



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TVD HOLDINGS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

| | Page |
|--|------|
| Business Operations and Performance | |
| Group Structure and Operations | 1 |
| Risk Management | 5 |
| Sustainable Development | 12 |
| Corporate Governance | |
| Corporate Governance Policy | 16 |
| Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information | 17 |
| Performance Report on Corporate Governance | 27 |

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : TVD HOLDINGS PUBLIC COMPANY LIMITED

Symbol : TVDH

Address : 25 Watcharaphon Road, Tarang, Bangkok

Province : Bangkok

Postcode : 10230

Business : The Company operates business by holding shares in other companies (Holding Company). The principal business operations of the Group are sales of goods and services through various marketing channels including providing, producing TV programs and selling of air time for advertising.

Registration Number : 0107554000101

Telephone : 0-2666-0999

Fax (if applicable) : 0-2666-0488

Website : <http://www.tvdh.co.th>

Email : ir@tvdirect.tv

Total Shares Sold (shares)

Common Stock : 1,752,368,592

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|------------|
| Total revenue from operations (Thousand baht) | 1,843,426.00 | 1,373,976.00 | 916,883.00 |
| Selling Product (Thousand baht) | 1,522,127.00 | 1,170,503.00 | 811,489.00 |
| transport services (Thousand baht) | 255,860.00 | 104,054.00 | 49,704.00 |
| Provide secured loans (Thousand baht) | 17,149.00 | 28,999.00 | 13,638.00 |
| Investment (Thousand baht) | 30,350.00 | 27,622.00 | 24,695.00 |
| TV Media (Thousand baht) | 0.00 | 22,700.00 | 12,581.00 |
| Other (Thousand baht) | 17,940.00 | 20,098.00 | 4,776.00 |

| | 2023 | 2024 | 2025 |
|-----------------------------------|--------|--------|--------|
| Total revenue from operations (%) | 100.00 | 100.00 | 100.00 |
| Selling Product (%) | 82.57 | 85.19 | 88.51 |
| transport services (%) | 13.88 | 7.57 | 5.42 |
| Provide secured loans (%) | 0.93 | 2.11 | 1.49 |
| Investment (%) | 1.65 | 2.01 | 2.69 |
| TV Media (%) | 0.00 | 1.65 | 1.37 |
| Other (%) | 0.97 | 1.46 | 0.52 |

By Geographical Area or Market

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|------------|
| Total revenue from operations (Thousand baht) | 1,843,426.00 | 1,373,976.00 | 916,883.00 |
| Domestic (Thousand baht) | 1,843,426.00 | 1,373,976.00 | 916,883.00 |
| International (Thousand baht) | 1,843,426.00 | 1,373,976.00 | 916,883.00 |

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

Other income as specified in the financial statements

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|----------|
| Total other income (Thousand baht) | 17,940.00 | 20,098.00 | 4,776.00 |
| Other income from operations (Thousand baht) | 0.00 | 0.00 | 0.00 |
| Other income not from operations (Thousand baht) | 17,940.00 | 20,098.00 | 4,776.00 |

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

| | 2023 | 2024 | 2025 |
|---------------------------------|------|------|------|
| Share of profit (Thousand baht) | 0.00 | 0.00 | 0.00 |

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

Research and Development (R&D) Policy : No

| (Unit : Thousand baht) | 2023 | 2024 | 2025 |
|------------------------|------|------|------|
|------------------------|------|------|------|

| | | | |
|----------------------------------|-----|-----|-----|
| R&D expenses in the past 3 years | N/A | N/A | N/A |
|----------------------------------|-----|-----|-----|

Risk Management

Risk Management

Risk Factors (2.2)

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

Customer Behavior Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Technology Disruption

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Competitive Advantage Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Competition risk

Succession Planning for Capability Management

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers

Brand and Copy Right Protection

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Tele Sale Operation Mismanagement

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Production Risk – Supply Chain Shortage

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Government License and Risk of Corruption

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

New Adoption of Laws, Rules, Regulations and Corruption Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Investment in New Business

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Delays in the development of future projects

Inherent Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Interest Rate Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Environment Care

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Human rights, occupational health, and safety risks to employees and workers from stakeholders in the supply chain.

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Good Corporate Governance Risk

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Corruption Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

PDPA Act.

