

NAMYONG TERMINAL







Namyong Terminal Public Company Limited

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Securities Information :

Common shares of Namyong Terminal PLC.
were listed and traded on the Stock
Exchange of Thailand in 2013
under the abbreviated
security name of "NYT".

Contact

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Awards



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2.

3.

4.

5.

The Prime Minister's Business Enterprise Award 2014, under the category of Best Services Enterprise Award for Logistics from General Prayuth Chanocha, Prime Minister

The Excellent Logistics Management Awards or ELMA, from Department of International Trade Promotion, Ministry of Commerce

Green Office Award, good level, from the Department of Climate Change and Environment

ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 from Lloyd's Register Quality Assurance (LRQA)

Certificate of Honor, Silver Level for 1st year, Campaign for Zero Accident Statistical Campaign for the year 2025



6.

Certificate of Green Office, good level (1 October 2023 - 30 September 2026), from the Department of Climate Change and Environment

7.

Sustainability Disclosure Acknowledgement for the year 2025, from Thaipat Institute

8.

SET ESG Ratings level "A"

9.

SET ESG Ratings level "AA"



“Working as a team for corporate sustainability development”

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Vision Mission Corporate Value



Strive to drive positive change and contribute to a better work through our innovative products and services. Our core values, people, excellence, change, integrity, co-prosperity demonstrate our dedication toward a brighter future for mankind, and are at the heart of every decision



Vision

- To become the world's export hub for all types of vehicles

Mission

Marketing

- Proceed flexible marketing strategies that could meet the changes in demands of the world-class standard customers.
- Increase market share not less than 80 percent.
- Expand the variety of the services to cover other relevant businesses.

Customers

- Improve and maintain operational standard with the responsibility to exporters and world-class standard car manufacturers in order that the service of vehicle shipping to destinations is provided in the most efficient method.
- Ensure and satisfy customers by maintaining

the standard of Zero Error operation service as well as consistently provide impressive service to customers.

Management

- Establish transparency, good corporate governance and accountability management system.
- Encourage development, value added and progress in career path together with safe working environment for employee.

Corporate social responsibility

- Support the organization to be responsible for society and not to cause pollution to the environment.

Information technology development

- Develop information technology and advance technology to efficiently manage the operations and services.

S

SYNERGY
Synergizing for
success together

R

RESPONSIBILITY
Being socially
responsible together

P

PROACTIVE
Being proactive
together

I

INTEGRITY
Establishing
integrity together

I

INNOVATION
Creating innovation
together

T

TEAMWORK
Working as a
team for
sustainability

SPIRIT

Strategy and Goal



Business Goal

To become the world-class international seaport for all vehicles and other related logistic services within **5** years



Important strategy

The preservation of the Company's stability by maintaining service standard to the customers.



Important strategy

The creation of opportunities to build the sustainable growth by studying new potential businesses.



Sustainability Goals

Safety, Health and Environment

- Electricity Consumption (kWh) to not be exceeding 807,424 kWh in 2026
- Total volume of greenhouse gas emission to not be exceeding 508 tCO₂e
- Keeping Injury Frequency Rate (I.F.R.) to be not exceeding 2 person/year and Injury Severity Rate (I.S.R.) to not be exceeding 2 day/year in 2026



Community and Society

- Zero significant disputes with community and society

Human resources

- Keeping Human Capital Return on Investment to not be less than 5 times in 2027 by supporting of employees' training and development in accordance with corporate sustainability growth guidance



Good Governance

- Keeping customers' satisfaction is not less than 80%
- Zero Corruption's complaint by stakeholders
- Keeping rank in 5 stars company, or equivalent to "Excellent" in the Corporate Governance Report



Digitalization

- Entering into paperless system by information technology
- 100% PDPA breach prevention in terms of data leaks and thefts



Operational Highlights

A5 terminal-Gateway for Car exporters



Only A5 Terminal can provide full-integrated and purely Ro/Ro services.

In the past **3** years,

A5 Terminal has approximately **80%** market share of car exports in Thailand.

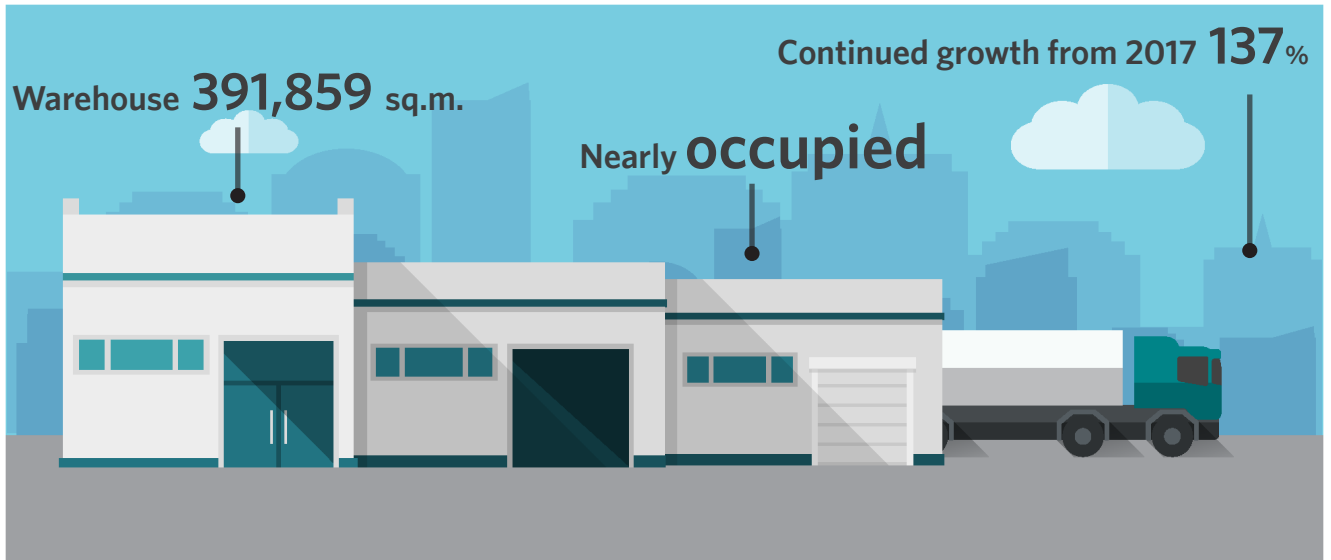
A leading terminal service provider for import and export of cars in Thailand.

1st highest market share for years.

Satisfaction Survey of

Customers more than **80%**

in **3rd** consecutive year



Net profit 2025

565 MTHB

Revenue 2025

2,089 MTHB

Dividend payment 2025


0.50 THB/share
(propose to shareholder's Meeting)

GP margin 2025

42%

Greenhouse Gas Emissions (reviewed)

in the amount of **836** tons of Carbon Dioxide (tCO₂e)Employees' engagement
survey resulting to **75%**

Engaged the services from the person with disability
from  Facebook
"Name Photo Photographer"
type 2 handicapped: deaf



Company Background and Key Success

Meung Mae Teeb Company Limited was incorporated on 15 July 1982 with initial objectives for minerals and coal mining business and was renamed to Universal Coal Company Limited and Banpu Terminal Company Limited respectively. In 2002, Banpu Public Company Limited sold 100 percent of shares in Banpu Terminal Company Limited to Namyuenyong Shipping Company Limited and the Leungsuwan family. Banpu Terminal Company Limited changed its business strategy from a coal terminal operator to a Ro/Ro terminal operator for car export and import. It was later renamed to Namyong Terminal Company Limited. And with the aim to expand the capacity of the Company's service in long term in order to support the growing trend of car exportation in Thailand in future, in April 2012, the Company and Nippon Yusen Kabushiki Kaisha ("NYK") group co-invested in the Laemchabang International RO-RO Terminal Co., Ltd. ("LRT") which operates Ro/Ro terminal services for car importation and exportation, and general cargo at C0 terminal, situated in Laemchabang Terminal, Si Racha Sub-District, Choburi Province. On 29 August 2003, LRT has been granted the concession on investment, administration and operation of C0 terminal from PAT for the period of 30 years starting from 1 September 2005 and will be expired in 31 August 2035.

