on training and educating all employees to be aware of and strictly place importance on the Anti-Corruption Policy and provide protection to employees who report fraudulent clues.

The Company's good corporate governance policy adheres to the Principles of Good Corporate Governance for Listed Companies B.E. 2012 related to shareholders and stakeholders are as follows:

#### **Chapter 1 the Rights of Shareholders**

The Company recognizes and places importance on the various basic rights of the shareholders, both as investors in stocks and as owners of the Company, by defining the guidelines to encourage the exercise of shareholders' rights as follows:

##### **1. Shareholders' Meeting**

1.1) The Board of Directors has a policy to facilitate and support or encourage all groups of shareholders, including institutional investors, to attend the shareholders' meetings and exercise their rights, which covers the basic legal rights, i.e. obtain a share in the profit of the business; buy, sell or transfer shares; obtain adequate news and information on the business; and participate in shareholders' meetings to exercise their voting rights to elect or remove directors, approve all forms of remuneration for the Company's directors, namely meeting allowance, regular compensation and other benefits, appoint the auditor and determine the audit fee, and make decisions on any matter that affects the Company, such as allocation of dividends, determination or amendment of the Articles of Association and Memorandum of Association, capital decreases or increases, and the approval of extraordinary transactions.

1.2) The Company has provided information on the date, time, venue and agenda, with rationale and explanation for each agenda item or resolution requested, in the notice of the Annual General Meeting or Extraordinary General Meeting of Shareholders or attachments to the agenda. The Company has refrained from any action that limits the opportunity of the shareholders to study the information on the Company. The details of the practice are as follows:

1.2.1) The Company does not undermine the rights of the shareholders to study the Company's information that must be disclosed according to various requirements and to attend the shareholders' meeting. For instance, the Company does not abruptly distribute documents containing additional important information in the meetings, add new agenda items or alter sensitive information without prior notice to the shareholders, not provide shareholders with the right to pose questions to the Board of Directors in the meeting, restrict the right to attend of shareholders who come late for the meeting, etc.

1.2.2) The Company has provided information as to the date, time, venue and agenda of the meetings. Each agenda item of the shareholders' meeting is set as individual subjects and the objective and rationale of each agenda item is clearly defined. Adequate information is provided for decision-making as follows:

##### **a. Agenda for appointment of directors**



- 1) Preliminary information of the nominated person, such as title, name, age, type of director, education, work history, number of companies in which such person is a director, experience, etc.
- 2) Positions held in other businesses where any business that may have potential conflict of interest with the Company has been clearly stated.
- 3) Nomination criteria and procedures (in the case of appointment of a new director).
- 4) Day, month and year appointed as a director, Number of years in office and performance during the term as a director (in the case of reappointment of current directors).
- 5) Reviewed by the entire Board of Directors serving as the Nominating Committee.
- 6) The opinion of the Board of Directors is sufficient and clear for the shareholders to cast their vote.

**b. Agenda to consider the remuneration of directors**

- 1) Amount and form of remuneration by position or responsibilities of the directors.
- 2) Directors' remuneration policy.
- 3) Criteria and procedures for determining remuneration.
- 4) Other benefits received as director (presently the directors do not receive any other benefit apart from meeting allowance and regular compensation).
- 5) Reviewed by the Board of Directors serving as the Remuneration Committee.
- 6) The opinion of the Board of Directors is sufficient and clear for the shareholders to cast their vote.

**c. Agenda to appoint the auditor and determine the audit fee.**

- 1) Name of the auditor and the audit firm.
- 2) Experience and competence of the auditor.
- 3) Independence of the auditor.
- 4) Years of service to the Company (in case of appointment of the current auditor) or reason for the change of auditor (in case of appointment of a new auditor).
- 5) How the suitability of the audit fee together with other fees of the auditor is determined.
- 6) Reviewed by the Audit Committee.
- 7) The opinion of the Board of Directors is sufficient and clear for the shareholders to cast their vote.

**d. Agenda on dividend payment**

- 1) Dividend policy.
- 2) Actual amount to be allocated compared with the policy, along with reasons and supporting information for consideration.
- 3) Reason why dividend payment does not conform to the policy.
- 4) The opinion of the Board of Directors is sufficient and clear for the shareholders to cast their vote.

**e. Agenda to consider material matters of the Company, such as capital increase/ decrease, amendment of regulations, business sale/dissolution/transfer/merger, etc.**

- 1) Details of the matter proposed.
- 2) Objective, reason or necessity.
- 3) Impact on the Company and its shareholders.
- 4) The opinion of the Board of Directors is sufficient and clear for the shareholders to cast their vote.

1.3) The Board of Directors facilitates shareholder participation and voting in meetings and refrains from any action that could limit the opportunities of the shareholders to attend the meeting. The procedures for attending and voting should not be complicated or too costly for shareholders, and the meeting location should be easily accessible.

1.4) The Company provides the shareholders with an opportunity to send their questions about the Company prior to the meeting date, by clearly determining the criteria for submission of questions in advance and duly informing the shareholders along with the delivery of the notice to the shareholders' meeting. In addition, the Company also



disseminates the criteria for submission of questions in advance on its website. The Board of Directors has prescribed the procedure for screening the questions submitted in advance and requires that the Company to provide answers to the shareholders in advance, as well as inform the shareholders' meeting. The details of the procedure are as follows:

1.4.1) The Company provides shareholders with the opportunity to submit questions related to the meeting agenda to the Board of Directors in advance throughout the submission period. As for the Annual General Meeting of Shareholders, the Board will gather the questions in 7 days prior to the meeting date. The Company adheres to the following guidelines:

- 1) Clearly determine the criteria for submission of questions in advance.
- 2) Inform the shareholders along with the delivery of the notice to the shareholders' meeting.
- 3) Prescribe procedures for advance submission of the questions, such as allowing the shareholders to send the questions through the Company's website, by email or by post to the Board of Directors.
- 4) Set the submission period for advance submission of the questions prior to the date of the shareholders' meeting.
- 5) Prescribe the procedure for screening the questions submitted in advance by the shareholders for consideration by the Board of Directors in answering those questions.
- 6) The Company answers the questions for the shareholders in advance of the meeting date.
- 7) The Company answers the questions for the shareholders on the day of the meeting.
- 8) The Company informs the shareholders' meeting of the questions submitted in advance by the shareholders and the answers to such questions.

1.5) The Board of Directors encourages shareholders to use proxy forms on which they can specify their votes and proposes as an option at least 1 independent director for shareholders to appoint as their proxy. However, shareholders can download the proxy form from the Company's website. The Company is required to provide revenue stamp to the shareholders to seal on the proxy form.

In addition, the shareholders who attend the meeting after the chairman has declared it duly convened are provided with the right to vote on the agenda item under consideration where the vote has not been casted and the shareholders shall be counted as part of the quorum as from the agenda where first attending, except in the case where the shareholders' meeting considers otherwise.

## **2. Procedures on the Shareholders' Meeting Date**

2.1) The Board of Directors encourages the use of technology with the shareholders' meetings, including registration of the attending shareholders and vote counting and reporting, so that the meeting can be conducted quickly, accurately and precisely.

2.2) Directors' attendance at the shareholders' meetings

2.2.1) All directors should attend the shareholders' meetings.

2.2.2) In the case where not all the directors can attend, at least the following persons must attend the shareholders' meetings:

- 1) Chairman
- 2) Managing Director
- 3) Chairman of the Audit Committee

2.2.3) The shareholders are presented with the opportunity to pose questions to the chairpersons of the various committees on matters in which they are involved.

2.3) In the shareholders' meeting, voting is made separately for each item in the case of several items in an agenda, such as the election of directors.

2.4) The Company has in place a process for vote counting, storage of voting papers for every agenda item and full video recording of the meetings, which is disclosed on the Company's website. The meeting and vote counting for every agenda item are conducted with transparency and auditability.



2.5) The Chairman has allocated adequate time for discussion and encourages the shareholders to express opinions and pose questions related to the Company to the meeting.

### **3. Preparation and Disclosure of the Minutes of the Shareholders' Meetings**

3.1) The minutes of shareholders meetings record the explanation of the voting and vote counting procedures used to the meeting prior to commencement of the meeting, as well as the opportunity provided for the shareholders to raise issues and questions. It also records the questions and answers, the voting results for each agenda item of the number of shareholders approving, dissenting and abstaining, and the list of directors who attend or are absent from the meetings.

3.2) The Company discloses to the public the voting results and the minutes of the meeting on its website. The details of the practice are as follows:

3.2.1) Disclose the resolutions of the meeting separated into approving, dissenting or abstaining votes on the next working day.

3.2.2) Disseminate the minutes of the meeting within 14 days from the shareholders' meetings to serve as a channel for shareholders to express an opinion without having to wait for the next meeting.

3.2.3) Post the videos of the shareholders' meeting on the Company's website.

### **4. The Company Provides More Care to the Shareholders than Their Legal Rights** by Providing Current Important Information on its Website.

For the Annual General Meeting of Shareholders for the year 2025, the Company held the meeting on Wednesday, April 23, 2025 at 14.00 hrs. at the Meeting Room 501, 5th floor, Premier Corporate Park, No.1, Soi Premier 2, Srinakarin Road, Nongbon Sub-district, Prawet District, Bangkok. There were 43 shareholders attending the meeting in person, holding in aggregate 65,513,711 shares, and 20 proxies, holding in aggregate 292,925,739 shares, so totaling 63 shareholders attending the meeting, holding in aggregate 358,439,450 shares which is equal to 64.2226 percent of the total number of paid-up shares of 558,120,000 shares. There were 10 committee members attending the meeting, representing 100 percent, including Chairman, Chairman of the Audit Committee and 8 Directors. In addition, there were Chairman of the Executive Committee, Senior executives of the Company and its subsidiaries, the executive taking the highest responsibility in accounting and finance and supervising accounting, the person taking the highest responsibility in legal division, Company Secretary, and external auditor attending the meeting.

For all Annual General Meeting of Shareholders, the Company assigned the Thailand Securities Depository Co., Ltd, which is the share registrar of the Company, to send the notice of the meeting together with the rules and procedures for attending the meeting and all relevant supporting information of the various agendas, which included adequate and clear opinions from the directors for each agenda item, to inform the shareholders prior to the meeting date and disseminated such information in both Thai and English were also posted at least 30 days prior to the meeting date on the Company's website [www.premier-marketing.co.th](http://www.premier-marketing.co.th) so as to allow the shareholders time to review the information in advance of the date of the meeting. The minutes of the meeting was prepared and filed with The Stock Exchange of Thailand and disseminated on the Company's website within 14 days from the date of the meeting for the shareholders to review.

**The Company does not comply with criteria in Chapter 1: The Rights of Shareholders and Equitable Treatment of Shareholders of Corporate Governance Report of Thai Listed Companies (CGR)** as The Company does not facilitate vote auditors in the shareholders' meeting. Vote monitoring by independent parties cannot be fraud. However, the Company has provided complete systems of vote count, vote documentation, and video recording. Details are disclosed on the Company's website. The meeting and vote counting are thus transparent and auditable.

### **Chapter 2 The Equitable Treatment of Shareholders**

The Board of Directors supervises and protects the fundamental rights of all individual and groups of shareholders equally, including the process of calling the meeting of shareholders, the protective measures to prevent the use of insider information by the directors, management and employees for abusive self-dealing, and for the directors and management to disclose information regarding their interests and those of their related parties



The Company has established guidelines for the equitable treatment of shareholders as follows:

## **1. Release of Information Prior to the Shareholders' Meeting**

1.1) The Company informs The Stock Exchange of Thailand of the meeting schedule together with the agenda and opinions of the Board of Directors and disseminates this information on the Company's website. The details of the procedures are as follows:

1.1.1) The Company provides an opportunity for the shareholders to review the supporting information of the meeting on its website at least 30 days prior to the date of the shareholders' meeting.

1.1.2) The supporting information of the meeting posted on the Company's website contains the same information that the Company will send to the shareholders in the form of hard copy documents.

1.1.3) The Company sends the notice of the meeting and the supporting documents to the shareholders for more days in advance than that stipulated by law (at least 30 days prior to the meeting date).

1.2) The Company informs the shareholders of the various meeting rules and procedures for voting, including the voting rights attached to each class of shares, both in the notice of the meeting and at the shareholders' meeting.

1.3) The above notice of the shareholders' meeting is fully translated into English and disseminated at the same time as the Thai version.

## **2. Protection of the Rights of Minority Shareholders**

2.1) The Board of Directors has clearly pre-determined the criteria for minority shareholders to propose additional agenda items in advance of the shareholders' meeting date in order to demonstrate fairness and transparency in considering whether the agenda items proposed by the minority shareholders should be included, the Company has the following criteria:

1) All shareholders have the right to propose agenda items.

2) Details of the supporting information for consideration.

3) Criteria to determine inclusion/non-inclusion of the matter proposed as an agenda item.

4) Channels through which to propose agenda items, such as send a letter to the Board of Directors that may be sent in advance through the Company's website, by email, etc.

5) Period for proposing agenda items is from 1 January to 31 December of every year.

6) The Board of Directors informs the shareholders via the Company's website of the criteria for proposing agenda items.

7) There is a screening process of the matters proposed by the shareholders for consideration by the Board of Directors in the Board meeting.

8) Inform the shareholders of the Board of Directors' decision together with the reasoning by informing the shareholder who proposes the agenda item and informing the shareholders' meeting.

2.2) The Board of Directors has established procedures for minority shareholders to nominate candidates to serve as directors and to provide supporting information regarding the candidates' qualifications and their consent in advance of the shareholders' meeting date. The rules for nomination are as per the following topics:

1) Nomination channel is by submitting a letter to the Board of Directors.

2) Nomination period is from 1 January to 31 December of every year.

3) Supporting information for consideration, such as detailed information on the qualifications of the proposed candidates, the candidates' letters of consent, etc.

4) The Board of Directors informs the shareholders of the rules for nomination candidates through the dissemination channels of The Stock Exchange of Thailand and through the Company's website.

5) The Board of Directors considers the qualifications of the candidates proposed by the minority shareholders according to the criteria set by the Company.

6) The Company Secretary informs the shareholders who proposed candidates of the Board of Directors' decision and its reasoning and the Chairman informs the shareholders' meeting.



2.3) Shareholders in a management position may not add an agenda item without prior notice unless necessary, especially important agenda items that the shareholders require time to review before making a decision.

2.4) The Board of Directors provides the opportunity for the shareholders to exercise their rights to elect directors individually.

### **3. Protection Against Abuse of Insider Information**

3.1) The Board of Directors has established in writing the policies and procedures for safe-guarding and prevention of use of insider information and has communicated them to everyone in the Company for compliance, together with the rules for trading the Company's stocks for the directors, executives and employees with knowledge of insider information to use as a guideline. Directors, management, and employees with knowledge of insider information must not trade, transfer or accept the transfer of Company stocks during the period of 1 month prior to the disclosure of the financial statements and within 2 working days after the said disclosure.

3.2) All directors and executives who have a duty by law to report on their stocks holding of the Company are required to regularly send such report to the Board of Directors and disclose such information in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

### **4. Conflicts of Interest of Directors**

4.1) The Board of Directors has policy and requirement for the directors and executives to report any conflict of interest regarding each agenda item prior to consideration and that such conflict must be minute in the minutes of the Board of Directors' meeting as follows:

1) The Board of Directors has set the guideline for the directors and executives to disclose their interests and those of their related persons to the Board so that it can make a decision for the benefit of the Company as a whole.

2) This guideline is consistent with the nature of the business and the regulations of the relevant authorities, such as The Bank of Thailand, The Securities and Exchange Commission, Thailand, The Stock Exchange of Thailand, etc.

3) The Company Secretary has been assigned as the recipient for information on any interest of the directors, executives and their related persons.

4) The Company Secretary has the duty to report any interest of the directors and executives, together with related persons to the Board of Directors, especially when the Board has to consider any transaction between the Company and the director or executive who have an interest or is connected.

4.2) The Board of Directors shall ensure that any director who has a material interest in a manner that may prevent such director from expressing opinion independently shall refrain from participating in the meeting to consider that agenda item.

At the Annual General Meeting of Shareholders for the year 2025, there were no changes in the order of the agenda items or the addition of an agenda item and the meeting was not requested to consider any other matters other than those detailed in the notice of the meeting.

In addition, the directors and executives have reported their own holding and those of their spouse and minor children of the stocks of the Company to the Board of Directors or a person assigned by the Board regularly every quarter. Such information has been disclosed to the Board and in Annual Registration Statement/Annual Report (Form 56-1 One Report)

**The Company does not comply with criteria in Chapter 1: The Rights of Shareholders and Equitable Treatment of Shareholders of Corporate Governance Report of Thai Listed Companies (CGR) as follows;**

1) The Company does not employ cumulative voting in member election because the Company has an appropriate recruitment system to hire qualified management personnel and has managed the business by concerning rights of the minority.

2) The Company has not established a policy for directors and senior executives to notify the Board of Directors about the trading of Company's shares at least 1 day prior to trading as this short notice may be taken to indicate the direction of the Company's operating results and reporting in advance and acknowledgement by the entire Board of Directors may not be significant in resolving and dealing with adverse events resulting from such transactions as it is



merely reporting for acknowledgement. However, the Company has complied with the guidelines in which the SEC references the Securities and Exchange Act B.E. 2535 that directors, executives and employees must comply with the requirements of listed companies regarding the prohibition of the use of known financial statements or other information that affects the price of the Company's securities in the trading of securities or derivatives holding related to securities or disclosure to third parties or unrelated persons before the financial statements or other information that affects the stock price of the Company/group of companies is publicly disclosed, where the trading or disclosure prohibition period may be more than one month before such information is made public. However, securities or derivatives holding related to securities of listed companies must not be traded until 24 hours have elapsed since the disclosure of such information to the public and the Company has reported when trading has been made by referring to the criteria for reporting changes in the holding of securities and derivatives holding by virtue of Section 59 of the Securities and Exchange Act as described by the SEC, which states that the person responsible for reporting must report within 3 business days from the date of purchase, sale, transfer or acceptance of transfer of securities or derivatives holding.

3) The Company defines the use of insider information and conflicts of interest in its policies and guidelines as absolute prohibitions and not just at the preventive measure level because if this is defined as prohibited, the Company should not be required to take action in relation to the “form of”, such as the disclosure of plans and performance regarding the use of insider information and conflicts of interest, education of directors, executives and employees on the prevention of the use of insider information and conflicts of interest every year, etc., with various information to be disclosed in accordance with the existing guidelines and prohibitions.

### **Chapter 3 The Role of Stakeholders**

The Company believes that the private sector is a sector that is important to the economy and society of the country and considers it is a duty to care for the survival and sustainability of social cohesion. Therefore, the Company and its subsidiaries adheres to its intent to operate its businesses with sustained success with consideration of the groups of stakeholders under the Premier Group’s business intention for “Progressive Business, Stable Employees, Sustainable Society’. The Company believes that in maintaining balance between business, employees and society will support the business, society and the environment to grow strongly and sustainably together.

The Company has established guidelines on the role of stakeholders as follows:

#### **1. Establishing Policies for Treatment of Stakeholders**

1.1) The Board of Directors has set the policy on the treatment of each stakeholder group together with implementation measures that are in effect. The policy has been announced and there are measures related to fair treatment that ensures that the Company and its value chain are responsible for the stakeholders, namely, shareholders, employee, customer, business competitors, suppliers, creditors, competitors, community and society, and environment.

1.2) The Board of Directors has assigned the Company Secretary as the recipient of complaints and to handle the complaints filed by the stakeholders. The reporting procedures and channels have been disclosed on the website and in the Annual Registration Statement/Annual Report (Form 56-1 One Report) of the Company.

1.3) Have in place mechanisms for whistle-blower protection and compensation measures in the case that stakeholders receive any damage from the Company’s violation of their legal rights.

**2. The Company has Policies and Practices in Anti-Corruption and prohibits bribery for business interests of the Company,** as well as supports activities that promotes and instills all employees to be aware of and to comply with the relevant laws and regulations throughout.

The Company and its subsidiaries have included the topic “Anti-Corruption Policy” in the new employee orientation program held on a monthly basis by using media video presentations and lectures by the human resources management unit.



**3. The Company has set Policies on Intellectual Property** for which employees are prohibited from Infringement of the Intellectual property rights of others disregarding whether domestic or foreign and are prohibited from bringing pirated software for use in the Company.

In 2025, the Company had no significant dispute with the stakeholders. Moreover, the Company had practice in accordance with the related laws and regulations in order to take good care of the rights of such stakeholders.

1) At the Annual General Meeting of Shareholders for the year 2025, shareholders were entitled to the rights of giving suggestions and opinions for the Company's business operation, as the owner of the Company, in advance, and all suggestions were collected to propose to the Board of Directors to consider. In that meeting, it appeared that one shareholder submitted questions about the Company's performance in advance.

2) The Company has allowed employees to determine saving rate in the provident fund to be suitable with individual age and income. It was to provide opportunities for employees, especially at operational level, capable to have savings. Also, the Company has revised the contribution rate on the provident fund for high-range employees to provide saving source and guarantee the livelihood after retirement and in the present year, there are 228 employee members, which is 98.7 percent of the employees eligible to apply for membership of the provident fund as well as campaigned for the employees to save money with the savings cooperative to promote savings through another channel. At present, the Company has 172 employees who are members or 73.19 percent of its total number of employees.

3) The Company does not have any violation against labour law, employment law, consumers law, competition law, environment law; has no action against violation of intellectual properties, fraud or business ethics misconduct. The statistic of accident rate, leave of absence rate, sickness from workplace rate are reported in the information which is disclosed on the Company's website.

4) The Company has disclosed the information on sustainable development on social responsibility by using The Stock Exchange of Thailand's corporate social responsibilities guideline, under the vision, mission and Premier Group philosophy and disclosed on the Company's website.

5) The Board of Directors approved the adoption of the anti-corruption policy on 25 February 2014. The Company was subsequently certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on 4 April 2014 by the Thai Private Sector Collective Action Against Corruption Committee, affirming that the Company has established policies and systems for the prevention of corruption. The Company has developed an Anti-Corruption Manual covering policy formulation; prescribed procedures; training programs to foster integrity, ethics, and moral awareness; corruption risk assessments; monitoring and audits; policy and process reviews; and performance reporting. It has disseminated these policies and practices to its subsidiaries to ensure consistent implementation. The Company received its first recertification on 9 March 2017, the second on 7 February 2020, and the third on 31 March 2023. The current certification will expire on 31 March 2026, as each certification is valid for a period of three years. Accordingly, the Company submitted a self-assessment form in December 2025 to further enhance its anti-corruption system and to apply for the fourth recertification as a member of the Thai Private Sector Collective Action Against Corruption (CAC).

**The assessment criteria of the Corporate Governance Report of Thai Listed Companies (CGR) under Chapter 2: Role, of Stakeholders and Sustainable Business Development**, that the Company failed to comply with is the Company did not prepare an integrated report as it believes that the Company has already disclosed complete information on the Company's website.

## **Chapter 4 Disclosure and Transparency**

The Board of Directors recognizes the importance of disclosure of information, both financial and non-financial, that is accurate, complete and transparent as stipulated by the regulations of The Securities and Exchange Commission, Thailand (SEC) and The Stock Exchange of Thailand (SET), as well as other material information that may affect the



price of the Company's securities that influences the decision-making process of its investors and stakeholders. Information on the Company is disseminated to the shareholders, investors and general public through the channels of the SET and the Company's website in Thai and English, which is constantly updated.

The Company has set guidelines on the disclosure and transparency of information as follows:

## **1. Disclosure of Information**

1.1) The Board of Directors has mechanisms to ensure that the information disclosed to the investors is accurate, not misleading and adequate for their decision-making as follows:

1) The disclosure of material information, both financial and non-financial, of the Company is accurate, complete, timely, transparent and in accordance with the criteria stipulated by the SEC and the SET.

2) The effectiveness of the disclosure process is evaluated regularly.

1.2) The Board of Directors provides a summary of the corporate governance policy, code of conduct, risk management policy and corporate social responsibility policy as approved by the Board and the steps in implementing such policies, including cases of non-compliance along with the reasons, through various channels, such as the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report) and website.

1.3) The Board of Directors has arranged for the Report of the Board of Directors' Responsibilities for Financial Statements to be presented together with the report of the independent auditor in the Annual Registration Statement/Annual Report (Form 56-1 One Report). The report covers the following subjects:

1) Compliance with generally accepted accounting principles that is suitable for the business and use of appropriate accounting policies that are consistently adopted.

2) The financial reports contain information that is accurate, complete and factual in accordance with accounting standards.

3) The Report of the Board of Directors' Responsibilities for financial statements is signed by the Chairman and the Managing Director.

1.4) The Board of Directors encourages the Company to prepare a Management Discussion and Analysis (MD&A) to supplement the disclosure of each quarterly financial statement. This is done in order for investors to be informed of the information and to understand the changes that occurred to the financial position and results of operations, the significant changes in the Company, including factors and events that affect the financial position or results of operations, and not just be presented with only the figures in the financial statements.

1.5) The Board of Directors stipulates that the audit and other fees of the auditor be disclosed in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report)

1.6) The Board of Directors stipulates that the following information be disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report)

1) Roles, duties and opinions from their work performance in the previous year of the Board of Directors.

2) Roles, duties and opinions from their work performance in the previous year of the committees.

3) Number of meetings held and attendance record of each director in the previous year.

4) Record of training and ongoing professional education of the directors.

1.7) The Board of Directors discloses the procedures for nomination of directors, procedures for assessment of the entire Board of Directors and individually, procedures for assessment of the sub-committee, and procedures for assessment of the Chairman of the Executive Committee as well as the policy for remuneration of directors and executives that corresponds with the duties and responsibilities of each person, including the forms and manner of remuneration which the remuneration amount includes the amount of payment received by each director as a director of the Company's subsidiary.

## **2. Minimum Information Disclosed on the Company's Website**

2.1) In addition to disclosing information as specified by the regulations through The Stock Exchange of Thailand and the Annual Registration Statement/Annual Report (Form 56-1 One Report), the Board of Directors deems it appropriate to regularly disclose information that is up-to-date both in Thai and English through other channels, such as



the Company's website. The minimum information on the Company's website should at least comprise the following and must be regularly updated:

- (1) Vision and mission of the Company;
- (2) Nature of business of the Company;
- (3) Organization chart and list of members of the Board of Directors and management team;
- (4) Qualification and experience of the Company Secretary;
- (5) Financial statements and reports on the financial position and results of operations for both the current and prior year.
- (6) Downloadable Annual Registration Statement/Annual Report (Form 56-1 One Report);
- (7) Information or other materials provided in briefings to analysts, fund managers or medias;
- (8) Direct and indirect shareholding structure;
- (9) Group corporate structure, detailing the subsidiaries, affiliates, joint ventures and special purpose enterprises/vehicles (SPEs/SPVs);
- (10) Direct and indirect shareholding of beneficial owners holding 5 percent or more of the total paid-up shares with voting rights
- (11) Direct and indirect shareholdings of major and/or substantial shareholders, directors, and senior executives;
- (12) Notice of the Annual General Meeting and Extraordinary General Meetings of Shareholders;
- (13) Articles of Association, Memorandum of Association and shareholders' agreement (if any);
- (14) Policy and practices according to the principles of good corporate governance of the Company;
- (15) Risk management policy and its implementation;
- (16) Code of conduct of the Company's employees and directors;
- (17) Code of conduct of the investor relations officer;
- (18) News of the Company and its subsidiaries;
- (19) Contact details of the unit or officer responsible for investor relations (e.g. name of contact person who can provide information and telephone number);
- (20) Annual investor relations plan.

In 2025, the Company published the Annual Registration Statement/Annual Report (Form 56-1 One Report) in both Thai and English within 120 days of the end of the financial year. The Company sent the shareholders a copy of the invitation letter of the Annual General Meeting of Shareholders on 21 March 2025 and could be downloaded from the Company's website on the same day. Moreover, the Company published the minutes of the meeting on the Company's website within 14 days after the meeting date. The Company presented its operating results, both financial and non-financial information to shareholders, retail investors, institutional investors, analysts and various stakeholders through various channels as follows:

| No. | Information Disclosure and Presentation                 | Number of Times |
|-----|---|-----------------|
| 1.  | Join an activity "Opportunity Day" on 4 September, 2025 | 1               |
| 2.  | Meeting with analysts and investors                     | 2               |

In addition, questions from shareholders, investors and analysts were answered by email and telephone regularly and equitably.

**The company does not comply with criteria in Chapter 3: Information Disclosure and Transparency of the Corporate Governance Report of Thai Listed Companies (CGR) as follows:**

1) The company does not hold a press conference or publish a newsletter to present the financial status. The Company has disclosed important information and financial information completely in its Annual Registration Statement /Annual Report (Form 56-1 One Report), minutes of shareholders' meeting, and the Company's website. The Company



is prompt to provide the information to the press which is a disclosure according to the rules of The Stock Exchange of Thailand on event-based disclosures.

2) The Company does not disclose the details of the remuneration of the Chairman of the Executive Committee since it has a policy of not disclosing the remuneration of all personnel, including the Chairman of the Executive Committee to third parties because it is personal information, but has revealed the overall number of executives.

3) The Company has a sustainable business approach that will help achieve its goals provided that this concept is made a part of its business operations, not as a separate activity. Therefore, the success/progress of business operations with the concept of sustainable business operations (ESG) will be reflected in the operating results, which appears in the Management Discussion and Analysis (MD&A).

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business

stakeholders competitors, Suppliers, Creditors, Community and society, Other guidelines and measures related to shareholders and stakeholders

## Shareholders

Perform duties with integrity, transparency and for the benefit of the Company and its shareholders; manage the Company's operations cautiously and carefully in order to prevent any damages to the shareholders; refrain from seeking personal gains for oneself or related persons by exploiting any non-public information of the Company; and refrain from any action that might cause conflicts of interest with the Company, including the divulgence of any confidential information of the Company to outsiders, especially its competitors.

## Employee

The Company recognizes the importance of its employees as valuable assets and has treated all employees equally and fairly based on human rights principles without discrimination of skin color, race, sex or religion without any illegal form of the use of all kinds of forced labour and/or child labour. The Company has compensation and remuneration policies that are based on the principles of fairness, which are appropriate for the job description, responsibilities and competency of each employee and are comparable with other companies within the same industry. The Company also has a policy for the continuous development and promotion of knowledge and competency for the employees to develop their skills and abilities for career advancement. Regarding the policy and rules on employee benefits, the Company has established supplementary employee benefits other than required by law i.e. the provident fund for employees and savings cooperative as a tool to create motivation among employees to perform their tasks and to retain human resources with the Company in a long-term perspective. In addition, the fund provides constant savings which will become a security for living after retirement. The Company has set a safety policy and set up a committee to oversee that safety, bio-sanitation, and the work environment are in accordance with the laws and international standards and to closely monitor performance. Knowledge and training on safety, bio-sanitation, and the work environment are provided to the employees and related persons along with promotion of all employees' awareness towards the importance of safety and to seriously comply. There is regular testing of the office building's safety system and annual fire drills, as well as illumination and noise intensity measurement.

## Customer



The Company has set a policy to meet customer satisfaction by offering quality products of standard that are safe to fulfill the needs of the customers. Complete and accurate information about the products and services are disclosed without distortion of facts, as well as provision of information that is accurate, adequate, and beneficial to the customers. It also has a product recall process in case any quality defect is found.

### **Business competitors**

The Company supports and encourages the policy for free and fair-trade competition with no monopolization or requirement for the business partners to sell only the Company's products and has no trade and competition policy that employs any illegal and unethical means to obtain information of its competitors. The Company promotes trade competition under the rules of fair competition and does not discredit competitors through slandering or take any action without the truth and unjustifiably. Also, the Company is prepared to support and cooperate with its competitors on various matters that are beneficial to the consumers.

### **Suppliers**

The Company selects its trade partners impartially and conducts mutual business fairly without exploitation, respects and abides by the terms of the agreement, and does not solicit, accept or give any undue benefit in dealing with trade partners. In the case that there should be any information regarding the bestowment of any undue benefits, the Company will consult with the trade partners to mutually resolve the matter quickly and with fairness to all parties.

### **Creditors**

The Company selects its creditors impartially and conducts mutual business fairly without exploitation, respects and abides by the terms of the agreement, and does not solicit, accept or give any undue benefit in dealing with creditors. In the case that there should be any information regarding the bestowment of any undue benefits, the Company will consult with the creditors to mutually resolve the matter quickly and with fairness to all parties.

### **Community and society**

The Company has set the policy and rules for the treatment of communities and society in its Code of Conduct for use as a guideline for practice by all employees as follows:

- 1) Support activities that are beneficial to the communities and society as a whole and build a good relationship with the communities in which the Company's place of business is located.
- 2) Comply or ensure compliance with relevant laws and regulations.
- 3) Refrain from supporting or participating in transactions with any persons that are detrimental to the communities and society.
- 4) Pay attention to and be responsible for rectifying any danger that society is apprehensive of that may have been caused by the Company's products/services or business operation.
- 5) Participate in the improvement of quality of life, build a harmonious society, develop virtue and morality, preserve good traditions, and instill a strong sense of social responsibility and volunteerism among the employees.

### **Other guidelines and measures related to shareholders and stakeholders**

#### Environment

The Company determined its business operation policy based on the environmental standards as follows:

- 1) Refrain from any action that may damage the natural resources and the environment.
- 2) Comply or ensure compliance with laws and regulations related to the environment.
- 3) Refrain from supporting or participating in transactions with outside persons that threaten the environment as a whole.
- 4) Encourage the efficient use of resources and set policies on conservation of energy and other resources through the adoption of energy-efficient technologies for use in the Company.



5) Promote employees' knowledge on the environment, as well as organize in collaboration with the employee activities related to the environment. This is set as a policy with disclosure of the practices for the awareness of all concerned.



## 6.2 Business code of conduct

### Business code of conduct

The Company conducts its business properly and fairly. The Group has core values that have been practiced throughout by all its employees of honesty, responsibility and commitment to work, discipline, unity, sacrifice and ongoing development. These values are considered the ethics and morality of the Group which have been practiced continuously.

In compliance with the principles of good corporate governance and as a clear guideline for the good conduct of its employees, Premier Group of Companies has compiled a code of conduct based on the Group's core values for use of its executives and employees as the guiding principles in conducting their work as follows:

- 1) Treatment for Customers
- 2) Treatment for Business Partners and Creditors
- 3) Treatment for Business Competitors
- 4) Treatment for Shareholders
- 5) Treatment for Society
- 6) Code of Conduct for Employees
- 7) Treatment of Colleagues (Supervisors, Subordinates and Colleagues)
- 8) Code of Conduct for Investor Relation

The Company prepares the Code of Conduct on the Company's website.