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Legal risk

Anti-Corruption and Conflict of Interest Risk

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Corruption

Legal Dispute

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Violations of laws and regulations

Infringement of Intellectual Property and Copy Right

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Investment Risk for Securities Holders

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

General risks of investing in securities

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

Market and Jurisdictional Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in return on assets or investment

Foreign Exchange Rate Risk

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

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

Ransomware and Hackers attack

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Information security and cyber-attack

Network Breakdown

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- System disruption risk

Disaster Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Climate change and disasters

Pandemic

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Pandemic risk

Economic Crisis

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Economic risk

Active Shooting

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- ESG risk

Risk to Securities Holder (2.2.2)

General risks of investing in securities.

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Market and Jurisdictional Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Foreign Exchange Rate Risk

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.tvdh.co.th/publications/sustainability-report>
(if applicable)

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://drive.google.com/file/d/1oP9RwEWPC8hNRn-Yla0DmjTOjrUbBXJW/view>
(if applicable)

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

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

| | 2023 | 2024 | 2025 |
|-------------------|-----------|-----------|-----------|
| Gasoline (Litres) | 14,976.00 | 12,480.00 | 10,111.00 |

• Electricity consumption

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 2,439,010.00 | 1,375,064.00 | 970,885.00 |

Water management

• Water consumption

| | 2023 | 2024 | 2025 |
|---------------------------------------|-----------|----------|----------|
| Total water withdrawal (Cubic meters) | 11,192.00 | 9,327.00 | 7,128.00 |

Waste management

• Waste from operations

| | 2023 | 2024 | 2025 |
|-----------------------------------|------|------|----------|
| Non-hazardous waste (Kilograms) | N/A | N/A | 1,770.10 |
| Hazardous waste (Kilograms) | N/A | N/A | 0.00 |
| Total waste generated (Kilograms) | N/A | N/A | 1,770.10 |

Greenhouse gas management

• Greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|--|------|--------|--------|
| Scope 1 (Tons of carbon dioxide equivalents) | N/A | 62.43 | 54.54 |
| Scope 2 (Tons of carbon dioxide equivalents) | N/A | 687.39 | 485.34 |
| Scope 3 (Tons of carbon dioxide equivalents) | N/A | 6.13 | 4.88 |
| Total GHG emissions (Metric tonnes of carbon dioxide equivalent) | 0.00 | 755.95 | 544.76 |

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.tvdh.co.th/corporate-governance/corporate-governance-report>

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Number of male employees (Persons) | 235 | 154 | 78 |
| Number of female employees (Persons) | 527 | 240 | 174 |
| Total number of employees (Persons) | 762 | 394 | 252 |

• Employee remuneration

| | 2023 | 2024 | 2025 |
|------------------------------|----------------|----------------|----------------|
| Employee remuneration (baht) | 194,528,820.34 | 157,838,108.00 | 142,287,955.93 |

• Employee development and training

| | 2023 | 2024 | 2025 |
|---|-------|------------|-----------|
| Average employee training hours (Hours / Person / Year) | 11.00 | 14.00 | 14.00 |
| Employee development and training expenses (baht) | N/A | 179,025.00 | 60,310.00 |

• Health, safety and work environment

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

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

• **Employee retention**

| | 2023 | 2024 | 2025 |
|--|-------|------|-------|
| Percentage of employees who voluntarily resigned (%) | 17.98 | 9.37 | 38.49 |

• **Significant labor dispute**

| | 2023 | 2024 | 2025 |
|---------------------------|------|------|------|
| Significant labor dispute | No | No | No |

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://drive.google.com/file/d/1hhbxn00ItlvHnS49Dqh5udAeCAeMi7aK/view>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

| | Number of persons | Percentage (%) |
|-----------------------------------|-------------------|----------------|
| Total number of directors | 9 | 100.00 |
| Number of male directors | 7 | 77.78 |
| Number of female directors | 2 | 22.22 |
| Number of executive directors | 2 | 22.22 |
| Number of non-executive directors | 7 | 77.78 |
| Number of independent directors | 3 | 33.33 |

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

List of directors

| General information | Position | Date position was assumed | Experience and expertise |
|--|--|---------------------------|--|
| 1. Mr. PONGPANU SVETARUNDRA Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes | Chairman of the board (Non-executive, Independent director) Director type: Original director | 18 May 2022 | Economics, Leadership, Audit, Business Administration, Sustainability |