Later, on 27 June 2012, the Company registered the transformation from being a company limited to public company limited, and, on 18 March 2013, the general meeting of the shareholders resolved to increase the registered capital from THB 414.5 million to THB 620 million by issuing 205.5 million of newly-issued shares for capital increase at the par value of THB 1 for the initial public offering. Accordingly in November 2013, the Company registered the paid-up capital to THB 620 million by offering 205.5 million of newly-issued shares for capital increase at the par value of THB 1 per share for initial public offering at the offer value of THB 11.9 per share. At the same time, the Company registered all of its ordinary shares in the Stock Exchange of Thailand, whereby the first trade date was on 25 November 2013.



In this regard, the objectives of the fund raising were to repay financial institution's loan, invest and expand business, and utilize as a revolving fund for the businesses. In November 2013, the Company has made full repayment on both long term and short term loans to the financial institutions.

Namyong Terminal Public Company Limited has continuously invested and developed management system of A5 Terminal. The Company has made investment to expand the Company's terminal from only 1 berth at the beginning to 3 berths at present, with the total quay length of 697 meters, max draft 14 meters (at present, the max draft increases to 17 meters). These berths can support

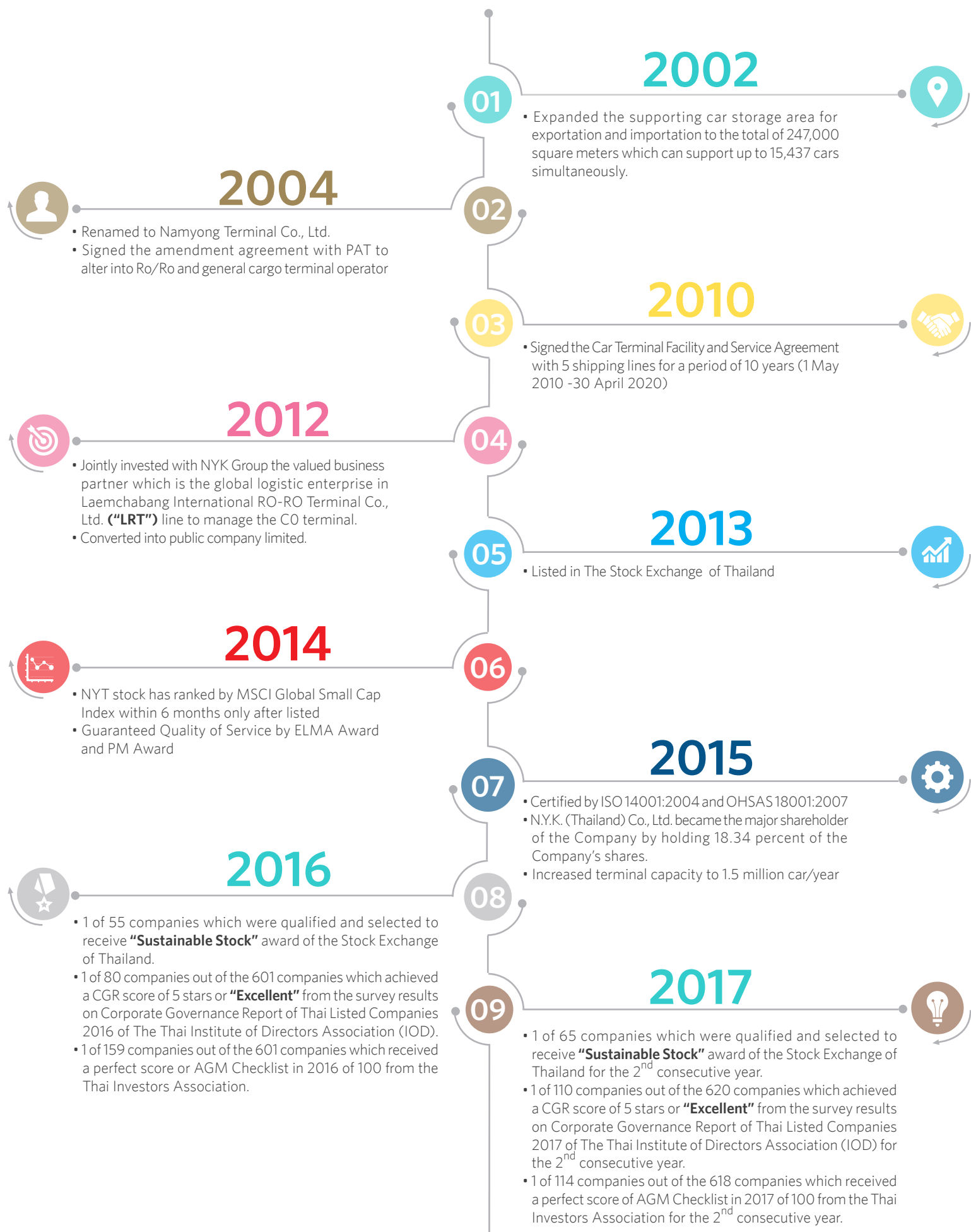


maximum vessel size at 80,000 DWT.

Also, on 31 December 2025, as a result of the expansion of parking area for car exportation and importation, the Company operates the total parking area for car exportation at 784,103 square meters, comprising the parking area for exportation and importation within the terminal at 247,000 square meters which can support up to 15,437 cars, and car storage area for export preparation surrounding the terminal at 537,103 square meters, which can support up to 33,569 cars at the same time. Moreover, the Company also provides cargo storage and warehouse service at 391,859 square meter.

Significant changing in the past 3 years

- In 2023, approval on new warehouses constructions which are located in Bangkadi, Pathumthani and Bueng, Chonburi.
- On 19 September 2023, the Board of Directors' meeting approved an investment 51% of ordinary shares of SINOPEC NAMYONG TRANSPORTATION Co., Ltd. ("SNT") which has a business of Transportation and Storage management.
- On 19 March 2024, SINOPEC NAMYONG TRANSPORTATION Co., Ltd. ("SNT") has been renamed to Nampec Engineering and Transportation Co., Ltd. ("Nampec"). The Company reclassified of the investments from investments in a subsidiary to investments in a joint venture. In early 2025, the Company sold 2% of shares in Nampec to the external person.
- In 2025, the Supreme Court issued a judgment in the fire truck case ordering the Bangkok Metropolitan Administration (BMA) to pay charges to the Company and once the BMA makes full payment, the Company will deliver the fire trucks and water trucks back to the BMA.



2018



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- To be one of 45 companies in the SETTHSI Index
- 1 of 79 companies which were qualified and selected to receive **"Sustainable Stock"** award of the Stock Exchange of Thailand for the 3rd consecutive year.
- 1 of 142 companies out of the 657 companies which achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies 2018 of The Thai Institute of Directors Association (IOD) for the 3rd consecutive year.
- 1 of 139 companies out of the 657 companies which received a perfect score of AGM Checklist in 2018 of 100 from the Thai Investors Association for the 3rd consecutive year.

2020



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- Sustainability Disclosure Acknowledgement Award by Thaipat Institute
- 1 of 124 companies which were qualified and selected to receive **"Sustainable Stock"** award of the Stock Exchange of Thailand for the 5th consecutive year.
- 1 of 240 companies out of the 692 companies which achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies 2020 of The Thai Institute of Directors Association (IOD) for the 5th consecutive year.
- 1 of 199 companies out of the 712 companies which received a perfect score of AGM Checklist in 2020 of 100 from the Thai Investors Association for the 5th consecutive year.