Business code of conduct : Yes

The Company conducts its business properly and fairly. The Group has core values that have been practiced throughout by all its employees of honesty, responsibility and commitment to work, discipline, unity, sacrifice and ongoing development. These values are considered the ethics and morality of the Group which have been practiced continuously.

### Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Human rights, Safety and occupational health at work

### Prevention of conflicts of interest

The Board of Directors has established a written policy on related transactions and any transactions that may lead to conflict of interest, which are included in the corporate governance policy and code of conduct. The Company complies with the guidelines of the Stock Exchange and the Securities and Exchange Act for the best interest of the Company. It is the duty of personnel at all levels to carefully resolve conflict of interest problem by upholding to the principles of honesty, rationale and independence in good ethical framework.

### Anti-corruption

The Company places importance on good corporate governance with the belief that good corporate governance and management within the framework of corporate governance with transparency and accountability will help maintain the interests of all stakeholders. Therefore, the Company has established the "Anti-Corruption" policy and announced it as a policy for executives and employees at all levels to adhere to with a scope and anti-corruption management system covering every step and every process of work of the Company and its subsidiaries involved in procurement, hiring, distribution, provision and other work procedures that are at risk of fraud and corruption. The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) by the



Committee of Thai Private Sector Collective Action Against Corruption (CAC) on 4 April, 2014 and has had its certification renewed three times. The current certification will expire on 31 March, 2026. Accordingly, the Company submitted a self-assessment form to further strengthen its anti-corruption system and to apply for the fourth recertification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) in December 2025.

### **Whistleblowing and Protection of Whistleblowers**

The Company has set up channels for whistle-blowing, complaints, suggestions or recommendations that indicate that the stakeholders are affected or are at risk of being affected by any action that may cause damages for all groups of stakeholders arising from its business operations or violation of laws, rules, regulations and the code of conduct by its employees, as well as behaviours that may indicate fraud, unfair treatment, or careless or reckless actions. Whistle-blowing or filing of complaints together with details and evidence can be made through the following channels:

- Audit Committee
- Company Secretary

Premier Marketing Public Co., Ltd.

No.1 Premier Corporate Park, Soi Premier 2, Srinakarin Road

Nong-bon, Prawet, Bangkok 10250

Telephone: 0-2301-2071

Facsimile : 0-2748-2063

E-mail : Kulthida.act@pm.premier.co.th

The whistle-blowers or filers of complaints that are employees, customers, individuals hired for work by the Company or other groups of stakeholders who are whistle-blowers will have their rights protected and defended according to the law or the guidelines set by the Company.

### **Preventing the misuse of inside information**

The Company supervises and protects against the use of insider information according to the good corporate governance principles, as well as requires the directors and executives to disclose information on their interests and those their related parties.

### **Human rights**

The Company continues to focus on good corporate governance in order to achieve sustainable development. A human rights policy has been established for executives at all levels in the organization to take responsibility and consider as an important matter in practice for employees under their chain of command to know and understand and to adhere to the code of conduct that includes trade partners, suppliers, contractors and customers throughout the value chain to build confidence among stakeholders in conducting business with respect to human rights without supporting or being engaged in any way with individuals and activities related to human rights violations.

### **Safety and occupational health at work**

The Company has set a safety policy and set up a committee to oversee that safety, bio-sanitation, and the work environment are in accordance with the laws and international standards and to closely monitor performance. Knowledge and training on safety, bio-sanitation, and the work environment are provided to the employees and related persons along with promotion of all employees' awareness towards the importance of safety and to seriously comply. There is regular testing of the office building's safety system and annual fire drills, as well as illumination and noise intensity measurement.

### **Promotion of compliance with the business code of conduct**

Promotion for the board of directors, executives, and : Yes  
employees to comply with the business code of conduct



In compliance with the principles of good corporate governance and as a clear guideline for the good conduct of its employees, Premier Group of Companies has compiled a code of conduct based on the Group's core values for use of its executives and employees as the guiding principles in conducting their work.

#### **Participation in anti-corruption networks**

Participation or declaration of intent to join anti-corruption : Yes  
networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against  
joined or declared intent to join Corruption (CAC)  
CAC membership certification status : Certified



## 6.3 Material changes and developments in policy and corporate governance system over the past year

### 6.3.1 Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate : Yes  
governance policy and guidelines, or board of directors'  
charter

Material changes and developments in policy and : No  
guidelines over the past year

The Company still believes and adheres to the Corporate governance policy as it has in the past. However, the Company considers that corporate governance and risk oversight is the management's responsibilities. Therefore, the Company established the Corporate Governance and Risk Oversight Committee as a sub-committee on 4 August, 2020. The committee consists of 3 members, which are directors from supporting unit or persons with knowledge and experience sufficient to perform governance and risk functions and also independent from management. In 2025, the Corporate Governance and Risk Oversight Committee had 4 meetings.

### 6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The Company recognizes the importance of good corporate governance and adheres to the good corporate governance guidelines as prescribed by The Stock Exchange of Thailand. In addition, the Company determined that there shall be a process to review the application of the corporate governance code for listed companies, which has been adapted to suit its business context, regularly each year or at least once a year. There shall be a review and the reasons why any of the principles has not been applied shall be recorded.

### 6.3.3 Other corporate governance performance and outcomes

- The Company received the evaluation results for 2025 annual Corporate Governance Report (CGR) of Thai listed companies by Thai Institute of Directors (IOD) with support from The Stock Exchange of Thailand (SET) and The Securities and Exchange Commission, Thailand (SEC), stating that the Company was ranked as 'Excellent' with an average score of more than 90 of the National Corporate Governance Committee.
- The Company received the assessment for the quality of its Annual General Meeting of shareholders, under the AGM Checklist Assessment Program organized by the Thai Investors' Association (TIA) in collaboration with the The Stock Exchange of Thailand and The Securities and Exchange Commission with full scores of 100.

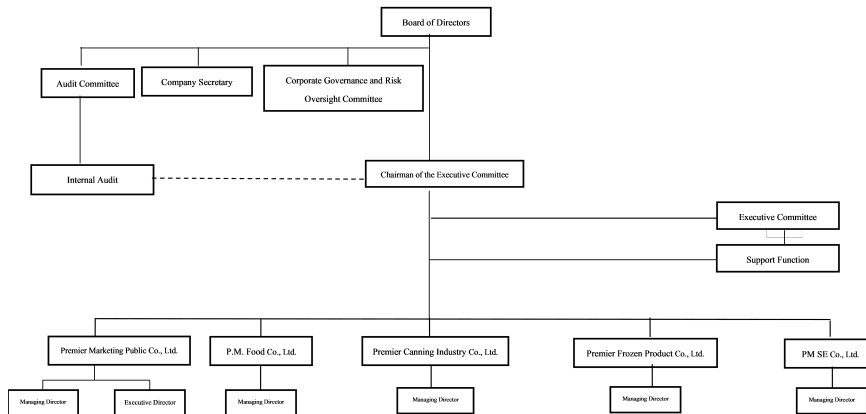


## 7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

### 7.1 Corporate governance structure

#### Corporate governance structure diagram

Corporate governance structure diagram





## 7.2 Information on the board of directors

### 7.2.1 Composition of the board of directors

As at 31 December, 2025, the Board of Directors consisted of 10 directors as follows:

|   | Number (persons) | Percent (%)   |
|---|------------------|---------------|
| <b>Total directors</b>  | <b>10</b>        | <b>100.00</b> |
| Male directors  | 4                | 40.00         |
| Female directors  | 6                | 60.00         |
| Executive directors   | 1                | 10.00         |
| Non-executive directors   | 9                | 90.00         |
| Independent directors   | 4                | 40.00         |
| Non-executive directors who have no position in independent directors | 5                | 50.00         |

### 7.2.2 The information on each director and controlling person

#### List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|-------------------|----------|------------------------------------|----------------------|
|-------------------|----------|------------------------------------|----------------------|



| List of directors   | Position  | First appointment date of director | Skills and expertise   |
|---|---|------------------------------------|--|
| <p>1. Mr. Somchai Choonharas</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Organization Psychology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>Shareholding by persons related to directors, executives according to Section 59 <sup>(**)</sup> : 5,000,000 Shares (0.895865 %)</li> </ul> | <p>Chairman of the board of directors</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 20 Jul 2007                        | <p>Marketing, Accounting, Risk Management, Governance/ Compliance, Food &amp; Beverage</p> |



| List of directors  | Position  | First appointment date of director | Skills and expertise   |
|--|---|------------------------------------|--|
| <p>2. Mrs. Duangthip Eamrunroj</p> <p>Gender: Female</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p><b>Shareholding in a company</b></p> <ul style="list-style-type: none"> <li>• Direct shareholding : 1,000,000 Shares (0.179173 %)</li> </ul> | <p>Director<br/>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>                      | 20 Jul 2007                        | <p>Risk Management, Human Resource Management, Governance/ Compliance, Engineering, Corporate Management</p> |
| <p>3. Ms. Naengnoi Chai-onnom</p> <p>Gender: Female</p> <p>Age : 83 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>  | <p>Director<br/>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p> | 25 Jan 2008                        | <p>Accounting</p>  |



| List of directors   | Position   | First appointment date of director | Skills and expertise  |
|---|--|------------------------------------|---|
| <p>4. Mr. Suradej Boonyawatana</p> <p>Gender: Male</p> <p>Age : 75 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Director<br/>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 24 Apr 2014                        | <p>Risk Management, Sustainability, Governance/ Compliance, Construction Materials, Engineering</p> |
| <p>5. Mrs. Pensri Dettingeng</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>    | <p>Director<br/>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 24 Apr 2014                        | <p>Law, Risk Management, Sustainability, Accounting, Governance/ Compliance</p>                     |



| List of directors   | Position  | First appointment date of director | Skills and expertise                           |
|---|---|------------------------------------|--|
| <p>6. Mrs. Nangnoi Bunyasaranund</p> <p>Gender: Female</p> <p>Age : 80 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>     | <p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 20 May 2008                        | Accounting, Business Administration, Marketing |
| <p>7. Mr. Piya Smutkochorn</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>                          | 21 Apr 2016                        | Marketing, Business Administration             |



| List of directors   | Position   | First appointment date of director | Skills and expertise                                  |
|---|--|------------------------------------|---|
| <p>8. Mrs. Walairat Pongjitt</p> <p>Gender: Female</p> <p>Age : 63 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Director<br/>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>   | 21 Apr 2017                        | Law, Risk Management, Finance, Governance/ Compliance |
| <p>9. Mr. Panaek Warawit</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Computer Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years <sup>(*)</sup> : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>               | <p>Director<br/>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 16 Jul 2021                        | IT Management, Engineering                            |



| List of directors   | Position   | First appointment date of director | Skills and expertise             |
|---|--|------------------------------------|----------------------------------|
| 10. Ms. Anuwat Vongpichet<br>Gender: Female<br>Age : 48 years<br>Highest level of education : Doctoral degree<br>Study field of the highest level of education : Development Administration<br>Thai nationality : Yes<br>Residence in Thailand : Yes<br>Family relationship between directors and executives : Doesn't Have<br>Legal offenses in the past 5 years <sup>(*)</sup> :<br>Doesn't Have<br>DAP course : Yes<br>DCP course : No | Director<br>(Non-executive directors, Independent director)<br><br>Authorized directors as per the company's certificate of registration :<br>No<br><br>Type of director : Existing director | 23 Apr 2024                        | Economics, Public Administration |

Additional explanation :

(\*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(\*\*) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.



List of the board of directors by position

| List of the board of directors | Position                           | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the company's certificate of registration |
|--------------------------------|------------------------------------|---------------------|-------------------------|-----------------------|---|---|
| 1. Mr. Somchai Choonharas      | Chairman of the board of directors |                     | ✓                       |                       | ✓   | ✓   |
| 2. Mrs. Duangthip Eamrungraj   | Director                           |                     | ✓                       |                       | ✓   | ✓   |
| 3. Ms. Naengnoi Chai-onnom     | Director                           |                     | ✓                       | ✓                     |   |   |
| 4. Mr. Suradej Boonyawatana    | Director                           |                     | ✓                       |                       | ✓   | ✓   |
| 5. Mrs. Pensri Dettingeng      | Director                           |                     | ✓                       |                       | ✓   | ✓   |
| 6. Mrs. Nangnoi Bunyasanund    | Director                           |                     | ✓                       | ✓                     |   |   |
| 7. Mr. Piya Smutkochorn        | Director                           | ✓                   |                         |                       |   | ✓   |
| 8. Mrs. Walairat Pongjitt      | Director                           |                     | ✓                       |                       | ✓   | ✓   |
| 9. Mr. Panaek Warawit          | Director                           |                     | ✓                       | ✓                     |   |   |
| 10. Ms. Anuwat Vongpichet      | Director                           |                     | ✓                       | ✓                     |   |   |
| <b>Total (persons)</b>         |                                    | <b>1</b>            | <b>9</b>                | <b>4</b>              | <b>5</b>  | <b>6</b>  |



## Overview of director skills and expertise

| Skills and expertise         | Number (persons) | Percent (%) |
|------------------------------|------------------|-------------|
| 1. Economics                 | 1                | 10.00       |
| 2. Food & Beverage           | 1                | 10.00       |
| 3. Construction Materials    | 1                | 10.00       |
| 4. Law                       | 2                | 20.00       |
| 5. Marketing                 | 3                | 30.00       |
| 6. Accounting                | 4                | 40.00       |
| 7. Finance                   | 1                | 10.00       |
| 8. Human Resource Management | 1                | 10.00       |
| 9. Sustainability            | 2                | 20.00       |
| 10. IT Management            | 1                | 10.00       |
| 11. Corporate Management     | 1                | 10.00       |
| 12. Engineering              | 3                | 30.00       |
| 13. Risk Management          | 5                | 50.00       |
| 14. Governance/ Compliance   | 5                | 50.00       |
| 15. Public Administration    | 1                | 10.00       |
| 16. Business Administration  | 2                | 20.00       |

## Information about the other directors

The chairman of the board and the highest-ranking : No  
executive are from the same person

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking : No  
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : No  
to determine the agenda of the board of directors'  
meeting

## The measures for balancing the power between the board of directors and the Management



The measures for balancing the power between the board : Yes

of directors and the Management

Methods of balancing power between the board of : Others : The audit committee visited factories and  
directors and Management held a meeting with the management

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### 7.2.3 Information on the roles and duties of the board of directors

Board charter : No

#### Authorized Directors

Mrs. Duangthip Eamrunroj, Mr. Suradej Boonyawatana, Mrs. Pensri Dettingeng and Mrs. Walairat Pongjitt with any two directors of the four directors signing jointly with the Company's seal affixed. Or Mrs. Duangthip Eamrunroj or Mr. Suradej Boonyawatana or Mrs. Pensri Dettingeng or Mrs. Walairat Pongjitt, any one person signing together with Mr. Somchai Choonharas or Mr. Piya Smutkochorn as another person, totalling two persons signing jointly with the Company's seal affixed.

#### Term of the Board of Directors

At every Annual General Meeting of Shareholders, one-third of the directors must resign. If one-third is not a round number, the number closest thereto shall be the applicable number. The directors to vacate office within the first and the second year following company registration shall draw lots. In subsequent years, the directors serving the longest shall resign. The directors who vacate office are eligible for re-election by shareholders.

#### Scope of Responsibilities of the Board of Directors

1) Administer the corporate affairs in compliance with all relevant laws and regulations, the Company's objectives and the Articles of Association, as well as the resolutions of the shareholders' meetings, except for issues where the approval of the shareholders' meeting is required prior to implementation, such as matters that are required by law to receive a resolution of the shareholders' meeting, related transactions, acquisition or sale of substantial assets according to the criteria of The Stock Exchange of Thailand or as determined by other government agencies, etc.

2) Review and approve major issues, such as policies, strategies, plans and budgets, organization structure, authority of the management, corporate governance policies, and other issues as prescribed by The Stock Exchange of Thailand or by law annually.

3) Supervise the management to act in accordance with the approved policies, strategies, plans and budgets.

4) Appoint a qualified person who does not possess the prohibited characteristics as specified in the Public Company Limited Act B.E. 2535 (1992), including any amendments thereof, and the securities and exchange laws, as well as related notifications, rules and/or regulations, to replace a director who has vacated office by any reason other than retirement by rotation.

5) Appoint the Audit Committee and other sub-committees, and Chairman of the Executive Committee.

6) Install reliable accounting, financial reporting and financial audit systems, as well as oversee the establishment of efficient and effective internal control and internal audit systems

7) Ensure that the Company has a comprehensive risk management system and process, with effective reporting and monitoring.

8) Report on the execution of the Board of Directors' responsibilities in the preparation of the financial statements, which is to be presented together with the report from the independent auditor in the Annual Registration Statement/ Annual Report (Form 56-1 One Report).

9) Protect fairly the benefits of the major shareholders and minority shareholders according to their rights; provide equitable treatment of shareholders and other stakeholders with consideration for the avoidance of conflict of interest; ensure operational transparency and the disclosure of sufficient and accurate information.



10) The following transactions can be undertaken only after approval from the shareholders' meeting has been granted. However, it is prescribed that in a transaction where a director or any other person may have a conflict of interest with the Company or its subsidiaries (if any) the director is not eligible to vote on the transaction.

(a) Matters that are required by law to receive a resolution at the shareholders' meeting.

(b) Transactions in which directors have an interest and are required by law or SET's requirements to be approved by the shareholders' meeting.

11) The Board of Directors may delegate one or more director(s) or any other person to carry out particular activities on behalf of the Board. However, this delegation excludes the authorization or sub-authorization of the director(s) or appointee(s) in the approval of transactions with potential conflict of interest with the Company or its subsidiaries. Approval from the shareholders' meeting is required for related transactions and the acquisition or sales of substantial assets of the Company as stipulated by the requirement of the Capital Market Supervisory Board.

#### **Authority and Responsibility of the Chairman of the Board of Directors**

1) Call the Board of Directors' meetings and preside as a Chairman of the Board of Directors' meeting and shareholders' meeting.

2) Consider and determine the agenda of the Board of Directors' meeting together with the Executive Chairman.

3) Control the Board of Directors' meeting and the shareholders' meeting to be carried effectively in accordance with the Company's rules and regulations and encourage and provide opportunities for the Directors to express their opinions independently.

4) Support and encourage the Board of Directors to perform their duties to their full capacity in accordance with the scope of authority and responsibilities and the principles of good corporate governance and support and advise the management on operation.

5) Perform duty as assigned by the Board of Directors and/or the Audit Committee.



## 7.3 Information on subcommittees

### 7.3.1 Information on roles of subcommittees

#### Roles of subcommittees

##### Audit Committee

#### Role

- Audit of financial statements and internal controls

#### Scope of authorities, role, and duties

- 1) Review that the Company has financial reporting process with accuracy and adequacy.
- 2) Review that the Company has an internal control system and internal audit system suitable and efficient which consider the independence of the internal audit department as well as to approve the appointment or transfer of the Chief of the Internal Audit Department or any other department responsible for internal auditing.
- 3) Review the Company's compliance with the securities and exchange law, regulations of The Stock Exchange of Thailand and other laws relevant to the Company's businesses.
- 4) Consider, select and nominate an independent person to act as the Company's auditor and propose the remuneration of such person, as well as attend a non-management meeting with the auditor at least once a year.
- 5) Review and approve the connected transactions, significant related party transactions or those with possible conflicts of interest to ensure that they comply with all relevant laws and regulations of The Stock Exchange of Thailand. This is to ensure that these transactions are reasonable and of maximum benefit to the Company.
- 6) Prepare and disclose a report on the Audit Committee's monitoring activities in the Company's annual registration statement/Annual Report (Form 56-1 One Report), which must be signed by the Chairman of the Audit Committee and consist of at least the following information:
  - An opinion on the accuracy, completeness and creditability of the Company's financial reporting
  - An opinion on the adequacy of the Company's internal control system
  - An opinion on the compliance with the securities and exchange laws, regulations of The Stock Exchange of Thailand or laws relevant to the Company's businesses
  - An opinion on the suitability of the auditor
  - An opinion on transactions that may have conflicts of interest
  - The number of Audit Committee meetings and attendance of such meetings by each committee member
  - Opinions or observations received by the audit committee through the performance of its duties as assigned.
  - Disclosure of other reports that the Audit Committee considers the shareholder and general investors should be aware of, within the scope of its duties and responsibilities as assigned by the Board of Directors
- 7) To perform any other task assigned by the Board of Directors with the approval of the Audit Committee.

#### Term of the Audit Committee

The term of office of the Audit Committee member is 3 years.

Members of the Audit Committee who vacate office upon the expiration of the term are eligible for re-appointment. In the event of the resignation of any Audit Committee member prior to the expiration of their term, the independent director appointed as a replacement shall hold office only for the remainder of the term of the Audit Committee member who resigned.

If any Audit Committee member who must retire from the director position due to the expiration of his tenure at the Annual General Meeting of Shareholders is re-appointed by the same Annual General Meeting of Shareholders to be an



independent director, such independent director shall return to serve as an Audit Committee member for the remaining term of that Audit Committee member.

#### Reference link for the charter

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### Corporate Governance and Risk Oversight Committee

#### Role

- Risk management

#### Scope of authorities, role, and duties

1) Monitor, review, evaluate, and advise on the management's corporate governance framework including managing director and executives from the Company and its subsidiaries which can be summarized as follow:

- Monitor strategic planning and the management in good governance and risk management
- Review and evaluate the management's implementation of the Company's annual plan and its achievement
- Advise and review whether the Company's good governance and risk management plan is suitable for its business.

2) Determine the meeting with the management of the Company and its subsidiaries at least twice a year.

3) The Corporate Governance and Risk Oversight Committee presents the report to the Company's Board of Directors at least once a year.

4) Perform any other duties assigned by the Board of Directors.

#### Term of Office of the Corporate Governance and Risk Oversight Committee

1) The term of office of the Corporate Governance and Risk Oversight Committee is 1 year commencing from the date of appointment by the Board of Directors. In the case their term of office is completed, and the Board of Directors has not yet appointed the new committee members. The existing committee members shall hold the office only as the acting committee members until the appointment of the new committee members.

2) Appointment of the Corporate Governance and Risk Oversight Committee to replace those retiring committee members

shall be made when the Board of Directors deem it appropriate. The chairman or member of the Corporate Governance and Risk Oversight Committee who vacates office upon the expiration of term may be re-appointed.

In the event that the chairman or a member of the committee has a vacancy prior to the completion of their term. The Board of Directors shall appoint another director as the chairman or a member of the committee to replace the vacant seat. The appointed replacement shall hold only for the remainder of the term of the replaced member.

#### Reference link for the charter

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### 7.3.2 Information on each subcommittee

#### List of audit committee

As at 31 December, 2025, the Audit Committee comprised 3 members:



| List of directors  | Position  | Appointment date of audit committee member | Skills and expertise             |
|--|---|--|----------------------------------|
| <p>1. Ms. Naengnoi Chai-onnom<sup>(*)</sup></p> <p>Gender: Female</p> <p>Age : 83 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>  | 19 Jul 2021                                | Accounting                       |
| <p>2. Mr. Panaek Warawit</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Computer Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>                 | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 19 Jul 2021                                | IT Management, Engineering       |
| <p>3. Ms. Anuwan Vongpichet</p> <p>Gender: Female</p> <p>Age : 48 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Development Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>  | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>  | 9 May 2024                                 | Economics, Public Administration |

Additional explanation :

(\*) Directors with expertise in accounting information review



### Other Subcommittees

As at 31 December, 2025, the Corporate Governance and Risk Oversight Committee comprised 3 members:

| Subcommittee name                                 | Name list                  | Position                         |
|---|----------------------------|----------------------------------|
| Corporate Governance and Risk Oversight Committee | Mrs. Duangthip Eamrungrroj | The chairman of the subcommittee |
|   | Mr. Suradej Boonyawatana   | Member of the subcommittee       |
|   | Mr. Somchai Choonharas     | Member of the subcommittee       |



## 7.4 Information on the executives

### 7.4.1 List and positions of the executive

#### 1. Chairman of the Executive Committee

The Company's Board of Directors' Meeting No. 1/2018 held on 13 February, 2018 resolved to appoint of a Chairman of the Executive Committee of the Company effective from 1 March, 2018 onwards.

#### Authority and Responsibility of the Chairman of the Executive Committee

The Chairman of the Executive Committee has duty and responsibility for the management of the Company's business in accordance with the Board of Directors' assignments including the following duties:

- 1) Consider and screen the policy, strategic framework and budget, management structure as well as management authority of the Company prior to presenting them to the Board of Directors for further approval.
- 2) Supervise and monitor the administration of the Company and its subsidiaries to be in accordance with approved policies, strategies, plans and budgets to be efficient and productive.
- 3) Has the power to execute and approve various expenditures within the limit prescribed in the authorization manuals of the Company and its subsidiaries.
- 4) Provide consultation and advice on management to senior executives.
- 5) Foster and preserve the core values of the organization and promote the management of the business in accordance with the core values of the organization, corporate governance and risk management
- 6) Perform duty as assigned by the Board of Directors.

#### 2. Executive Committee

As of 31 December, 2025, the Executive Committee consisted of 6 members as follows:

| <u>Name</u>                   | <u>Position</u>                     |
|-------------------------------|-------------------------------------|
| 1. Mr. Vichien Phongsathorn   | Chairman of the Executive Committee |
| 2. Mrs. Duangthip Eamrungrroj | Executive Director                  |
| 3. Mrs. Pensri Dettingeng     | Executive Director                  |
| 4. Mrs. Walairat Pongjitt     | Executive Director                  |
| 5. Mr. Piya Smutkochorn       | Executive Director                  |
| 6. Mr. Viphas Jirapas         | Executive Director                  |

#### Authorities and Responsibilities of the Executive Committee

The Executive Committee has the authority and duty to direct the administration of the affairs of the Company and its subsidiaries as assigned by the Board of Directors, including the following matters or businesses:

- 1) Plan the overall image, policy, strategy, plan and budget.
- 2) Provide advice on the administration of the Company and its subsidiaries in accordance with approved policies, strategies, plans and budgets.
- 3) Foster and preserve the core values of the organization and promote the management of the business in accordance with the core values of the organization.
- 4) Consider and acknowledge any other matters both related and unrelated to the management of the Company's business that the Executive Directors deem necessary or appropriate to propose for acknowledgement.
- 5) Acknowledge the internal audit report on issues related to measures to prevent, review and rectify problems and in case of the occurrence of damage or probable damage to the Company or its subsidiaries.
- 6) Perform any other duties assigned by the Board of Directors and/or the Audit Committee.

#### 3. The Management

As of 31 December, 2025, the management consisted of The Company and its subsidiaries as follows:



| <u>Premier Marketing Public Co., Ltd.</u> | <u>Position</u>   |
|---|---|
| 1. Mr. Vichien Phongsathorn               | Chairman of the Executive Committee                       |
| 2. Mr. Piya Smutkochorn                   | Managing Director   |
| 3. Mrs. Lalana Thiranusornkij             | Executive Director - B2C e-Commerce Business              |
| 4. Mr. Pornsak Sinkanarak                 | Deputy Managing Director - Non-Taro Product Business Unit |
| 5. Ms. Suthisa Klaikate                   | Deputy Managing Director - Taro Product Business          |
| 6. Mr. Pitoon Pungvirawat                 | Deputy Managing Director - Sales                          |
| 7. Ms. Thanyapat Suppalerdworawat         | Deputy Managing Director - Accounting and Finance         |

\*No.3 Mrs. Lalana Thiranusornkij has been appointed as a Executive Director - B2C e-Commerce Business, effective from February 1, 2025.

\*\*No.4 Mr. Pornsak Sinkanarak, Deputy Managing Director - Non-Taro Products Business Unit, has retired, effective from August 1, 2025.

| <u>Premier Canning Industry Co., Ltd.</u> | <u>Position</u>   |
|---|-------------------|
| 1. Ms. Jirasinee Yenbamroong              | Managing Director |

| <u>Premier Frozen Products Co., Ltd.</u> | <u>Position</u>   |
|--|-------------------|
| 1. Ms. Jirasinee Yenbamroong             | Managing Director |

| <u>P.M. Food Co., Ltd.</u> | <u>Position</u>   |
|----------------------------|-------------------|
| 1. Mr. Viphas Jirapas      | Managing Director |

| <u>PM SE Co., Ltd.</u>      | <u>Position</u>     |
|-----------------------------|---------------------|
| 1. Mrs. Duangthip Eamrunroj | Authorized Director |
| 2. Mrs. Walairat Pongjitt   | Authorized Director |

Accordingly, The Company Management has been assigned the authority to operate under the policy, strategy and objectives determined by the Board of Directors.

#### **Authorities and Responsibilities of the Managing Director**

The Managing Director has the authority and duty to manage the affairs of the Company as assigned by the Chairman of the Executive Committee, which includes the following matters and businesses:

- 1) Administer and/or manage the Company in accordance with its objectives, goals, and plans.
- 2) Prepare policies, strategies, plans and budgets, structure of administration and various management authorities of the Company submit to the Chairman of the Executive Committee for consideration.
- 3) Conduct businesses in accordance with the approved policies, strategies, plans and budgets.
- 4) Authorized to process and approve transactions within the scope prescribed by the Company's authority manual.
- 5) Supervise the development of the organization and personnel to ensure quality and continuous efficiency.



6) Administer and monitor the Company's businesses in compliance with the core values, corporate governance and risk management of the organization.

7) Perform any other duties assigned by the Board of Directors and/or Chairman of the Executive Committee.

Remark: Authorities and Responsibilities of the Managing Director means the Managing Director of the Company and its subsidiaries.

**List of the highest-ranking executive and the next four executives**

| List of executives  | Position  | First appointment date | Skills and expertise   |
|---|---|------------------------|--|
| <p>1. Mr. Vichien Phongsathorn</p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : No</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | <p>CHAIRMAN OF THE EXECUTIVE COMMITTEE</p> <p>(The highest-ranking executive)</p> | 1 Mar 2018             | Corporate Management, Engineering, Strategic Management, Business Administration |
| <p>2. Mr. Piya Smutkochorn</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>    | Managing Director   | 21 Apr 2016            | Marketing, Business Administration   |



| List of executives   | Position  | First appointment date | Skills and expertise                       |
|--|---|------------------------|--|
| <p>3. Mrs. Lalana Thiranusornkij</p> <p>Gender: Female</p> <p>Age : 54 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Technopreneurship and Innovation Management Program</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Executive Director - B2C E-Commerce Business              | 1 Feb 2025             | Business Administration, Digital Marketing |
| <p>4. Mr. Pornsak Sinkanaruk</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>                                   | Deputy Managing Director – Non-Taro Product Business Unit | 29 Feb 2012            | Marketing, Business Administration         |
| <p>5. Ms. Suthisa Klaikate</p> <p>Gender: Female</p> <p>Age : 55 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Bachelor of Journalism</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>                                  | Deputy Managing Director – Taro Product Business Unit     | 1 May 2020             | Marketing                                  |



| List of executives  | Position   | First appointment date | Skills and expertise                         |
|---|--|------------------------|--|
| 6. Mr. Pitoon Pungvirawat<br>Gender: Male<br>Age : 59 years<br>Highest level of education :<br>Bachelor's degree<br>Study field of the highest level of education : Business Administration<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : No<br>Accounting supervisor : No              | Deputy Managing Director<br>–Sales                   | 1 Feb 2019             | Marketing, Accounting                        |
| 7. Ms. Thanyapat Suppalerdworawat <sup>(*)(**)</sup><br>Gender: Female<br>Age : 53 years<br>Highest level of education : Master's degree<br>Study field of the highest level of education : Accounting<br>Thai nationality : Yes<br>Residing in Thailand : Yes<br>Highest responsibility in corporate accounting and finance : Yes<br>Accounting supervisor : Yes | Deputy Managing Director<br>– Finance and Accounting | 10 Apr 2023            | Accounting, Finance, Business Administration |

Additional Explanation :

(\*) Highest responsibility in corporate accounting and finance

(\*\*) Accounting supervisor

(\*\*\*) Appointed after the fiscal year end of the reporting year

#### 7.4.2 Remuneration policy for executive directors and executives

The Company has a policy to remunerate the directors and executives at a level that is appropriate with consideration of the Company's performance and by comparison with companies within the same industry, as well as the appropriateness to the duties and responsibilities of each director and executive. The remuneration for the directors is in the form of regular compensation and meeting allowance while the remuneration of the executives is in the form of salary, bonus and provident fund contribution.

Does the board of directors or the remuneration : Doesn't Have  
committee have an opinion on the remuneration policy  
for executive directors and executives



The entire Board of Directors, except those have conflict of interest, performs duties for the Remuneration Committee. Duties performed are within the scope of considering the criteria and forms of remuneration of the directors and presenting its opinion to the Board before presenting such remuneration to the shareholders' meeting for approval.

### 7.4.3 Remuneration of executive directors and executives

#### Remuneration of Executives

In 2025, the Company and its subsidiaries remunerated the executives in the form of salary and Bonus as follows:

#### Monetary remuneration of executive directors and executives

|  | 2023          | 2024          | 2025          |
|--|---------------|---------------|---------------|
| <b>Total remuneration of executive directors and executives (baht)</b> | 78,357,614.00 | 70,379,406.00 | 76,793,405.00 |
| Total remuneration of executives (baht)                                | 78,357,614.00 | 70,379,406.00 | 76,793,405.00 |

#### Other remunerations of executive directors and executives

#### Other Remuneration for the Executives

The Company has established a provident fund for its executives and employees with the contribution of the Company. The fund is added by percent of salary determined by company. In 2025, the Company and its subsidiaries made contributions to the provident fund as follows:

|  | 2023         | 2024         | 2025         |
|--|--------------|--------------|--------------|
| Company's contribution to provident fund for executive directors and executives (Baht) | 4,243,422.00 | 3,562,647.00 | 3,716,630.00 |
| Employee Stock Ownership Plan (ESOP)   | No           | No           | No           |
| Employee Joint Investment Program (EJIP)   | No           | No           | No           |

#### Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year



## 7.5 Information on employees

### Information on the company's employees

With the economic condition in the country remaining volatile and is likely to deteriorate and higher competition, along with the rapid technological changes, business operations are forced to adjust quickly as well, especially the employees that are considered the heart of the organization and are considered an important factor that enables the business of the Company to compete and maintain continuous growth over the past several years. Paying attention to employees at all levels is therefore considered essential, from the recruitment process, the development, the payment of motivational salary and compensation according to the success of the job and the caring of employees to have good quality of life, and is thus a mission of the Company that must be continuously developed. As at 31 December, 2025, the Company had a total of 239 employees and paid total remuneration of 231.7 million Baht to its employees, which included salary, overtime pay, cost of living allowance, bonus, financial support, social security contribution, provident fund contribution, etc. The subsidiaries paid the same types of remuneration as the Company to its employees, totalling 834.7 million Baht (excluding incentives and commission that are considered selling expenses).