| | | | | |
|----|--|---|-------------|--|
| 2. | <p>Mr. Wirasack Wirojwattanakul</p> <p>Gender: Male</p> <p>Age: 59 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Electronics Engineering, Tokai University, Japan</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p> | 17 Aug 2007 | Change Management, Marketing, Data Analysis, Corporate Social Responsibility, Sustainability |
| 3. | <p>Mr. LERTPONG YONGTHANARAT</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Tourism Industry</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Re-elected as director</p> | 21 Sep 2018 | Marketing, Leadership, Sustainability |
| 4. | <p>Ms. Ananya Ngamwannakul</p> <p>Gender: Female</p> <p>Age: 45 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p> | 18 May 2022 | Accounting, Finance, Sustainability, Internal Control, Audit |
| 5. | <p>Mr. Vorasit Leelaaburanapong</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Executive)</p> <p>Director type: Original director</p> | 30 Jun 2022 | Economics, Marketing, Leadership, Sustainability, Agribusiness |

| | | | | |
|----|--|---|-------------|---|
| 6. | <p>Ms. Jiraporn Pinijnorachai</p> <p>Gender: Female</p> <p>Age: 47 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Executive)</p> <p>Director type: Original director</p> | 30 Sep 2022 | Accounting, Finance, Business Administration, Audit, Sustainability |
| 7. | <p>Mr. NAPONG SIRIKANTAYAKUL</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p> | 28 Oct 2022 | Audit, Internal Control, Budgeting, Accounting, Sustainability |
| 8. | <p>Mr. Akkakit Maiket</p> <p>Gender: Male</p> <p>Age: 38 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Original director</p> | 1 Apr 2023 | Accounting, Finance, Economics, Law, Sustainability |
| 9. | <p>Mr. ANIT NORKEO</p> <p>Gender: Male</p> <p>Age: 40 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Communication Arts</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p> | <p>Director (Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p> | 27 Feb 2025 | Food & Beverage, Information & Communication Technology, Project Management, Sustainability |

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

| General information | Position | Tenure | Replacement Director |
|---------------------|----------|--------|----------------------|
|---------------------|----------|--------|----------------------|

| | | | | |
|----|---|---|--|-------------------------|
| 1. | Ms. Watcharaporn Suwinchai Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) | Date position was assumed: 18 May 2022 Date directorship ended: 27 Feb 2025 | No replacement director |
| 2. | Mr. Itti Thongtang Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) | Date position was assumed: 30 Jun 2022 Date directorship ended: 9 Jul 2025 | No replacement director |
| 3. | Mr. SUPOT AREVART Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive, Independent director) | Date position was assumed: 21 Apr 2025 Date directorship ended: 13 Aug 2025 | No replacement director |
| 4. | Ms. Tussanee Khonkan Gender: Female Age: 39 years old Highest level of education: Master's degree Major: Liberal Arts Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) | Date position was assumed: 27 Feb 2025 Date directorship ended: 16 Oct 2025 | No replacement director |

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

| General information | Position | Date position was assumed | Experience and expertise |
|--|--|---------------------------|---|
| 1. Mr. PONGPANU SVETARUNDRA [1] Gender: Male Age: 67 years old Highest level of education: Doctoral degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes | Chairman of the audit committee (Non-executive, Independent director) Director type: Original director | 18 May 2022 | Economics, Leadership, Audit, Business Administration, Sustainability |
| 2. Ms. Ananya Ngamwannakul [1] Gender: Female Age: 45 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 18 May 2022 | Accounting, Finance, Sustainability, Internal Control, Audit |
| 3. Mr. NAPONG SIRIKANTAYAKUL [1] Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes | Audit committee (Non-executive, Independent director) Director type: Original director | 12 Nov 2022 | Audit, Internal Control, Budgeting, Accounting, Sustainability |

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

Executive Committee

List of executive committee members

| General information | Position | Date position was assumed |
|--|-------------------------------------|---------------------------|
| 1. Mr. Wirasack Wirojwattanakul Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Electronics Engineering, Tokai University, Japan Thai nationality: Yes Residing in Thailand: Yes | Chairman of the executive committee | 6 Oct 2023 |
| 2. Mr. Vorasit Leelaaburanapong Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 6 Oct 2023 |
| 3. Ms. Jiraporn Pinijnorachai Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | 6 Oct 2023 |

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

| General information | Position | Tenure | Replacement Director |
|---------------------|----------|--------|----------------------|
|---------------------|----------|--------|----------------------|

| | | | | |
|----|--|-----------------------------------|--|-------------------------|
| 1. | Ms. Watcharaporn Suwinchai Gender: Female Age: 44 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | Date position was assumed: 28 Sep 2023 Date directorship ended: 12 Nov 2024 | No replacement director |
| 2. | Mr. Akkakit Maiket Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes | Member of the executive committee | Date position was assumed: 10 Aug 2023 Date directorship ended: 10 Nov 2025 | No replacement director |