2022



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- The Sustainability Disclosure Acknowledgement Award from Thaipat Institute for 3rd consecutive year.
- 1 of 170 companies which were qualified and selected to receive **"Sustainable Stock"** award of the Stock Exchange of Thailand for the 7th consecutive year.
- 7th consecutive year achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies 2022 of The Thai Institute of Directors Association (IOD).
- Passed Certificate of Honor, Bronze Level for 2nd year, Campaign for Zero Accident Statistical Campaign for the year 2022.
- Received a perfect score of AGM Checklist in 2022 of 100 from the Thai Investors Association.

2024



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- Sustainability Disclosure Acknowledgement from Thaipat Institute for 5th consecutive year
- SET ESG Ratings level **"AA"** of The Stock Exchange of Thailand
- 9th consecutive year achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies of The Thai Institute of Directors Association (IOD).
- Received a perfect score of AGM Checklist in 2024 of 100 from the Thai Investors Association
- Passed Green Office assessment from the Department of Climate Change and Environment

2019



- 1 of 98 companies which were qualified and selected to receive **"Sustainable Stock"** award of the Stock Exchange of Thailand for the 4th consecutive year.
- 1 of 193 companies out of the 677 companies which achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies 2019 of The Thai Institute of Directors Association (IOD) for the 4th consecutive year.
- 1 of 182 companies out of the 672 companies which received a perfect score of AGM Checklist in 2019 of 100 from the Thai Investors Association for the 4th consecutive year.

2021



- The Sustainability Disclosure Acknowledgement Award from Thaipat Institute for 2th consecutive year.
- 1 of 146 companies which were qualified and selected to receive **"Sustainable Stock"** award of the Stock Exchange of Thailand for the 6th consecutive year.
- 6th consecutive year achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies 2021 of The Thai Institute of Directors Association (IOD).
- Early applied 56-1 One report 2020 prior to be effective in 2021 which The Securities and Exchange Commission Thailand disclosed 163 listed companies who early applied 56-1 One report on www.caphai4good.com
- Passed Green Office assessment from the Department of Environmental Quality Promotion.

2023



- The Sustainability Disclosure Acknowledgement Award from Thaipat Institute for 4th consecutive year.
- SET ESG Rating level **"A"** of the Stock Exchange of Thailand.
- 8th consecutive year achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies of The Thai Institute of Directors Association (IOD).
- Received a perfect score of AGM Checklist in 2023 of 100 from the Thai Investors Association.

2025



- Sustainability Disclosure Acknowledgement from Thaipat Institute for 6th consecutive year
- SET ESG Ratings level **"AA"** of The Stock Exchange of Thailand
- 10th consecutive year achieved a CGR score of 5 stars or **"Excellent"** from the survey results on Corporate Governance Report of Thai Listed Companies of The Thai Institute of Directors Association (IOD).
- Received a perfect score of AGM Checklist in 2025 of 100 from the Thai Investors Association
- Passed Green Office assessment from the Department of Climate Change and Environment

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Chairman Statement

The Thai economic situation in 2025 grew by 2.2 percent, which was lower than the forecast of 2.4 percent. This was due to several factors from a decline in exports resulting from U.S. reciprocal Tariffs, a global economic recession, a decrease in tourism caused by China's policies towards Thailand, and flooding in the southern Thailand at the end of 2025. Additionally, political uncertainty at both the national and regional levels further exacerbated the situation. This results in the economic forecast for the year 2026 indicating that economic growth will continue to slow down due to uncertainties in both political and economic aspects, leading to a further slowdown in private sector consumption in line with the expected decline in income.

In this year, the Company continues to focus on a flexible strategy and the readiness to adapt quickly (resilience) to meet the situation in all aspects quickly. The Board of Directors and the executives of **Namyong Terminal Public Company Limited and its subsidiaries ("the Company")** have continued to set up business strategies to be in line with the world's economic situation which are expected to slow down due to war and geopolitical conflicts, in order to maintain a stable financial position while enabling continuous and sustainable growth.

In addition, the Company is aware of the importance of organizational planning for sustainability strategy. Since 2017, the year of the beginning of this work-planning, a Corporate Sustainability Management Committee, has been appointed to manage the organizational sustainability to be in accordance with the CG Code of the Office of Securities and Exchange Commission ("**SEC**") which aims Thai listed companies to expedite their organizational sustainability strategy.

The Board of Directors has approved the organizational sustainability work plan for the years of 2025-2026 which are in accordance with the CG Code. The Board of Directors also recognizes its role as a governing body in creating the sustainable business value in three aspects and will further review the implementation of the CG Code to apply with the business at the appropriate level at least once a year. In 2025, we received **SET ESG Ratings level "AA" as 2nd consecutive years**.

With regard to the corporate governance sustainability aspect,

the Board of Directors is always aware of the importance in improving the work plan to be in line with the corporate governance principle. It is grateful that the Company has been ranked in 5 stars company, or equivalent to **"Excellent"** in the Corporate Governance Report of Thai Listed Companies of the Thai Institute of Directors Association (IOD) for **10th consecutive years** and has been also selected to receive the Sustainability Disclosure Acknowledgement Award from Thaipat Institute for **6th consecutive years**.

Although the Company's business does not directly generate greenhouse gas emissions and climate change however we recognizes that environmental sustainability is an important mission. The Board of Directors places importance on and awareness of climate change by monitoring and advice to the executives to plan and elevate this risk to the Company's regulatory risk for reducing potential impacts and promoting efficient use of resources and renewable energy usage from activities related to the Company which will support the national strategic plan due to Thailand's ambition at COP26 in Glasgow to solve the problem of climate change as the Net Zero Emission goal in B.E. 2608 (2065) and Carbon neutrality in B.E. 2593 (2050). COP26 brought together world leaders to set the goal for breaking an average of the whole world temperature increase of 1.5 °C. In March 2025, we received a registration of the Carbon Footprint for Organization with the Thailand Greenhouse Gas Management Organization (Public Organization).

The Board of Directors determines that applying sustainability strategies to its business operations will truly help the business generate sustainable returns in the long term such as installing Solar roofs on warehouse and storage yard while continuing to seek out partners in the production of alternative energy to cut capital and operational costs, developed accounting and finance systems to reduce paper usage. It is a digital replacement such as E-Invoice/Tax and E- Receipt including studying to use of a Virtual Machine Server, an operating system enabling use of cloud computing, to the effort lowered power usage for servers and their cooling systems.

With respect to the social sustainability aspect, we focus on human rights as UN Guiding Principles by considering the business of the Company, it is found out that the risk in human right is less severe comparing to the other types of business, plus, there is no involvement in migrant workers. We prepared whistle blowing channel for the stakeholders to

access into such convenient channel to report on the violation of human right policy or report the actions that tend to violate human rights. We great treat employees who are the heart to move the Company forward to success and aware that they are main stakeholders in the supply chain. For creating motivation and morality, their remunerations, welfare, overtime and holiday pay policy are strictly treated in accordance with the law under equitable policy.

For persons with disability, although the Company has less than 100 employees pursuant to the employment ratio of the handicapped of 100:1 or must send money to the Fund for the Promotion and Development of the Quality of Life of Persons with Disabilities according to the Persons with Disabilities Empowerment Act B.E. 2550 (2007), the Company has engaged the services from the person with disability from Facebook "Name Photo Photographer" who is type 2 handicapped: deaf, to take photos, VDOs and photo editing of the Company's activities since 2017.

I believe that we will be able to make it through this year of global economic crisis with our cooperation, commitment, and professionalism of the executives and the employees. Lastly, I, on behalf of the Board of Directors of Namyong Terminal Public Company Limited and its subsidiaries, would like to thank all employees and stakeholders for their consistent trust and good support. We can assure the shareholders that we will strive to perform our duties and operate our business with transparency in accordance with good corporate governance for the prosperity of the Company and for the sustainable returns of all shareholders.