As for the annual salary increase, the Company has set policies and guidelines on remuneration of employees that correspond with its performance including consider from other aspects such as base salary versus the evaluation of the employee competency and performance and then compare to the industry rate.

### Human Resources Policy

The Company has a policy to continuously promote and develop its human resources at all levels and have prepared human resources development guidelines in accordance with all its 5 core values and the direction of business growth. Implementation guidelines have been defined for the working system and human resources as follows:

#### 1) Work System Development Plan

From promoting knowledge and skills in digital technology to develop work processes to be faster and more efficient in order to respond to business operations that are committed to developing work systems and processes in the form of automated, online and e-document by reviewing the main work processes (sales, logistics and support work) to reduce redundant work processes, increase efficiency and reduce resource consumption continuously.

#### 2) Personnel Competency Development

The Company focuses on and promotes development of employees to have knowledge and work skills in line with its 5 core values by emphasizing on reinforcing employees at all levels to be aware of their duties and be responsible towards society in order to lay the groundwork in the development of the competency of employees to be effective and lead to the sustainable strengthening of the organization and create a harmonious balance between the business, its employees and society. The Company determined 3 main ways of competency to develop personnel at all levels as follows:

- Core Competency
- Managerial Competency
- Functional Competency

Each employee, according to their respective roles and responsibilities, will be trained in the knowledge, skills, and competencies that align with their assigned duties. In addition, sustainability awareness is fostered through the Sustainability Mindset & Core Values based Coaching program under the guiding principle of “Harmonious Alignment of Success”. This enables employees to effectively apply the knowledge gained to achieve business objectives in an efficient and sustainable manner. To tangibly maximize personnel potential in line with the established guidelines, the Company has implemented a policy for individual competency development using the following framework:

1) Evaluate the competency of personnel compared to the standard competency defined (Competency Gap Evaluation) to learn of the impairment or the insufficient competency of each personnel to perform work effectively and review the individual competency to keep the capability development plan up-to-date.



2) Develop individual personnel capabilities through setting Individual Development plan (IDP) for employees at all levels.

3) Focus on Core Value Behaviour through emphasis on the development of personnel behaviour to possess suitably the qualities in accordance with the core values of the Company.

### 3) Knowledge Management

The Company has continuously operated its business into its 47<sup>th</sup> year, which resulted in its employees having the knowledge, expertise and skills to perform important tasks. The Company considered that all units shall review and prepare knowledge management plans, techniques and work practices for important processes, gather and organize systems to access critical knowledge in various forms such as documents, document files, video clips, etc. so that the employees may access, learn and exchange in performing particular tasks and promote learning activities in the form of e-learning, including defining the measurement of the learning process clearly.

### 4) Succession Plan

Succession Planning for key positions within the organization. This involves planned development and knowledge transfer to designated successors according to individual development paths, core roles and responsibilities, performance objectives, and key performance indicators. Coaching principles are utilized as an integral part of the teaching and knowledge transfer process.

### 5) Treatment of employees under the Core Values

Promote employees to live happily through the Happy Workplace project that encompasses the creation of the 8 happiness components (Happy 8) involves representatives from all departments within the organization to participate, share ideas, and present collaborative plans. This fosters organizational participation, learning, and exchange through various communication channels made accessible to employees at all levels, which brought about positive behavioural changes. Such planning concept supports well-being and also, aligning with the organization's sustainability goals. Sharing happiness became initially the culture of an activity group but expanded to become a good culture in an organization that has a policy for employees to live happily with the 8 happiness and to create sustainable mutual sharing.

### Employees <sup>(1)</sup>

|                                  | 2023  | 2024  | 2025  |
|----------------------------------|-------|-------|-------|
| <b>Total employees</b> (persons) | 1,905 | 1,934 | 2,239 |
| Male employees (persons)         | 596   | 624   | 694   |
| Female employees (persons)       | 1,309 | 1,310 | 1,545 |

Remark : <sup>(1)</sup> Including employees of subsidiaries

### Number of employees by position and department



**Number of male employees by position**

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of male employees in operational level (Persons) | 533  | 561  | 627  |
| Total number of male employees in management level (Persons)  | 55   | 50   | 61   |
| Total number of male employees in executive level (Persons)   | 8    | 13   | 6    |

**Number of female employees by position**

|   | 2023  | 2024  | 2025  |
|---|-------|-------|-------|
| Total number of female employees in operational level (Persons) | 1,203 | 1,197 | 1,421 |
| Total number of female employees in management level (Persons)  | 95    | 82    | 109   |
| Total number of female employees in executive level (Persons)   | 11    | 31    | 15    |

**Significant changes in the number of employees**

Significant changes in number of employees over the past : No

3 Years

**Information on employee remuneration****Employee remuneration**

|   | 2023           | 2024           | 2025             |
|---|----------------|----------------|------------------|
| <b>Total employee remuneration</b> (baht) | 786,000,000.00 | 864,000,000.00 | 1,066,360,000.00 |

**Information on provident fund management****Provident fund management policy**

Provident fund management policy : Yes

Regarding the policy and rules on employee benefits, the Company has established supplementary employee benefits other than required by law i.e. the provident fund for employees and saving and credit cooperative as a tool



to create motivation among employees to perform their tasks and to retain human resources with the Company in a long-term perspective. In addition, the fund provides constant savings which will become a security for living after retirement.

The Company has established a provident fund for its executives and employees, with the Company contributing in the percentage of salary based as specified by the Company.

#### Overview of methods for determining employee and employer contribution Rates

Implementation of Investment Governance Code for : No

Institutional Investors ("I Code") by Company's Provident

Fund Committee

#### Participation in provident fund membership (PVD)

##### Details of provident fund participation (PVD)

##### Number of employees eligible to participate in PVD

|   | 2023  | 2024  | 2025  |
|---|-------|-------|-------|
| Number of employees eligible to participate in PVD (persons)  | 1,905 | 1,934 | 2,239 |
| Number of employees joining in PVD (persons)                  | 945   | 981   | 1,213 |
| Total amount of provident fund contributed by the company (%) | 49.61 | 50.72 | 54.18 |
| Number of PVD members / Total eligible employees (%)          | 49.61 | 50.72 | 54.18 |

##### Summary of employee PVD participation over the past year

| Company name                             | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|--|---|-------------------------------------|--|--|---|--|
| PREMIER MARKETING PUBLIC COMPANY LIMITED | Yes                                     | 2239                                | 2239   | 1213   | 54.18%                                      | 54.18%   |







## 7.6 Other significant information

### 7.6.1 Assigned person

#### Company Secretary

The Board of Directors had a resolution to appoint Ms. Kulthida Verathaworn as a Company Secretary as of 17 April, 2021 in order to perform meeting arrangement in relation to the shareholders' meetings, the Board meeting, and the sub-committee meeting as well as to support the corporate governance to be in accordance with the standards of corporate governance. The profile of Ms. Kulthida Verathaworn is shown in Attachment 1. As such, the Company Secretary must have the qualifications and responsibilities as follows;

#### Qualifications

- 1) Must possess basic knowledge of the principles of laws and regulations of regulatory agencies related to the public limited companies laws and the securities and exchange laws.
- 2) Must have knowledge and understanding of the principles of good corporate governance and the good practices in corporate governance.
- 3) Must have knowledge in the various businesses of the Company, and good communication skills are supplementary qualifications that assist the Company Secretary in efficiently carrying out his duties.

#### Roles and Responsibilities

The main roles and responsibilities of the Company Secretary are to support the Board of Directors regarding regulatory requirements. The specific roles and responsibilities of the Company Secretary include the following duties:

- 1) Arrange the Shareholders Meetings, the Board of Directors Meetings and the related Sub-Committees' Meetings as appointed by the Board of Directors by complying with law, the Articles of Association of the Company, and the Charters of each committee and the good practice.
- 2) Inform the related executives of the resolutions and policies of the Board of Directors and shareholders and monitor the implementation through the Chairman of the Executive Committee of such resolutions and policies.
- 3) Provide advice and preliminary recommendations to the Board of Directors and the committees appointed by the Board on statutory matters, regulatory practices and desirable practices related to corporate governance.
- 4) Ensure that the Company Secretary's unit is the center for corporate data, such as the juristic person registration certificate, Memorandum of Association, Articles of Association, shareholder's register and licenses for various types of businesses.
- 5) Supervise the disclosure of information and reports under his responsibility to the regulatory agencies in accordance with the law, regulation and policy on the disclosure of information and news of the Company.
- 6) Contact and communicate with the general shareholders to inform them of their various rights.
- 7) Provide news and information to the directors on issues related to the business operations of the Company to support them in the execution of their duties.
- 8) Arrange for advice to be provided to the newly appointed directors.

#### List of persons assigned for accounting oversight

The Company appointed Ms. Thanyapat Suppalerdworawat, Deputy Managing Director - Accounting and Finance as the person assigned as the highest responsibility in finance and accounting and person assigned the person supervising accounting which is qualified according to the qualification specified in the announcement of the Department of Business Development. The curriculum vitae is as detailed in Attachment 1.

| General information               | Email                        | Telephone number |
|-----------------------------------|------------------------------|------------------|
| 1. Ms. Thanyapat Suppalerdworawat | thanyapat.s@pm.premier.co.th | 02-301-1740      |



### List of the company secretary

The Board of Directors had a resolution to appoint Ms. Kulthida Verathaworn as a Company Secretary as of 17 April, 2021 in order to perform in relation to the Shareholders' Meetings, the meeting of the Board of Directors and the Sub-Committees as well as to support the corporate governance in accordance with the standards of corporate governance. The profile of Ms. Kulthida Verathaworn is shown in Attachment 1.

| General information         | Email                        | Telephone number |
|-----------------------------|------------------------------|------------------|
| 1. Ms. Kulthida Verathaworn | kulthida.v@pfc.premier.co.th | 02-301-2071      |

### List of the head of internal audit or outsourced internal auditor

Mr. Teeraded Srithongphim, Chief of Internal Audit Unit, reviews and evaluates the internal control system and plan of internal audit, with direct report to the Audit Committee. Mr. Teeraded Srithongphim profile is presented in Attachment 3.

| General information          | Email                        | Telephone number |
|------------------------------|------------------------------|------------------|
| 1. Mr. Teeraded Srithongphim | teeraded.s@pfc.premier.co.th | 02-301-1154      |



## List of the head of the compliance unit

### Employment of Management and Business Consultant

The Company and its subsidiaries have engaged Premier Fission Capital Co., Ltd. (PFC), currently a major shareholder of the Company, to provide management and administrative support services to the Company and its subsidiaries under a management and business consultancy agreement. The objective of such hiring is the separation of tasks (outsourcing) in order to employ the services of the centralized unit of the Premier Group, which is a type of centralization and cost sharing according to the size and volume of transactions of each company, in order to reduce overall costs from the Company having to recruit more personnel to handle all aspects of the support functions.

#### The scope of services covers various areas as follows:

Management and governance of the business and support of strategies and business innovations to achieve the goals of each organization, operation of the business in accordance with the core values of the organization and in compliance with relevant rules and legal requirements, and provision of personnel with ability and expertise to serve as directors and executives in each organization serviced.

Consulting services where counsel is provided to the organizations in all aspects related to business operation of the enterprises, including planning, determining business strategies, financial planning, compliance with relevant laws on human resources management, office administration and corporate communication together with provision of knowledge in various areas to develop the knowledge base of officers within the organizations.

Services on education, analysis, planning and work to the organizations in order that the business operations achieve the goals and are in accordance with various relevant rules and regulations or in case where such matters require specialized expertise, such as internal audit, corporate governance, compliance with laws related to The Stock Exchange of Thailand, litigation, company registration, accounting and taxation, IT Services, including management of funding sources of the businesses and in contacting financial institutions.

However, the execution of such agreement with PFC is deemed a connected transaction with a person who may have a conflict of interest with the Company where the Company must strictly comply with the policies, measures and procedures for entering into connected transactions. Should PFC amend the details of the agreement or the terms for calculating the service fees to the Company and its subsidiaries, the Company shall propose the details and conditions of such amendments to the Audit Committee meeting for consideration and comment on the appropriateness of the amended agreement every time prior to entering into the new agreement.

## 7.6.2 Head of investor relations

Does the Company have an appointed head of investor : Yes

relations

### List of the head of investor relations

The company has provided an Investor Relations unit to communicate and provide information about the Company's operations to investors, shareholders, analysts, and other organizations. Mr. Panavit Youngyunnipatkul, IR and Financial Analysis Manager, heads the Investor Relations unit. Contact is available through:

Investor Relations Unit

Premier Marketing Public Company Limited

No. 1, Premier Place, Soi Premier 2, Srinakarin Road, Nong Bon, Prawet, Bangkok 10250

Telephone: 02-301-1588

Email: [ir@pm.premier.co.th](mailto:ir@pm.premier.co.th)

Website: <https://www.premier-marketing.co.th/en/ir-contact>



| General information             | Email               | Telephone number |
|---------------------------------|---------------------|------------------|
| 1. Mr. Panavit Youngyunkipatkul | ir@pm.premier.co.th | 02-301-1588      |

### 7.6.3 Company's auditor

#### (1) Audit Fee

The Company and its subsidiaries paid audit remuneration to EY Office Co., Ltd., which was the audit firm that the auditors work under.

EY Office Co., Ltd. is an auditor approved by The Securities and Exchange Commission, Thailand, and was appointed by the Annual General Meeting of Shareholders for the year 2025, is an auditor that is independent in auditing and providing opinions on the Company's financial statements, is reputable and has no relationship or no interest whatsoever with the Company/subsidiaries/directors/executives/major shareholders or any related person. Therefore, it is independent in auditing and providing opinions on the Company's financial statements.

The audit fee to the auditor in the past accounting year was as follows :

#### Details of the company's auditor

| Audit firms  | Audit fee<br>(Baht) | Other service fees | Names and general information of<br>auditors  |
|--|---------------------|--------------------|---|
| EY OFFICE LIMITED<br>NO. 1875 ONE BANGKOK TOWER<br>3, LEVEL 34 - 37, RAMA 4 ROAD,<br>LUMPHINI PATHUM WAN<br>Bangkok 10330<br>Telephone +66 2264 9090 | 2,360,000.00        | -                  | 1. Mrs. CHONLAROS<br>SUNTIASVARAPORN<br>Email:<br>chonlaros.suntiasvaraporn@th.ey.com<br>License number: 4523 |

#### Details of the auditors of the subsidiaries

| Audit firms  | Audit fee<br>(Baht) | Other service fees   | Names and general information of<br>auditors  |
|--|---------------------|--|---|
| EY OFFICE LIMITED<br>NO. 1875 ONE BANGKOK<br>TOWER 3, LEVEL 34 - 37, RAMA<br>4 ROAD, LUMPHINI PATHUM<br>WAN Bangkok 10330<br>Telephone +66 2264 9090 | 2,835,000.00        | Types of non-audit<br>service: Observation<br>costs for product<br>destruction and<br>certification costs for<br>compliance with BOI<br>conditions.<br><br>Details of non-audit<br>service: Observation<br>costs for product<br>destruction and<br>certification costs for | 1. Mrs. CHONLAROS<br>SUNTIASVARAPORN<br>Email:<br>chonlaros.suntiasvaraporn@th.ey.com<br>License number: 4523 |



| Audit firms | Audit fee<br>(Baht) | Other service fees  | Names and general information of<br>auditors |
|-------------|---------------------|---|--|
|             |                     | compliance with BOI<br>conditions.<br><br>Amount paid during<br>the fiscal year:<br>297,000.00 baht<br>Amount to be paid in<br>the future: 0.00 baht<br>Total non-audit fee:<br>297,000.00 baht |  |

#### 7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No  
representatives in Thailand

List of designated individuals as representatives in Thailand



## 8. Report on key operating results on corporate governance

### 8.1 Summary of duty performance of the board of directors over the past year

#### 8.1.1 Selection, development and evaluation of duty performance of the board of directors

##### Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

| List of directors             | Position   | First appointment date of director | Skills and expertise                           |
|-------------------------------|--|------------------------------------|--|
| 1. Mrs. Nangnoi Bunyasaranund | Director (Non-executive directors, Independent director) | 20 May 2008                        | Accounting, Business Administration, Marketing |
| 2. Mr. Piya Smutkochorn       | Director (Executive Directors)                           | 21 Apr 2016                        | Marketing, Business Administration             |
| 3. Mr. Panaek Warawit         | Director (Non-executive directors, Independent director) | 16 Jul 2021                        | IT Management, Engineering                     |

##### Selection of independent directors

###### (1) Independent Directors

The Board of Directors or the shareholders' meeting (depending on the case) shall appoint independent directors to join the Company's Board. The Company has a policy that not less than one-third of the Board must be independent directors and that it must have at least 3 independent directors. Currently, the Company has 4 independent directors: Ms. Naengnol Chai-onnom, Mr. PanaEk Warawit, Ms. Anuwan Vongpichet and Mrs. Nangnoi Bunyasaranand.

###### Criteria for selecting independent directors

The Company has defined an independent director as specified in the regulations of The Securities and Exchange Commission, Thailand, and The Stock Exchange of Thailand according to notification Tor Jor. 4/2552 of the Capital Market Supervisory Board dated 20 February, 2009 regarding the qualifications of the independent director.

Independent director means a director who has the following qualifications:

1) Must not hold more than 1 percent of all shares with voting rights of the Company, its parent company, a subsidiary, an affiliated company, a major shareholder or a controlling person of the Company. This shall also include shareholding by related persons of the independent director.

2) Must not be or have been either a director with management authority, an employee, staff, consultant on retainer or a controlling person of the Company, unless relieved of such characteristics for not less than two years prior to appointment. Such prohibited characteristic shall not include independent directors who are former government officials or consultants to a government agency that is a major shareholder or a controlling person of the Company.



3) Not being a person related by blood or by legal registration as a father, mother, spouse, sibling and child, including spouse of children of the executive, a major shareholder, a controlling person of the Company or any person that has been nominated as an executive or a controlling person of the Company or its subsidiary companies.

4) Neither having nor used to having a business relationship with the Company, its parent company, a subsidiary, an affiliated company, a major shareholder or a controlling person of the Company in a manner which may impede his independent judgment. Neither being nor used to being a principal shareholder or a controlling person of any person having a business relationship with the Company, its parent company, a subsidiary, an affiliated company, a major shareholder or a controlling person of the Company unless relieved of such characteristics for not less than two years prior to the date of appointment as an independent director.

The business relationship under the first paragraph includes normal business transactions for rental or lease of immovable property, transactions related to assets or service or the granting or receipt of financial assistance through the receipt or extension of loans, guarantees, provision of asset as collateral, and other similar actions that result in the Company or its counterparty being subject to indebtedness payable to the other party of 3 percent or more of the Company's net tangible assets, or of 20 million baht or more, whichever is the lower. The amount of such indebtedness shall be calculated according to the calculation method for the value of connected transactions specified in the notification of the Capital Market Supervisory Board concerning rules on connected transactions *mutatis mutandis*. However, in the consideration of such indebtedness, any indebtedness that occurred during the course of one year prior to the commencement date of the business relationship with the same person shall also be included.

5) Neither being nor used to being an auditor of the Company, its parent company, a subsidiary, an affiliated company, a major shareholder or a controlling person of the Company, and not being a principal shareholder, a controlling person or a partner of an audit firm that employs the auditors of the Company, its parent company, a subsidiary, an affiliated company, a major shareholder or a controlling person of the Company unless relieved of such characteristics for not less than two years prior to the date of appointment as an independent director.

6) Neither being nor used to being a provider of any professional service, including legal counselor or financial advisor, who receives a service fee exceeding 2 million baht per year from the Company, its parent company, a subsidiary, an affiliated company, a major shareholder or a controlling person of the Company, and not being a principal shareholder, a controlling person or a partner of the provider of professional service unless relieved of such characteristics for not less than two years prior to the date of appointment as an independent director.

7) Not being a director appointed as a representative of the Company's director, a major shareholder or shareholder who is related to the major shareholder.

8) Not operate any business of the same nature as and is in significant competition with the business of the Company or its subsidiaries or not being a principal partner in a partnership or being an executive director, an employee, a staff, a consultant on a retainer or holding more than 1 percent of all shares with voting rights of any other company operating a business of the same nature as and is in significant competition with the business of the Company or its subsidiaries.

9) Not having any other characteristic that impedes the ability to render independent opinions with regard to the Company's operations.

#### **Business or professional relationships of independent directors over the past year**

Business or professional relationships of independent : No

directors over the past year

#### **Selection of directors and the highest-ranking executive**

##### **(2) Directors and Senior Executives**

##### **Method for selecting directors and the highest-ranking executive**

##### **A. Board of Directors**



In the selection of directors, the Company's Board of Directors, excluding any director with conflicts of interest, will identify and select qualified candidates for nomination to the Board of Directors for its approval. The Board would then nominate the selected candidates to the shareholders' meeting for election and appointment. The appointment of the Company's directors will be in line with the criteria prescribed in the Company's Articles of Association as follows :

- 1) The Board of Directors of the Company will comprise not less than 5 members whose appointment has been approved by the shareholders' meeting and not less than half of the directors must reside in Thailand.
- 2) The shareholders' meeting elects the directors according to the following criteria and procedures:
  - (1) Each shareholder shall be entitled to one share to one vote.
  - (2) Each shareholder must exercise all his votes under (1) above to elect one or more nominees to be directors but may not divide the votes among several nominees.
  - (3) Nominees who receive the largest number of votes in descending order shall be elected as directors equal to the number of directors to be elected at that time. In the event that the nominees elected in subsequent order receives equal votes and the number of directors to be elected at that time is exceeded, the Chairman of the meeting shall cast the deciding vote.
- 3) At every Annual General Meeting of Shareholders, one-third of the directors shall retire. If one-third is not a round number, the number closest thereto shall be the applicable number. The directors to vacate office within the first and the second year following company registration shall draw lots. In subsequent years, the directors serving the longest shall retire. The directors who retire by rotation are eligible for re-election by the shareholders.
- 4) Any director who wishes to resign from office shall submit a letter of resignation to the Company. The resignation shall be effective on the date that the Company receives the letter. The director may notify the Registrar of his resignation.
- 5) In the event that a position of director becomes vacant for any reason other than the end of the office term, the Board of Directors shall appoint any individual with the characteristics prescribed by law to be a new director at the next Board meeting, except if the remaining office term is less than 2 months. The replacement director shall hold office only for the remainder of the office term of the director whom he replaces. The resolution of the Board of Directors pursuant to the first paragraph must consist of votes of not less than three-fourths of the number of remaining directors.
- 6) The shareholders' meeting may vote to remove any director from office before the end of term with a resolution of not less than three-fourths of the total votes of shareholders present and eligible to vote and altogether holding not less than one-half of the total number of all shares held by the shareholders present and eligible to vote at that meeting.

## **B. Audit Committee**

The Board of Directors appoints at least 3 members to serve as the Audit Committee of the Company. Each member of the Audit Committee must be an independent director and must possess the qualifications stipulated by the securities and exchange laws, as well as relevant notifications, regulation and/or rules of The Stock Exchange of Thailand that prescribes the qualifications and scope of duties and responsibilities of the Audit Committee.

## **C. Executives**

The Company has a policy to recruit executives through the selection of persons who possess knowledge, capability, skill and experience beneficial for the Company's operations, fully understands the Company's business and is capable of managing the business to achieve the objectives and goals set by the Board of Directors. Selections are made in accordance with the human resources regulations and must be approved by the Board of Directors and/or any person assigned by the Board of Directors.



Method for selecting persons to be appointed as directors : Yes

through the nomination committee

Method for selecting persons to be appointed as the : Yes

highest-ranking executive through the nomination

committee

### **Rights of minority shareholders on director appointment**

The Board of Directors has established procedures for minority shareholders to nominate candidates to serve as directors and to provide supporting information regarding the candidates' qualifications and their consent in advance of the shareholders' meeting date. The rules for nomination are as per the following topics:

- 1) Nomination channel is by submitting a letter to the Board of Directors.
- 2) Nomination period is from 1 January to 31 December of every year.
- 3) Supporting information for consideration, such as detailed information on the qualifications of the proposed candidates, the candidates' letters of consent, etc.
- 4) The Board of Directors informs the shareholders of the rules for nomination candidates through the dissemination channels of The Stock Exchange of Thailand and through the Company's website.
- 5) The Board of Directors considers the qualifications of the candidates proposed by the minority shareholders according to the criteria set by the Company.
- 6) The Company Secretary informs the shareholders who proposed candidates of the Board of Directors' decision and its reasoning and the Chairman informs the shareholders' meeting.

Method of director appointment : Method whereby each director requires approval  
votes more than half of the votes of attending  
shareholders and casting votes

### **Information on the development of directors**

1) The Board encourages and facilitates training and educating for those involved in corporate governance of the Company, such as directors, members of the audit committee, executives, Company Secretary, etc., to assist them to continuously improve their performance. Training and educating can be done internally or using the services of external institutions.

2) The Board of Directors determined to have orientation for all new directors, to build knowledge and understanding of the business and various aspects of the Company's operation. The purpose is to prepare the readiness of directors in practicing their duties. The Company secretary will be a coordinator in various matters such as business structure, directors structure, scope of duties, regulation, general knowledge of business, operation guideline and etc.

3) The Board of Directors has established a personnel development policy for directors and executives and it has been disclosed in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).

4) The Board requires the Managing Director to present them with the Company's succession plan at least once a year. The Managing Director and senior executives have prepared continuous succession plans in case they cannot perform their duties.

In 2025, the Directors have attended seminars and training courses of the Thai Institute of Director (IOD) and other institutions as follows:

### **Development of directors over the past year**



#### Details of the development of directors over the past year

| List of directors   | Participation in training in the past financial year | History of training participation   |
|---|--|---|
| 1. Mr. Somchai Choonharas<br>(Chairman of the board of directors) | Non-participating                                    | -   |
| 2. Mrs. Duangthip Eamrungrroj<br>(Director)                       | Non-participating                                    | -   |
| 3. Ms. Naengnoi Chai-onnom<br>(Director, Independent director)    | Participating  | <p>Other</p> <ul style="list-style-type: none"> <li>• 2025: A seminar on differing perspectives on code of conduct</li> <li>• 2025: Annual Audit Committee Seminar for the year 2025, EY Office Company Limited</li> <li>• 2025: Introduction to ISO 38500 Corporate Governance of Information Technology: Learning of ISO 38500 information technology governance</li> <li>• 2025: Management Accounting for Planning and Decision Making</li> <li>• 2025: Nominees and Financial Statement Manipulation: Legal and Accounting Perspectives for In-Depth Auditing</li> <li>• 2025: TFAC's Accounting Professions Summit</li> </ul> |
| 4. Mr. Suradej Boonyawatana<br>(Director)                         | Participating  | <p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> <li>• 2025: Director's Guide to Legal Obligations and Duties (DLD)</li> </ul>   |



| List of directors   | Participation in training in the past financial year | History of training participation   |
|---|--|---|
| 5. Mrs. Pensri Dettingeng<br>(Director)                         | Participating  | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: The Board's Roles in Climate Governance (BCG)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: How to Develop a Risk Management Plan (HRP) Course, Class 42/2025</li> <li>• 2025: Intensive Strategic Foresight (ISF) Course, Class 1/2025</li> </ul> |
| 6. Mrs. Nangnoi Bunyasanund<br>(Director, Independent director) | Non-participating                                    | -   |
| 7. Mr. Piya Smutkochorn<br>(Director)                           | Non-participating                                    | -   |
| 8. Mrs. Walairat Pongjitt<br>(Director)                         | Participating  | Other <ul style="list-style-type: none"> <li>• 2025: BOT Symposium 2025 “Financial Literacy”: Towards Safer and More Inclusive Digital Finance</li> <li>• 2025: How to Develop a Risk Management Plan (HRP) Course, Class 42/2025</li> </ul>  |
| 9. Mr. Panaek Warawit<br>(Director, Independent director)       | Participating  | Thai Institute of Directors (IOD) <ul style="list-style-type: none"> <li>• 2025: Advanced Audit Committee Program (AACP)</li> </ul> Other <ul style="list-style-type: none"> <li>• 2025: Annual Audit Committee Seminar for the year 2025, EY Office Company Limited</li> </ul>   |



| List of directors   | Participation in training in the past financial year | History of training participation |
|---|--|-----------------------------------|
| 10. Ms. Anuwat Vongpichet<br>(Director, Independent director) | Non-participating                                    | -                                 |

## Information on the evaluation of duty performance of directors

### Board Self-Assessment

1) The Board of Directors and the sub-committees conduct self-appraisal at least once a year, in order for the committee to join together to consider the work and the problems so that it can be improved and adjusted; by setting norms that will be used to compare with the performance.

2) The Board of Directors' performance evaluation is in form of both the group and individual while the sub-committees' evaluation is in the entire group only. Such evaluation's criteria and procedures have been disclosed in the Annual Registration Statement/Annual Report (Form 56-1 One Report).

3) The Board of Directors annually evaluates Chairman of the Executive Committee or Managing Director to be used in determining their remuneration of which the Company evaluate in accordance with the principle that The Stock Exchange of Thailand has set.

For the Board self-assessment process, the Company Secretary will send the evaluation form mentioned above to all directors in November and respond within 15 December of every year. After that, the Company Secretary will collect and report the results of the evaluation in comparison with the previous year to the next Board of Directors' Meeting to acknowledge and improve the work to be more effective.

### Criteria for evaluating the duty performance of the board of directors

For the Board self-assessment criteria, the Company has evaluated the performance of the entire committee and evaluate the performance of individual by using the method of scoring for each topic with 5 level which are:

0 = Strongly disagree or there has been no implementation of the matter

1 = Disagree or there has been little implementation of the matter

2 = Agree to a limited extent or there has been initial implementation of the matter

3 = Mostly agree or there has been progressive implementation of the matter

4 = Strongly agree or there has been complete implementation of the matter

Evaluation topics consisted of 6 main topics, which are

1. Structure and characteristics of the Board
2. Roles, duties and responsibility of the Board
3. Board meetings
4. Dynamics of the performance of the Board
5. Relationship with the management division
6. Development of directors

As for the procedure principle of each sub-committee assessment, the Company has the entire committee assessment by using the same method of scoring for both entire committee assessment and individual assessment. The topic of assessment consists of 4 main categories which are as follows:

1. Structure and characteristics of the sub-committee



2. Meetings of the sub-committee
3. Roles, duties, and responsibilities of the sub-committee
4. Reporting of the sub-committees

#### **Evaluation of the duty performance of the board of directors over the past year**

The assessment of the 2025 Board of Directors' performance as a whole in 6 main topics has shown "Strongly Agree" as an average score.

#### **8.1.2 Meeting attendance and remuneration payment to each board member**

In 2025, the Company paid remuneration to the directors in the form of meeting allowance and director's reward for the number of attendance and paid regular compensation to the Audit Committee in the form of meeting for the number of attendance allowance as follows:

##### **Meeting attendance of the board of directors**

#### **Meeting attendance of the board of directors**

Number of the board of directors meeting over the past : 4  
year (times)

Date of AGM meeting : 23 Apr 2025

EGM meeting : No



## Details of the board of directors' meeting attendance

| List of directors   | Number of Board Meeting    |   |                                   | AGM meetings               |   |                                   | EGM meetings               |   |                                   |
|---|----------------------------|---|-----------------------------------|----------------------------|---|-----------------------------------|----------------------------|---|-----------------------------------|
|   | Meeting attendance (times) | / | Meeting attendance rights (times) | Meeting attendance (times) | / | Meeting attendance rights (times) | Meeting attendance (times) | / | Meeting attendance rights (times) |
| 1. Mr. Somchai Choonharas<br>(Chairman of the board of directors) | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 2. Mrs. Duangthip Eamrungraj<br>(Director)                        | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 3. Ms. Naengnoi Chai-onnom<br>(Director, Independent director)    | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 4. Mr. Suradej Boonyawatana<br>(Director)                         | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 5. Mrs. Pensri Dettingeng<br>(Director)                           | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 6. Mrs. Nangnoi Bunyasaranund<br>(Director, Independent director) | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 7. Mr. Piya Smutkochorn<br>(Director)                             | 3                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 8. Mrs. Walairat Pongjitt<br>(Director)                           | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 9. Mr. Panaek Warawit<br>(Director, Independent director)         | 4                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |
| 10. Ms. Anuwan Vongpichet<br>(Director, Independent director)     | 3                          | / | 4                                 | 1                          | / | 1                                 | N/A                        | / | N/A                               |



### Summary of the board of directors' meeting attendance rate

| List of directors   | Board of directors' meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|---|---|-----------------------------|-----------------------------|
| 1. Mr. Somchai Choonharas<br>(Chairman of the board of directors) | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 2. Mrs. Duangthip Eamrungraj<br>(Director)                        | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 3. Ms. Naengnoi Chai-onnom<br>(Director, Independent director)    | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 4. Mr. Suradej Boonyawatana<br>(Director)                         | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 5. Mrs. Pensri Dettingeng<br>(Director)                           | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 6. Mrs. Nangnoi Bunyasanund<br>(Director, Independent director)   | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 7. Mr. Piya Smutkochorn<br>(Director)                             | 3/4<br>(75.00%)                             | 1/1<br>(100.00%)            | N/A                         |
| 8. Mrs. Walairat Pongjitt<br>(Director)                           | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 9. Mr. Panaek Warawit<br>(Director, Independent director)         | 4/4<br>(100.00%)                            | 1/1<br>(100.00%)            | N/A                         |
| 10. Ms. Anuwan Vongpichet<br>(Director, Independent director)     | 3/4<br>(75.00%)                             | 1/1<br>(100.00%)            | N/A                         |
| <b>Average meeting attendance rate</b>                            | <b>(95.00%)</b>                             | <b>100.00%</b>              | <b>N/A</b>                  |

### Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

No. 7, Mr. Piya Smutkochorn, director, did not attend the Board Meeting No. 2/2025 as being on another commitments.

No. 10, Ms. Anuwan Vongpichet, Independent Director and Member of the Audit Committee, did not attend the Board Meeting No. 2/2025 as being on another commitment.