Other sub-committees

Sub-committees information

| Name of sub-committees | List of directors | Position |
|---------------------------------------|------------------------------|----------|
| Nomination and Remuneration Committee | Mr. Phongsuree Bunnag | Chairman |
| | Mr. Wirasack Wirojwattanakul | Member |
| | Mr. Vorasit Leelaaburanapong | Member |
| | Ms. Jiraporn Pinijnorachai | Member |
| Risk management committee | Mr. Wirasack Wirojwattanakul | Chairman |
| | Ms. Ananya Ngamwannakul | Member |
| | Ms. Jiraporn Pinijnorachai | Member |

Roles of Sub-committees

Sub-committees responsible for risk management : Risk management committee

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : None

Sub-committees responsible for corporate sustainability development : None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

| General information | Position | Date position was assumed | Experience and expertise |
|--|--|---------------------------|---|
| 1. Mr. Vorasit Leelaaburanapong Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration | CHIEF EXECUTIVE OFFICER | 30 Aug 2024 | Economics, Marketing, Leadership, Sustainability, Agribusiness |
| 2. Ms. Jiraporn Pinijnorachai [1] Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Accounting | Acting of Chief Financial Officer / Acting of Chief Technology Officer | 1 Oct 2024 | Accounting, Finance, Business Administration, Audit, Sustainability |
| 3. Mr. Kanakorn Jetatikarn [2] Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Management | Director of Accounting and Financial | 25 Dec 2024 | Finance & Securities, Banking, Marketing, Accounting, Finance |
| 4. Mr. Samran Sittthisrichan Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Science | Director of HR&GA | 30 Jan 2021 | Law, Human Resource Management, Corporate Social Responsibility |
| 5. Mr. Suphat Kittivanakul [2] Gender: Male Age: 37 years old Highest level of education: Bachelor's degree Major: Business Administration | Director of Information Technology | 17 Apr 2024 | IT Management, Information & Communication Technology |

[1] Highest responsibility in accounting and finance
[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration

| | 2023 | 2024 | 2025 |
|-------------------------------------|------|--------------|--------------|
| Total executive remuneration (baht) | N/A | 8,813,366.67 | 8,676,000.00 |

Other forms of remuneration

| | |
|--|------|
| Employee Stock Ownership Plan (ESOP) | : No |
| Employee Joint Investment Program (EJIP) | : No |

Employees (7.5)

Information about company employees

Employees

| | |
|--|--------------|
| Number of male employees (persons) | : 78 |
| Number of female employees (persons) | : 174 |
| Total number of employees (persons) | : 252 |

Employee Remuneration

| | |
|-----------------------------|------------------|
| Total employee remuneration | : 142,287,955.93 |
|-----------------------------|------------------|

Provident fund

| | |
|---|---------|
| Total number of employees (persons) | : 252 |
| Number of employees contributing to the PVD (persons) | : 119 |
| Percentage of employees who are members (%) | : 47.22 |

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

| General information | Position | Date position was assumed | Experience and expertise |
|--|--|---|--|
| 1. Mr. Wirasack Wirojwattanakul Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Electronics Engineering, Tokai University, Japan Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) Director type: Re-elected as director | Date position was assumed: 17 Aug 2007 | Change Management, Marketing, Data Analysis, Corporate Social Responsibility, Sustainability |
| 2. Mr. LERTPONG YONGTHANARAT Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Tourism Industry Thai nationality: Yes Residing in Thailand: Yes | Director (Non-executive) Director type: Re-elected as director | Date position was assumed: 21 Sep 2018 | Marketing, Leadership, Sustainability |

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

| General information | Position | Date position was assumed | Experience and expertise |
|---------------------|----------|---------------------------|--------------------------|
|---------------------|----------|---------------------------|--------------------------|

| | | | | |
|----|-----------------------------|--|----------------------------|---|
| 1. | Mr. ANIT NORKEO | Director | Date position was assumed: | Food & Beverage, Information & Communication Technology, Project Management, Sustainability |
| | Gender: Male | (Non-executive) | 27 Feb 2025 | |
| | Age: 40 years old | | | |
| | Highest level of education: | Director type: Newly appointed director to replace ex-director | | |
| | Bachelor's degree | | | |
| | Major: Communication Arts | | | |
| | Thai nationality: Yes | | | |
| | Residing in Thailand: Yes | | | |