"The Board of Directors places importance on and awareness of climate change by monitoring and giving guidelines to the executives to plan and elevate this risk to the Company's regulatory risk."



Dr. Wissanu Krea-ngam, Professor Emeritus
Chairman of the Board of Directors

Message from the Chief Executive Officer

Due to several negative factors affecting the Thai economy in 2025, such as the continuous slowdown in the export sector resulting from the global economic slowdown, U.S. reciprocal Tariffs, geopolitical conflicts, and the trade war between the United States and China. This year is therefore an most important year to stipulate a concise working plan by strictly controlling costs and expenses in order to overcome this situation and carry on the operating results through this crisis. I, as the Chief Executive Officer of **Namyong Terminal Public Company Limited and its subsidiaries ("the Company")**, will put my best effort to ensure that the Company maintains the gross profit margin and net profit margin at the expected level by adopting 2 important strategies, which are the preservation of the Company's stability by maintaining service standard to the customers, and, creation of new opportunities to build the sustainable growth by studying new potential businesses, in order to support the rehabilitation measures from the Thai government and our business-partner countries.

To achieve efficient management under the above circumstances, I, the Chief Executive Officer, always follow up performance and assign executive members to assess the economic outlook, customers request, to manage budget management for the company's goals and plans alignment. At the meeting of the Company's annual plan, I suggest our managers for fast and modern working processes adaptability and costs deduction are needed to quickly support the Company's strategies and business plans.

Sustainability and diversification of investment plan

With investment plan for business expansion, it shall be proceed with carefulness by considering the profitable projects which must be able to create the stability on the Company's cash flow in the long term in order to maximize the benefits for

the shareholders and all groups of stakeholder. In 2025, there were the following important operations:

- The total number of cars export and import A5 Terminal was 932,449. The gross profit margin was 42%. The net profit margin was 27%. And the return on equity (ROE) was 17%.
- The Company's storage and warehouse space of 391,859 square meters has been occupied not less than 90%. The revenue from the service and the rental fee grew by 16% from 2024. This is in accordance with the workplan to reduce risks from the reliance on the revenue from the terminal service and the related services alone.

Crisis Management and Business Continuity Planning (BCP)

The Company has revised the Business Continuity Plan in order to cover all serious situations by making evaluation to which may stop the business, e.g. natural disaster, fire, epidemic, data security, etc. In 2024, the Executive Committee has reviewed and improved Business Continuity Management process by analysis of internal risks in main operation area and office support area to find out what are the strength and weaknesses, identifying external risks by analysis of threats and opportunities based on assessment by divisions concerned and situations that may have serious, positive or negative impact on the organization and also analyzed global trend of disruption by specifying main risks and factors that may have long term or short term effect, in terms of economy, social, environment and technology. All these are used for preparation of Strategic Plan and Business Continuity Management Plan.

Corporate Sustainability Progress Update

In 2024-2025, we received **SET ESG Ratings level "AA"** in order to raise corporate sustainability management standards to more international level.

The management still determines to create the active working

mindset for the employees by taking into consideration the working behaviors of the new generation (Gen-Y) according to the result of the Employee Engagement Surveys. In order to manage important risks, we place importance on personnel capability and technology development in order to catch up with the more challenging business operation in the future. We have allowed the Gen-Y employees to participate in the thinking and improving of working process. This is the opportunity for the management to build a new-generation team as well as to find successors.

Along our path of growth, we are committed to move forward with responsibility in all business operations to achieve a sustainability from the inside out via the creation of three values, i.e., economic value, social value and environmental value. Therefore, the Company will be able to operate the business along with the sustainable social growth. Finally, I, as the Chief Executive Officer would like to thank our managements, employees, customers, business alliances and all shareholders who have kindly trusted in our management all along.



This year is therefore an important year to stipulate a concise working plan by strictly controlling costs and expenses in order to overcome this situation and carry on the operating results through this crisis.

A stylized, handwritten signature in white ink, appearing to be 'Theparak'.

Dr. Theparak Leungsuwan
Chief Executive Officer

Report of the Audit Committee

The Audit Committee of Namyong Terminal Public Company Limited, comprising 4 qualified independent directors, has performed the duties according to the scope and authority assigned by the Board of Directors and specified in the Audit Committee Charter as approved by the Board of Directors which are in compliance with regulations and best practices of international standard for Audit Committee and the regulations of the Securities and Exchange Commissions and the Stock Exchange of Thailand.

In 2025, the Audit Committee held total of 4 meetings and all of members of the Audit Committee have completely attended. The Audit Committee consulted with the managements, internal auditors and external auditors about related matters which of material duties are summarized as follows:

1. Review the Financial Report The Audit Committee reviewed 2025 quarterly and annually financial statements of Namyong Terminal Public Company Limited which had been reviewed and audited by the external auditors with unqualified review and opinion given. In this regard, the Audit Committee invited the managements and the external auditors every

meetings to inquire about the accuracy of the financial statements, appropriate accounting practices, adjustment of significant entries which affected financial statement, auditor's scope, Key Audit Matters, and adequacy of disclosure of the financial statements as well as reported to the Board of Directors for approval. The meetings between the Audit Committee and the external auditors were organized without presence of executives in order to independently consult about the material information in preparing the financial statements. The Audit Committee therefore assured that the aforementioned financial statements are correct, the preparation of financial statements was in accordance with regulations and laws and Generally Accepted Accounting Principles, and the financial statements were submitted on time. In addition, the information was disclosed sufficiently and correctly in accordance with the Financial Reporting Standards for the benefits of shareholders, investors or those who rely on the data in the financial statements.

"The Audit Committee has performed its function in accordance with the assigned duties and responsibilities as stated in the Audit Committee Charter by using their knowledge, abilities, experience, together with thorough suitable caution, independence in their role of its committee"

2. A significance of the Acquisition or Disposition of Assets transactions and Related Parties Transaction or Potential Conflict Transaction Audit

The Audit Committee reviewed a significance of the Acquisition or Disposition of Assets transactions and the related parties transactions or potential conflict transactions between the Company and affiliated companies pursuant to the notifications of the Securities and Exchange Commission and the Stock Exchange of Thailand. It appeared that such a significance of the Acquisition or Disposition of Assets transactions and related party transactions have been undertaken on a normal course of business, reasonable basis and of the best benefit of the Company, fair as well as in line with the Company's Related Party Transaction Policy.

3. Internal Audit Control and Supervision

The Audit Committee reviewed the internal control systems and supervised the internal audit by considering the reports of the internal audit, gave some consultations and/or suggestions in various

matters, as well as followed up the results on the amendments of operation in the significant issues according to the reports of the internal audit in order to improve the internal control to be sufficient and efficient, and also considered to approve 2026 annual

internal audit plans, including the budget to support the implementation of the plan and review performance of the plan by emphasizing the scope of the internal audit to cover important risks in each process. The Audit Committee was satisfied with the improvement of internal control and therefore had an opinion that the said internal control systems of the Company are efficient.

4. Review of the efficiency of Internal Audit The Audit Committee reviewed the performance of the Company to ensure its compliance with laws of the Securities and Exchange Act, rules of the Securities and Exchange Commission, regulations of the Stock Exchange of Thailand as well as other related laws to the Company's business by reviewing the internal audit report and consulting with internal audit. The Audit Committee opined that the Company adequately and suitably operates the business according to the related laws and regulations in all material respects.

5. Review of Risk Management The Audit Committee considered and reviewed the Company's risk management from the related party transactions to ensure that such transactions were reasonable and at the best interest of the Company by having the meeting with the managements and therefore opined that the managements had processed the transactions with transparency and in accordance with the normal business conditions. In addition, the management constantly considered and reviewed the appropriateness and efficiency of risk management. Such transactions were also reasonable.