## Remuneration of the board of directors

### Types of remuneration of the board of directors

The Annual General Meeting of Shareholders for the year 2025, which was held on 23 April, 2025, passed a resolution to pay remunerations to directors as follows:



| <u>Type of Remuneration</u>   | <u>2025</u> |
|---|-------------|
| <u>Board of Directors Meeting Allowance</u>   |             |
| - Chairman of the Board of Directors (Baht/time)                                      | 25,500      |
| - Board of Directors (Baht /person/time)  | 18,500      |
| <u>Audit Committee Meeting Allowance</u>  |             |
| - Chairman of the Audit Committee (Baht /time)  | 25,500      |
| - Audit Committee (Baht /person/time)   | 18,500      |
| <u>Board of Corporate Governance and Risk Oversight Committee Meeting Allowance</u>   |             |
| - Chairman of the Corporate Governance and Risk Oversight Committee (Baht /time)      | 13,500      |
| - Member of the Corporate Governance and Risk Oversight Committee (Baht /person/time) | 11,000      |
| <u>Regular Compensation</u>   |             |
| - Chairman of the Board of Directors (Baht /year)                                     | 365,000     |
| - Chairman of the Audit Committee (Baht /year)  | 530,000     |
| - Audit Committee (Baht /person/year)   | 490,000     |
| - Non-Audit Committee (Baht /person/year)   | 330,000     |
| <u>Other special benefits and any other benefits</u>                                  | - None -    |

#### Remuneration of the board of directors

##### Details of the remuneration of each director over the past year

| Names of directors /<br>Board of directors                                     | Company              |                                   |              |                                  | Total<br>monetary<br>remuneration<br>from<br>subsidiaries<br>(Baht) |
|--|----------------------|-----------------------------------|--------------|----------------------------------|---|
|  | Meeting<br>allowance | Other<br>monetary<br>remuneration | Total (Baht) | Non-<br>monetary<br>remuneration |   |
| <b>1. Mr. Somchai Choonharas<br/>(Chairman of the board of directors)</b>      |                      |                                   | 0.00         |                                  | 0.00  |
| Board of Directors<br>(Chairman of the board of directors)                     | 0.00                 | 0.00                              | 0.00         | No                               |   |
| Corporate Governance and Risk Oversight Committee (Member of the subcommittee) | 0.00                 | 0.00                              | 0.00         | No                               |   |



| Names of directors /<br>Board of directors   | Company              |                                   |              |                                  | Total<br>monetary<br>remuneration<br>from<br>subsidiaries<br>(Baht) |
|--|----------------------|-----------------------------------|--------------|----------------------------------|---|
|  | Meeting<br>allowance | Other<br>monetary<br>remuneration | Total (Baht) | Non-<br>monetary<br>remuneration |   |
| <b>2. Mrs. Duangthip Eamrungraj (Director)</b>                                       |                      |                                   | 0.00         |                                  | 0.00  |
| Board of Directors (Director)  | 0.00                 | 0.00                              | 0.00         | No                               |   |
| Corporate Governance and Risk Oversight Committee (The chairman of the subcommittee) | 0.00                 | 0.00                              | 0.00         | No                               |   |
| <b>3. Ms. Naengnoi Chai-onnom (Director, Independent director)</b>                   |                      |                                   | 757,000.00   |                                  | 0.00  |
| Board of Directors (Director)  | 74,000.00            | 0.00                              | 74,000.00    | No                               |   |
| Audit Committee (Chairman of the audit committee)                                    | 153,000.00           | 530,000.00                        | 683,000.00   | No                               |   |
| <b>4. Mr. Suradej Boonyawatana (Director)</b>  |                      |                                   | 0.00         |                                  | 0.00  |
| Board of Directors (Director)  | 0.00                 | 0.00                              | 0.00         | No                               |   |
| Corporate Governance and Risk Oversight Committee (Member of the subcommittee)       | 0.00                 | 0.00                              | 0.00         | No                               |   |
| <b>5. Mrs. Pensri Dettingeng (Director)</b>  |                      |                                   | 0.00         |                                  | 0.00  |
| Board of Directors (Director)  | 0.00                 | 0.00                              | 0.00         | No                               |   |



| Names of directors /<br>Board of directors  | Company              |                                   |                   |                                  | Total<br>monetary<br>remuneration<br>from<br>subsidiaries<br>(Baht) |
|---|----------------------|-----------------------------------|-------------------|----------------------------------|---|
|   | Meeting<br>allowance | Other<br>monetary<br>remuneration | Total (Baht)      | Non-<br>monetary<br>remuneration |   |
| <b>6. Mrs. Nangnoi<br/>Bunyasaranund<br/>(Director, Independent<br/>director)</b> |                      |                                   | <b>404,000.00</b> |                                  | <b>0.00</b>   |
| Board of Directors<br>(Director)  | 74,000.00            | 330,000.00                        | 404,000.00        | No                               |   |
| <b>7. Mr. Piya Smutkochorn<br/>(Director)</b>                                     |                      |                                   | <b>0.00</b>       |                                  | <b>0.00</b>   |
| Board of Directors<br>(Director)  | 0.00                 | 0.00                              | 0.00              | No                               |   |
| <b>8. Mrs. Walairat Pongjitt<br/>(Director)</b>                                   |                      |                                   | <b>0.00</b>       |                                  | <b>0.00</b>   |
| Board of Directors<br>(Director)  | 0.00                 | 0.00                              | 0.00              | No                               |   |
| <b>9. Mr. Panaek Warawit<br/>(Director, Independent<br/>director)</b>             |                      |                                   | <b>675,000.00</b> |                                  | <b>0.00</b>   |
| Board of Directors<br>(Director)  | 74,000.00            | 0.00                              | 74,000.00         | No                               |   |
| Audit Committee<br>(Member of the audit<br>committee)                             | 111,000.00           | 490,000.00                        | 601,000.00        | No                               |   |
| <b>10. Ms. Anuwan<br/>Vongpichet<br/>(Director, Independent<br/>director)</b>     |                      |                                   | <b>638,000.00</b> |                                  | <b>0.00</b>   |
| Board of Directors<br>(Director)  | 55,500.00            | 0.00                              | 55,500.00         | No                               |   |
| Audit Committee<br>(Member of the audit<br>committee)                             | 92,500.00            | 490,000.00                        | 582,500.00        | No                               |   |



#### Summary of the remuneration of each committee over the past year

| Names of board members                               | Meeting allowance | Other monetary remuneration | Total (Baht) |
|--|-------------------|-----------------------------|--------------|
| 1. Board of Directors                                | 277,500.00        | 330,000.00                  | 607,500.00   |
| 2. Audit Committee                                   | 356,500.00        | 1,510,000.00                | 1,866,500.00 |
| 3. Corporate Governance and Risk Oversight Committee | 0.00              | 0.00                        | 0.00         |

#### Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00  
of directors over the past year  
(Baht)

### 8.1.3 Supervision of subsidiaries and associated companies

#### Mechanism for overseeing subsidiaries and associated companies

##### Governance of the Subsidiaries' Operation

The Company has a policy for its subsidiaries and associates to adhere to and comply with the corporate governance principles of the Company according to the guidelines set by the Company. It is set in the authorization manual of the subsidiaries that important operations or material transactions must first be approved by the Company's Board of Directors. In addition, a large number of directors of the subsidiaries and associates are also directors of the Company and, therefore, the various operations of the subsidiaries and associates will largely take into consideration and adhere to the guidelines for the operation of the Company.

##### Mechanism of Governance and Responsibility of the Subsidiary's Operation

The Chairman of the Executive Committee has authority and duties in supervision and management of the Company's subsidiaries in accordance with the authority and responsibility of the Chairman of the Executive Committee (7.4.1)



Does the Company have subsidiaries and associated : Yes

companies

Mechanism for overseeing subsidiaries and associated : Yes

companies

Mechanism for overseeing management and taking : The determination of the scope of duties and responsibility for operations in subsidiaries and associated responsibilities of directors and executives as companies approved by the board of directors company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

#### Mechanism of Governance and Responsibility of the Subsidiary's Operation

The Chairman of the Executive Committee has authority and duties in supervision and management of the Company's subsidiaries in accordance with the authority and responsibility of the Chairman of the Executive Committee (7.4.1)

#### 8.1.4 The monitoring of compliance with corporate governance policy and guidelines

##### Prevention of conflicts of interest

##### Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes

interest over the past year

The Board of Directors has established a written policy on related transactions and any transactions that may lead to conflict of interest, which are included in the corporate governance policy and code of conduct. The Company complies with the guidelines of the Stock Exchange and the Securities and Exchange Act for the best interest of the Company. It is the duty of personnel at all levels to carefully resolve conflict of interest problem by upholding to the principles of honesty, rationale and independence in good ethical framework.

##### Number of cases or issues related to conflict of interest

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to conflict of interest (cases) | 0    | 0    | 0    |

##### Prevention of the use of inside information to seek benefits

##### Operations for prevention of the use of inside information to seek benefits over the past year



Has the company operated in preventing the use of inside : Yes

information to seek benefits over the past year

The Company supervises and protects against the use of insider information according to the good corporate governance principles, as well as requires the directors and executives to disclose information on their interests and those their related parties. The Company has the following guidelines:

1) Set policies regarding the safe-guarding of the information system in order to maintain the standard of the work system, computersystem, and information and communication system, which are important in the creationf a control system of quality.

2) Set policies regarding trade secrets and intellectual properties. The Company has entered into confidentially agreements with its employees, contractors, suppliers/service providers and visitors of the Company to prevent disclosure of information or news of the Company and its subsidiaries that are confidential. In addition, the employees are prohibited from infringement of the intellectual property rights of others.

3) The Board of Directors has set in writing the procedures foruse of insiderinformation to promote transparency, equality and fairness equally to all shareholders and to prevent the use of such non-public information for personal gains, as well as avoid criticism regarding the appropriateness of the trading of the Company's stocks. The directors, executives and employees of the Company must protect the secret and/orinsiderinformation of the Company and may not disclose or use such information, directly or indirectly, for personal gains for oneself or others. They must not trade, transfer or receive stocks of the Company by using the Company's secret and/orinsiderinformation except where the information has been made public and must not enter into any transaction by using the Company's secret and/orinsiderinformation, which may directly or indirectly cause losses to the Company. They are also prohibited from trading, transferring or receiving the Company's stocks for a period of 1 month prior to the disclosure of the Company's financial statements and within 2 working days after revealing the information. This requirement includes spouses and minor children of the directors, executives and employees of the Company. Violators of the requirements will be punishable according to the Company's disciplinary rules and/or the law depending on the case.

4) Stipulate that every director and executive is responsible forreporting on theircompany's stocks holding and in the case where the director or executive trade the Company's stocks, they must reports their holding of company's stocks and the holding of stocks by their spouse and minor children of the stocks of the Company as prescribed by Section 59 of the Securities and Exchange Act B.E. 2535 within 3 working days to The Securities and Exchange Commission, Thailand,to be disseminate to the public. This also includes the determination to report the holding of securities in accordance with the laws and quarterly submitted such report to the Board or individuals that the Board assigned to acknowledge. Furthermore, these details must be disclosed at the Board meeting and in annual registration statement/Annual Report (Form 56-1 One Report).

5) The Board of Directors has set guidelines and procedures for reporting the interest of directors and executives as prescribed by Section 89/14 of the Securities and Exchange Act (No. 4) B.E. 2551 (2008) and notification Tor Jor. 2/2552 of the Capital Market Supervisory Board.

#### Number of cases or issues related to the use of inside information to seek benefits

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to the use of inside information to seek benefits (cases) | 0    | 0    | 0    |

## Anti-corruption action

### Operations in anti-corruption in the past year



Has the company operated in anti-corruption over the : Yes

past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company places importance on good corporate governance with the belief that good corporate governance and management within the framework of corporate governance with transparency and accountability will help maintain the interests of all stakeholders. Therefore, the Company has established the "anti-corruption" policy and announced it as a policy for executives and employees at all levels to adhere to with a scope and anti-corruption management system covering every step and every process of work of the Company and its subsidiaries involved in procurement, hiring, distribution, provision and other work procedures that are at risk of fraud and corruption. The Board of Directors approved the adoption of the anti-corruption policy on 25 February 2014. The Company was subsequently certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) on 4 April 2014 by the Thai Private Sector Collective Action Against Corruption Committee, affirming that the Company has established policies and systems for the prevention of corruption. The Company has developed an Anti-Corruption Manual covering policy formulation; prescribed procedures; training programs to foster integrity, ethics, and moral awareness; corruption risk assessments; monitoring and audits; policy and process reviews; and performance reporting. It has disseminated these policies and practices to its subsidiaries to ensure consistent implementation. The Company received its first recertification on 9 March 2017, the second on 7 February 2020, and the third on 31 March 2023. The current certification will expire on 31 March 2026, as each certification is valid for a period of three years. Accordingly, the Company submitted a self-assessment form in December 2025 to further enhance its anti-corruption system and to apply for the fourth recertification as a member of the Thai Private Sector Collective Action Against Corruption. This is clearly defined as management responsibility as follows:

#### **Management Commitment**

The Company is committed to push forward the anti-fraud and corruption measure system into the operating process and adjust management system to be transparent in accordance with the corporate governance principles. By doing so, the managing directors have established policies and are committed to operate the business without fraud and corruption, which is in accordance with the regulations of anti-corruption measure, as well as a complete promote of the resources. The Company has clarified and made understanding with all employees in the Company and its subsidiaries and related external parties to realize the importance in operating each procedure transparently to be in line with the regulations, policy and requirements of laws and other related regulations.

#### **Anti-Corruption Policy**

- The directors, management and employees of the Company and its business lines are prohibited from performing, accepting or supporting corruption in any form, whether directly and/or indirectly, covering all subsidiaries. Support or encourage stakeholders, customers, business partners, contractors or subcontractors to have the same practices as the Company. Regular reviews on compliance with the anti-corruption policy shall be made, as well as reviews on implementation to ensure compliance with the policy, practices, regulations, rules, notifications, laws and business changes.



- The anti-corruption standard is part of business operation and it is the duty and responsibility of the Company's board of directors, management, supervisors, employees at all levels and suppliers or sub-contractors to express their opinion regarding the practice on the implementation of the anti-corruption actions to ensure achievement of compliance with the policy set.
- The Company formulated its anti-corruption measures in accordance with related laws, including the principles of moral. Risk assessment was conducted on activities that are related or at risk for corruption and the results were used in preparing the operating guidelines for all related parties.
- The Company does not offer or support bribery in any form in all activities under its supervision, including supervision of charitable contributions, political contributions, and the offer of gifts in business transactions, and supports various activities with transparency and without the intention of convincing officials of the government or private sector to undertake inappropriate actions.
- The Company has appropriate internal control with regular reviews in order to prevent improper practices by employees, especially in sales, marketing and procurement.
- The Company provides knowledge on anti-corruption to its directors, management and employees to promote integrity, honesty and sense of responsibility in fulfilling their duties, and to show the Company's commitment.
- The Company has in place mechanisms for transparent and accurate financial reporting.
- The Company has provided a variety of communication channels for employees and stakeholders to raise concerns and report suspicious circumstances with confidence of being protected from punishment, unfair transfer or harassment in any way, as well as appoint person(s) to investigate and monitor the complaints.
- The Company has set up channels for whistle-blowing, complaints, suggestions or recommendations that indicate that the stakeholders are affected or are at risk of being affected by any action that may cause damages for all groups of stakeholders arising from its business operations or violation of laws, rules, regulations and the code of conduct by its employees, as well as behaviours that may indicate fraud, unfair treatment, or careless or reckless actions. Whistle-blowing or filing of complaints together with details and evidence can be made through the following channels:

- Audit Committee

- Company Secretary

Premier Marketing Public Company Limited

No.1 Premier Corporate Park, Soi Premier 2, Srinakarin Road

Nong-bon, Prawet, Bangkok 10250

Telephone: 02-301-2071

Facsimile: 02-748-2063

E-mail: Kulthida.act@pm.premier.co.th

The whistle-blowers or filers of complaints that are employees, customers, individuals hired for work by the Company or other groups of stakeholders who are whistle-blowers will have their rights protected and defended according to the law or the guidelines set by the Company.

#### Number of cases or issues related to corruption

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to corruption (cases) | 0    | 0    | 0    |

## Whistleblowing

#### Operations related to whistleblowing over the past year



Has the company implemented whistleblowing : Yes

procedures over the past year

### **Policies and Measures on Whistle Blowing and Human Rights Violation**

Whistle-blowing measures and Human rights violations the Company requires that executives at all levels assume responsibility for ensuring that employees under their supervision acknowledge, understand and comply rigorously with the code of conduct and policy/regulations/requirements of the Company, the principles of good corporate governance and various laws. The Company has determined the procedures for consideration and investigation of grievances or complaints that are systematic, transparent and accountable so that the complainants will have trust and confidence in a fair investigation process.

In order to treat all stakeholders equally and with fairness, the Company has set up channels for whistle-blowing, complaints, suggestions or recommendations that indicate that the stakeholders are affected or are at risk of being affected by any action that may cause damages for all groups of stakeholders arising from its business operations or violation of laws, rules, regulations and the code of conduct by its employees, as well as behaviours that may indicate fraud, unfair treatment, or careless or reckless actions. Whistle-blowing or filing of complaints together with details and evidence can be made through the following channels:

- Audit Committee
- Company Secretary

Premier Marketing Public Company Limited

No.1 Premier Corporate Park, Soi Premier 2, Srinakarin Road

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Once the Company has been notified of the clues / complaints / comments / suggestions, the Company will collect data, process, investigate and set measures to mitigate the damage to the affected people, taking the overall trouble into consideration. After that, the person responsible for the matter has the duty to follow up on the results and report to the recipients of the clues / complaints / comments / suggestions and the whistleblowers of clues / complaints / comments / suggestions, as well as report the results to the Audit Committee and / or the Board of Directors, as the case may be.

To protect the rights of whistleblowers of clues / complaints / comments / suggestions or those who cooperate in fact investigation, including employees, customers, and persons who are hired to work for the Company or other stakeholders, the Company will not disclose any other information of the whistleblowers of clues / complaints / comments / suggestions or those who cooperate in fact investigation, of which shall have a protection of rights and other protections according to law or the guidelines determined by the Company.

### **Number of cases or issues related to whistleblowing**

|  | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of cases or issues received through whistleblowing channels (cases) | 0    | 0    | 0    |

### **The monitoring of compliance with other corporate governance policy and guidelines**

In 2025, the Company did not have any significant disputes with stakeholders, as well as directors that there were no news/no cases of being fined, accused, or civil or criminal action taken by regulatory agencies. Additionally, there were no cases of misconduct arising from ethical issues that violated the rules and regulations which were considered serious offenses and were considered by the regulatory agency.



## 8.2 Report on the results of duty performance of the audit committee in the past year

### 8.2.1 Meeting attendance of audit committee

In 2025, the Audit Committee had a total of 7 meetings, consisted of 4 meetings of the Quarterly Audit Committee Meeting, 2 meetings with the management of Company's factory and subsidiaries and 1 meeting with the auditors without the management attendance.

Ms. Kulthida Verathaworn, Company Secretary, has served as the Secretary to the Audit Committee from 10 August, 2021 onwards. Mr. Teeraded Srithongphim, Chief of Internal Audit Unit, reviews and evaluates the internal control system and plan of internal audit, with direct report to the Audit Committee. Mr. Teeraded Srithongphim's profile is presented in [Attachment 3](#).

Meeting attendance of audit committee (times) : 7

| List of Directors   | Meeting attendance of audit committee |   |                                  | Average percentage meeting attendance |
|---|---------------------------------------|---|----------------------------------|---------------------------------------|
|   | Meeting attendance (times)            | / | Meeting attendance right (times) |                                       |
| 1. Ms. Naengnoi Chai-onnom<br>(Chairman of the audit committee) | 7                                     | / | 7                                | 7/7<br>(100.00%)                      |
| 2. Mr. Panaek Warawit<br>(Member of the audit committee)        | 7                                     | / | 7                                | 7/7<br>(100.00%)                      |
| 3. Ms. Anuwat Vongpichet<br>(Member of the audit committee)     | 6                                     | / | 7                                | 6/7<br>(85.71%)                       |
| Average Attendance Rate   |                                       |   |                                  | 95.23%                                |

### 8.2.2 The results of duty performance of the audit committee

The Performance of the Audit Committee is presented in Report of the Audit Committee as in [Attachment 6](#).



## 8.3 Summary of the results of duty performance of subcommittees

### 8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

#### Meeting attendance Corporate Governance and Risk Oversight Committee

Meeting Corporate Governance and Risk Oversight : 4

Committee (times)

| List of Directors   | Meeting attendance Corporate Governance and Risk Oversight Committee |   |                                  | Average Meeting Attendance |
|---|--|---|----------------------------------|----------------------------|
|   | Meeting attendance (times)   | / | Meeting attendance right (times) |                            |
| 1. Mrs. Duangthip Eamrungrroj<br>(The chairman of the subcommittee) | 4  | / | 4                                | 4 / 4<br>(100.00%)         |
| 2. Mr. Suradej Boonyawatana<br>(Member of the subcommittee)         | 4  | / | 4                                | 4 / 4<br>(100.00%)         |
| 3. Mr. Somchai Choonharas<br>(Member of the subcommittee)           | 4  | / | 4                                | 4 / 4<br>(100.00%)         |
| Average Meeting Attendance Rate                                     |  |   |                                  | 100.00%                    |

#### The results of duty performance of Corporate Governance and Risk Oversight Committee

The performance of the Corporate Governance and Risk Oversight Committee is presented in Report of the Corporate Governance and Risk Oversight Committee as in Attachment 7.



## 9. Internal control and related party transactions

### 9.1 Internal control

#### Summary of the opinion of the board of directors regarding the internal control of the company

The Board of Directors of the Company and its Subsidiaries has continuously placed importance on the internal control system which covers the area of finance, operation and performance to be in accordance with the related laws, the Articles of Association and rules since this is an important mechanism that builds the managements' confidence in reducing business risks. Adequate, efficient and effective risk management are established by appropriately allocating resources in securing and maintaining properties as well as clearly specified risk management policy. The Corporate Governance and Risk Oversight Committee is assigned to supervise and monitor the Corporate Governance System and Risk Management System and the Audit Committee, which comprises of the independent directors, is assigned to review the internal control system to be appropriate and efficient; ensuring that the Company and its subsidiaries practices in accordance with the related laws and policies as well as supervises to prevent conflict of interest, conducting related party transaction and monitoring the use of assets in order to prevent fraud or misconduct. By which the Internal Audit Unit will perform independently from the management and report directly to the Audit Committee as well as reviewing and evaluating the efficiency and the adequacy of the Company and its subsidiaries internal control system and operations of all departments to be in compliance with the annual audit plan approved by the Audit Committee; by applying the international standards framework guideline of COSO (The Committee of Sponsoring Organizations of the Treadway Commission) and the Enterprise Risk Management framework into practices and to be in accordance with the rules of corporate governance guideline of The Stock Exchange of Thailand, Thai Institute of Directors (IOD) and Organization for Economic Co-operation and Development (OECD). These guidelines are adapted for a more completeness, in order for the Company's performances to pursue every aspect of effective and efficient work. In addition, the Board of Directors has determined that all employees must adopt The Control Self-Assessment (CSA) to take personal responsibility and develop the internal control systems of their work system under their own responsibility in order to strengthen the internal control system to meet all applicable requirements and in accordance with the changing situation in a timely manner to reasonably ensure that the outcome will be able to help achieve the Company and its subsidiaries' objective as well as an evaluation of internal control system at least once a year annually.

#### Opinion of the Board of Directors on the Internal Control

The Board of Directors held the Meeting No. 4/2025 on 6 November, 2025. The Audit Committee attended and commented on the assessment of adequacy and appropriateness of internal control system. In 2025, the Company and its Subsidiaries have reviewed the assessment of the adequacy of the internal control system. It referred to "Internal Control Sufficiency Evaluation Form" of The Securities and Exchange Commission, Thailand (SEC). Review of internal control system, with giving recommendation to internal control system and monitoring focuses on monitoring the operation to achieve effectiveness and efficiency. The committee has asked the management and approved evaluation form. Assessment of the internal control system assessed 5 elements and 17 principles according to the internal control assessment form developed by The Securities and Exchange Commission, Thailand (SEC). There are organization control, risk assessment, operational control, information systems and data communication, and monitoring system.

#### 9.1.1 Adequacy and appropriateness of the company's internal control system

The Board of Directors agrees that the internal control systems of the Company and its subsidiaries are sufficient and appropriate. Manpower is provided sufficiently to operate the system effectively. There is sufficient internal control system that monitors the operations to be able to protect assets of the Company and its subsidiaries from being used



by committee members or executives illegally or without authority, and also prevents transactions with persons who may have conflicts of interest and related persons. In consultation with the auditors, it was concluded that no significant defects on the internal control systems, the Company and its subsidiaries prepared financial statements in accordance with financial reporting standards and disclosing the information in accordance with the relevant law.

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO), COSO - Enterprise Risk Management Framework (ERM)

## **The Committee of Sponsoring Organizations of the Treadway Commission (COSO)**

### **1) Organization's Internal Control**

The Company and its subsidiaries clearly define the targets and objectives which are measurable. The target will be reviewed and compared the actual outcomes to the expected ones periodically. Moreover, the Company has provided the structure of reporting and the organization chart classifying the duties and responsibilities, as well as determined proper authority and responsibility in order to reach the objectives under oversight of the Board of Directors. Additionally, the Company has established the Code of Ethics, Code of Business Ethics, the corporate's good governance policies, anti-corruption policy and the conflict of interest which represents the adherence of moral and integrity values. The Company has determined the important delegation of authority manual and work manual for the entire system in written document, which are regularly revised to be in conformity to the new standard. Furthermore, the manuals are used as operational guideline by considering from roles and responsibilities as well as internal control system. The Company has established personal development policy, recruitment process and employee performance evaluation process by applying Competency System and Key Performance Indicators: KPI to the Enterprise level, field of work, department, division and personal level by connecting to the employee performance evaluation results in the organization. Moreover, the Company has recruit employees with potential in compliance with the succession plan to develop, promote and maintain personnel with knowledge and competency to stay with the Company and its subsidiaries as well as promote and campaign for all employees to have conscience and continually comply with. The Company offered training to provide knowledge to the employee annually in order for the employee performance to be transparent and fair to all group of stakeholders. A clear monitoring process and penalties are established and promote the Executives to practice in conform to the good corporate governance policy as specified by the Company and its subsidiaries.

The Board of Directors is who possess knowledge and expertise that are beneficial for the business. The Company has clearly specified the roles and responsibilities of the committees and management team as well as supervised to ensure that the committees and the management team practices in accordance with the roles and responsibilities. The Board of Directors is responsible for determining the organizational structure and clear chain of command for a proper check and balances as well as appropriate internal control, in order to assess the efficiency of performance and to regularly follow its results compared with the organization's goals. The Board of Directors' responsibilities are to perform the oversight functions, develop the operations of internal control and aim to motivate, develop and keep efficient employees with knowledge and capability. Besides, the Board of Directors also determined the personnel's be responsible for the internal control to achieve the organization's objectives. The Internal Audit Unit, which reports directly to the Audit Committee, will promote and add value to the internal control system of the Company and its subsidiaries.

The Audit Committee and the Board of Directors mention that the internal control system of the Company and its subsidiaries is sufficient and appropriate for the size of the business. It is able to protect the assets of the Company and its subsidiaries from loss or use by unauthorized persons and support the financial reports of the Company and its subsidiaries to be accurate and reliable.



For anti-corruption, the Company has provided an assessment of the risks associated with fraud within the Company, including a review of the implementation of anti-corruption policy. The Company has been certified as a member of Thai Private Sector Collective Action Against Corruption (CAC) and is confident that the Company has adequate measures to defeat and detect fraud and corrupt effectively.

## **COSO - Enterprise Risk Management Framework (ERM)**

### **2) Risk Assessment**

The Company and its subsidiaries have clearly determined the objectives in order to identify and assess risk concerning the organization's goal achievement. The Audit Committee is responsible for reviewing and monitoring risk management. The Corporate Governance and Risk Oversight Committee has worked with the management of the Company and its subsidiaries to regulate organizational risk management in a holistic form in accordance with its objective and acceptable risk levels (risk appetite), determine the risk management policy for everyone to comply, consider and assess the internal and external risks affecting the business operations. The risk identification and analysis such as strategy, operation, reporting, compliance and other situation, divided by organizational and department, including the Corruption Risk Assessment will be determined the impact of each type of potential threat on the objectives within the organization. And the Company needs to prioritize risks according to their impact and probability in each business process for defining the risk management plan and measures to maintain adequate manner. The Company and its subsidiaries have determined the significant policies and strategies of risk management by combining the risk management with its business plan along with considering the chance of corruption in the business through the identification and assessment of variation which may effect on the internal control system. In addition, the Company and its subsidiaries have followed up the circumstance and risk factors from The Control Self-Assessment (CSA) regularly, including review the risk factors that change both internally and externally, which might impact the organization annually.

The Corporate Governance and Risk Oversight Committee believe that the Company and its subsidiaries have good corporate governance under the principles of good governance and operation of the business according to the vision and mission of the organization. The Company and its subsidiaries have managed risks effectively and appropriately including both strategy and business operation under conditions of risk in compliance with internationally accepted governance management and risk management framework.

### **3) Operational Control**

The Company and its subsidiaries have defined the significant policies in the business operations for using as guideline to operate the business systematically and efficiently as well as be able to reach the goals and objectives. There are control measures to reduce risks to an acceptable level. Besides, the Company has also selected and developed the general control activities with the technology system in order to ensure the achievement of objectives. The organization has arranged the control activities through the policies determined the expectation and the operational procedures in order to become the practical policies. The delegation of authority manual has been designed to determine the scope of authority and incur the expenditure of the management at each level clearly in writing. The preparation and review of the delegation of authority manual and the work manual/procedures suit for present organizational structure and operational practices. An anti-corruption manual has also been prepared in accordance with the determined policy. The operational structure has been organized by separating their duties and responsibilities of each position clearly in approving and recording transactions, and custody of assets. Furthermore, the organization will conduct the operations in strict compliance with laws and regulations. Internal Audit Unit is assigned to continuously revise the performance to be in line with the rules, the Articles of Association, the delegation of authority manual and the work manual to ensure that the operations are efficient and under adequate internal control system which includes using information system in the operation to make it fast and more efficient

Moreover, the Company and its subsidiaries have imposed policies, rules, and the Articles of Association in making transactions with a party involved with the Company and its subsidiaries, to practice in the same direction and to



maintain accuracy, transparency and fairness in accordance with the regulations of The Securities and Exchange Commission, Thailand (SEC).

#### **4) Information Systems and Data Communications**

The Company and its subsidiaries focus on information system and data communication and have provided the important information systems adequately, promote and encourage the development continuously such as providing the internal and external information completely, precisely and potentially in order to ensure that the internal control is able to operate as designed. Besides, the organization is required to achieve the objectives. The Company has set and to make the reports of all departments to propose the management for decision-making by using modern and effective information technology, including data security since data collection, data processing, storage and data result monitoring so that the operation and important data used for the management and business decision making is accurate enough and within a reasonable time. The Company and its subsidiaries also prepare the analytical report comparing between principle and reason with reference to the facts. For accounting and financial reporting, the accounting recorded documents are completely filed with transparency and to be used as operation's information. The Audit Committee has considered with the auditors, the Internal Audit Unit and those associated with the preparation of the Company and its subsidiaries' Financial statements of each quarter to ensure that the Company and its subsidiaries are in accordance with accounting standards and financial reporting standards suitable for the nature of the business of the Company and its subsidiaries, including appropriate timely disclosure of information. There are additional meetings on the agenda as appropriate.

The Company has established the proper communication channels to share duties and responsibilities, and other relevant topics with its employees. The Company has also set secure channels for whistle-blowing and filing of complaints regarding fraud and corruption. There is communication between the business units within the Company and with external parties regarding matters that may affect the functioning of internal control as well as specified information technology and data usage security policies and provide communication channel for the recipient both inside and outside the organization to conveniently and quickly access the data.

The Company and its subsidiaries have assigned the Company Secretary to be responsible in preparing meeting information and documents prior to the meeting, provide opinion and resolution of the meeting in the minute of the Board of Directors' meeting at all times.

#### **5) Monitoring System**

The Company has monitored the performance of the Company whether it will meet the goals by evaluating all levels from the Board of Directors to Executive Committee and administrators as to track progress and monitor the implementation of the strategic plans, plans and projects determined in the annual business plan approved by the Executive Committee on a monthly basis, and to resolve any problems that may occur so the Company can adjust plans in line with changing of circumstances by comparing actual results with estimated results. In case that actual results are different from estimated results, each department will analyze and determine the cause of the differences to establish measurement to improve operational efficiency. The involved parties present reports to review the performance and analyze the root cause as well as collaboratively resolve problems. Also, the timeline is set for monitoring results clearly. In addition, disclosure of relevant and useful information for decision-making needs to be sufficient, complete, accurate, and connected transactions or conflicts of interest transactions are disclosed transparently and can be examined.

### **9.1.2 Deficiencies related to the internal control system**

#### **Opinion of the Audit Committee on Internal Audit System of the Company and its Subsidiaries**

The Board of Directors possesses a system for assessing and monitoring the results of the internal control system that covers all aspects such as accounting and finance, operation, legal/regulatory compliance and asset custody and corruption which significantly affects the financial status and reputation of the Company and its subsidiaries to promptly take corrective actions and provides regular audits for internal control system compliance to ensure that the internal



control system continues to operate in a complete and appropriate manner. Deficiencies in the internal control system are assessed and communicated in a timely manner to those responsible, including senior management and the Board of Directors as appropriate. There are responsible persons from the relevant departments to supervise the practice to be in accordance with the internal control system.

The Audit Committee oversees and reviews the internal control system through the Internal Audit Unit. It audits, monitors, and evaluates performance standards for the practice of the professional practice of internal auditing to ensure that audit findings or reviews are appropriately and timely revised. The Audit Committee's opinion is consistent with the Board of Directors; it is of the view that the internal control system of the Company and its subsidiaries is sufficient, appropriate and there are no significant flaws.

|   | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of deficiencies related to the internal control system (cases) | 0    | 0    | 0    |

### 9.1.3 Opinions of the audit committee and auditor's observations on internal control

#### Opinion of the Audit Committee on Internal Audit Unit

The Audit Committee reviews the performance of the Internal Audit Unit which serves to build confidence and give advice freely and fairly to audit and assess the sufficiency of the internal control system as well as to follow up on the improvement of the operating process as appropriate, covering the work processes of the Company and its subsidiaries. Internal Audit Unit reports directly to the Audit Committee to ensure that the operations of the Company and its subsidiaries have an internal control system that is sufficient, appropriate and efficient along with risk management at an acceptable level and have good corporate governance. Mr. Teeraded Srithongphim, the position of Director of Internal Audit Department, is assigned to be the Chief of the Internal Audit Unit of the Company and its subsidiaries in which the qualifications of Mr. Teeraded Srithongphim is considered as appropriate enough to perform the said duties, due to his independence, educational qualification, experience in internal auditing, good understanding of the business of the Company and its subsidiaries, and continuous participation in training courses related to internal auditing.