Development of directors over the past year

| List of directors | Position | Participated in director development program |
|------------------------------|-----------------------|--|
| Mr. PONGPANU SVETARUNDRA | Chairman of the board | Participating |
| Mr. Wirasack Wirojwattanakul | Director | Participating |
| Mr. LERTPONG YONGTHANARAT | Director | Participating |
| Ms. Ananya Ngamwannakul | Director | Participating |
| Mr. Vorasit Leelaaburanapong | Director | Participating |
| Ms. Jiraporn Pinijnorachai | Director | Participating |
| Mr. NAPONG SIRIKANTAYAKUL | Director | Participating |
| Mr. Akkakit Maiket | Director | Participating |
| Mr. ANIT NORKEO | Director | Participating |

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment), Cross-assessment (Assessment of another director)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 21 Apr 2026

EGM meeting : Yes

| List of directors | Termination date | Number of Board Meeting | AGM meetings | EGM meetings |
|--|------------------|-------------------------|-------------------|-------------------|
| 1. Mr. PONGPANU SVETARUNDRA (Chairman of the board) | - | 8/8 | Participating | Non-participating |
| 2. Mr. Wirasack Wirojwattanakul (Director) | - | 8/8 | Participating | Participating |
| 3. Mr. LERTPONG YONGTHANARAT (Director) | - | 8/8 | Participating | Participating |
| 4. Ms. Ananya Ngamwannakul (Director) | - | 8/8 | Participating | Participating |
| 5. Mr. Vorasit Leelaaburanapong (Director) | - | 8/8 | Participating | Participating |
| 6. Ms. Jiraporn Pinijnorachai (Director) | - | 8/8 | Participating | Participating |
| 7. Mr. NAPONG SIRIKANTAYAKUL (Director) | - | 7/8 | Participating | Participating |
| 8. Mr. Akkakit Maiket (Director) | - | 8/8 | Participating | Participating |
| 9. Mr. ANIT NORKEO (Director) | - | 5/6 | Participating | Participating |
| 10. Ms. Watcharaporn Suwinchai (Director) | 27 Feb 2025 | 0/0 | Non-participating | Non-participating |
| 11. Mr. Itti Thongtang (Director) | 9 Jul 2025 | 3/4 | Participating | Non-participating |
| 12. Mr. SUPOT AREVART (Director) | 13 Aug 2025 | 3/3 | Non-participating | Non-participating |
| 13. Ms. Tussanee Khonkan (Director) | 16 Oct 2025 | 3/4 | Participating | Participating |

Remuneration for company directors

| List of directors | Termination date | Meeting allowance (baht) | Other monetary remuneration (baht) | Other non-monetary |
|--|------------------|--------------------------|------------------------------------|--------------------|
| 1. Mr. PONGPANU SVETARUNDRA (Chairman of the board) | - | 160,000.00 | N/A | No |
| 2. Mr. Wirasack Wirojwattanakul (Director) | - | 80,000.00 | N/A | No |
| 3. Mr. LERTPONG YONGTHANARAT (Director) | - | 80,000.00 | N/A | No |
| 4. Ms. Ananya Ngamwannakul (Director) | - | 80,000.00 | N/A | No |

| | | | | | |
|-----|--|-------------|-----------|-----|-----|
| 5. | Mr. Vorasit Leelaaburanapong (Director) | - | 0.00 | N/A | No |
| 6. | Ms. Jiraporn Pinijnorachai (Director) | - | 80,000.00 | N/A | No |
| 7. | Mr. NAPONG SIRIKANTAYAKUL (Director) | - | 70,000.00 | N/A | No |
| 8. | Mr. Akkakit Maiket (Director) | - | 80,000.00 | N/A | No |
| 9. | Mr. ANIT NORKEO (Director) | - | 50,000.00 | N/A | No |
| 10. | Ms. Watcharaporn Suwinchai (Director) | 27 Feb 2025 | N/A | N/A | N/A |
| 11. | Mr. Itti Thongtang (Director) | 9 Jul 2025 | 30,000.00 | N/A | No |
| 12. | Mr. SUPOT AREVART (Director) | 13 Aug 2025 | 30,000.00 | N/A | No |
| 13. | Ms. Tussanee Khonkan (Director) | 16 Oct 2025 | 40,000.00 | N/A | No |

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 8

| | List of directors | Termination date | Number of the audit committee meeting |
|----|---|------------------|---------------------------------------|
| 1. | Mr. PONGPANU SVETARUNDRA (Chairman of the audit committee) | - | 8/8 |
| 2. | Ms. Ananya Ngamwannakul (Audit committee) | - | 7/8 |
| 3. | Mr. NAPONG SIRIKANTAYAKUL (Audit committee) | - | 7/8 |