6. Review Good Corporate Governance process The Audit Committee focused on the principles of Good Corporate Governance to promote transparency, responsibility and fair business operations of the company The Audit Committee reviewed the policy and guidelines for corporate governance of the company to ensure compliance with international standards and regulators requirements. In addition, the Audit Committee also monitors the company's operations in terms of transparency in information disclosure, compliance with laws and regulations and internal control as well as reviewed process of whistle blowing and anti-corruption complaints.

7. Review of investment plans The Audit Committee reviewed the Company's important investment plans by giving importance to risk analysis Evaluation of returns and consistency with the organization's business strategy. The committee also monitored the

implementation of approved investment projects to ensure that operations were carried out as planned, and had sufficient internal controls to reduce risks that may occur. The Audit Committee also provided recommendations regarding investment risk management for the company can carry out its investments efficiently and sustainably in the long term.

8. Self - Assessment The Audit Committee made individual self-assessment and group self-assessment forms which presented excellently conducted score result. Moreover, each member enrolled in various training programs to enhance their knowledge.

9. Consider to appoint auditors for the year 2026 The Audit Committee considered nomination, appointment/ removal of auditors from the qualifications of the auditors, previous performances as well as the remuneration of the auditors, and resolved that the auditors of EY Office Limited will be appointed as the Company's auditors for the year 2026. The Audit Committee then presented the resolution to the Board of Directors for further consideration and approval in the Annual General Shareholders' Meeting in 2026.

In addition, in order to ensure that the financial statement will be prepared within due date, the auditors of EY Office Limited have been nominated to be the auditors of the subsidiary (The Seahorse) for the year 2026.

10. Consideration of other services of the audit firm other than account audit service, in the year 2025, the Company and its subsidiary did not use any additional services from the audit firm that could affect the independence of the auditors in auditing the Company's financial statement.



Sunee Sornchaitanasuk

Dr. Sunee Sornchaitanasuk
Chairwoman of the Audit Committee



In summary, the Audit Committee has performed its function in accordance with its assigned duties and responsibilities as stated in the Audit Committee Charter by using their knowledge, abilities, experiences, carefulness, and sufficient independence in their role in order to provide opinions, advices and recommendations prioritizing business operations which had excellent co-operation from the Board of Directors, managements, and all other related persons. In addition, there was no action which was not in compliance with the requirements of the Securities and Exchange Act and the regulations of the Stock Exchange of Thailand, in order to achieve the goals under good governance, transparency and credibility for the best of all stakeholders' benefits.

Report of the Nomination, Compensation and Corporate Governance Committee

To Shareholders,

In 2025, the Nomination, Compensation and Corporate Governance Committee held 2 meetings in total, all members of the committee attended 2 meetings or 100 percent and continuously reported its performance to the Board of Director after each meeting, which can be summarized as follows:

Nomination

Considered the election of directors in place of those who retired by rotation and directors who resigned before the expiration of their terms. The Nomination, Compensation and Corporate Governance Committee nominated directors by criteria on examining the candidates' qualifications in terms of their knowledge, capabilities, experience, vision, morality and ethics as well as other qualifications as defined by the Company. In addition, the Nomination, Compensation and Corporate Governance Committee also considered the Company's board diversity and set up a board skill matrix to specify qualifications of required directors based on necessary skills that the Board of Directors was still lacking, to fit with the Company's operating strategy to propose to the Board of Directors and Shareholders' meeting for the year 2025. Currently, the Company's directors are in line with the Company's business strategy.

Minor shareholders also had a chance to nominate the candidates during the period from 1 October 2024 to 31 December 2024. However, there was no any shareholder made any nomination for the consideration of appointment of the directors. Therefore, the Nomination, Compensation and Corporate Governance Committee proposed directors who were retired by rotation in 2025 should be re-elected for another term. The Annual General Meeting of Shareholders considered and approved the reelection of all directors as proposed.

Compensation

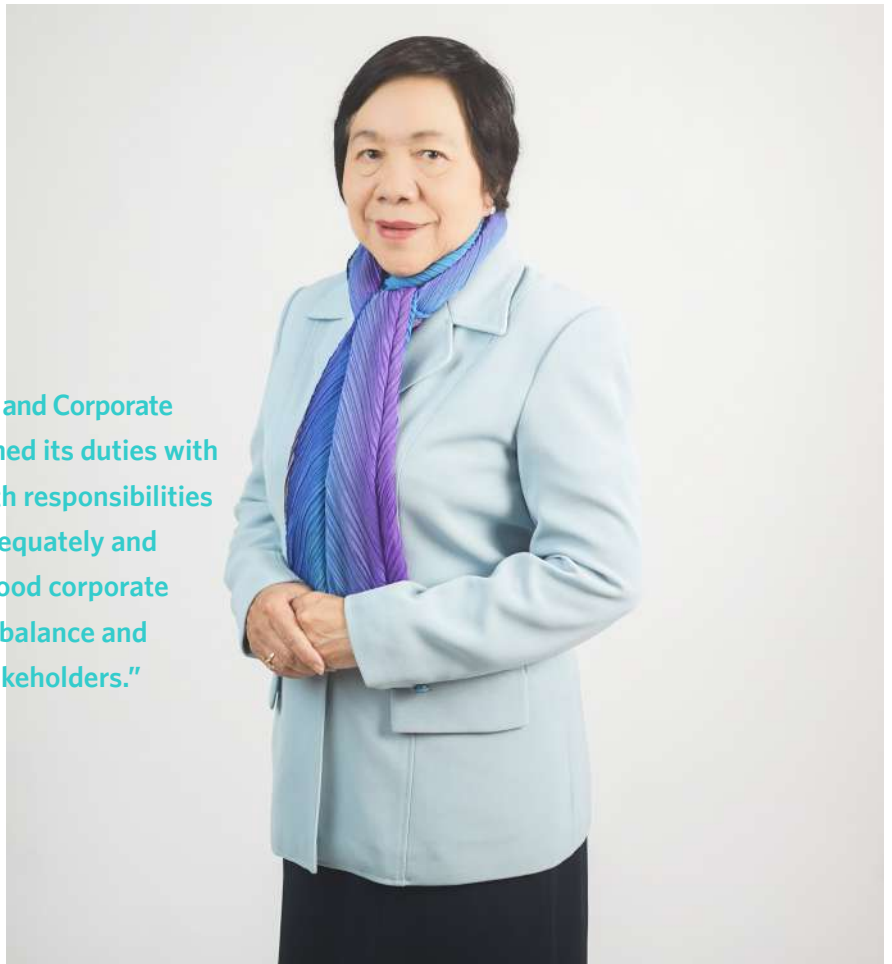
Considered and approved remuneration of the year 2025 for the Board the Directors, the Audit Committee, and the Nomination, Compensation and Corporate Governance Committee in order to present to the Board of Directors and the Shareholders' meeting considered as approved as proposed, as well as considered and approved the 2025 CEO's remuneration by considering on compensation criteria and their amounting base on responsibilities, KPIs achievement and other related factors, including compensation comparison against those of other companies in the same or similar industry.

Corporate Governance

- Reviewed the Nomination, Compensation and Corporate Governance Committee charter.
- Acknowledged the progress of the corporate sustainability plan for the year 2025-2026.
- Reviewed and determined guidelines to be in line with the laws, Corporate Governance Code for listed companies 2017 (CG Code). The Board of Directors' meeting has approved the policy as proposed.
- Acknowledged the 2025 self-assessment result of the Nomination, Compensation and Corporate Governance Committee as the information for the development of its performance to be in accordance with the good corporate governance practices.
- Advised the corporate sustainability management committee on holding events and communications to implant honesty and anti-corruption mindset and Corporate Sustainability.