Does the audit committee have opinions on internal : No

control different from the board of directors' opinions?

Does the auditor have any observations on the company's : No

internal control?

### 9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Outsourced service

Mr. Teeraded Srithongphim, Chief of Internal Audit Unit, reviews and evaluates the internal control system and plan of internal audit, with direct report to the Audit Committee. Mr. Teeraded Srithongphim profile is presented in Attachment 3.

#### Employment of Management and Business Consultant

The Company and its subsidiaries have engaged Premier Fission Capital Co., Ltd. (PFC), currently a major shareholder of the Company, to provide management and administrative support services to the Company and its subsidiaries under a management and business consultancy agreement. The objective of such hiring is the separation of



tasks (outsourcing) in order to employ the services of the centralized unit of the Premier Group, which is a type of centralization and cost sharing according to the size and volume of transactions of each company, in order to reduce overall costs from the Company having to recruit more personnel to handle all aspects of the support functions.

**The scope of services covers various areas as follows:**

Management and governance of the business and support of strategies and business innovations to achieve the goals of each organization, operation of the business in accordance with the core values of the organization and in compliance with relevant rules and legal requirements, and provision of personnel with ability and expertise to serve as directors and executives in each organization serviced.

Consulting services where counsel is provided to the organizations in all aspects related to business operation of the enterprises, including planning, determining business strategies, financial planning, compliance with relevant laws on human resources management, office administration and corporate communication together with provision of knowledge in various areas to develop the knowledge base of officers within the organizations.

Services on education, analysis, planning and work to the organizations in order that the business operations achieve the goals and are in accordance with various relevant rules and regulations or in case where such matters require specialized expertise, such as internal audit, corporate governance, compliance with laws related to The Stock Exchange of Thailand, litigation, company registration, accounting and taxation, IT Services, including management of funding sources of the businesses and in contacting financial institutions.

However, the execution of such agreement with PFC is deemed a connected transaction with a person who may have a conflict of interest with the Company where the Company must strictly comply with the policies, measures and procedures for entering into connected transactions. Should PFC amend the details of the agreement or the terms for calculating the service fees to the Company and its subsidiaries, the Company shall propose the details and conditions of such amendments to the Audit Committee meeting for consideration and comment on the appropriateness of the amended agreement every time prior to entering into the new agreement.

**9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit**

Does the appointment, discharge, and transfer of the head : Yes

of the internal audit unit require the audit committee  
approval?

The appointment, transfer, and dismissal of the Chief of the Internal Audit Unit of the Company and its Subsidiaries is considered and approved by the Audit Committee.

The Internal Audit Division operates the internal auditing to conform with the standards for the professional practice of internal auditing. The Company assigned a self-assessment according to the standards and stakeholder satisfaction assessment. Moreover, audit competency is imposed to assess the performance quality of internal auditors in order to continuously develop and improve the internal audit operation to be efficient and effective. By doing so will allow the Company and its subsidiaries to recognize the actual conditions and performance as well as to use such results to analyze the problems, obstacles and limitations in order to perform their task appropriately. This is in consistent with the development of the internal auditor to have skills, knowledge and competency of the international standard as well as to efficiently conduct the auditing by means of promoting and encouraging the auditors to participate in the knowledge of the internal audit and various business profession training and training in the area of Company's business group, including other professional knowledge and promoting certification testing for those who practice internal audit related professions.



## 9.2 Related party transactions

### Related party transactions

Does the company have any related party transactions? : Yes

### 9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

#### Persons/entities with potential conflicts

| Name of person or entity/type of business  | Nature of relationship  | Information as of date |
|--|---|------------------------|
| Premier Fission Capital Co., Ltd.<br>Providing investment management consulting services                 | Premier Fission Capital Co., Ltd. is the parent company, others are common directors. | 31 Dec 2025            |
| Premier Capital (2000) Co., Ltd.<br>Computer and related equipment rental for businesses                 | Common directors  | 31 Dec 2025            |
| Seri Properties Holding Co., Ltd.<br>Renting space in buildings and providing common facilities services | Common directors  | 31 Dec 2025            |



| Name of person or entity/type of business   | Nature of relationship | Information as of date |
|---|------------------------|------------------------|
| Premier Products Public Co., Ltd.<br>Conducting a business producing and distributing products for the environment.<br>Wastewater treatment systems and water storage systems, as well as solar power generation systems. | Common directors       | 31 Dec 2025            |
| Premier Resorts and Hotels Co., Ltd.<br>Providing accommodation, food and beverages (hotel)   | Common directors       | 31 Dec 2025            |
| Premier Innova Company Limited<br>Research and development services for products for use in food, beverages, and health care products   | Common directors       | 31 Dec 2025            |



| Name of person or entity/type of business   | Nature of relationship  | Information as of date |
|---|---|------------------------|
| Datapro Computer Systems Co., Ltd.<br>Selling products and providing services of information technology systems and Data Center systems | Common directors  | 31 Dec 2025            |
| Mrs. Vimolthip Phongsathorn<br>-  | Has family relationship with Chairman of the Executive Committee. | 31 Dec 2025            |

#### Details of related party transactions

| Related party transactions  | Transaction value at the end of the fiscal year (million baht) |       |       |
|---|--|-------|-------|
|   | 2023   | 2024  | 2025  |
| Premier Fission Capital Co., Ltd.   |  |       |       |
| <b>Transaction 1</b><br><br><u>Nature of transaction</u><br>Consulting fee under the management and business consultancy contract<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>Consulting fees are calculated from the average actual cost of each business structure.<br><br><u>Audit committee's opinion</u><br>- | 54.10  | 60.39 | 62.48 |



| Related party transactions  | Transaction value at the end of the fiscal year (million baht) |        |        |
|---|--|--------|--------|
|   | 2023   | 2024   | 2025   |
| <b>Transaction 2</b><br><br><u>Nature of transaction</u><br><br>IT Service fees for software, e-mail, internet, and other services related to IT systems<br><br><u>Details</u><br><br>-<br><br><u>Necessity/reasonableness</u><br><br>IT service fees are under normal business practices.<br><br><u>Audit committee's opinion</u><br><br>- | 27.13  | 27.30  | 27.44  |
| <b>Transaction 3</b><br><br><u>Nature of transaction</u><br><br>Account Payable – Related Parties<br><br><u>Details</u><br><br>-<br><br><u>Necessity/reasonableness</u><br><br>-<br><br><u>Audit committee's opinion</u><br><br>-   | 0.25   | 0.38   | 0.39   |
| <b>Transaction 4</b><br><br><u>Nature of transaction</u><br><br>Dividend paid to the Company's shareholders.<br><br><u>Details</u><br><br>-<br><br><u>Necessity/reasonableness</u><br><br>Paid regards to shareholders proportion of the Company and in accordance with the resolution of dividend payment.                                 | 172.38   | 163.73 | 281.05 |



| Related party transactions   | Transaction value at the end of the fiscal year (million baht) |       |       |
|--|--|-------|-------|
|  | 2023   | 2024  | 2025  |
| <u>Audit committee's opinion</u><br>-  |  |       |       |
| Premier Capital (2000) Co., Ltd.   |  |       |       |
| <b>Transaction 1</b><br><br><u>Nature of transaction</u><br><p>Computer and related equipment rental for businesses, in form of rental contract.</p><br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br><p>Rental fees are under normal business practices.</p><br><u>Audit committee's opinion</u><br>-   | 2.48   | 0.77  | 0.10  |
| Seri Properties Holding Co., Ltd.  |  |       |       |
| <b>Transaction 1</b><br><br><u>Nature of transaction</u><br><p>Rental fee on Lease contract and leasehold rights amortized under long-term Lease contract (recorded as depreciation expenses of Right-of-use assets, interest paid under lease agreement) and common facility fee.</p><br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br><p>Rental fee according to lease contract recorded as Right-of-use assets according to TFRS 16 Lease contract by calculating depreciation and interest expense throughout the contract period.</p> <p>Service rates are under normal business practices.</p> | 15.60  | 14.64 | 15.23 |



| Related party transactions  | Transaction value at the end of the fiscal year (million baht) |       |       |
|---|--|-------|-------|
|   | 2023   | 2024  | 2025  |
| <u>Audit committee's opinion</u><br>-   |  |       |       |
| <b>Transaction 2</b><br><br><u>Nature of transaction</u><br>Electricity charge, telephone bill and maintenance<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>Electricity charge, telephone bill, and maintenance expenses are at cost.<br><br><u>Audit committee's opinion</u><br>-          | 0.38   | 0.40  | 0.84  |
| <b>Transaction 3</b><br><br><u>Nature of transaction</u><br>Right-of-use assets<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>Rental fee is under the lease contract and recorded as Right-of-use assets, according to TFRS 16: lease contract.<br><br><u>Audit committee's opinion</u><br>- | 10.72  | 8.70  | 10.28 |
| <b>Transaction 4</b><br><br><u>Nature of transaction</u><br>Right-of-use prepaid rental<br><br><u>Details</u><br>-  | 19.15  | 16.17 | 13.19 |



| Related party transactions   | Transaction value at the end of the fiscal year (million baht) |      |      |
|--|--|------|------|
|  | 2023   | 2024 | 2025 |
| <u>Necessity/reasonableness</u><br>Prepaid Rent fee is under the lease contract and recorded as Right-of-use assets, according to TFRS 16: lease contract.<br><u>Audit committee's opinion</u><br>-  |  |      |      |
| Premier Products Public Co., Ltd.  |  |      |      |
| <b>Transaction 1</b><br><u>Nature of transaction</u><br>Solar Rooftop system and installation equipment<br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br>Purchase prices are under normal business practices.<br><u>Audit committee's opinion</u><br>- | 0.28   | 4.11 | 6.42 |
| <b>Transaction 2</b><br><u>Nature of transaction</u><br>Account Payable – Related Parties<br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br>-<br><u>Audit committee's opinion</u><br>-  | 0.07   | 2.71 | 0.00 |
| Premier Resorts and Hotels Co., Ltd.   |  |      |      |
| <b>Transaction 1</b>   | 0.00   | 0.90 | 0.63 |



| Related party transactions  | Transaction value at the end of the fiscal year (million baht) |      |      |
|---|--|------|------|
|   | 2023   | 2024 | 2025 |
| <u>Nature of transaction</u><br>Cost of purchasing goods for distribution<br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br>Purchase prices are under normal business practices.<br><u>Audit committee's opinion</u><br>-                                  |  |      |      |
| <b>Transaction 2</b><br><u>Nature of transaction</u><br>Account Payable – Related Parties<br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br>-<br><u>Audit committee's opinion</u><br>-   | 0.00   | 0.27 | 0.04 |
| Premier Innova Company Limited  |  |      |      |
| <b>Transaction 1</b><br><u>Nature of transaction</u><br>Cost of seasonings used as ingredients in food products<br><u>Details</u><br>-<br><u>Necessity/reasonableness</u><br>Purchase prices are under normal business practices.<br><u>Audit committee's opinion</u> | 0.00   | 0.05 | 0.09 |



| Related party transactions  | Transaction value at the end of the fiscal year (million baht) |      |      |
|---|--|------|------|
|   | 2023   | 2024 | 2025 |
| -   |  |      |      |
| <b>Transaction 2</b><br><br><u>Nature of transaction</u><br>Account Payable – Related Parties<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>-<br><br><u>Audit committee's opinion</u><br>-   | 0.00   | 0.01 | 0.02 |
| Datapro Computer Systems Co., Ltd.  |  |      |      |
| <b>Transaction 1</b><br><br><u>Nature of transaction</u><br>Cost of programs and other technological services<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>Selling prices are under normal business practices.<br><br><u>Audit committee's opinion</u><br>- | 0.64   | 2.28 | 3.54 |
| <b>Transaction 2</b><br><br><u>Nature of transaction</u><br>Purchase of computer equipment and work systems<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>Selling prices are under normal business practices.  | 0.00   | 2.19 | 1.79 |



| Related party transactions   | Transaction value at the end of the fiscal year (million baht) |      |      |
|--|--|------|------|
|  | 2023   | 2024 | 2025 |
| <u>Audit committee's opinion</u><br>-  |  |      |      |
| <b>Transaction 3</b><br><br><u>Nature of transaction</u><br>Account Payable – Related Parties<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>-<br><br><u>Audit committee's opinion</u><br>-  | 0.20   | 1.03 | 0.39 |
| Mrs. Vimolthip Phongsathorn  |  |      |      |
| <b>Transaction 1</b><br><br><u>Nature of transaction</u><br>Rental fee on Lease contract and leasehold rights amortized under long-term Lease contract (recorded as depreciation expenses of Right-of-use assets, interest paid under lease agreement) and common facility fee.<br><br><u>Details</u><br>-<br><br><u>Necessity/reasonableness</u><br>Rental fees are under normal business practices.<br><br><u>Audit committee's opinion</u><br>- | 0.00   | 1.82 | 1.99 |
| <b>Transaction 2</b><br><br><u>Nature of transaction</u><br>Right-of-use assets  | 9.68   | 7.89 | 4.56 |



| Related party transactions   | Transaction value at the end of the fiscal year (million baht) |      |      |
|--|--|------|------|
|  | 2023   | 2024 | 2025 |
| <u>Details</u><br>-  |  |      |      |
| <u>Necessity/reasonableness</u><br>-   |  |      |      |
| <u>Audit committee's opinion</u><br>-  |  |      |      |
| Premier Fission Capital Co., Ltd.  |  |      |      |
| <b>Transaction 1</b><br><br><u>Nature of transaction</u><br><br>Sell products that the Company distributes/manufactures.<br><br><u>Details</u><br><br>Related juristic persons, namely<br>Premier Fission Capital Co., Ltd.<br>Premier Resorts and Hotels Co., Ltd.<br>Premier Products Public Co., Ltd.<br>Premier Assets Co., Ltd.<br>Infinite Green Co., Ltd.<br>Datapro Computer Systems Co., Ltd.<br>Premier Brokerage Co., Ltd.<br>Premier Innova Co.,Ltd.<br><br><u>Necessity/reasonableness</u><br><br>Selling prices are under normal business conditions.<br><br><u>Audit committee's opinion</u><br><br>- | 0.28   | 0.24 | 0.33 |
| <b>Transaction 2</b><br><br><u>Nature of transaction</u><br><br>Account Receivables<br><br><u>Details</u>  | 0.08   | 0.03 | 0.04 |



| Related party transactions  | Transaction value at the end of the fiscal year (million baht) |      |      |
|---|--|------|------|
|   | 2023   | 2024 | 2025 |
| Related juristic persons, namely<br>Premier Fission Capital Co., Ltd.<br>Premier Resorts and Hotels Co., Ltd.<br>Premier Products Public Co., Ltd.<br>Premier Assets Co., Ltd.<br>Infinite Green Co., Ltd.<br>Datapro Computer Systems Co., Ltd.<br>Premier Brokerage Co., Ltd.<br>Premier Innova Co.,Ltd.<br><br><u>Necessity/reasonableness</u><br>-<br><br><u>Audit committee's opinion</u><br>- |  |      |      |

### 9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

#### Future trends in related party transactions

The Company and/or its subsidiaries expect that, in the future, related transactions will remain on the basis of normal business practices and support i.e. purchase of goods for resale, leasehold amortization, service for office based on the space rental contracts, management fees under management and consulting contract, information technology service contract, car rental for business operations and discount of account receivable, etc. All of the related transactions will incur as necessary and for business operation effectiveness within the group. The pricing policies are clearly determined based on the appropriate and fair prices and conditions in consideration into the Company's benefits. However, the Company's Audit Committee will review these related transactions which have been treated as normal business practice or normal business support every quarter.

Borrowings between the Company and its subsidiaries incur as necessary for business operations and as working capital. The contracts executed with clear and fair terms and conditions are prepared. Nevertheless, in the future, the Company and its subsidiaries will have no borrowing policies for persons who may have conflicts of interest. Related transactions in the future, which are not for normal business practice, will be based on the Company's necessity and the Company's benefits. The Company's policy is to request the Audit Committee to consider and provide opinion for such transactions to the Board of Directors for making decisions.

With respect to the significant emergencies within any ongoing issues, the Company will address them to the Audit Committee for relevant consideration and thereafter present them to the Board of Directors for further approval.

In the meantime, for related transactions that may cause possible conflict of interest in the future, it is mandatory that the Board of Directors comply with the governing Securities and Exchange Law and The Securities and Exchange Commission, Thailand's rules and regulations, notifications, orders and requirement. In addition, the Company is under obligations to comply with the requirements of disclosure regarding the transactions, acquisition and sales of the



Company's and its subsidiaries' assets as well as the accounting standards as specified by the Federation of Accounting Professions.

#### **9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions**

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal



## Part 3 Financial Statement



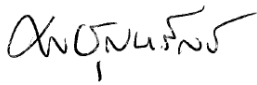
## Board of Directors' Responsibility Statement for the Financial Report



## **Report of the Board of Directors' Responsibilities for Financial Reporting**

The Board of Directors is responsible for the financial reports as prepared by Premier Marketing Public Co., Ltd. and its subsidiaries in order to ensure the accurate and reasonable presentation of financial position, revenues and expenses and statement of cash flows. The report reflects accurate, complete, and sufficient to preserve assets as well as to prevent frauds and abnormal business operations. In preparing the financial reports, appropriate accounting policies have been practiced consistently and in accordance with the Thai Financial Reporting Standards. Significant information has also been sufficiently disclosed in notes to financial statements and the auditors provided their opinion in the Report of the Independent Auditors

The Board of Directors appoints the Audit Committee consisting of the independent directors to review the financial reports and the sufficiency of internal control system. The opinion of the Audit Committee appears in Report of the Audit Committee in the Annual Registration Statement/Annual Report (Form 56-1 One Report).



**(Mr. Somchai Choonharas)**

Chairman



**(Mrs. Pensri Dettingeng)**

Director



## Auditor's Report



## Independent Auditor's Report

To the Shareholders of Premier Marketing Public Company Limited

### Opinion

I have audited the accompanying consolidated financial statements of Premier Marketing Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2025, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information, and have also audited the separate financial statements of Premier Marketing Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Premier Marketing Public Company Limited and its subsidiaries and of Premier Marketing Public Company Limited as at 31 December 2025, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

### Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.



I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond to the matter are described below.

### **Revenue recognition**

Revenue from sales of goods is one of the Group's key accounts because sales income is significant to the Group's financial statements and directly impacts the Group's profit or loss. I therefore focused on the recognition of sales income, especially the timing of revenue recognition.

I have examined the revenue recognition of the Group by

- Assessing and testing the Group's IT system and its internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.
- On a sampling basis, examining supporting documents for actual sales transactions occurring during the year and near the end of the accounting period.
- Reviewing credit notes that the Group issued after the period-end.
- Performing analytical procedures on disaggregated data to detect possible irregularities in sales transactions throughout the period, particularly for accounting entries made through journal vouchers.

### **Other Information**

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.



In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. I remain solely responsible for my audit opinion.



I communicate with those charged with governance regarding, among significant matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.



Chonlaros Suntiasvaraporn

Certified Public Accountant (Thailand) No. 4523

EY Office Limited

Bangkok: 19 February 2026



## Financial Statements



**Premier Marketing Public Company Limited and its subsidiaries**

**Statement of financial position**

**As at 31 December 2025**

(Unit: Baht)

|   |      | Consolidated financial statements |               | Separate financial statements |               |
|---|------|-----------------------------------|---------------|-------------------------------|---------------|
|   | Note | 2025                              | 2024          | 2025                          | 2024          |
| Assets  |      |                                   |               |                               |               |
| Current assets  |      |                                   |               |                               |               |
| Cash and cash equivalents   | 6    | 64,978,912                        | 91,404,908    | 3,300,323                     | 29,247,450    |
| Trade and other current receivables   | 7    | 1,026,971,705                     | 832,187,486   | 588,374,640                   | 549,315,348   |
| Short-term loans to related parties and interest receivables                    | 8    | -                                 | -             | 260,479,347                   | 261,533,347   |
| Inventories   | 9    | 488,139,233                       | 433,027,994   | 33,285,882                    | 29,579,547    |
| Other current financial assets  | 10   | 30,706,306                        | 272,120,014   | 21,414,033                    | 100,264,861   |
| Investment promotion fund for community<br>and social development for education | 24   | 30,139,793                        | -             | 23,274,267                    | -             |
| Other current assets  |      | 116,837,643                       | 54,854,335    | 18,965,705                    | 6,909,624     |
| Total current assets  |      | 1,757,773,592                     | 1,683,594,737 | 949,094,197                   | 976,850,177   |
| Non-current assets  |      |                                   |               |                               |               |
| Restricted bank deposits  |      | 6,003,491                         | 6,003,491     | 118,561                       | 118,561       |
| Other non-current financial assets  | 11   | 86,163,499                        | 86,275,601    | 69,715,574                    | 69,806,678    |
| Investments in subsidiaries   | 12   | -                                 | -             | 377,951,200                   | 377,951,200   |
| Property, plant and equipment   | 13   | 1,283,506,534                     | 1,141,975,839 | 9,229,670                     | 9,925,154     |
| Right-of-use assets   | 17   | 58,870,702                        | 72,791,634    | 6,883,866                     | 9,135,864     |
| Right-of-use assets - prepaid rental  | 17   | 13,186,426                        | 16,168,486    | 13,186,426                    | 16,168,486    |
| Non-operating assets  | 14   | 20,460,285                        | 20,527,746    | -                             | -             |
| Deferred tax assets   | 23   | 25,356,996                        | 19,477,401    | 14,642,936                    | 14,850,273    |
| Other non-current assets  |      | 57,196,176                        | 53,798,314    | 23,253,486                    | 19,770,091    |
| Total non-current assets  |      | 1,550,744,109                     | 1,417,018,512 | 514,981,719                   | 517,726,307   |
| Total assets  |      | 3,308,517,701                     | 3,100,613,249 | 1,464,075,916                 | 1,494,576,484 |

The accompanying notes are an integral part of the financial statements.



Premier Marketing Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2025

(Unit: Baht)

|  |      | Consolidated financial statements |               | Separate financial statements |             |
|--|------|-----------------------------------|---------------|-------------------------------|-------------|
|  | Note | 2025                              | 2024          | 2025                          | 2024        |
| Liabilities and shareholders' equity   |      |                                   |               |                               |             |
| Current liabilities  |      |                                   |               |                               |             |
| Trade and other current payables   | 15   | 763,687,420                       | 673,538,627   | 509,870,058                   | 459,279,109 |
| Current portion of long-term loans from financial institutions and accrued interests | 16   | 70,695,037                        | 42,210,313    | -                             | -           |
| Current portion of lease liabilities   | 17   | 24,275,544                        | 24,377,221    | 6,042,783                     | 6,738,131   |
| Income tax payable   |      | 52,108,728                        | 92,072,883    | -                             | 21,813,043  |
| Other current liabilities  |      | 20,129,866                        | 24,565,557    | 7,033,535                     | 5,766,267   |
| Total current liabilities  |      | 930,896,595                       | 856,764,601   | 522,946,376                   | 493,596,550 |
| Non-current liabilities  |      |                                   |               |                               |             |
| Long-term loans from financial institutions, net of current portion                  | 16   | 209,686,063                       | 128,520,253   | -                             | -           |
| Lease liabilities, net of current portion  | 17   | 35,133,169                        | 48,468,616    | 912,053                       | 2,487,200   |
| Deferred tax liabilities   | 23   | 85,712,933                        | 86,736,566    | -                             | -           |
| Non-current provision for employee benefits  | 18   | 244,682,114                       | 212,734,664   | 72,694,752                    | 74,217,286  |
| Total non-current liabilities  |      | 575,214,279                       | 476,460,099   | 73,606,805                    | 76,704,486  |
| Total liabilities  |      | 1,506,110,874                     | 1,333,224,700 | 596,553,181                   | 570,301,036 |

The accompanying notes are an integral part of the financial statements.



**Premier Marketing Public Company Limited and its subsidiaries**

**Statement of financial position (continued)**

**As at 31 December 2025**

(Unit: Baht)

|   |      | Consolidated financial statements |               | Separate financial statements |               |
|---|------|-----------------------------------|---------------|-------------------------------|---------------|
|   | Note | 2025                              | 2024          | 2025                          | 2024          |
| Shareholders' equity  |      |                                   |               |                               |               |
| Share capital   |      |                                   |               |                               |               |
| Registered  |      |                                   |               |                               |               |
| 558,120,000 ordinary shares of Baht 1 each                    |      | 558,120,000                       | 558,120,000   | 558,120,000                   | 558,120,000   |
| Issued and fully paid up                                      |      |                                   |               |                               |               |
| 558,120,000 ordinary shares of Baht 1 each                    |      | 558,120,000                       | 558,120,000   | 558,120,000                   | 558,120,000   |
| Surplus (deficit) from the changes in the ownership interests |      |                                   |               |                               |               |
| in subsidiary   | 12   | (8,319,648)                       | (8,319,648)   | -                             | -             |
| Retained earnings   |      |                                   |               |                               |               |
| Appropriated - statutory reserve                              | 19   | 62,180,270                        | 62,180,270    | 62,180,270                    | 62,180,270    |
| Unappropriated  |      | 989,372,574                       | 954,701,655   | 247,222,465                   | 303,975,178   |
| Other components of shareholders' equity                      |      | 240,830,850                       | 238,726,173   | -                             | -             |
| Equity attributable to owners of the Company                  |      | 1,842,184,046                     | 1,805,408,450 | 867,522,735                   | 924,275,448   |
| Non-controlling interest of the subsidiary                    |      | (39,777,219)                      | (38,019,901)  | -                             | -             |
| Total shareholders' equity                                    |      | 1,802,406,827                     | 1,767,388,549 | 867,522,735                   | 924,275,448   |
| Total liabilities and shareholders' equity                    |      | 3,308,517,701                     | 3,100,613,249 | 1,464,075,916                 | 1,494,576,484 |

The accompanying notes are an integral part of the financial statements.



**Premier Marketing Public Company Limited and its subsidiaries**

**Statement of comprehensive income**

**For the year ended 31 December 2025**

(Unit: Baht)

|   |      | Consolidated financial statements |               | Separate financial statements |               |
|---|------|-----------------------------------|---------------|-------------------------------|---------------|
|   | Note | 2025                              | 2024          | 2025                          | 2024          |
| Profit or loss:   |      |                                   |               |                               |               |
| Revenues  |      |                                   |               |                               |               |
| Sales   |      | 5,912,863,913                     | 4,917,204,736 | 2,919,664,703                 | 2,778,418,880 |
| Rental and service income   |      | 1,607,511                         | 905,969       | -                             | -             |
| Dividend income   | 12   | -                                 | -             | 456,166,964                   | 414,059,772   |
| Gain on sales of investment   |      | 2,291,723                         | 2,664,798     | 954,275                       | 1,014,631     |
| Other income  |      | 63,552,976                        | 31,446,261    | 13,599,061                    | 11,294,815    |
| Unrealised gain from revaluation of fair value<br>of financial assets and financial instruments |      | 5,822,891                         | -             | -                             | 355,794       |
| Total revenues  |      | 5,986,139,014                     | 4,952,221,764 | 3,390,385,003                 | 3,205,143,892 |
| Expenses  |      |                                   |               |                               |               |
| Cost of sales and services  |      | 4,198,517,451                     | 3,305,715,571 | 2,109,758,841                 | 2,024,710,376 |
| Selling and distribution expenses   |      | 472,133,111                       | 426,960,174   | 399,989,861                   | 369,960,647   |
| Administrative expenses   |      | 570,626,979                       | 478,044,981   | 262,957,801                   | 221,707,250   |
| Unrealised loss from revaluation of fair value<br>of financial assets and financial instruments |      | -                                 | 5,913,694     | 250,821                       | -             |
| Total expenses  |      | 5,241,277,541                     | 4,216,634,420 | 2,772,957,324                 | 2,616,378,273 |
| Operating profit  |      | 744,861,473                       | 735,587,344   | 617,427,679                   | 588,765,619   |
| Finance income  | 20   | 936,087                           | 742,655       | 6,702,352                     | 9,567,997     |
| Finance cost  | 21   | (9,762,964)                       | (7,123,298)   | (965,776)                     | (1,176,868)   |
| Reversal of impairment loss on<br>financial assets (Impairment loss)                            | 8    | 479,000                           | 290,856       | (81,910,520)                  | (4,393,197)   |
| Profit before income tax expenses   |      | 736,513,596                       | 729,497,557   | 541,253,735                   | 592,763,551   |
| Income tax expenses   | 23   | (116,458,592)                     | (130,492,195) | (20,007,923)                  | (37,615,795)  |
| Profit for the year   |      | 620,055,004                       | 599,005,362   | 521,245,812                   | 555,147,756   |

The accompanying notes are an integral part of the financial statements.



**Premier Marketing Public Company Limited and its subsidiaries**

**Statement of comprehensive income (continued)**

**For the year ended 31 December 2025**

(Unit: Baht)

|   |             | <u>Consolidated financial statements</u> |                    | <u>Separate financial statements</u> |                    |
|---|-------------|--|--------------------|--------------------------------------|--------------------|
|   | <u>Note</u> | <u>2025</u>                              | <u>2024</u>        | <u>2025</u>                          | <u>2024</u>        |
| <b>Other comprehensive income:</b>                          |             |  |                    |                                      |                    |
| <i>Other comprehensive income to be reclassified</i>        |             |  |                    |                                      |                    |
| <i>to profit or loss in subsequent periods:</i>             |             |  |                    |                                      |                    |
| Exchange differences on translation of                      |             |  |                    |                                      |                    |
| financial statements in foreign currency                    |             | 2,104,677                                | (1,295,744)        | -                                    | -                  |
| Other comprehensive income to be reclassified               |             |  |                    |                                      |                    |
| to profit or loss in subsequent periods - net of income tax |             | 2,104,677                                | (1,295,744)        | -                                    | -                  |
| <i>Other comprehensive income not to be reclassified</i>    |             |  |                    |                                      |                    |
| <i>to profit or loss in subsequent periods:</i>             |             |  |                    |                                      |                    |
| Actuarial loss  | 18          | (15,348,439)                             | (17,307,258)       | (3,919,841)                          | (3,541,586)        |
| Add: Income tax effect                                      | 23          | 3,069,688                                | 3,461,452          | 783,968                              | 708,317            |
|   |             | (12,278,751)                             | (13,845,806)       | (3,135,873)                          | (2,833,269)        |
| Changes in surplus on revaluation of assets                 |             | -  | 28,234,700         | -                                    | -                  |
| Less: Income tax effect                                     | 23          | -  | (5,646,940)        | -                                    | -                  |
|   |             | -  | 22,587,760         | -                                    | -                  |
| Other comprehensive income not to be reclassified           |             |  |                    |                                      |                    |
| to profit or loss in subsequent periods - net of income tax |             | (12,278,751)                             | 8,741,954          | (3,135,873)                          | (2,833,269)        |
| <b>Total other comprehensive income for the year</b>        |             | <b>(10,174,074)</b>                      | <b>7,446,210</b>   | <b>(3,135,873)</b>                   | <b>(2,833,269)</b> |
| <b>Total comprehensive income for the year</b>              |             | <b>609,880,930</b>                       | <b>606,451,572</b> | <b>518,109,939</b>                   | <b>552,314,487</b> |
| <b>Profit or loss attributable to:</b>                      |             |  |                    |                                      |                    |
| Equity holders of the Company                               |             | 621,812,322                              | 600,449,503        | 521,245,812                          | 555,147,756        |
| Non-controlling interest of the subsidiary                  |             | (1,757,318)                              | (1,444,141)        |                                      |                    |
|   |             | 620,055,004                              | 599,005,362        |                                      |                    |
| <b>Total comprehensive income attributable to:</b>          |             |  |                    |                                      |                    |
| Equity holders of the Company                               |             | 611,638,248                              | 607,895,713        | 518,109,939                          | 552,314,487        |
| Non-controlling interest of the subsidiary                  |             | (1,757,318)                              | (1,444,141)        |                                      |                    |
|   |             | 609,880,930                              | 606,451,572        |                                      |                    |
| <b>Basic earnings per share</b>                             |             |  |                    |                                      |                    |
|   | 25          |  |                    |                                      |                    |
| Profit attributable to equity holders of the Company        |             | 1.11                                     | 1.08               | 0.93                                 | 0.99               |

The accompanying notes are an integral part of the financial statements.



## Statement of changes in shareholders' equity

For the year ended 31 December 2025

(Unit: Baht)

|   | Consolidated financial statements        |   |                                  |                |                                  |   |  |  |  |              |  |
|---|--|---|----------------------------------|----------------|----------------------------------|---|--|--|--|--------------|--|
|   | Other components of shareholders' equity |   |                                  |                |                                  |   |  |  |  |              | Equity attributable to non-controlling interests of the subsidiary |
|   | Issued and fully paid-up share capital   | Surplus (deficit) from the changes in the ownership interests in subsidiary | Retained earnings                |                | Surplus on revaluation of assets | Exchange differences on translation of financial statements in foreign currency | Other changes by the owners on reorganisation of business of group companies | Total other components of shareholders' equity | Total equity attributable to owners of the Company |              |  |
|   |  |   | Appropriated - statutory reserve | Unappropriated |                                  |   |  |  |  |              |  |
|   |  |   |                                  |                |                                  |   |  |  |  |              |  |
| Total shareholders' equity              |  |   |                                  |                |                                  |   |  |  |  |              |  |
| Balance as at 1 January 2024            | 558,120,000                              | (8,319,648)   | 62,180,270                       | 702,957,912    | 341,941,981                      | 347,354   | (124,855,178)  | 217,434,157                                    | 1,532,372,691                                      | (36,575,760) | 1,495,796,931  |
| Profit for the year                     | -  | -   | -                                | 600,449,503    | -                                | -   | -  | -  | 600,449,503  | (1,444,141)  | 599,005,362  |
| Other comprehensive income for the year | -  | -   | -                                | (13,845,806)   | 22,587,760                       | (1,295,744)   | -  | 21,292,016                                     | 7,446,210  | -            | 7,446,210  |
| Total comprehensive income for the year | -  | -   | -                                | 586,603,697    | 22,587,760                       | (1,295,744)   | -  | 21,292,016                                     | 607,895,713  | (1,444,141)  | 606,451,572  |
| Dividend paid (Note 28)                 | -  | -   | -                                | (334,859,954)  | -                                | -   | -  | -  | (334,859,954)                                      | -            | (334,859,954)  |
| Balance as at 31 December 2024          | 558,120,000                              | (8,319,648)   | 62,180,270                       | 954,701,655    | 364,529,741                      | (948,390)   | (124,855,178)  | 238,726,173                                    | 1,805,408,450                                      | (38,019,901) | 1,767,388,549  |
| Balance as at 1 January 2025            | 558,120,000                              | (8,319,648)   | 62,180,270                       | 954,701,655    | 364,529,741                      | (948,390)   | (124,855,178)  | 238,726,173                                    | 1,805,408,450                                      | (38,019,901) | 1,767,388,549  |
| Profit for the year                     | -  | -   | -                                | 621,812,322    | -                                | -   | -  | -  | 621,812,322  | (1,757,318)  | 620,055,004  |
| Other comprehensive income for the year | -  | -   | -                                | (12,278,751)   | -                                | 2,104,677   | -  | 2,104,677                                      | (10,174,074)                                       | -            | (10,174,074)   |
| Total comprehensive income for the year | -  | -   | -                                | 609,533,571    | -                                | 2,104,677   | -  | 2,104,677                                      | 611,638,248  | (1,757,318)  | 609,880,930  |
| Dividend paid (Note 28)                 | -  | -   | -                                | (574,862,652)  | -                                | -   | -  | -  | (574,862,652)                                      | -            | (574,862,652)  |
| Balance as at 31 December 2025          | 558,120,000                              | (8,319,648)   | 62,180,270                       | 989,372,574    | 364,529,741                      | 1,156,287   | (124,855,178)  | 240,830,850                                    | 1,842,184,046                                      | (39,777,219) | 1,802,406,827  |

The accompanying notes are an integral part of the financial statements.



Premier Marketing Public Company Limited and its subsidiaries

Statement of changes in shareholders' equity (continued)

For the year ended 31 December 2025

(Unit: Baht)

|   | Separate financial statements                |                                     |                               |
|---|--|-------------------------------------|-------------------------------|
|   | Issued and fully<br>paid-up<br>share capital | Retained earnings                   |                               |
|   |  | Appropriated -<br>statutory reserve | Total<br>shareholders' equity |
|   |  |                                     |                               |
| <b>Balance as at 1 January 2024</b>     | 558,120,000                                  | 62,180,270                          | 86,517,916                    |
| Profit for the year                     | -  | -                                   | 555,147,756                   |
| Other comprehensive income for the year | -  | -                                   | (2,833,269)                   |
| Total comprehensive income for the year | -  | -                                   | 552,314,487                   |
| Dividend paid (Note 28)                 | -  | -                                   | (334,857,225)                 |
| <b>Balance as at 31 December 2024</b>   | <u>558,120,000</u>                           | <u>62,180,270</u>                   | <u>303,975,178</u>            |
| <b>Balance as at 1 January 2025</b>     | 558,120,000                                  | 62,180,270                          | 303,975,178                   |
| Profit for the year                     | -  | -                                   | 521,245,812                   |
| Other comprehensive income for the year | -  | -                                   | (3,135,873)                   |
| Total comprehensive income for the year | -  | -                                   | 518,109,939                   |
| Dividend paid (Note 28)                 | -  | -                                   | (574,862,652)                 |
| <b>Balance as at 31 December 2025</b>   | <u>558,120,000</u>                           | <u>62,180,270</u>                   | <u>247,222,465</u>            |

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The accompanying notes are an integral part of the financial statements.



**Premier Marketing Public Company Limited and its subsidiaries**

**Cash flow statement**

**For the year ended 31 December 2025**

(Unit: Baht)

|  | <b>Consolidated financial statements</b> |                    | <b>Separate financial statements</b> |                    |
|--|--|--------------------|--------------------------------------|--------------------|
|  | <u>2025</u>                              | <u>2024</u>        | <u>2025</u>                          | <u>2024</u>        |
| <b>Cash flows from operating activities</b>  |  |                    |                                      |                    |
| Profit before tax  | 736,513,596                              | 729,497,557        | 541,253,735                          | 592,763,551        |
| Adjustments to reconcile profit before tax to net cash provided by<br>(paid from) operating activities:                  |  |                    |                                      |                    |
| Depreciation and amortisation  | 142,887,152                              | 114,781,007        | 16,385,921                           | 17,822,732         |
| Write-off assets   | 23,984                                   | 647,840            | -                                    | 387,000            |
| Allowance for expected credit loss (reversal)  | (479,000)                                | (290,856)          | 81,910,520                           | 4,393,197          |
| Reduce cost of inventory to net realisable value (reversal)  | 6,348,497                                | (7,123,476)        | (253,319)                            | (800,045)          |
| Gain on sales of investments in unit trust - open-ended fund   | (2,291,723)                              | (2,664,798)        | (954,275)                            | (1,014,631)        |
| (Gain) loss on disposal and write-off machinery, equipment, vehicles,<br>improvement of building and non-operating asset | (511,718)                                | 722,177            | (405,720)                            | (13,306)           |
| Non-current provision for employee benefits  | 48,716,584                               | 26,069,329         | 13,525,322                           | 8,935,182          |
| Unrealised loss on exchange rate   | 5,334,885                                | 2,858,254          | 558,857                              | 532,953            |
| Unrealised (gain) loss from fair value adjustments on financial instruments  | (6,104,646)                              | 6,241,854          | -                                    | -                  |
| Unrealised (gain) loss from revaluation of fair value of financial assets  | 281,755                                  | (328,160)          | 250,821                              | (355,794)          |
| Gain on modification right-of-use assets   | (20,513)                                 | -                  | -                                    | -                  |
| Gain on write-off right-of-use assets  | (74,157)                                 | -                  | (55,293)                             | -                  |
| Dividend income  | -  | -                  | (456,166,964)                        | (414,059,772)      |
| Finance income   | (936,087)                                | (742,655)          | (6,702,352)                          | (9,567,997)        |
| Finance cost   | 9,762,964                                | 7,123,298          | 965,776                              | 1,176,868          |
| Profit from operating activities before changes in<br>operating assets and liabilities                                   | 939,451,573                              | 876,791,371        | 190,313,029                          | 200,199,938        |
| Operating assets (increase) decrease   |  |                    |                                      |                    |
| Trade and other current receivables  | (199,664,744)                            | (93,575,312)       | (41,064,668)                         | (24,199,980)       |
| Inventories  | (61,459,736)                             | (54,394,623)       | (3,453,016)                          | (2,944,142)        |
| Investment promotion fund for community<br>and social development for education  | (30,139,793)                             | -                  | (23,274,267)                         | -                  |
| Other current assets   | (51,777,997)                             | 4,676,279          | (12,056,081)                         | 14,878,598         |
| Other non-current assets   | (6,013,645)                              | (23,450,501)       | (3,849,239)                          | (7,899,763)        |
| Operating liabilities increase (decrease)  |  |                    |                                      |                    |
| Trade and other current payables   | 90,146,275                               | 97,667,633         | 50,558,150                           | 26,756,590         |
| Other current liabilities  | (4,435,692)                              | 21,223,009         | 1,267,268                            | 953,627            |
| Cash paid for non-current provision for employee benefits  | (32,117,573)                             | (16,551,844)       | (18,967,697)                         | (4,887,406)        |
| Cash flows from operating activities   | 643,988,668                              | 812,386,012        | 139,473,479                          | 202,857,462        |
| Cash paid for corporate income tax   | (169,245,135)                            | (84,424,050)       | (40,829,660)                         | (27,147,403)       |
| <b>Net cash flows from operating activities</b>  | <b>474,743,533</b>                       | <b>727,961,962</b> | <b>98,643,819</b>                    | <b>175,710,059</b> |

The accompanying notes are an integral part of the financial statements.



**Premier Marketing Public Company Limited and its subsidiaries**

**Cash flow statement (continued)**

**For the year ended 31 December 2025**

(Unit: Baht)

|  | <b>Consolidated financial statements</b> |                          | <b>Separate financial statements</b> |                          |
|--|--|--------------------------|--------------------------------------|--------------------------|
|  | <u>2025</u>                              | <u>2024</u>              | <u>2025</u>                          | <u>2024</u>              |
| <b>Cash flows from investing activities</b>  |  |                          |                                      |                          |
| Purchases of investments in unit trust - open-ended fund   | (2,762,919,808)                          | (2,639,281,000)          | (1,088,790,000)                      | (1,012,051,000)          |
| Proceeds from sales of investments in unit trust - open-ended fund                                     | 3,012,560,231                            | 2,485,829,839            | 1,168,435,386                        | 918,613,074              |
| Increase in restricted bank deposits   | -  | (5,884,930)              | -                                    | -                        |
| Increase in short-term loans to related parties  | -  | -                        | (79,410,000)                         | (43,350,000)             |
| Proceeds from sales of machinery, equipment, vehicles, improvement of building and non-operating asset | 1,143,418                                | 1,621,569                | 480,214                              | 72,810                   |
| Acquisition of machinery, equipment and building improvements  | (252,010,797)                            | (185,191,293)            | (2,107,563)                          | (2,658,733)              |
| Dividend received  | -  | -                        | 456,166,964                          | 414,059,772              |
| Interest received  | 900,384                                  | 706,839                  | 6,702,352                            | 9,567,997                |
| <b>Net cash flows from (used in) investing activities</b>  | <u>(326,572)</u>                         | <u>(342,198,976)</u>     | <u>461,477,353</u>                   | <u>284,253,920</u>       |
| <b>Cash flows from financing activities</b>  |  |                          |                                      |                          |
| Decrease in short-term loans from financial institutions   | -  | (10,000,000)             | -                                    | (10,000,000)             |
| Increase in long-term loans from financial institutions  | 109,613,914                              | 30,241,907               | -                                    | -                        |
| Decrease in short-term loans from related parties  | -  | -                        | -                                    | (80,000,000)             |
| Repayment of lease liabilities   | (29,892,839)                             | (20,761,247)             | (10,500,000)                         | (10,987,800)             |
| Interest paid  | (7,838,857)                              | (6,383,969)              | (738,447)                            | (978,136)                |
| Dividend paid  | (574,829,852)                            | (334,850,830)            | (574,829,852)                        | (334,848,247)            |
| <b>Net cash flows used in financing activities</b>   | <u>(502,947,634)</u>                     | <u>(341,754,139)</u>     | <u>(586,068,299)</u>                 | <u>(436,814,183)</u>     |
| <b>Translation adjustments</b>   | <u>2,104,677</u>                         | <u>(1,295,744)</u>       | <u>-</u>                             | <u>-</u>                 |
| <b>Net increase (decrease) in cash and cash equivalents</b>  | <u>(26,425,996)</u>                      | <u>42,713,103</u>        | <u>(25,947,127)</u>                  | <u>23,149,796</u>        |
| Cash and cash equivalents at beginning of year   | <u>91,404,908</u>                        | <u>48,691,805</u>        | <u>29,247,450</u>                    | <u>6,097,654</u>         |
| <b>Cash and cash equivalents at end of year</b>  | <u><u>64,978,912</u></u>                 | <u><u>91,404,908</u></u> | <u><u>3,300,323</u></u>              | <u><u>29,247,450</u></u> |
|  | -  | -                        | -                                    | -                        |
| <b>Supplemental disclosures of cash flows information</b>  |  |                          |                                      |                          |
| Non-cash item:   |  |                          |                                      |                          |
| Increase in right-of-use assets under the lease during the year  | 16,233,904                               | 52,781,505               | 9,439,672                            | 9,171,939                |

The accompanying notes are an integral part of the financial statements.



## Notes to the Financial Statements



**Premier Marketing Public Company Limited and its subsidiaries**  
**Notes to financial statements**  
**For the year ended 31 December 2025**

**1. General information**

Premier Marketing Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. Its parent company is Premier Fission Capital Company Limited, which was incorporated in Thailand. The Company is principally engaged in the distribution of consumer products. The registered office of the Company is at 1 Premier Corporate Park, Soi Premier 2, Srinakarin Road, Kwaeng Nongbon, Khet Prawet, Bangkok.

**2. Basis of preparation**

- 2.1** The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

**2.2 Basis of consolidation**

- a) The consolidated financial statements include the financial statements of Premier Marketing Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

| Company's name                                  | Nature of business  | Country of incorporation | Percentage of shareholding |             |
|---|---|--------------------------|----------------------------|-------------|
|   |   |                          | <u>2025</u>                | <u>2024</u> |
| <b><u>Subsidiaries owned by the Company</u></b> |   |                          | Percent                    | Percent     |
| 1. Premier Frozen Products Company Limited      | Rent out space, machinery and equipment   | Thailand                 | 100.00                     | 100.00      |
| 2. Premier Canning Industry Company Limited     | Manufacturer and distributor of tuna can and tuna pouch   | Thailand                 | 100.00                     | 100.00      |
| 3. P.M. Food Company Limited                    | Manufacturer and distributor of snack foods   | Thailand                 | 100.00                     | 100.00      |
| 4. PM SE Company Limited                        | Invest in social impact business and engage in manufacturing, marketing, product development and product distribution for socially responsible businesses | Thailand                 | 100.00                     | 100.00      |



| Company's name   | Nature of business  | Country of incorporation | Percentage of shareholding |             |
|--|---|--------------------------|----------------------------|-------------|
|  |   |                          | <u>2025</u>                | <u>2024</u> |
| <b><u>Subsidiaries indirectly owned by the Company</u></b> |   |                          |                            |             |
| Held through PM SE Company Limited                         |   |                          |                            |             |
| 1. Mivana Company Limited                                  | Manufacture and distribution of agricultural goods and products   | Thailand                 | 97.85                      | 97.85       |
| 2. The Good Drink Company Limited                          | Development of products and distribution channels as well as licensing of rights to produce and distribute ready-to-drink coffee beverages to a related company | Thailand                 | 100.00                     | 100.00      |
| Held through P.M. Food Company Limited                     |   |                          |                            |             |
| 1. Shenzhen Premier Marketing Company Limited              | Distributor of snack foods and pet food   | China                    | 100.00                     | 100.00      |

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
- c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
- e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of "Exchange differences on translation of financial statements in foreign currency" in the statements of changes in shareholders' equity.
- f) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

## 2.3 The separate financial statements present investments in subsidiaries under the cost method.



### **3. New financial reporting standards**

#### **3.1 Financial reporting standards that became effective in the current year**

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

#### **3.2 Financial reporting standard that will become effective for fiscal years beginning on or after 1 January 2026**

The Federation of Accounting Professions issued a revised financial reporting standard, which is effective for fiscal years beginning on or after 1 January 2026. This financial reporting standard was aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

### **4. Accounting policies**

#### **4.1 Revenue and expense recognition**

##### *Sales of goods*

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, discounts, allowances and price promotions to customers.

##### *Rental income*

Rental income is recognised on the straight-line basis over the lease term.

##### *Rendering of services*

Service revenue is recognised at a point in time upon completion of the service.



### *Interest income*

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

### *Finance cost*

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

### *Dividends*

Dividends are recognised when the right to receive the dividends is established.

## **4.2 Cash and cash equivalents**

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

## **4.3 Inventories**

Finished goods and work in process are valued at the lower of cost under the first-in, first-out method and net realisable value. The cost of inventories includes all production costs and attributable factory overheads.

Raw materials and other supplies are valued at the lower of cost under the first-in, first-out method and net realisable value and are charged to production costs whenever consumed.

## **4.4 Investments in subsidiaries**

Investments in subsidiaries are accounted for in the separate financial statements using the cost method less allowance for impairment (if any).

## **4.5 Property, plant and equipment/Depreciation**

Land is stated at revalued amount. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Land is initially recorded at cost on the acquisition date, and subsequently revalued by an independent professional appraiser to its fair values. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from fair value at the end of reporting period.



Differences arising from the revaluation are dealt with in the financial statements as follows:

- When land's carrying amount is increased as a result of a revaluation of the Group's land, the increase is credited directly to the other comprehensive income and the cumulative increase is recognised in equity under the heading of "Revaluation surplus on assets". However, a revaluation increase is recognised as income to the extent that it reverses a revaluation decrease in respect of the same land previously recognised as an expense.
- When land's carrying amount is decreased as a result of a revaluation of the Group's land, the decrease is recognised in profit or loss. However, the revaluation decrease is charged to the other comprehensive income to the extent that it does not exceed an amount already held in "Revaluation surplus on assets" in respect of the same land.

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

|   |           |       |
|---|-----------|-------|
| Buildings and structures                  | 5 - 25    | years |
| Machinery                                 | 5 - 25    | years |
| Improvements of leased building           | 5 - 20    | years |
| Tools and equipment                       | 5 - 20    | years |
| Furniture, fixtures, and office equipment | 3, 5 - 10 | years |
| Motor vehicles                            | 5         | years |

Depreciation is included in determining income.

No depreciation is provided on land, construction in progress and machinery under installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

#### **4.6 Leases**

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period to exchange for consideration.



## **The Group as a lessee**

The Group applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

### ***Right-of-use assets***

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred (if any), and lease payments made at or before the commencement date of the lease less any lease incentives received (if any).

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

|  |       |       |
|--|-------|-------|
| Buildings                                | 2 - 4 | years |
| Furniture, fixtures and office equipment | 3 - 4 | years |
| Motor vehicles                           | 5     | years |

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

### ***Right-of-use assets - prepaid rental***

Prepaid rental, which represents office rental from the related company, is stated at cost less accumulated depreciation. Depreciation is calculated by reference to cost on a straight-line basis over the expected future period of 20 years, for which the assets are expected to generate economic benefit.

Depreciation is included in determining income.



### ***Lease liabilities***

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

### ***Short-term leases and leases of low-value assets***

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

### ***The Group as a lessor***

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

## **4.7 Related party transactions**

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include associated companies, and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group's operations.



#### **4.8 Foreign currencies**

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

#### **4.9 Impairment of non-financial assets**

At the end of each reporting period, the Group perform impairment reviews in respect of the property, plant and equipment and right-of-use assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss. However, in cases where land was previously revalued and the revaluation was taken to equity, a part of such impairment is recognised in equity up to the amount of the previous revaluation.

In the assessment of asset impairment, if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, in which case the reversal, which exceeds the carrying amount that would have been determined, is treated as a revaluation increase.



#### **4.10 Employee benefits**

##### ***Short-term employee benefits***

Salaries, wages, bonuses, and contributions to the social security fund are recognised as expenses when incurred.

##### ***Post-employment benefits and other long-term employee benefits***

###### ***Defined contribution plans***

The Group and their employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

###### ***Defined benefit plans and other long-term employee benefits***

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan. In addition, the Group provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term employee benefits are recognised immediately in profit and loss.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Group recognises restructuring-related costs.

#### **4.11 Provisions**

Provisions are recognised when The Group have a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

#### **4.12 Income tax**

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.



## **Current tax**

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

## **Deferred tax**

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognise deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group review and reduce the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group record deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

### **4.13 Financial instruments**

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

#### **Classification and measurement of financial assets**

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost and fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

#### ***Financial assets at amortised cost***

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified, or impaired.



### **Financial assets at FVTPL**

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

### **Classification and measurement of financial liabilities**

Except for derivative liabilities, at initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

### **Regular way purchases and sales of financial assets**

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Group commits to purchase or sell the asset.

### **Derecognition of financial instruments**

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

### **Impairment of financial assets**

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.



For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are more than 30 days past due and considers a financial asset as credit impaired or in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

#### **Offsetting of financial instruments**

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

#### **4.14 Derivatives**

The Group uses derivative financial instruments, such as forward currency contracts to hedge their foreign currency risks.

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not due to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.



#### **4.15 Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group apply a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measure fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, The Group determine whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

#### **5. Significant accounting judgements and estimates**

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

##### **Allowance for expected credit losses of trade receivables**

In determining an allowance for expected credit losses of trade receivables, the management needs to make judgement and estimates based upon, among other things, past collection history, aging profile of outstanding debts and the forecast economic condition for groupings of various customer segments with similar credit risks. The Group's historical credit loss experience and forecast economic conditions may also not be representative of whether a customer will actually default in the future.



## Property plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

The Group measures land at revalued amount. Such amounts are determined by the independent valuer using the market approach for land. The valuation involves certain assumptions and estimates as described in Note 13.

In addition, the management is required to review property, plant, and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

## Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

## 6. Cash and cash equivalents

|               | (Unit: Thousand Baht) |               |                      |               |
|---------------|-----------------------|---------------|----------------------|---------------|
|               | Consolidated          |               | Separate             |               |
|               | financial statements  |               | financial statements |               |
|               | <u>2025</u>           | <u>2024</u>   | <u>2025</u>          | <u>2024</u>   |
| Cash          | 365                   | 371           | 150                  | 150           |
| Bank deposits | 64,614                | 91,034        | 3,150                | 29,097        |
| Total         | <u>64,979</u>         | <u>91,405</u> | <u>3,300</u>         | <u>29,247</u> |

As at 31 December 2025, bank deposits in saving accounts carried interests between 0.15 and 0.20 percent per annum (2024: between 0.15 and 0.40 percent per annum).



## 7. Trade and other receivables

|   | (Unit: Thousand Baht) |                |                      |                |
|---|-----------------------|----------------|----------------------|----------------|
|   | Consolidated          |                | Separate             |                |
|   | financial statements  |                | financial statements |                |
|   | <u>2025</u>           | <u>2024</u>    | <u>2025</u>          | <u>2024</u>    |
| <b><u>Trade and other current receivables</u></b>       |                       |                |                      |                |
| <b><u>- related parties (Note 8)</u></b>                |                       |                |                      |                |
| Trade receivables - related parties                     |                       |                |                      |                |
| Aged on the basis of due dates                          |                       |                |                      |                |
| Not yet due   | 34                    | 34             | -                    | -              |
| Past due  |                       |                |                      |                |
| Up to 3 months  | 6                     | -              | -                    | -              |
| 3 - 6 months  | -                     | -              | -                    | 1,698          |
| 6 - 12 months   | -                     | -              | -                    | 5,197          |
| Over 12 months  | -                     | -              | 14,339               | 9,198          |
| Total   | 40                    | 34             | 14,339               | 16,093         |
| Less: Allowance for expected credit losses              | -                     | -              | (14,339)             | (11,966)       |
| <b>Total trade receivables - related parties, net</b>   | <b>40</b>             | <b>34</b>      | <b>-</b>             | <b>4,127</b>   |
| Other current receivables - related parties             | 6                     | -              | 14,780               | 12,690         |
| <b>Total trade and other current receivables</b>        |                       |                |                      |                |
| <b>- related parties, net</b>                           | <b>46</b>             | <b>34</b>      | <b>14,780</b>        | <b>16,817</b>  |
| <b><u>Trade and other current receivables</u></b>       |                       |                |                      |                |
| <b><u>- unrelated parties</u></b>                       |                       |                |                      |                |
| Trade receivables - unrelated parties                   |                       |                |                      |                |
| Aged on the basis of due dates                          |                       |                |                      |                |
| Not yet due   | 901,977               | 763,469        | 551,052              | 509,733        |
| Past due  |                       |                |                      |                |
| Up to 3 months  | 120,639               | 62,026         | 21,088               | 18,197         |
| 3 - 6 months  | 1,003                 | 659            | 946                  | 518            |
| 6 - 12 months   | 169                   | 212            | 165                  | 212            |
| Over 12 months  | 562                   | 632            | 102                  | 162            |
| Total   | 1,024,350             | 826,998        | 573,353              | 528,822        |
| Less: Allowance for expected credit losses              | (726)                 | (1,555)        | (726)                | (1,555)        |
| <b>Total trade receivables - unrelated parties, net</b> | <b>1,023,624</b>      | <b>825,443</b> | <b>572,627</b>       | <b>527,267</b> |
| Other current receivables - unrelated parties           | 8,253                 | 11,661         | 968                  | 5,231          |
| Less: Allowance for expected credit losses              | (4,951)               | (4,951)        | -                    | -              |
| Other current receivables - unrelated parties, net      | 3,302                 | 6,710          | 968                  | 5,231          |
| <b>Total trade and other current receivables -</b>      |                       |                |                      |                |
| <b>unrelated parties, net</b>                           | <b>1,026,926</b>      | <b>832,153</b> | <b>573,595</b>       | <b>532,498</b> |
| <b>Total trade and other current receivables - net</b>  | <b>1,026,972</b>      | <b>832,187</b> | <b>588,375</b>       | <b>549,315</b> |



The normal credit term is 7 to 85 days.

Set out below is the movement in the allowance for expected credit losses of trade and other current receivables:

|                                      | (Unit: Thousand Baht)                |                                  |
|--------------------------------------|--------------------------------------|----------------------------------|
|                                      | Consolidated<br>financial statements | Separate<br>financial statements |
| Beginning balance                    | 6,506                                | 13,521                           |
| Provision for expected credit losses | -                                    | 2,372                            |
| Reversal during the year             | (829)                                | (828)                            |
| Ending balance                       | 5,677                                | 15,065                           |

## 8. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group.

(Unit: Million Baht)

|   | Consolidated         |             | Separate             |             |  |
|---|----------------------|-------------|----------------------|-------------|--|
|   | financial statements |             | financial statements |             | Transfer pricing policy  |
|   | <u>2025</u>          | <u>2024</u> | <u>2025</u>          | <u>2024</u> |  |
| <b><u>Transactions with parent company</u></b>          |                      |             |                      |             |  |
| Administrative expenses                                 | 90                   | 88          | 41                   | 39          | Contract price   |
| <b><u>Transactions with subsidiaries</u></b>            |                      |             |                      |             |  |
| (eliminated from the consolidated financial statements) |                      |             |                      |             |  |
| Sales of goods  | -                    | -           | -                    | 5           | Cost plus a certain margin   |
| Dividend income   | -                    | -           | 456                  | 414         | Declared rate  |
| Interest income   | -                    | -           | 6                    | 9           | 1.60 to 3.62 percent per annum<br>(2024: 2.70 to 3.67 percent per annum) |
| Other income  | -                    | -           | 10                   | 8           | Contract price   |
| Purchases of goods                                      | -                    | -           | 1,577                | 1,417       | Cost plus a certain margin   |
| Selling and distribution expenses                       | -                    | -           | 9                    | 8           | Contract price   |
| Administrative expenses                                 | -                    | -           | 16                   | 15          | Contract price   |
| Interest expense  | -                    | -           | -                    | 1           | 2.35 and 2.75 percent per annum  |
| <b><u>Transactions with related companies</u></b>       |                      |             |                      |             |  |
| Purchases of assets                                     | 8                    | 6           | 1                    | 1           | Cost plus a certain margin   |
| Purchases of goods                                      | 1                    | -           | -                    | -           | Cost plus a certain margin   |
| Selling and distribution expenses                       | 4                    | 5           | -                    | -           | Contract price   |
| Administrative expenses                                 | 17                   | 16          | 12                   | 12          | Contract price   |



As at 31 December 2025 and 2024, the balances of the accounts between the Group and those related parties are as follows:

|   | (Unit: Thousand Baht) |             |                      |             |
|---|-----------------------|-------------|----------------------|-------------|
|   | Consolidated          |             | Separate             |             |
|   | financial statements  |             | financial statements |             |
|   | <u>2025</u>           | <u>2024</u> | <u>2025</u>          | <u>2024</u> |
| <b><u>Trade and other current receivables - related parties</u></b> |                       |             |                      |             |
| <b>(Note 7)</b>   |                       |             |                      |             |
| Subsidiaries  | -                     | -           | 14,780               | 16,817      |
| Related companies (related by common directors)                     | 46                    | 34          | -                    | -           |
| Total trade and other current receivables                           |                       |             |                      |             |
| - related parties   | 46                    | 34          | 14,780               | 16,817      |
| <b><u>Trade and other current payables - related parties</u></b>    |                       |             |                      |             |
| <b>(Note 15)</b>  |                       |             |                      |             |
| Subsidiaries  | -                     | -           | 254,462              | 247,116     |
| Related companies (related by common directors/<br>related person)  | 833                   | 4,405       | 301                  | -           |
| Total trade and other current payables - related parties            | 833                   | 4,405       | 254,763              | 247,116     |
| <b><u>Lease liabilities, net - related parties</u></b>              |                       |             |                      |             |
| Related companies (related by common directors/<br>related person)  | 14,930                | 16,684      | -                    | -           |
| Total lease liabilities, net - related parties                      | 14,930                | 16,684      | -                    | -           |



## Loans to related parties

As at 31 December 2025 and 2024, the balances of loans between the Company and those related parties are the loans in the form of promissory notes which the Company granted to its subsidiaries. They are repayable on demand and unsecured. The movement are as follows:

(Unit: Thousand Baht)

|   |               | Separate financial statements |          |            |               |            |               |
|---|---------------|-------------------------------|----------|------------|---------------|------------|---------------|
|   |               | Balance as at                 | Increase | Decrease   | Allowance for | Unrealised | Balance as at |
|   |               | 31 December                   | during   | during the | expected      | loss on    | 31 December   |
| Interest rate                             |               | 2024                          | the year | year       | credit losses | exchange   | 2025          |
| (percent per annum)                       |               |                               |          |            |               | rate       |               |
| <u>2025</u>                               | <u>2024</u>   |                               |          |            |               |            |               |
| <b><u>Short-term loans to related</u></b> |               |                               |          |            |               |            |               |
| <b><u>parties and interest</u></b>        |               |                               |          |            |               |            |               |
| <b><u>receivables</u></b>                 |               |                               |          |            |               |            |               |
| Premier Canning Industry                  |               |                               |          |            |               |            |               |
| Company Limited                           | 1.69 and 2.17 | -                             | -        | 161,173    | (130,873)     | -          | 30,300        |
| P.M. Food Company Limited                 | 1.69 to 2.27  | -                             | -        | 388,749    | (378,249)     | -          | 10,500        |
| PM SE Company Limited                     | 1.60 and 1.69 | 3.62 and 3.67                 | 257,069  | 77,574     | (38,964)      | (76,000)   | 219,679       |
| Shenzhen Premier Marketing                |               |                               |          |            |               |            |               |
| Company Limited                           | 3.62          | 2.70 and 3.62                 | 4,464    | 147        | (147)         | (4,017)    | (477)         |
| Total                                     |               |                               | 261,533  | 627,643    | (548,233)     | (80,017)   | (477)         |
|   |               |                               |          |            |               |            | 260,479       |

The significant increase of Baht 80 million in the allowance for expected credit losses of loans to related parties and accrued interest receivables in 2025 was considered to ensure that financial assets reflect their value as of the reporting date, in accordance with Financial Reporting Standard No. 9: Financial Instruments regarding the calculation of expected credit losses (ECL). This assessment takes into account the time value of money and reasonable and supportable information available at the reporting date concerning past events, current conditions, and forecasts of future economic conditions, including statistical values in credit risk management used to estimate the probability of default within a certain period.

As at 31 December 2025, PM SE Company Limited (Subsidiary) has short-term loan to a related party amounting to Baht 301 million (2024: Baht 256 million). The loan which the subsidiary company granted to Mivana Company Limited in the form of promissory notes carries interest at the rate of 1.60 and 1.69 percent per annum (2024: 3.62 and 3.67 percent per annum) and is repayable on demand and have mortgaged inventories as collateral. During the year, PM SE Company Limited set up an allowance for expected credit loss on the loan amounting to Baht 76 million.



### Loans from related parties

As at 31 December 2025 and 2024, the balances of loans between the Company and those related parties are the loans in the form of promissory notes which the Company borrowed from its subsidiaries. They are repayable on demand and unsecured. The movement are as follows:

|  |                     | (Unit: Thousand Baht)         |            |            |               |   |
|--|---------------------|-------------------------------|------------|------------|---------------|---|
|  |                     | Separate financial statements |            |            |               |   |
|  | Interest rate       | Balance as at                 | Increase   | Decrease   | Balance as at |   |
|  | (percent per annum) | 31 December                   | during the | during the | 31 December   |   |
|  |                     | 2024                          | year       | year       | 2025          |   |
|  | <u>2025</u>         | <u>2024</u>                   |            |            |               |   |
| <b><u>Short-term loan from related parties</u></b> |                     |                               |            |            |               |   |
| <b><u>and accrued interest</u></b>                 |                     |                               |            |            |               |   |
| Premier Frozen Products                            |                     |                               |            |            |               |   |
| Company Limited                                    | 1.75 and 1.88       | -                             | -          | 26,152     | (26,152)      | - |
| Total  |                     |                               | -          | 26,152     | (26,152)      | - |

### Directors and management's benefits

During the years ended 31 December 2025 and 2024, the Group had employee benefit expenses payable to their directors and management as below.

|                              | Consolidated         |             | (Unit: Thousand Baht)         |             |
|------------------------------|----------------------|-------------|-------------------------------|-------------|
|                              | financial statements |             | Separate financial statements |             |
|                              | <u>2025</u>          | <u>2024</u> | <u>2025</u>                   | <u>2024</u> |
| Short-term employee benefits | 82,984               | 76,416      | 43,138                        | 38,230      |
| Post-employment benefits     | 3,046                | 3,604       | 1,388                         | 2,011       |
| Total                        | 86,030               | 80,020      | 44,526                        | 40,241      |

### Guarantee obligations with related parties

The Group has outstanding guarantee obligations with related parties, as described in Note 29.4 to the financial statements.



## 9. Inventories

(Unit: Thousand Baht)

| Consolidated financial statements |                |                |  |                 |                   |                |
|-----------------------------------|----------------|----------------|--|-----------------|-------------------|----------------|
|                                   | Cost           |                | Reduce cost to<br>net realisable value |                 | Inventories - net |                |
|                                   | <u>2025</u>    | <u>2024</u>    | <u>2025</u>                            | <u>2024</u>     | <u>2025</u>       | <u>2024</u>    |
| Finished goods                    | 80,641         | 75,069         | (3,855)                                | (4,055)         | 76,786            | 71,014         |
| Work in process                   | 29,811         | 22,790         | (1,105)                                | (1,616)         | 28,706            | 21,174         |
| Raw materials                     | 275,366        | 230,098        | (4,908)                                | (1,230)         | 270,458           | 228,868        |
| Packing materials                 | 94,236         | 89,407         | (17,503)                               | (14,351)        | 76,733            | 75,056         |
| Other supplies                    | 6,234          | 4,744          | (1,536)                                | (1,307)         | 4,698             | 3,437          |
| Goods in transit                  | 30,758         | 33,479         | -                                      | -               | 30,758            | 33,479         |
| Total                             | <u>517,046</u> | <u>455,587</u> | <u>(28,907)</u>                        | <u>(22,559)</u> | <u>488,139</u>    | <u>433,028</u> |

(Unit: Thousand Baht)

| Separate financial statements |               |               |  |                |                   |               |
|-------------------------------|---------------|---------------|--|----------------|-------------------|---------------|
|                               | Cost          |               | Reduce cost to<br>net realisable value |                | Inventories - net |               |
|                               | <u>2025</u>   | <u>2024</u>   | <u>2025</u>                            | <u>2024</u>    | <u>2025</u>       | <u>2024</u>   |
| Finished goods                | 34,739        | 31,286        | (1,453)                                | (1,706)        | 33,286            | 29,580        |
| Total                         | <u>34,739</u> | <u>31,286</u> | <u>(1,453)</u>                         | <u>(1,706)</u> | <u>33,286</u>     | <u>29,580</u> |

During the current year, the Group reduced cost of inventories by Baht 17 million (2024: Baht 13 million) (the Company only: Baht 7 million, 2024: Baht 9 million), to reflect the net realisable value. This was included in cost of sales. In addition, the Group reversed the write-down of cost of inventories by Baht 11 million (2024: Baht 21 million) (the Company only: Baht 7 million, 2024: Baht 9 million), and reduced the amount of inventories recognised as expenses during the year.