As a result of dedication and continuous promotion of good corporate governance in the Company's operation, the Company has received 5 stars or equivalent to "Excellent" for the result of Corporate Governance Report (CGR) given by the Thai Institute of Directors (IOD) for 10 consecutive years and SET ESG Ratings level "AA" given by the Stock Exchange of Thailand.

"The Nomination, Compensation and Corporate Governance Committee has performed its duties with prudence, integrity, compliance with responsibilities designated in its charter by adequately and appropriately adhering to the good corporate governance principles for the balance and sustainable benefits of all stakeholders."



Benchawan Srangnitra

Mrs. Benchawan Srangnitra

Chairwoman of the Nomination, Compensation
and Corporate Governance Committee

Report of the Executive Committee



The Executive Committee has carried out the business operation based on a sustainable development strategy together with transparency, ethics and responsibilities for all the interest parties. In the past year, the Executive Committee has been continuously committed in developing and managing A5 and C0 terminals as well as the storage area and the warehouse of 391,859 sq.m. by maintaining relationship with existing customers and seeking for new business opportunities.

Development and Business Administration

With the determination in administering the terminals under the vision of the Company in making the terminals to be the center terminal of the world in shipping all types of cars, we have been granted standard certifications of ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 from Lloyd's Register Quality Assurance (LRQA) as the basis for further development of the terminals to be of international standard of services.

This is to extend the business operation of the Company and ensure that the Company is able to maintain constant revenue from terminal service after A5 terminal would have fully operated in the future. The Company holds 51 percent of shares in The Seahorse Ferries Co., Ltd. ("The Seahorse") and 49 percent of shares in Nampec Engineering and Transportation Co., Ltd.

("Nampec") and C0 terminal.

Innovation and Technology Development

In the midst of a rapid change of the world, technology and behavior of customers and employees that influences the way of life. Although the business of the Company is a provision of services to specific groups of customers, the Company views that the risk especially cyber risk that may affect the commitment, target, strategy or operation of the Company. The Company is aware of the cyber risk which tends to increase due to the reliance of technology and digital system in business sector. This unavoidably results in the increase of cyber hack and cyber-attack which may significantly affect the operation or customer information.

Solution

The Company has continuously developed and improved the company and network system to be up-to-date and enable them to defense cyber-attack in several forms. The business continuity plan which covers the recovery of IT system within a short period of time has also been put in place as follows:

1. Protection – this is a guideline to control and prevent IT system structural risk which covers the network, hardware device, software, data and working system, such as setting, accessing and management, data security, security development, patch management or software update to allow the procedure, equipment and management or reduction of effect of cyber security in the appropriate level.
2. Detection and Response – an action plan is set to constantly monitor and detect cyber risks and notify any unusual circumstances by the IT department pursuant to the business continuity plan.
3. Recovery – this ensures that the Company has a regular back up system through DR-site solution (disaster recovery site) to recover the system and back up essential information which may arise from cyber risks causing disruption to the datacenter. The recovery shall be done within the specified period and the plan shall be reviewed to be up to date.

3. Following up the Key Risk Factors and consider the appropriate plan thereof proposed by risk owner.
4. Reviewing emerging risks that may significantly affect the commitment, target, strategy or operation of the Company.
5. Chief Financial Officer, the Chairman of Corporate Sustainability Management Committee, is primarily responsible for ESG including ESG work plans and risk assessment and follow up on progress in climate change operations.

Risk Management

The Executive Committee is responsible for overall risk management with the aim to manage all levels of corporate risk. In 2025, risk meeting held 1 meeting and all of members of the Executive Committee completely 100 percent attended and annually reported all of risk issues to the Board of Directors for acknowledgement. The Executive Committee has reviewed the following annual corporate risks:

1. Considering external changes in economy, society, climate change and technological innovation that influence the business operation and interested parties.
2. Promoting risk management and internal control to be parts of the corporate culture by indicating all Key Risk Factors that affect the business in all aspects, at both corporate level and business unit level, in order to manage such risk to be in the acceptable level.

The Executive Committee monitors and manages corporate risk issues. It was found that the risk management system was sufficient and efficient. Please refer to **“Risk Management”**, the Executive Committee Charter and Risk Management Policy posting at **menu sustainability on www.namyongterminal.com**

On behalf of the Executive Committee, I would like to express a gratitude to every interested party for their consistent trust and support in the Company’s operation and every employee for their synergy to achieve the targets in revenue growth, power reduction and continuous and active environmental and social care, as well as the compliance with the corporate governance which resulted in acceptance and trust internationally to all interest parties. Lastly, I hope that everyone shall jointly develop and grow sustainably with the Company in every year.

“The Executive Committee is responsible for overall risk management with the aim to manage all levels of corporate risk and review the annual corporate risk.”

Report of the Corporate Sustainability Management Committee

With the determination to operate the business in accordance with the policy and corporate sustainability, Namyong Terminal Public Company Limited has been selected for 7 consecutive years of awarded with “Thailand Sustainability Investment” of the Stock Exchange of Thailand. In 2023, the such award was renamed to be “SET ESG Ratings” that we received SET ESG Ratings at level “A” and further received level “AA” during 2024-2025 including received the Sustainability Disclosure Acknowledgement from ThaiPat Institute for 6th consecutive year.

In our course for growth, we are determined to grow with responsibility at every steps of our business operations with the aim of developing sustainability from the inside out by creating values of 3 aspects, namely, economy, society and environment. This would allow the Company to conduct our business alongside sustainable social development to raise the standards of corporate sustainability management of our organization further aligned with the global standards.



Corporate Sustainability Policy

1. Work efficiency improvement by implementing information technology and applying innovative ideas with the enhancement of relationship with important stakeholders
2. Development of new business lines in order to expand the main and related businesses both domestically and internationally
3. Balance of business operation in economic, social and environmental aspects under the good corporate governance
4. Strategic planning for economic growth by utilizing resources efficiently along with reducing environmental effect



For economic aspect,

- According to the employee and business partner understanding survey on anti-corruption, it is found that **“apart from doing the responsible task, honesty and refraining from corruption are the first priority”**.
- Approved the determination of director qualifications in the Board of Directors’ charter that a director shall not hold director position in other listed companies more than 4 listed companies.
- Encouraged partners / vendors / suppliers to comply with the Supply Chain Management policy and Supplier Code of Conduct.

The Company appointed Corporate Sustainability Management Committee ("**CSM**") with Ms. Pimkarn Leungsuwan, director and Chief Financial Officer, as a Chairman of the Committee. In 2025, we had 1 meeting and all of members completely 100 percent attended to present a sustainability plan to the Executive Committee. The Company disclosed Corporate Sustainability Policy and list of members of CSM **at menu Sustainability on www.namyongterminal.com**

CSM directly reported to the Executive Committee with the aim to enhance a sustainable knowledge and understanding for executives and employees, to set sustainability's framework and strategies by taking into account the nature of business and to integrate our corporate management reaching SET Sustainability Reporting Guide accordingly.



For social aspect,

- For persons with disability, although the Company has less than 100 employees pursuant to the employment ratio of the handicapped of 100:1 according to the Persons with Disabilities Empowerment Act B.E. 2550 (2007), the Company has engaged the services from the person with disability from Facebook "**Name Photo Photographer**" who is type 2 handicapped: deaf, to take photos, VDOs and photo editing of the Company's activities since 2017.
- Provided the announcement of Framework for Community, Society and Innovation.
- No any cases of violations of human rights and HRDD is being under the process.