## 10. Other current financial assets

10.1 As at 31 December 2025 and 2024, other current financial assets consisted of the following:

|   | (Unit: Thousand Baht) |                |                      |                |
|---|-----------------------|----------------|----------------------|----------------|
|   | Consolidated          |                | Separate             |                |
|   | financial statements  |                | financial statements |                |
|   | <u>2025</u>           | <u>2024</u>    | <u>2025</u>          | <u>2024</u>    |
| <u>Financial assets at FVTPL</u>            |                       |                |                      |                |
| Investments - unit trust in debt securities |                       |                |                      |                |
| open-ended fund (Note 10.2)                 | 24,602                | 272,120        | 21,414               | 100,265        |
| Derivative assets                           | 6,104                 | -              | -                    | -              |
| Total other current financial assets        | <u>30,706</u>         | <u>272,120</u> | <u>21,414</u>        | <u>100,265</u> |

Investments in unit trust in debt securities open-ended fund is stated at fair value using inputs of Level 2 which is use of other observable inputs for such assets or liabilities, whether directly or indirectly. Such fair value of investments in unit trust has been determined by using the net asset value as published by the Asset Management.

Derivative instruments are stated at fair value using inputs of Level 2 in the fair value hierarchy. The fair values are determined using discounted future cash flow techniques and theoretical valuation models. Most of the inputs used in the valuation are observable in the relevant markets, such as foreign currency spot and forward exchange rates.

10.2 Movement in investments - unit trust in debt securities open-ended fund are summarised below.

|   | (Unit: Thousand Baht) |                      |
|---|-----------------------|----------------------|
|   | Consolidate           | Separate             |
|   | financial statements  | financial statements |
| Net book value as at 1 January 2025                 | 272,120               | 100,265              |
| Purchase during the year                            | 2,762,920             | 1,088,790            |
| Dispose during the year                             | (3,010,268)           | (1,167,481)          |
| Unrealised loss on changes in                       |                       |                      |
| value of investment - unit trust in debt securities |                       |                      |
| open-ended fund                                     | (170)                 | (160)                |
| Net book value as at 31 December 2025               | <u>24,602</u>         | <u>21,414</u>        |



## 11. Non-current financial assets

Non-current financial assets are investments in unit trust equity securities open-ended fund is stated at fair value using inputs of Level 2 which is use of other observable inputs for such assets or liabilities, whether directly or indirectly. Such fair value of investments in unit trust has been determined by using the net asset value as published by the Asset Management.

## 12. Investments in subsidiaries

Details of investments in subsidiaries as presented in the separate financial statements are as follows:

| (Unit: Thousand Baht)                                  |                 |         |                         |      |                |                |                                   |         |
|--|-----------------|---------|-------------------------|------|----------------|----------------|-----------------------------------|---------|
| Company's name   | Paid-up capital |         | Shareholding percentage |      | Cost           |                | Dividend received during the year |         |
|  | 2025            | 2024    | 2025                    | 2024 | 2025           | 2024           | 2025                              | 2024    |
|  |                 |         | (%)                     | (%)  |                |                |                                   |         |
| Premier Frozen Products Company Limited                | 230,000         | 230,000 | 100                     | 100  | 311,699        | 311,699        | -                                 | -       |
| Premier Canning Industry Company Limited               | 93,000          | 93,000  | 100                     | 100  | 92,999         | 92,999         | 226,919                           | 273,186 |
| P.M. Food Company Limited                              | 8,750           | 8,750   | 100                     | 100  | 182,500        | 182,500        | 229,248                           | 140,874 |
| PM SE Company Limited                                  | 430,000         | 430,000 | 100                     | 100  | 430,000        | 430,000        | -                                 | -       |
| Total  |                 |         |                         |      | 1,017,198      | 1,017,198      | 456,167                           | 414,060 |
| Less: Loss from restructure of investments             |                 |         |                         |      | (211,775)      | (211,775)      |                                   |         |
| Total  |                 |         |                         |      | 805,423        | 805,423        |                                   |         |
| Less: Allowance for impairment in value of investments |                 |         |                         |      | (427,472)      | (427,472)      |                                   |         |
| <b>Investments in subsidiaries - net</b>               |                 |         |                         |      | <b>377,951</b> | <b>377,951</b> |                                   |         |

### 12.1 Subsidiary indirectly owned by the Company - Mivana Company Limited) (held by PM SE Company Limited)

On 23 March 2018, a meeting of the Board of Directors of PM SE Company Limited (subsidiary) No.2/2018 passed a resolution approving the acquisition of additional shares in Mivana Company Limited, for a total of Baht 12 million (121,334 ordinary shares with a par value of Baht 100 each).

Subsequently, in April 2018, the subsidiary acquired an additional 121,334 ordinary shares of Mivana Company Limited, representing a 16.85% interest, from its existing shareholder at a price of Baht 12 million. As a result, the subsidiary's shareholding in the Mivana Company Limited increased from 72.04% to 88.89%.



As a result, the subsidiary recorded the effects of the changes in its shareholding in the company, amounting to Baht 10 million which is deficit from the changes in the ownership interest in subsidiary, under the heading of “Surplus (deficit) from changes in the ownership interests in subsidiary” under shareholders’ equity in the consolidated statements of financial position.

On 20 April 2023, PM SE Company Limited (subsidiary) acquired an additional shares in Mivana Company Limited, totaling of Baht 300 million (300,000 ordinary shares with a par value of Baht 100 each). As a result, the subsidiary’s shareholding in Mivana Company Limited increased from 88.89% to 97.85%.

## **12.2 Subsidiaries indirectly owned by the Company - The Good Drink Company Limited (held by PM SE Company Limited)**

On 29 September 2020, a meeting of the Board of Directors of PM SE Company Limited (Subsidiary) No.4/2020 passed a resolution approving the acquisition of additional shares in The Good Drink Company Limited, for a total of Baht 1 million (749,999 ordinary shares, with a par value of Baht 10 each, at a price of Baht 1.29 each).

Subsequently, in September 2020, the subsidiary acquired an additional 749,999 ordinary shares of The Good Drink Company Limited, representing a 39.47% interest, from its existing shareholder at a price of Baht 1 million. As a result, the subsidiary’s shareholding in The Good Drink Company Limited increased from 60.53% to 100.00%.

As a result, the subsidiary recorded the effects of the changes in its shareholding in the company, amounting to Baht 2 million which is surplus from the changes in the ownership interests in subsidiary, under the heading of “Surplus (deficit) from the changes in the ownership interests in subsidiary” under shareholders’ equity in the consolidated statements of financial position.

## **12.3 Difference on reorganisation of business of group companies**

The Company’s Board of Directors’ meeting No.3/2006 on 15 December 2006 passed the resolution approving the Company’s sale of all direct investments in a subsidiary, Premier Pet Products Company Limited, to Premier Fission Capital Company Limited, a parent company, at the price of Baht 314 million. In addition, the meeting of the Company’s Board of Directors passed the resolution approving the Company’s purchases of two previous indirect investments in Premier Frozen Products Company Limited and Premier Canning Industry Company Limited from Premier Pet Products Company Limited at the price of Baht 193 million and Baht 122 million, respectively.



Subsequently, the Company's Board of Directors' meeting No.1/2007 on 22 August 2007 passed the resolution approving the Company's purchase of the previous indirect investment in P.M. Food Company Limited from Premier Pet Products Company Limited at the price of Baht 60 million. Because the sale and purchase of these shares were made for the purpose of organisational restructuring within the group companies, the Company therefore presented original investment costs of these subsidiaries as the investment costs since these three subsidiaries were purchased from Premier Pet Products Company Limited and have been the subsidiaries of the Company since the beginning, and the results of the sale and purchase transactions have been considered to be "Difference on reorganisation of business of group companies" and presented in other components of shareholders' equity in the consolidated statements of financial position.

#### **12.4 Allowance for impairment in value of investment**

The Company has recorded allowance for impairment of investment in subsidiary (PM SE Company Limited) amounting to Baht 427 million.



### 13. Property, plant and equipment

(Unit: Thousand Baht)

#### Consolidated financial statements

|                         | Revaluation |   |           |                                    |                        |  |                   |  |           |
|-------------------------|-------------|---|-----------|------------------------------------|------------------------|--|-------------------|--|-----------|
|                         | basis       | Cost basis  |           |                                    |                        |  |                   |  |           |
|                         |             | Buildings and<br>structures and<br>improvement of | Machinery | Improvements of<br>leased building | Tools and<br>equipment | Furniture, fixtures<br>and office<br>equipment | Motor<br>vehicles | Construction in<br>progress and<br>machinery under<br>installation |           |
|                         |             |   |           |                                    |                        |  |                   |  |           |
| Land                    | building    |   |           |                                    |                        |  |                   | Total  |           |
| Cost / Revalued amount: |             |   |           |                                    |                        |  |                   |  |           |
| 1 January 2024          | 504,373     | 444,719   | 595,002   | 31,440                             | 181,006                | 87,922   | 2,930             | 47,229   | 1,894,621 |
| Additions               | 620         | 11,767  | 58,619    | 1,205                              | 13,408                 | 19,054   | -                 | 80,520   | 185,193   |
| Disposals               | -           | (1,526)   | (15,290)  | -                                  | (2,781)                | (855)  | (135)             | -  | (20,587)  |
| Transfer in             | -           | 18,408  | 78,720    | 851                                | 18,654                 | 1,122  | -                 | -  | 117,755   |
| Transfer out            | -           | -   | -         | -                                  | -                      | -  | -                 | (117,755)  | (117,755) |
| Write-off               | -           | -   | -         | -                                  | (22)                   | (3)  | -                 | (257)  | (282)     |
| Revaluations            | 28,235      | -   | -         | -                                  | -                      | -  | -                 | -  | 28,235    |
| 31 December 2024        | 533,228     | 473,368   | 717,051   | 33,496                             | 210,265                | 107,240  | 2,795             | 9,737  | 2,087,180 |
| Additions               | -           | 14,723  | 36,931    | 2,944                              | 49,084                 | 29,924   | -                 | 118,405  | 252,011   |
| Disposals               | -           | (1,347)   | (39,004)  | (21)                               | (7,141)                | (2,837)  | (2,787)           | -  | (53,137)  |
| Transfer in             | -           | 3,555   | 70,155    | -                                  | 14,234                 | 2,881  | -                 | -  | 90,825    |
| Transfer out            | -           | -   | -         | -                                  | -                      | -  | -                 | (90,825)   | (90,825)  |
| Write-off               | -           | -   | -         | -                                  | (26)                   | (7)  | -                 | -  | (33)      |
| 31 December 2025        | 533,228     | 490,299   | 785,133   | 36,419                             | 266,416                | 137,201  | 8                 | 37,317   | 2,286,021 |



### 13. Property, plant and equipment (continued)

(Unit: Thousand Baht)

#### Consolidated financial statements

|   | Revaluation |   | Cost basis |                 |           |                                   |          |  |           |
|---|-------------|---|------------|-----------------|-----------|-----------------------------------|----------|--|-----------|
|   | basis       |   |            |                 |           |                                   |          |  |           |
|   |             | Buildings and<br>structures and<br>improvement of |            | Improvements of | Tools and | Furniture, fixtures<br>and office | Motor    | Construction in<br>progress and<br>machinery under |           |
|   | Land        | building  | Machinery  | leased building | equipment | equipment                         | vehicles | installation                                       | Total     |
| Accumulated depreciation:   |             |   |            |                 |           |                                   |          |  |           |
| 1 January 2024  | -           | 294,535   | 383,484    | 14,526          | 119,342   | 59,713                            | 2,856    | -  | 874,456   |
| Depreciation for the year   | -           | 12,656  | 42,761     | 2,050           | 20,387    | 11,157                            | -        | -  | 89,011    |
| Depreciation on disposals/write-off   | -           | (1,095)   | (13,438)   | -               | (2,799)   | (796)                             | (135)    | -  | (18,263)  |
| 31 December 2024  | -           | 306,096   | 412,807    | 16,576          | 136,930   | 70,074                            | 2,721    | -  | 945,204   |
| Depreciation for the year   | -           | 13,931  | 52,399     | 2,565           | 25,804    | 15,131                            | -        | -  | 109,830   |
| Depreciation on disposals/write-off   | -           | (1,347)   | (38,532)   | (21)            | (7,076)   | (2,831)                           | (2,713)  | -  | (52,520)  |
| 31 December 2025  | -           | 318,680   | 426,674    | 19,120          | 155,658   | 82,374                            | 8        | -  | 1,002,514 |
| Net book value:   |             |   |            |                 |           |                                   |          |  |           |
| 31 December 2024  | 533,228     | 167,272   | 304,244    | 16,920          | 73,335    | 37,166                            | 74       | 9,737  | 1,141,976 |
| 31 December 2025  | 533,228     | 171,619   | 358,459    | 17,299          | 110,758   | 54,827                            | -        | 37,317   | 1,283,507 |
| Depreciation for the year   |             |   |            |                 |           |                                   |          |  |           |
| 2024 (Baht 66 million included in manufacturing cost, and the balance in administrative expenses) |             |   |            |                 |           |                                   |          |  | 89,011    |
| 2025 (Baht 86 million included in manufacturing cost, and the balance in administrative expenses) |             |   |            |                 |           |                                   |          |  | 109,830   |



### 13. Property, plant and equipment (continued)

(Unit: Thousand Baht)

|  | Separate financial statements      |  |                |         |
|--|------------------------------------|--|----------------|---------|
|  | Improvements of<br>leased building | Furniture,<br>fixtures and<br>office equipment | Motor vehicles | Total   |
| <b>Cost:</b>                               |                                    |  |                |         |
| 1 January 2024                             | 13,727                             | 18,379   | 2,787          | 34,893  |
| Additions                                  | 851                                | 1,808  | -              | 2,659   |
| Disposals                                  | -                                  | (623)  | -              | (623)   |
| 31 December 2024                           | 14,578                             | 19,564   | 2,787          | 36,929  |
| Additions                                  | 960                                | 1,148  | -              | 2,108   |
| Disposals                                  | (21)                               | (1,538)  | (2,787)        | (4,346) |
| 31 December 2025                           | 15,517                             | 19,174   | -              | 34,691  |
| <b>Accumulated depreciation:</b>           |                                    |  |                |         |
| 1 January 2024                             | 9,835                              | 12,196   | 2,714          | 24,745  |
| Depreciation for the year                  | 551                                | 2,271  | -              | 2,822   |
| Depreciation on disposals                  | -                                  | (563)  | -              | (563)   |
| 31 December 2024                           | 10,386                             | 13,904   | 2,714          | 27,004  |
| Depreciation for the year                  | 600                                | 2,129  | -              | 2,729   |
| Depreciation on disposals                  | (21)                               | (1,537)  | (2,714)        | (4,272) |
| 31 December 2025                           | 10,965                             | 14,496   | -              | 25,461  |
| <b>Net book value:</b>                     |                                    |  |                |         |
| 31 December 2024                           | 4,192                              | 5,660  | 73             | 9,925   |
| 31 December 2025                           | 4,552                              | 4,678  | -              | 9,230   |
| <b>Depreciation for the year</b>           |                                    |  |                |         |
| 2024 (included in administrative expenses) |                                    |  |                | 2,822   |
| 2025 (included in administrative expenses) |                                    |  |                | 2,729   |



The Group arranged for an independent professional valuer to appraise the fair value of land in 2024 by using the market approach. The fair value of land is measured by using inputs of Level 3.

Key assumptions used in the valuation are summarised below:

|                                      | Consolidated<br>financial statements | Result to fair value whereas an<br>increase in assumption value |
|--------------------------------------|--------------------------------------|---|
| Price per square wah (Thousand Baht) | 5.8 - 34.0                           | Increase in fair value  |

Details of the surplus arising from revaluation of land is as follows:

|  | (Unit: Thousand Baht) |                |
|--|-----------------------|----------------|
|  | <u>2025</u>           | <u>2024</u>    |
| Balance at beginning of year - Net of income tax | 364,530               | 341,942        |
| Surplus on revaluation                           | -                     | 22,588         |
| Balance at end of year - Net of income tax       | <u>364,530</u>        | <u>364,530</u> |

Surplus on revaluation of assets, presented in shareholders' equity net of income tax, can neither be offset against deficit nor used for dividend payment.

If subsidiaries state the value of land in the financial statements based on historical cost, its net book value as of 31 December 2025 and 2024 would have been as follows:

|      | (Unit: Thousand Baht)                    |             |
|------|--|-------------|
|      | <u>Consolidated financial statements</u> |             |
|      | <u>2025</u>                              | <u>2024</u> |
| Land | 77,566                                   | 77,566      |

Three subsidiaries have mortgaged all of their land with structures thereon with net book value as at 31 December 2025 of Baht 704 million (2024: Baht 700 million) as collateral for credit facilities and bank guarantees granted to the subsidiaries by banks.

Moreover, two subsidiaries had registered some of its machinery with net book value as at 31 December 2025 of Baht 167 million (2024: Baht 137 million) as business collateral for long-term loans from financial institution.

As at 31 December 2025, certain items of plant and equipment were fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation) of those assets amounted to approximately Baht 740 million (2024: Baht 714 million) and for the Company only approximately Baht 16 million (2024: Baht 20 million).



#### 14. Non-operating assets

|  | (Unit: Thousand Baht)             |             |
|--|-----------------------------------|-------------|
|  | Consolidated financial statements |             |
|  | <u>2025</u>                       | <u>2024</u> |
| Land   | 20,459                            | 20,459      |
| Machinery, tools and equipment                       | 29,553                            | 30,824      |
| Total  | 50,012                            | 51,283      |
| Less: Accumulated depreciation                       | (29,552)                          | (30,755)    |
| Non-operating assets - net                           | 20,460                            | 20,528      |
| Depreciation included in profit or loss for the year | 68                                | 507         |

Movements of the non-operating assets during the year ended 31 December 2025 are summarised below.

|                                       | (Unit: Thousand Baht) |
|---------------------------------------|-----------------------|
|                                       | Consolidated          |
|                                       | financial statements  |
| Net book value as at 1 January 2025   | 20,528                |
| Depreciation for the year             | (68)                  |
| Net book value as at 31 December 2025 | 20,460                |

Non-operating assets comprise the land, machinery, tools and equipment which were not operated and a project has not yet started of the subsidiaries. In December 2025, the subsidiary considered the value of land by reference to the land prices set by the Treasury Department and found no diminution in the value of land.

The subsidiary has mortgaged its land which is the non-operating assets, with a total net book value as at 31 December 2025 of Baht 20 million (2024: Baht 20 million) as collateral for credit facilities and bank guarantees granted to the subsidiary by a bank.



## 15. Trade and other current payables

(Unit: Thousand Baht)

|  | Consolidated         |                     | Separate             |                     |
|--|----------------------|---------------------|----------------------|---------------------|
|  | financial statements |                     | financial statements |                     |
|  | 31 December<br>2025  | 31 December<br>2024 | 31 December<br>2025  | 31 December<br>2024 |
| Trade and other current payables - related parties<br>(Note 8) | 833                  | 4,405               | 254,763              | 247,116             |
| Trade payables - unrelated parties                             | 389,603              | 389,837             | 91,743               | 103,115             |
| Accrued expenses   | 270,764              | 209,095             | 117,104              | 78,912              |
| Other current payables   | 102,487              | 70,202              | 46,260               | 30,136              |
| Total trade and other current payables                         | <u>763,687</u>       | <u>673,539</u>      | <u>509,870</u>       | <u>459,279</u>      |

## 16. Long-term loans from financial institutions and accrued interests

The balances of long-term loans as at 31 December 2025 and 31 December 2024 and the movements are detailed as below.

(Unit: Thousand Baht)

|   | Consolidated financial statements |                             |                             |                     |
|---|-----------------------------------|-----------------------------|-----------------------------|---------------------|
|   | Balance as at                     |                             |                             | Balance as at       |
|   | 31 December<br>2024               | Increase during<br>the year | Decrease during<br>the year | 31 December<br>2025 |
| <b><u>Long-term loans from financial institutions and<br/>accrued interests</u></b>           |                                   |                             |                             |                     |
| Premier Canning Industry Company Limited  | 87,849                            | 116,000                     | (21,402)                    | 182,447             |
| P.M. Food Company Limited   | 82,857                            | 40,000                      | (24,984)                    | 97,873              |
| Total long-term loans   | 170,706                           | 156,000                     | (46,386)                    | 280,320             |
| Accrued interests   | 24                                | 6,488                       | (6,451)                     | 61                  |
| Total long-term loans from financial institutions and<br>accrued interests                    | 170,730                           | <u>162,488</u>              | <u>(52,837)</u>             | 280,381             |
| Less: Current portion of long-term loans from financial<br>institutions and accrued interests | <u>(42,210)</u>                   |                             |                             | <u>(70,695)</u>     |
| Long-term loans from financial institutions<br>net of current portion                         | <u>128,520</u>                    |                             |                             | <u>209,686</u>      |



### Premier Canning Industry Company Limited

On 27 January 2022, Premier Canning Industry Company Limited obtained a loan facility of Baht 35 million from a local financial institution for factory and office improvement and system works, purchases of machinery and equipment, as well as payment of relevant expenses. The loan has a term of 3 years, starting from the first drawdown date. The loan carries interest at MLR-2 percent per annum. The principal payment is to be made in monthly installments, from April 2022 onwards.

On 1 December 2022, Premier Canning Industry Company Limited obtained a loan facility of Baht 100 million from a local financial institution for factory and office improvement and system works, purchases of machinery and equipment, as well as payment of relevant expenses. The loan has a term of 6 years, starting from the first drawdown date. The interest rate will be as following:

| Year  | Interest rate per year |
|-------|------------------------|
| 1 - 2 | 2%                     |
| 3     | Prime rate - 2%        |
| 4 - 6 | Prime rate             |

The first payment of the interest is to be made on the same month that the loan is drawn down, and the principal will be repaid in monthly installments, from November 2023 onward.

On 26 February 2025, Premier Canning Industry Company Limited obtained a loan facility of Baht 100 million from a local financial institution for investment and purchases of machinery. The loan has a term of 5 years, starting from the first drawdown date. The loan carries interest at Prime Rate - 2 percent per annum. The principal payment is to be made in monthly installments, from September 2025 onwards.

On 25 June 2025, Premier Canning Industry Company Limited obtained a loan facility of Baht 40 million from a local financial institution for renovation of factory, system works and purchases of machinery and equipment, as well as payment of relevant expenses. The loan has a term of 5 years, starting from the first drawdown date. The loan carries interest at THOR Rate+2.1 percent per annum. The principal payment is to be made in monthly installments, from March 2026 onwards.

The subsidiary has mortgaged all its land with structures thereon and some of its machinery as collateral for the long-term loans from financial institution and loans have guaranteed by the Company and a subsidiary as mentioned in Note 13 and 29.4 to the financial statements.



### P.M. Food Company Limited

On 7 March 2022, P.M. Food Company Limited obtained a loan facility of Baht 70 million from a local financial institution for renovation of factory and office, system works and purchases of machinery and equipment, as well as payment of relevant expenses. The loan has a term of 5 years, starting from the first drawdown date. The loan carries interest at MLR-2 percent per annum. The principal payment is to be made in monthly installments, from March 2022 onwards.

On 1 December 2022, P.M. Food Company Limited obtained a loan facility of Baht 55 million from a local financial institution for factory improvement. The loan has a term of 6 years, starting from the first drawdown date. The interest rate will be as following:

| <u>Year</u> | <u>Interest rate per year</u> |
|-------------|-------------------------------|
| 1 - 2       | 2%                            |
| 3           | Prime rate - 2%               |
| 4 - 6       | Prime rate                    |

The first payment of the interest is to be made on the same month that the loan is drawn down, and the principal will be repaid in monthly installments, from April 2023 onward.

On 26 February 2025, P.M. Food Company Limited obtained a loan facility of Baht 60 million from a local financial institution for purchase and installing machinery and solar rooftop. The loan has a term of 5 years, starting from the first drawdown date. The loan carries interest at Prime rate-2 percent per annum. The principal payment is to be made in monthly installments, from June 2026 onwards.

The subsidiary has mortgaged all its land with structures thereon and some of its machinery as collateral for the long-term loans from financial institution and loans have guaranteed by the Company as mentioned in Note 13 and 29.4 to the financial statements.

Under the loan agreements, the subsidiaries are required to comply with certain conditions stipulated in the agreements as follows:

### Premier Canning Industry Company Limited

1. The subsidiary is to maintain the debt to equity ratio of not more than 2 as at the end of an annual accounting period.
2. The subsidiary is to maintain the debt service coverage ratio of not less than 1.25 as at the end of an annual accounting period.



## P.M. Food Company Limited

1. The subsidiary is to maintain the debt to equity ratio of not more than 2 as at the end of an annual accounting period.
2. The subsidiary is to maintain the debt service coverage ratio of not less than 1.25 as at the end of an annual accounting period.

The Group has no indication that it will have difficulty complying with these covenants within the twelve months after the reporting period.

As at 31 December 2025, the long-term credit facilities of the Group which have not yet been drawn down amounted to Baht 24 million.

## **17. Leases**

### **The Group as a lessee**

The Group has lease contracts for various items used in its operations. Leases generally have lease terms between 2 - 20 years.

#### **a) Right-of-use assets**

Movement of right-of-use assets for the years ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

| Consolidated financial statements |                |   |           |   |                |          |
|-----------------------------------|----------------|---|-----------|---|----------------|----------|
|                                   | Prepaid rental | Buildings and<br>structures and<br>improvement of<br>building | Machinery | Furniture,<br>office equipment<br>and fixture | Motor vehicles | Total    |
| 1 January 2024                    | 19,151         | 31,404  | 1,182     | 799   | 7,733          | 60,269   |
| Additions                         | -              | 50,114  | -         | 1,924   | 744            | 52,782   |
| Reductions                        | -              | -   | (1,182)   | -   | -              | (1,182)  |
| Depreciation for the year         | (2,983)        | (16,391)  | -         | (1,040)                                       | (2,495)        | (22,909) |
| 31 December 2024                  | 16,168         | 65,127  | -         | 1,683   | 5,982          | 88,960   |
| Additions                         | -              | 12,368  | -         | 739   | 3,127          | 16,234   |
| Reductions                        | -              | -   | -         | -   | (1,563)        | (1,563)  |
| Lease modification                | -              | (8)   | -         | -   | -              | (8)      |
| Depreciation for the year         | (2,982)        | (25,895)  | -         | (1,040)                                       | (1,649)        | (31,566) |
| 31 December 2025                  | 13,186         | 51,592  | -         | 1,382   | 5,897          | 72,057   |



(Unit: Thousand Baht)

## Separate financial statements

|                           | Prepaid rental | Buildings and<br>structures and<br>improvement of<br>building | Machinery | Furniture,<br>office equipment<br>and<br>fixture and | Motor vehicles | Total    |
|---------------------------|----------------|---|-----------|--|----------------|----------|
| 1 January 2024            | 19,151         | 7,426   | -         | 707  | 2,567          | 29,851   |
| Additions                 | -              | 6,504   | -         | 1,924  | 744            | 9,172    |
| Depreciation for the year | (2,983)        | (8,871)   | -         | (1,001)  | (864)          | (13,719) |
| 31 December 2024          | 16,168         | 5,059   | -         | 1,630  | 2,447          | 25,304   |
| Additions                 | -              | 8,854   | -         | 586  | -              | 9,440    |
| Reductions                | -              | -   | -         | -  | (1,382)        | (1,382)  |
| Depreciation for the year | (2,982)        | (8,785)   | -         | (981)  | (544)          | (13,292) |
| 31 December 2025          | 13,186         | 5,128   | -         | 1,235  | 521            | 20,070   |

**b) Lease liabilities**

(Unit: Thousand Baht)

|  | Consolidated<br>financial statements |             | Separate<br>financial statements |             |
|--|--------------------------------------|-------------|----------------------------------|-------------|
|  | <u>2025</u>                          | <u>2024</u> | <u>2025</u>                      | <u>2024</u> |
| Lease payments                             | 62,068                               | 77,047      | 7,092                            | 9,484       |
| Less: Deferred interest expenses           | (2,659)                              | (4,201)     | (137)                            | (259)       |
| Total                                      | 59,409                               | 72,846      | 6,955                            | 9,225       |
| Less: Portion due within one year          | (24,276)                             | (24,377)    | (6,043)                          | (6,738)     |
| Lease liabilities - net of current portion | 35,133                               | 48,469      | 912                              | 2,487       |

A maturity analysis of lease payments is disclosed in Note 30.2 under the liquidity risk.

**c) Expenses relating to leases that are recognised in profit or loss**

(Unit: Thousand Baht)

|  | Consolidated<br>financial statements |             | Separate<br>financial statements |             |
|--|--------------------------------------|-------------|----------------------------------|-------------|
|  | <u>2025</u>                          | <u>2024</u> | <u>2025</u>                      | <u>2024</u> |
| Depreciation expense of right-of-use assets    | 31,566                               | 22,909      | 13,292                           | 13,719      |
| Interest expense on lease liabilities          | 1,887                                | 773         | 227                              | 227         |
| Expense relating to short-term leases          | 4,796                                | 6,650       | 1,955                            | 3,725       |
| Expense relating to leases of low-value assets | 517                                  | 826         | -                                | 362         |



#### d) Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 35 million (2024: Baht 28 million) (the Company only: Baht 12 million, 2024: Baht 15 million), including the cash outflow related to short-term lease, leases of low-value assets. Moreover, the Group had non-cash additions to right-of-use assets and lease liabilities of Baht 16 million (2024: Baht 53 million) (the Company only: Baht 9 million, 2024: Baht 9 million).

#### 18. Non-current provision for employee benefits

Provision for employee benefits, which represents compensation payable to employees after they retire and other long-term benefits, was as follows:

|  | (Unit: Thousand Baht) |                |                      |               |
|--|-----------------------|----------------|----------------------|---------------|
|  | Consolidated          |                | Separate             |               |
|  | financial statements  |                | financial statements |               |
|  | <u>2025</u>           | <u>2024</u>    | <u>2025</u>          | <u>2024</u>   |
| <b>Provision for employee benefits at beginning of year</b>  | 212,735               | 185,910        | 74,217               | 66,628        |
| Included in profit or loss:  |                       |                |                      |               |
| Current service cost   | 27,377                | 20,610         | 7,803                | 7,192         |
| Interest cost  | 4,894                 | 4,871          | 1,485                | 1,743         |
| Other long-term benefits   | 17,308                | 588            | 4,273                | -             |
| Included in other comprehensive income:  |                       |                |                      |               |
| Remeasurement (gain) loss arising from   |                       |                |                      |               |
| Demographic assumptions changes  | 281                   | 10             | -                    | (73)          |
| Financial assumptions changes  | 15,317                | 11,644         | 3,273                | 2,809         |
| Experience adjustments   | (250)                 | 5,654          | 647                  | 805           |
| Benefits paid during the year  | (32,118)              | (16,345)       | (18,968)             | (4,680)       |
| Decrease in provision for long-term employee benefits due to transfer employee of affiliated company | (862)                 | (207)          | (35)                 | (207)         |
| <b>Provision for employee benefits at end of year</b>  | <u>244,682</u>        | <u>212,735</u> | <u>72,695</u>        | <u>74,217</u> |

The Group expects to pay Baht 37 million of long-term employee benefits during the next year (the Company only: Baht 11 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 4 - 17 years (2024: 9 - 15 years) (the Company only: 4 - 10 years, 2024: 9 years).



Significant actuarial assumptions are summarised below:

|  | Consolidated<br>financial statements |             | Separate<br>financial statements |             |
|--|--------------------------------------|-------------|----------------------------------|-------------|
|  | <u>2025</u>                          | <u>2024</u> | <u>2025</u>                      | <u>2024</u> |
|  | (%)                                  | (%)         | (%)                              | (%)         |
| Discount rate                          | 1.27 - 2.38                          | 2.30 - 2.55 | 1.27 - 1.73                      | 2.30        |
| Salary increase rate                   | 4.22 - 5.60                          | 3.33 - 5.25 | 4.93                             | 4.75        |
| Staff turnover rate (depending on age) | 0 - 20.7                             | 0 - 21.1    | 0 - 20.7                         | 0 - 20.7    |

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2025 and 2024 are summarised below:

(Unit: Million Baht)

|                      | As at 31 December 2025               |                    |                                  |                    |
|----------------------|--------------------------------------|--------------------|----------------------------------|--------------------|
|                      | Consolidated<br>financial statements |                    | Separate<br>financial statements |                    |
|                      | <u>Increase 1%</u>                   | <u>Decrease 1%</u> | <u>Increase 1%</u>               | <u>Decrease 1%</u> |
| Discount rate        | (16.8)                               | 19.5               | (4.3)                            | 4.9                |
| Salary increase rate | 19.0                                 | (16.7)             | 4.9                              | (4.5)              |

|  | Consolidated<br>financial statements |                     | Separate<br>financial statements |                     |
|--|--------------------------------------|---------------------|----------------------------------|---------------------|
|  | <u>Increase 10%</u>                  | <u>Decrease 10%</u> | <u>Increase 10%</u>              | <u>Decrease 10%</u> |
| Staff turnover rate (depending on age) | (5.2)                                | 6.5                 | (1.2)                            | 1.3                 |

(Unit: Million Baht)

|                      | As at 31 December 2024               |                    |                                  |                    |
|----------------------|--------------------------------------|--------------------|----------------------------------|--------------------|
|                      | Consolidated<br>financial statements |                    | Separate<br>financial statements |                    |
|                      | <u>Increase 1%</u>                   | <u>Decrease 1%</u> | <u>Increase 1%</u>               | <u>Decrease 1%</u> |
| Discount rate        | (13.5)                               | 15.5               | (4.0)                            | 4.5                |
| Salary increase rate | 16.1                                 | (14.3)             | 4.7                              | (4.2)              |

|  | Consolidated<br>financial statements |                     | Separate<br>financial statements |                     |
|--|--------------------------------------|---------------------|----------------------------------|---------------------|
|  | <u>Increase 10%</u>                  | <u>Decrease 10%</u> | <u>Increase 10%</u>              | <u>Decrease 10%</u> |
| Staff turnover rate (depending on age) | (3.1)                                | 4.2                 | (1.0)                            | 1.0                 |



## 19. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the Company's registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

## 20. Finance income

|                                  | (Unit: Thousand Baht) |             |                      |              |
|----------------------------------|-----------------------|-------------|----------------------|--------------|
|                                  | Consolidated          |             | Separate             |              |
|                                  | financial statements  |             | financial statements |              |
|                                  | <u>2025</u>           | <u>2024</u> | <u>2025</u>          | <u>2024</u>  |
| Interest income on bank deposits | 645                   | 707         | 408                  | 185          |
| Interest income on loans         | 291                   | 36          | 6,294                | 9,383        |
| Total                            | <u>936</u>            | <u>743</u>  | <u>6,702</u>         | <u>9,568</u> |

## 21. Finance cost

|  | (Unit: Thousand Baht) |              |                      |              |
|--|-----------------------|--------------|----------------------|--------------|
|  | Consolidated          |              | Separate             |              |
|  | financial statements  |              | financial statements |              |
|  | <u>2025</u>           | <u>2024</u>  | <u>2025</u>          | <u>2024</u>  |
| Interest expenses on borrowings        | 7,875                 | 6,350        | 739                  | 950          |
| Interest expenses on lease liabilities | 1,888                 | 773          | 227                  | 227          |
| Total                                  | <u>9,763</u>          | <u>7,123</u> | <u>966</u>           | <u>1,177</u> |

## 22. Expenses by nature

Significant expenses classified by nature are as follows:

|  | (Unit: Thousand Baht) |             |                      |             |
|--|-----------------------|-------------|----------------------|-------------|
|  | Consolidated          |             | Separate             |             |
|  | financial statements  |             | financial statements |             |
|  | <u>2025</u>           | <u>2024</u> | <u>2025</u>          | <u>2024</u> |
| Salaries and wages and other employee benefits               | 1,066,362             | 863,515     | 231,720              | 227,574     |
| Depreciation and amortisation expenses                       | 142,887               | 114,632     | 16,386               | 17,823      |
| Expenses from service agreements                             | 29,151                | 27,858      | 8,622                | 10,179      |
| Purchases of finished goods                                  | 527,060               | 608,390     | 2,113,212            | 2,027,655   |
| Raw materials and consumables used                           | 2,567,719             | 1,899,249   | -                    | -           |
| Changes in inventories of finished goods and work in process | (12,592)              | (1,861)     | (3,453)              | (2,945)     |



## 23. Income tax

Income tax expenses for the years ended 31 December 2025 and 2024 are made up as follows:

|   | (Unit: Thousand Baht) |                |                      |               |
|---|-----------------------|----------------|----------------------|---------------|
|   | Consolidated          |                | Separate             |               |
|   | financial statements  |                | financial statements |               |
|   | <u>2025</u>           | <u>2024</u>    | <u>2025</u>          | <u>2024</u>   |
| <b>Current income tax:</b>                                    |                       |                |                      |               |
| Current income tax charge                                     | 120,292               | 131,136        | 19,017               | 38,355        |
| <b>Deferred tax:</b>  |                       |                |                      |               |
| Relating to origination and reversal of temporary differences | (3,833)               | (644)          | 991                  | (739)         |
| <b>Income tax expenses reported in profit or loss</b>         | <u>116,459</u>        | <u>130,492</u> | <u>20,008</u>        | <u>37,616</u> |

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2024 are as follows:

|   | (Unit: Thousand Baht) |              |                      |              |
|---|-----------------------|--------------|----------------------|--------------|
|   | Consolidated          |              | Separate             |              |
|   | financial statements  |              | financial statements |              |
|   | <u>2025</u>           | <u>2024</u>  | <u>2025</u>          | <u>2024</u>  |
| Deferred tax on actuarial losses                | (3,070)               | (3,461)      | (784)                | (708)        |
| Deferred tax on gain from revaluation of assets | -                     | 5,647        | -                    | -            |
|   | <u>(3,070)</u>        | <u>2,186</u> | <u>(784)</u>         | <u>(708)</u> |



The reconciliation between accounting profit and income tax expense is shown below.

|  | (Unit: Thousand Baht) |             |                      |             |
|--|-----------------------|-------------|----------------------|-------------|
|  | Consolidated          |             | Separate             |             |
|  | financial statements  |             | financial statements |             |
|  | <u>2025</u>           | <u>2024</u> | <u>2025</u>          | <u>2024</u> |
| Accounting profit before tax                   | 736,514               | 729,498     | 541,254              | 592,764     |
| Applicable tax rate                            | 20%                   | 20%         | 20%                  | 20%         |
| Accounting profit before tax multiplied by     |                       |             |                      |             |
| income tax rate                                | 147,303               | 145,900     | 108,251              | 118,553     |
| Adjustment in respect of income tax            |                       |             |                      |             |
| of previous year                               | -                     | (13,450)    | -                    | -           |
| Difference in tax rate in the Group            | (81)                  | (162)       | -                    | -           |
| Tax losses for the year of subsidiaries which  |                       |             |                      |             |
| deferred tax assets have not been recognised   | 15,467                | 13,297      | -                    | -           |
| Deductible temporary differences for which no  |                       |             |                      |             |
| deferred tax assets was recognised             | 1,829                 | (411)       | 16,262               | 656         |
| Promotional privileges                         | (58,376)              | (19,170)    | (20,004)             | -           |
| Tax effects of:                                |                       |             |                      |             |
| Exemption of income                            | (163)                 | (1,011)     | (91,392)             | (82,844)    |
| Non-deductible expenses                        | 17,023                | 9,589       | 9,322                | 2,082       |
| Additional expense deductions allowed          | (8,753)               | (6,312)     | (3,458)              | (1,250)     |
| Others   | 2,210                 | 2,222       | 1,027                | 419         |
| Total  | 10,317                | 4,488       | (84,501)             | (80,593)    |
| Income tax expenses reported in profit or loss | 116,459               | 130,492     | 20,008               | 37,616      |



The components of deferred tax assets and deferred tax liabilities are as follows:

| (Unit: Thousand Baht)   |                      |                 |                      |               |
|---|----------------------|-----------------|----------------------|---------------|
|   | Consolidated         |                 | Separate             |               |
|   | financial statements |                 | financial statements |               |
|   | <u>2025</u>          | <u>2024</u>     | <u>2025</u>          | <u>2024</u>   |
| <b>Deferred tax assets</b>  |                      |                 |                      |               |
| Provision for long-term employee benefits   | 41,385               | 35,438          | 14,539               | 14,843        |
| Unrealised loss on changes in fair value of investment in equity securities open-ended fund | 121                  | 67              | 104                  | 54            |
| <b>Total</b>  | <b>41,506</b>        | <b>35,505</b>   | <b>14,643</b>        | <b>14,897</b> |
| <b>Deferred tax liabilities</b>   |                      |                 |                      |               |
| Difference in depreciation amount between tax base and accounting base                      | 7,969                | 9,035           | -                    | 15            |
| Revaluation surplus on assets   | 91,133               | 91,133          | -                    | -             |
| Unrealised gain on changes in fair value of investment in equity securities open-ended fund | -                    | 35              | -                    | 32            |
| Others  | 2,760                | 2,562           | -                    | -             |
| <b>Total</b>  | <b>101,862</b>       | <b>102,765</b>  | <b>-</b>             | <b>47</b>     |
| <b>Deferred tax assets (liabilities) - net</b>  | <b>(60,356)</b>      | <b>(67,260)</b> | <b>14,643</b>        | <b>14,850</b> |
| <b>Presentation in the statements of financial position</b>                                 |                      |                 |                      |               |
| Deferred tax assets   | 25,357               | 19,477          | 14,643               | 14,850        |
| Deferred tax liabilities  | (85,713)             | (86,737)        | -                    | -             |

As at 31 December 2025, the Group have deductible temporary differences and unused tax losses totalling Baht 419 million (2024: Baht 433 million), on which deferred tax assets have not been recognised as the Group believes future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses. The unused tax losses amounting to Baht 419 million will expire by 2030.



## 24. Promotional privileges

The subsidiaries have received promotional privileges from the Board of Investment. The significant privileges are summarised as follows:

| Promotional privileges for                      | Promotion certificate No. | Exemption from corporate income tax for a period of (years) | Date of promoted operations commenced | Promoted operating revenues |             |
|---|---------------------------|---|---------------------------------------|-----------------------------|-------------|
|   |                           |   |                                       | <u>2025</u>                 | <u>2024</u> |
|   |                           |   |                                       | (Million Baht)              |             |
| <b>Premier Canning Industry Company Limited</b> |                           |   |                                       | 355                         | 222         |
| The manufacturer of seafood sealed containers   | 64-1260-1-04-1-0          | 3   | 1 December 2021                       |                             |             |
| The manufacturer of pet food sealed containers  | 66-1520-2-00-1-0          | 5   | 1 March 2025                          |                             |             |
| <b>P.M. Food Company Limited</b>                |                           |   |                                       | 232                         | 189         |
| The manufacturer of processed fishery products  | 63-0099-1-00-1-0          | 6   | 4 March 2020                          |                             |             |

In addition, the Group received promotional privileges from the Board of Investment for investment promotion measures for the development of communities and society through the support of government educational institutions. The details are as follows:

The Company has been granted promotional privileges by the Board of Investment, pursuant to the investment promotion certificate No. 68-1019-2-37-1-0 issued on 22 May 2025. Subject to certain imposed conditions, the privilege provides an exemption from corporate income tax on profits derived from promoted activities, equivalent to 200% of the investment made in supporting local educational organisations, for a period of 3 years, commencing from the date on which the promoted operations commence generating revenues after receiving the promotion certificate. The amount of income tax exempted shall not exceed Baht 66.5 million. In 2025, the Company utilised corporate income tax exemption privileges in the amount of Baht 20.0 million.

The subsidiary (P.M. Food Company Limited) has been granted promotional privileges by the Board of Investment, pursuant to the investment promotion certificate No. 68-0874-2-37-1-0 issued on 2 May 2025. Subject to certain imposed conditions, the privilege provides an exemption from corporate income tax on profits derived from promoted activities, equivalent to 200% of the investment made in supporting local educational organisations, for a period of 3 years, commencing from the date on which the promoted operations commence generating revenues after receiving the promotion certificate. The amount of income tax exempted shall not exceed Baht 36.0 million. In 2025, the subsidiary utilised corporate income tax exemption privileges in the amount of Baht 18.5 million.

As at 31 December 2025, the Group have advance payments for the investment promotion to support public education amounting to Baht 30.1 million (the Company only: Baht 23.3 million), which has been presented in the statement of financial position as “Investment promotion fund for community and social development for education”.



## 25. Basic earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares held by external shareholders.

|   | Consolidated<br>financial statements |             | Separate<br>financial statements |             |
|---|--------------------------------------|-------------|----------------------------------|-------------|
|   | <u>2025</u>                          | <u>2024</u> | <u>2025</u>                      | <u>2024</u> |
| Profit attributable to equity holders of the<br>Company (Thousand Baht) | 621,812                              | 600,450     | 521,246                          | 555,148     |
| Weighted average number of ordinary shares<br>(Thousand shares)         | 558,120                              | 558,120     | 558,120                          | 558,120     |
| Earnings per share (Baht/share)   | 1.11                                 | 1.08        | 0.93                             | 0.99        |

## 26. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as the Company's Board of Directors.

For management purposes, the Group is organised into business units based on its products and services and has three reportable segments as follows:

- Distribution of consumer products segment
- Manufacture of food segment
- Cold storage warehouse and services segment

No other operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements. However, the Group's central administrative activities, financing activities (including finance costs and finance income) and income taxes are managed on a group basis. Therefore, these income and expenses are not allocated to operating segments.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.



The following tables present revenue, profit and total assets information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

| (Unit: Million Baht)  |                                   |       |                     |       |                                     |      |                |       |   |         |               |       |
|---|-----------------------------------|-------|---------------------|-------|-------------------------------------|------|----------------|-------|---|---------|---------------|-------|
|   | Distribution of consumer products |       | Manufacture of food |       | Cold storage warehouse and services |      | Total segments |       | Adjustments and eliminations of inter-segment |         | Consolidation |       |
|   | 2025                              | 2024  | 2025                | 2024  | 2025                                | 2024 | 2025           | 2024  | 2025  | 2024    | 2025          | 2024  |
| For the year ended 31 December  |                                   |       |                     |       |                                     |      |                |       |   |         |               |       |
| Revenues  |                                   |       |                     |       |                                     |      |                |       |   |         |               |       |
| Sales and service income from external customers                          |                                   |       |                     |       |                                     |      |                |       |   |         |               |       |
| Local   | 2,892                             | 2,747 | 145                 | 134   | -                                   | -    | 3,037          | 2,881 | -   | -       | 3,037         | 2,881 |
| Export  | 28                                | 42    | 2,850               | 1,995 | -                                   | -    | 2,878          | 2,037 | -   | -       | 2,878         | 2,037 |
| Total sales and service income from external customers                    | 2,920                             | 2,789 | 2,995               | 2,129 | -                                   | -    | 5,915          | 4,918 | -   | -       | 5,915         | 4,918 |
| Inter-segment revenues  | -                                 | 5     | 1,583               | 1,420 | 27                                  | 22   | 1,610          | 1,447 | (1,610)                                       | (1,447) | -             | -     |
| Total revenues  | 2,920                             | 2,794 | 4,578               | 3,549 | 27                                  | 22   | 7,525          | 6,365 | (1,610)                                       | (1,447) | 5,915         | 4,918 |
| Operating results   |                                   |       |                     |       |                                     |      |                |       |   |         |               |       |
| Segment profit  | 348                               | 325   | 888                 | 832   | 14                                  | 13   | 1,250          | 1,170 | (19)  | (12)    | 1,231         | 1,158 |
| Unallocated income and expenses:  |                                   |       |                     |       |                                     |      |                |       |   |         |               |       |
| Other income  |                                   |       |                     |       |                                     |      |                |       |   |         | 64            | 31    |
| Selling and distribution expenses   |                                   |       |                     |       |                                     |      |                |       |   |         | (49)          | (32)  |
| Administrative expenses   |                                   |       |                     |       |                                     |      |                |       |   |         | (507)         | (416) |
| Unrealised gain (loss) from revaluation of fair value of financial assets |                                   |       |                     |       |                                     |      |                |       |   |         | 6             | (6)   |
| Finance income  |                                   |       |                     |       |                                     |      |                |       |   |         | 1             | 1     |
| Finance cost  |                                   |       |                     |       |                                     |      |                |       |   |         | (10)          | (7)   |
| Profit before income tax  |                                   |       |                     |       |                                     |      |                |       |   |         | 736           | 729   |
| Income tax  |                                   |       |                     |       |                                     |      |                |       |   |         | (116)         | (130) |
| Profit for the year   |                                   |       |                     |       |                                     |      |                |       |   |         | 620           | 599   |
| Non-controlling interests of the subsidiary                               |                                   |       |                     |       |                                     |      |                |       |   |         | 2             | 1     |
| Profit attributable to equity holders of the Company                      |                                   |       |                     |       |                                     |      |                |       |   |         | 622           | 600   |
| Segment total assets  | 1,596                             | 1,769 | 2,401               | 2,215 | 383                                 | 376  | 4,380          | 4,360 | (1,071)                                       | (1,259) | 3,309         | 3,101 |



### Geographic information

Revenue from external customers is based on locations of the customers.

|                                 | (Unit: Million Baht)              |              |
|---------------------------------|-----------------------------------|--------------|
|                                 | Consolidated financial statements |              |
|                                 | <u>2025</u>                       | <u>2024</u>  |
| Revenue from external customers |                                   |              |
| Asia                            |                                   |              |
| Thailand                        | 3,034                             | 2,881        |
| Other                           | 173                               | 154          |
| Europe                          | 1,698                             | 1,185        |
| America                         | 1,008                             | 698          |
| Total                           | <u>5,913</u>                      | <u>4,918</u> |

Non-current assets (other than financial instruments and deferred tax assets) as reflected in these financial statements, located in the entity's country of domicile in Thailand, pertain to the aforementioned geographical reportable.

### Major customers information

For the year 2025, the Group has total revenues from five major customers in amount of Baht 4,752 million, arising from sales by the distribution of consumer products and manufacture of food segments (2024: Baht 3,745 million).

## **27. Provident fund**

The Group and their employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The Group and their employees contributed to the fund monthly at the rate of 3 to 8 percent of basic salary. The fund, which is managed by Kasikorn Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. During the year 2025, the Group contributed Baht 27 million (2024: Baht 21 million) to the fund, and the Company only contributed Baht 10 million (2024: Baht 9 million).



## 28. Dividend paid

| Dividends                  | Approved by  | Total dividends<br>(Thousand Baht) | Dividend per share<br>(Baht) |
|----------------------------|--|------------------------------------|------------------------------|
| Annual dividends for 2023  | Annual General Meeting of<br>the shareholders on 23 April 2024 | 83,716                             | 0.15                         |
| Interim dividends for 2024 | Board of Directors' Meeting<br>on 8 August 2024                | 251,141                            | 0.45                         |
| Total dividend for 2024    |  | 334,857                            | 0.60                         |
| Annual dividends for 2024  | Annual General Meeting of<br>the shareholders on 23 April 2025 | 295,803                            | 0.53                         |
| Interim dividends for 2025 | Board of Directors' Meeting<br>on 7 August 2025                | 279,060                            | 0.50                         |
| Total dividend for 2025    |  | 574,863                            | 1.03                         |

## 29. Commitments and contingent liabilities

### 29.1 Capital commitments

As at 31 December 2025, the Group had capital commitments of Baht 27 million (2024: Baht 28 million) (the Company only: Baht 4 million (2024: Baht 3 million)), relating to building construction, building renovation, the acquisition of machinery and information system development.

### 29.2 Service commitments

The Group has entered into several service agreements in respect of office building, computer service, advertising fee and other services with related parties and other companies. The terms of the agreements are generally between 1 and 20 years.

Future minimum service payments required service agreements were as follows:

(Unit: Million Baht)

|                   | As at 31 December    |             |                      |             |
|-------------------|----------------------|-------------|----------------------|-------------|
|                   | Consolidated         |             | Separate             |             |
|                   | financial statements |             | financial statements |             |
|                   | <u>2025</u>          | <u>2024</u> | <u>2025</u>          | <u>2024</u> |
| Payable:          |                      |             |                      |             |
| Less than 1 year  | 54                   | 51          | 36                   | 35          |
| 1 to 5 years      | 22                   | 24          | 21                   | 23          |
| More than 5 years | -                    | 2           | -                    | 2           |



### **29.3 Long-term management service commitments**

The Group has entered into management service agreements with a related company, whereby management fees totaling Baht 5 million per month (the Company only: Baht 2 million per month) are payable in the future. The agreements end in December 2026 but they automatically renew for period of one year each time until terminated.

### **29.4 Guarantees**

- a) As at 31 December 2025, the Company has guaranteed bank credit facilities of two subsidiaries amounting to Baht 155 million (2024: Baht 218 million).
- b) As at 31 December 2025, a subsidiary has guaranteed bank credit facilities of another subsidiary amounting to Baht 102 million (2024: Baht 102 million).
- c) As at 31 December 2025, there were outstanding bank guarantees issued by the banks on behalf of the subsidiaries amounting to Baht 4 million to guarantee electricity use (2024: Baht 2 million).

## **30. Financial instruments**

### **30.1 Derivatives not designated as hedging instruments**

The Group uses foreign exchange forward contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with foreign currency exposure of the underlying transactions, generally from 1 to 6 months.

### **30.2 Financial risk management objectives and policies**

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivables, loan to related parties, investments, trade accounts payables, short-term and long-term loans from financial institutions, loan from related parties and lease liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

#### **Credit risk**

The Group is exposed to credit risk primarily with respect to trade accounts receivable, loans to related parties, deposits with banks and other financial instrument. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.



### ***Trade receivables***

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored and any shipments to some distribution channels' customers are generally covered by letters of credit obtained from reputable banks and other financial institutions.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risk, categorised by distribution channels.

The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

### ***Financial instruments and cash deposits***

The Group manages the credit risk associated with its bank deposit balances by investing in banks and financial institutions with established credit ratings and the Group takes into account expected returns, liquidity considerations, and associated risks, and operates strictly within the approved investment policy framework. This framework sets specific investment limits for each financial institution to ensure adequate diversification, reduce investment concentration, and mitigate the potential for losses arising from such investments.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

### ***Market risk***

There are two types of market risk comprising currency risk and interest rate risk. The Group enters into derivatives i.e. foreign exchange forward contracts to manage its risk exposure for import and export goods.

### ***Foreign currency risk***

The Group's exposure to the foreign currency risk relates primarily to its trading transactions that are denominated in foreign currencies. The Group seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within one year.



As at 31 December 2025 and 2024, the balances of financial assets and liabilities denominated in foreign currencies of the Group are summarised below.

| Consolidated financial statements |                  |             |                       |             |                                    |             |
|-----------------------------------|------------------|-------------|-----------------------|-------------|------------------------------------|-------------|
| Foreign currency                  | Financial assets |             | Financial liabilities |             | Exchange rate                      |             |
|                                   | <u>2025</u>      | <u>2024</u> | <u>2025</u>           | <u>2024</u> | <u>2025</u>                        | <u>2024</u> |
|                                   | (Million)        | (Million)   | (Million)             | (Million)   | (Baht per 1 foreign currency unit) |             |
| US dollar                         | 14               | 8           | -                     | -           | 31.4215                            | 33.8926     |
| Japanese yen                      | -                | -           | 2                     | 1           | 0.2052                             | 0.2189      |

| Separate financial statements |                  |             |                       |             |                                    |             |
|-------------------------------|------------------|-------------|-----------------------|-------------|------------------------------------|-------------|
| Foreign currency              | Financial assets |             | Financial liabilities |             | Exchange rate                      |             |
|                               | <u>2025</u>      | <u>2024</u> | <u>2025</u>           | <u>2024</u> | <u>2025</u>                        | <u>2024</u> |
|                               | (Million)        | (Million)   | (Million)             | (Million)   | (Baht per 1 foreign currency unit) |             |
| Chinese yuan                  | 4                | 4           | -                     | -           | 4.4637                             | 4.5996      |

As at 31 December 2025 and 2024, the subsidiary has the outstanding of foreign exchange contracts as below.

| Consolidated financial statements      |           |                                    |                           |
|--|-----------|------------------------------------|---------------------------|
| 2025                                   |           |                                    |                           |
| Foreign currency                       | Amount    | Contractual exchange rate          | Contractual maturity date |
|  | (Million) | (Baht per 1 foreign currency unit) |                           |
| <b>Forward contracts to "Sell"</b>     |           |                                    |                           |
| US dollar                              | 7         | 30.3725 to 32.3975                 | February to April 2026    |
| <b>Forward contracts to "Purchase"</b> |           |                                    |                           |
| US dollar                              | 1         | 30.7875 to 31.8530                 | January to June 2026      |

| Consolidated financial statements      |           |                                    |                           |
|--|-----------|------------------------------------|---------------------------|
| 2024                                   |           |                                    |                           |
| Foreign currency                       | Amount    | Contractual exchange rate          | Contractual maturity date |
|  | (Million) | (Baht per 1 foreign currency unit) |                           |
| <b>Forward contracts to "Sell"</b>     |           |                                    |                           |
| US dollar                              | 22        | 31.9625 to 35.7500                 | January to June 2025      |
| <b>Forward contracts to "Purchase"</b> |           |                                    |                           |
| Japanese yen                           | 14        | 0.2252 to 0.2285                   | January to March 2025     |



### *Foreign currency sensitivity*

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar exchange rates, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2025 and 2024. The Group's exposure to foreign currency changes for all other currencies is not material.

| Currency  | Change in FX rate<br>(%) | Effect on profit before tax<br>(Thousand Baht) |             |
|-----------|--------------------------|--|-------------|
|           |                          | <u>2025</u>                                    | <u>2024</u> |
| US dollar | +1                       | 4,340  | 2,834       |
|           | -1                       | (4,340)  | (2,834)     |

### ***Interest rate risk***

The Group's exposure to interest rate risk relates primarily to their cash at banks, loans to related parties, long-term loans from financial institutions, loan from related party and lease liabilities. Most of the Groups' financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2025 and 2024, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.



|   | Fixed interest rates              |      |             |      |                        |      |                      |       |       |       | Effective interest rate                                 |                                       |
|---|-----------------------------------|------|-------------|------|------------------------|------|----------------------|-------|-------|-------|---|---------------------------------------|
|   | Within 1 year                     |      | 1 - 5 years |      | Floating interest rate |      | Non-interest bearing |       | Total |       |   |                                       |
|   | 2025                              | 2024 | 2025        | 2024 | 2025                   | 2024 | 2025                 | 2024  | 2025  | 2024  | 2025  | 2024                                  |
|   | (Million)                         |      |             |      |                        |      |                      |       |       |       | (% per annum)   |                                       |
|   | Consolidated financial statements |      |             |      |                        |      |                      |       |       |       |   |                                       |
| Financial assets                            |                                   |      |             |      |                        |      |                      |       |       |       |   |                                       |
| Cash and cash equivalents                   | -                                 | -    | -           | -    | 63                     | 91   | 2                    | -     | 65    | 91    | 0.15 and 0.20   | 0.15 - 0.40                           |
| Trade and other current receivables         | -                                 | -    | -           | -    | -                      | -    | 1,027                | 832   | 1,027 | 832   | -   | -                                     |
| Other current financial assets              | -                                 | -    | -           | -    | -                      | -    | 31                   | 272   | 31    | 272   | -   | -                                     |
| Restricted bank deposits                    | -                                 | -    | -           | -    | 6                      | 6    | -                    | -     | 6     | 6     | 0.60  | 1.23                                  |
| Non-current financial assets                | -                                 | -    | -           | -    | -                      | -    | 86                   | 86    | 86    | 86    | -   | -                                     |
|   | -                                 | -    | -           | -    | 69                     | 97   | 1,146                | 1,190 | 1,215 | 1,287 |   |                                       |
| Financial liabilities                       |                                   |      |             |      |                        |      |                      |       |       |       |   |                                       |
| Trade and other current payables            | -                                 | -    | -           | -    | -                      | -    | 764                  | 674   | 764   | 674   | -   | -                                     |
| Long-term loans from financial institutions | -                                 | 15   | -           | -    | 280                    | 156  | -                    | -     | 280   | 171   | MLR deducted at a fixed rate and THOR plus a fixed rate | 2.00 and MLR deducted at a fixed rate |
| Lease liabilities                           | 24                                | 24   | 35          | 49   | -                      | -    | -                    | -     | 59    | 73    | 2.50 - 4.80   | 2.50 - 4.50                           |
|   | 24                                | 39   | 35          | 49   | 280                    | 156  | 764                  | 674   | 1,103 | 918   |   |                                       |



|                                     | Fixed interest rates |             |             |             |               |             |              |             |             |             | Effective interest rate |             |
|-------------------------------------|----------------------|-------------|-------------|-------------|---------------|-------------|--------------|-------------|-------------|-------------|-------------------------|-------------|
|                                     | Within               |             | 1 - 5       |             | Floating      |             | Non-interest |             | Total       |             |                         |             |
|                                     | 1 year               |             | years       |             | interest rate |             | bearing      |             |             |             |                         |             |
|                                     | <u>2025</u>          | <u>2024</u> | <u>2025</u> | <u>2024</u> | <u>2025</u>   | <u>2024</u> | <u>2025</u>  | <u>2024</u> | <u>2025</u> | <u>2024</u> |                         |             |
|                                     | (Million)            |             |             |             |               |             |              |             |             |             |                         |             |
| Separate financial statements       |                      |             |             |             |               |             |              |             |             |             |                         |             |
| Financial assets                    |                      |             |             |             |               |             |              |             |             |             |                         |             |
| Cash and cash equivalents           | -                    | -           | -           | -           | 3             | 29          | -            | -           | 3           | 29          | 0.20                    | 0.25 - 0.40 |
| Trade and other current receivables | -                    | -           | -           | -           | -             | -           | 588          | 549         | 588         | 549         | -                       | -           |
| Short-term loans to related parties | 260                  | 262         | -           | -           | -             | -           | -            | -           | 260         | 262         | 1.60 - 3.62             | 2.70 - 3.67 |
| Other current financial assets      | -                    | -           | -           | -           | -             | -           | 21           | 100         | 21          | 100         | -                       | -           |
| Non-current financial assets        | -                    | -           | -           | -           | -             | -           | 70           | 70          | 70          | 70          | -                       | -           |
|                                     | 260                  | 262         | -           | -           | 3             | 29          | 679          | 719         | 942         | 1,010       |                         |             |
| Financial liabilities               |                      |             |             |             |               |             |              |             |             |             |                         |             |
| Trade and other current payables    | -                    | -           | -           | -           | -             | -           | 510          | 459         | 510         | 459         | -                       | -           |
| Lease liabilities                   | 6                    | 7           | 1           | 2           | -             | -           | -            | -           | 7           | 9           | 2.70 - 4.00             | 2.50 - 4.00 |
|                                     | 6                    | 7           | 1           | 2           | -             | -           | 510          | 459         | 517         | 468         |                         |             |



### *Interest rate sensitivity*

The Group expected that there is no materiality effect on profit before tax from a reasonably possible change in interest rates on that portion of floating rate loans as at 31 December 2025.

### **Liquidity risk**

The Group monitors the risk of a shortage of liquidity through the use of bank overdrafts, bank loans and lease contracts. Approximately 62% of the Group's debt will mature in less than one year at 31 December 2025 (2024: 64%) (the Company only: 88% (2024: 87%)) based on the carrying value of borrowings reflected in the financial statements. The Group has assessed the concentration of risk with respect to refinancing its debt and concluded it to be low. The Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

(Unit: Million Baht)

|   | Consolidated financial statements |                  |              |              |       |
|---|-----------------------------------|------------------|--------------|--------------|-------|
|   | As at 31 December 2025            |                  |              |              |       |
|   | On demand                         | Less than 1 year | 1 to 5 years | Over 5 years | Total |
| <b>Non-derivatives</b>                      |                                   |                  |              |              |       |
| Trade and other current payables            | -                                 | 764              | -            | -            | 764   |
| Lease liabilities                           | -                                 | 26               | 36           | -            | 62    |
| Long-term loans from financial institutions | -                                 | 82               | 231          | -            | 313   |
| <b>Total non-derivatives</b>                | -                                 | 872              | 267          | -            | 1,139 |

(Unit: Million Baht)

|   | Consolidated financial statements |                  |              |              |       |
|---|-----------------------------------|------------------|--------------|--------------|-------|
|   | As at 31 December 2024            |                  |              |              |       |
|   | On demand                         | Less than 1 year | 1 to 5 years | Over 5 years | Total |
| <b>Non-derivatives</b>                      |                                   |                  |              |              |       |
| Trade and other current payables            | -                                 | 674              | -            | -            | 674   |
| Lease liabilities                           | -                                 | 26               | 51           | -            | 77    |
| Long-term loans from financial institutions | -                                 | 47               | 144          | -            | 191   |
| <b>Total non-derivatives</b>                | -                                 | 747              | 195          | -            | 942   |



(Unit: Million Baht)

|                                  | Separate financial statements |                  |              |              |            |
|----------------------------------|-------------------------------|------------------|--------------|--------------|------------|
|                                  | As at 31 December 2025        |                  |              |              |            |
|                                  | On demand                     | Less than 1 year | 1 to 5 years | Over 5 years | Total      |
| <b>Non-derivatives</b>           |                               |                  |              |              |            |
| Trade and other current payables | -                             | 510              | -            | -            | 510        |
| Lease liabilities                | -                             | 6                | 1            | -            | 7          |
| <b>Total non-derivatives</b>     | <b>-</b>                      | <b>516</b>       | <b>1</b>     | <b>-</b>     | <b>517</b> |

(Unit: Million Baht)

|                                  | Separate financial statements |                  |              |              |            |
|----------------------------------|-------------------------------|------------------|--------------|--------------|------------|
|                                  | As at 31 December 2024        |                  |              |              |            |
|                                  | On demand                     | Less than 1 year | 1 to 5 years | Over 5 years | Total      |
| <b>Non-derivatives</b>           |                               |                  |              |              |            |
| Trade and other current payables | -                             | 459              | -            | -            | 459        |
| Lease liabilities                | -                             | 7                | 2            | -            | 9          |
| <b>Total non-derivatives</b>     | <b>-</b>                      | <b>466</b>       | <b>2</b>     | <b>-</b>     | <b>468</b> |

### 30.3 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

## 31. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan agreements. The Group has complied with these covenants throughout the reporting periods. As at 31 December 2025, the Group's debt-to-equity ratio was 0.84:1 (2024: 0.75:1) and the Company's was 0.69:1 (2024: 0.62:1).



### **32. Event after the reporting period**

On 19 February 2026, the Board of Directors Meeting passed the resolution to raise the agenda to Annual General Meeting of the shareholders for consideration and approval to pay a dividend for the year 2025 from operating results at the rate of Baht 0.43 per share, for total 558,120,000 shares, being the total amount of Baht 240 million, from the net profit that has not received investment promotion at the rate of Baht 0.30 per share, amounting of Baht 167 million, and the net profit that has received investment promotion at the rate of Baht 0.13 per share, amounting of Baht 73 million. The additional dividend when combined with the interim dividend paid to the shareholders of the Company on 5 September 2025 at the rate of Baht 0.50 per share, totaling Baht 279 million, shall be the total dividend paid from the operating results of the year 2025 of Baht 0.93 per share, for a total amount of Baht 519 million. Dividend will be paid and recorded after it is approved by the Annual General Meeting of the Company's shareholders.

### **33. Approval of financial statements**

These financial statements were authorised for issue by the Company's Board of Directors on 19 February 2026.



Attachment



## Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865440.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865442.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865444.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865446.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865449.pdf>





Attachment 6 : Report of the Audit Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865452.pdf>



Attachment 7 : Report of the Corporate Governance and Risk Oversight Committee

Link to attachment : <https://eonemedia.setlink.set.or.th/report/0977/2025/1773795865455.pdf>