For environmental aspect

- The Board of Directors places importance on and awareness of climate change by monitoring and advice to the executives to plan and elevate this risk to the Company's regulatory risk.
- Safety Health and Environmental department created a project to promote green offices (Green Office) and passed the assessment as a green office (Green Office) from the Department of Climate Change and Environment.
- Procurement of employee polo shirts made from recycled fibers, which encourages procurement to take social or environmental issues into consideration as a criterion for procurement (Green Procurement).
- MOU with NYK group, the Company's supply chain, to cooperate in providing environmental figures such as water, electricity, fuel, waste and paper reduction

Board of Directors

01.



02.



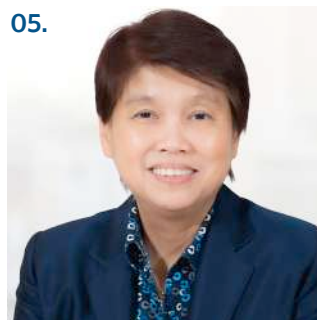
03.



04.



05.



01. Dr. Wissanu Krea-ngam, Professor Emeritus

- Chairman of the Board of Directors

02. Dr. Theparak Leungsuwan

- Director
- Chairman of the Executive Committee
- Executive Director
- Authorized Director
- Chief Executive Officer
- Chief Administrative Officer (Acting)

03. Mr. Dhananant Leungsuwan

- Director
- Non-Executive Director

04. Ms. Pensri Leungsuwan

- Director
- Non-Executive Director
- Authorized Director

05. Ms. Pimkarn Leungsuwan

- Director
- Member of the Executive Committee
- Executive Director
- Authorized Director
- Chief Financial Officer
- Investor relations (Acting)
- The person taking the highest responsibility in finance and accounting
- Chairman of Corporate Sustainability Management Committee

06.



07.



08.



09.



10.



11.

**06. Dr. Sunee Sornchaitanasuk**

- Director
- Chairwoman of the Audit Committee
- Independent Director

07. Mrs. Benchawan Srangnitra

- Director
- Chairwoman of the Nomination, Compensation and Corporate Governance Committee
- Member of the Audit Committee
- Independent Director

08. Mr. Vallop Tiasiri

- Director
- Member of the Nomination, Compensation and Corporate Governance Committee
- Independent Director

09. Mr. Chaiyong Ratanacharoensiri

- Director
- Member of the Audit Committee
- Independent Director

10. Mr. Nha-kran Loahavilai

- Director
- Independent Director

11. Dr. Vichya Kreangam

- Director
- Member of the Nomination, Compensation and Corporate Governance Committee

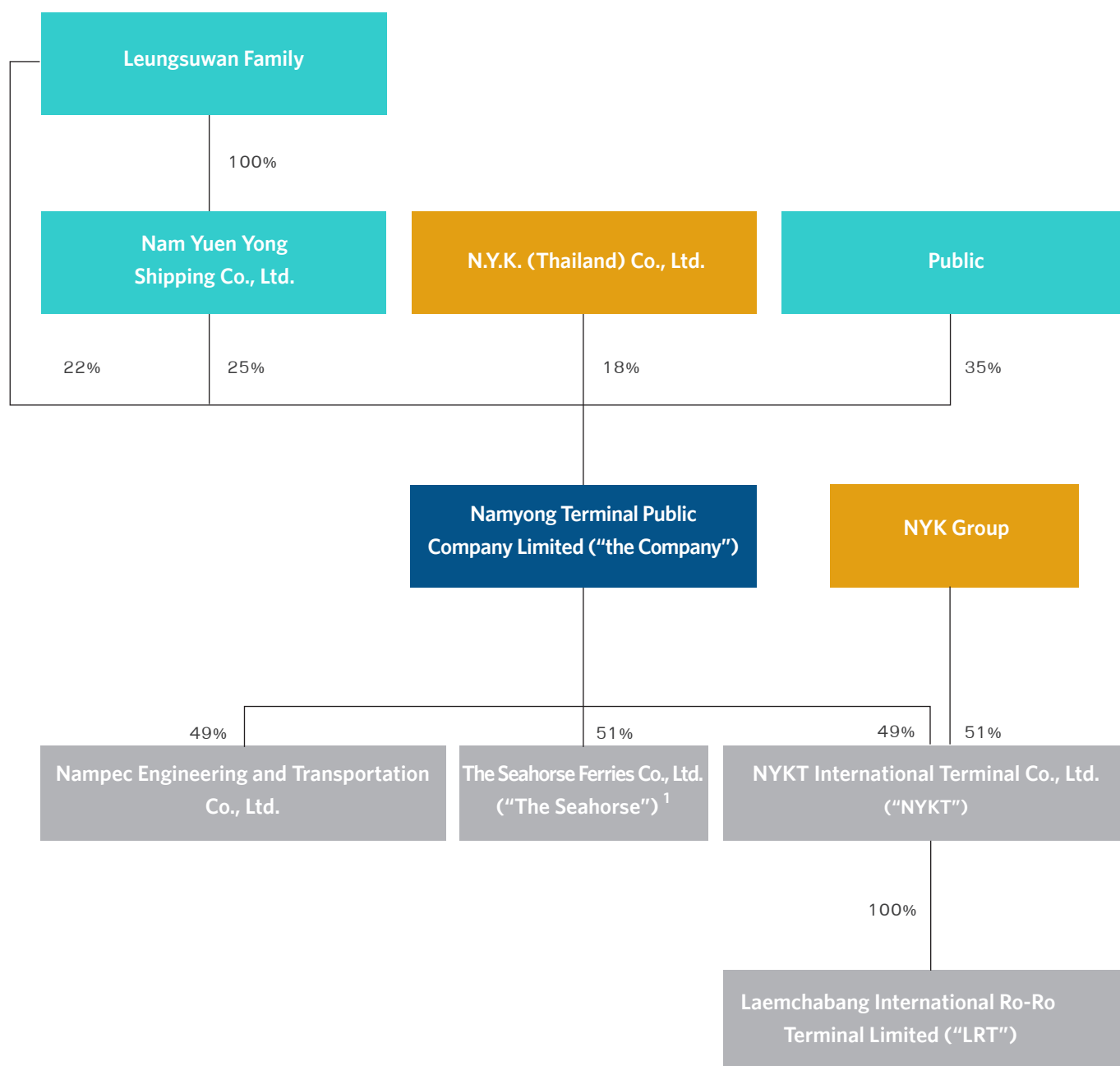


Business Operation



Business Structure

As of 31 December 2025



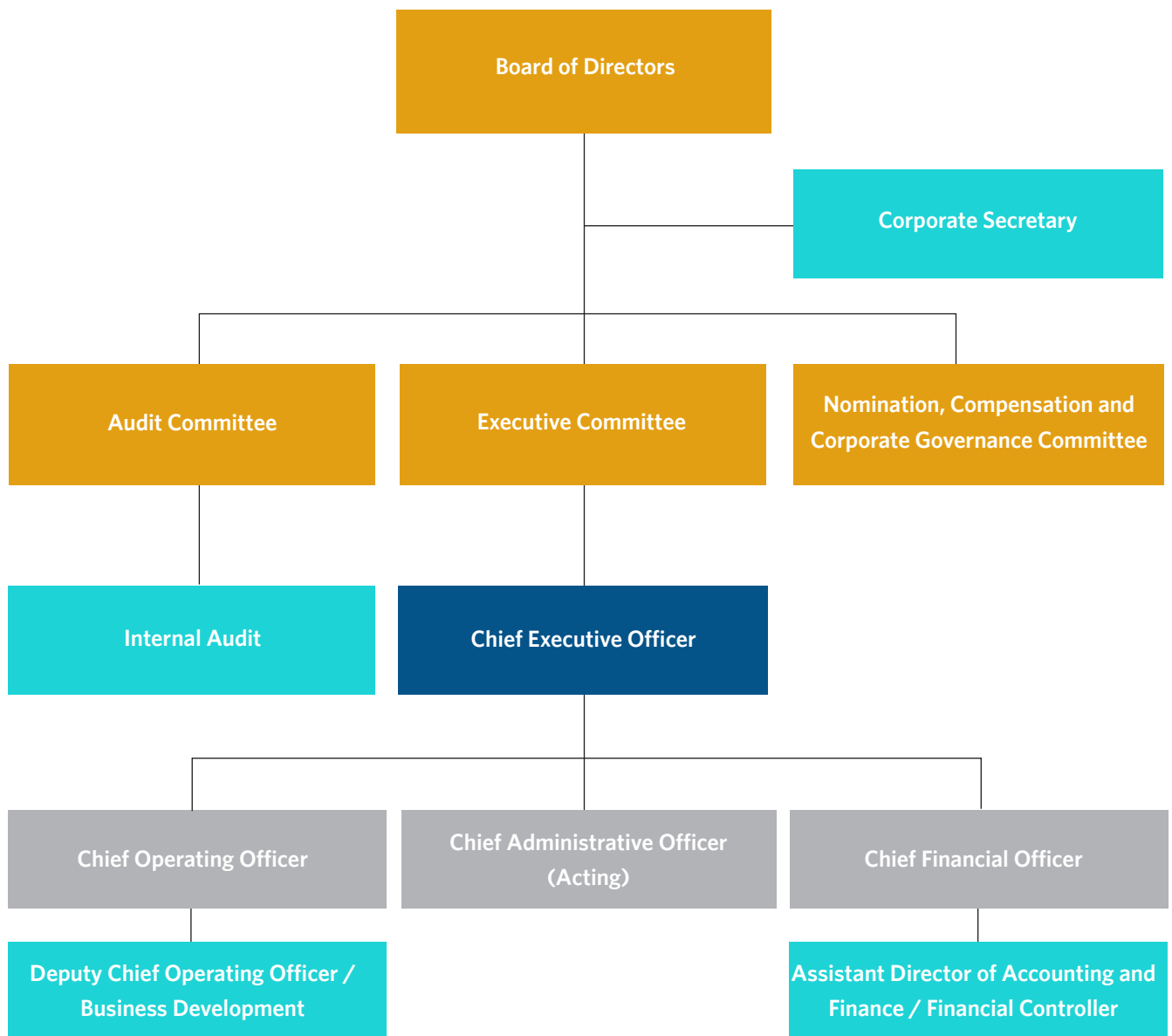
Remark :

¹ To serve RORO Passenger (ROPAX) Ferry Services is the new business in Thailand and to increase the opportunity for new business apart from the current businesses of the Company, Dr. Theparak Leungsuwan holds 20 percent of shares who has business knowledge and high experience in vessels' logistic industry is initiative person of this new project, and also has the important rules in inviting other joint investors and sourcing of fund from the financial institutions. Holding applicable proportion of shares in this subsidiary shall create confidence of other shareholders and the financial institutions in participating on this new business. The Seahorse Ferries Co., Ltd. has Dr. Theparak Leungsuwan being a director in its subsidiary who is representatives of the Company

- LRT's capital structure comprises ordinary shares with the voting right of one share per one vote, and preference shares with the voting right of 100 shares per one vote.
- NYK Group is Nippon Yusen Kabushiki Kaisha Group

Organization Chart

31 December 2025



Nature of Business

Policies and Overall of the Business Operation

Namyong Terminal Public Company Limited (**"the Company"**) is a fully-integrated Roll-on/Roll-off (Ro/Ro) terminal operator of A5 Terminal with berths and servicing areas located at Laem Chabang Port, Sriracha, Chonburi, which is Thailand's main deep-sea port for international marine transportation. The full scope of services comprises of:

1. Terminal services and other services related to the core business

Terminal services:

- Service to shipping lines for docking their vessels
- Service to shipping lines for transshipment of cars or general cargo on and off vessels
- Service to car manufacturers for moving cars or cargo within the terminal
- Service to car manufacturers for receiving area

Other service relating to the core business:

- Supporting Car storage area service for car preparation before being exported and after being imported to export and after being imported
- Service to shipping lines for moving cars from the berth area on and off vessels (Stevedore on Board)
- Service to shipping lines for moving cars from Supporting Car storage area to berth areas
- Office rental at A5 Terminal
- Equipment rental
- Imported and exported car cleaning

2. Warehouse and storage services

Vision and Target in Business Operation

The Company is committed in operating and promoting the Company's terminal to be the global center for all types of car transportation by experienced management with high technology, and to be the center for car import and export with international standard. Under the capability of the Company, the experience of the staffs, as well as the development of technology to support the business, the Company has been currently trusted by the car manufacturers. This has enabled the Company to be the

leader in providing terminal service for car import and export and hold the market share of 80%. In the future, the Company intends to increase the market share from the service of A5 Terminal and C0 Terminal. In order to receive more revenue and to expand the business to other businesses in addition to the terminal services and warehouse services, the Company has invested in 51% of the total issued ordinary shares of The Seahorse Ferries Company Limited (**"The Seahorse" or "Subsidiary"**) which operates RORO Passenger (ROPAX) service and 49% of the total issued ordinary shares of Nampec Engineering and Transportation Co., Ltd. (Formerly named SINOPEC NAMYONG TRANSPORTATION Co., Ltd.) which has a business of Transportation. The details of which can be found in the topic of **"Vision Mission Corporate Value"**

Relationship with the Major Shareholders

In 2015, N.Y.K. (Thailand) Company Limited, a subsidiary of Nippon Yusen Kabushiki Kaisha or the Nippon Yusen Kabushiki Kaisha Group (**"NYK"**), became a major shareholder of the Company by the purchase of shares from the existing shareholders in the amount of 113,718,000 shares with a par value of THB 1.00 per share or equivalent to 18.34% on 22 September 2015. Currently, NYK has used the Company's terminal services, such as, ship docking. The details of which can be found in the topic of **"Related Party Transactions"**.

Key Change and Development

The details of significant change and development can be found in the topic of **"Company Background and Key Success"**.

Whether the usage of fund received from the offering is in compliance with the purposes specified in the filing/the offer for sale of equity or debt instruments

The Company used the money in accordance with the notified purposes. The Company has not conducted fund raising or offered any other securities or instruments after the initial public offering.

Research and Development

-There is no expenses on this matter-

Revenue structure

Item	Consolidated Financial Statements					
	2023		2024		2025	
	Million (THB)	percent	Million (THB)	percent	Million (THB)	percent
Service and Rental Revenues:						
Reverse from port and related services	1,375.23	78.03	1,212.30	70.69	1,241.63	59.45
Other service income	349.51	19.83	361.59	21.08	351.81	16.85
Rental income	21.07	1.19	87.47	5.10	170.24	8.15
Total service and rental revenues	1,745.81	99.05	1,661.36	96.87	1,763.68	84.45
Others revenues	16.67	0.95	53.74	3.13	324.86	15.55
Total revenues	1,762.48	100.00	1,715.10	100.00	2,088.54	100.00

Remark : This income structure derived from entities in which the Company holds 100% of shares.

Revenue structure of the subsidiaries

• The Seahorse Ferries Co., Ltd. (The Seahorse)

Item	2023		2024		2025	
	Million (THB)	percent	Million (THB)	percent	Million (THB)	percent
Transportation services	10.82	87.90	18.44	86.61	17.26	85.91
Others revenues	1.49	12.10	2.85	13.39	2.83	14.09
Total revenues	12.31	100.00	21.29	100.00	20.09	100.00

Reconciliations of Investments in associated company

Share of gain (loss)from investments inassociated companyduring the year	Million (THB)		
	2023	2024	2025
NYKT International Terminal Co., Ltd. (“NYKT”)	65.72	65.22	17.55
Nampec Engineering and Transportation Co., Ltd. (“Nampec”)	-	(12.48)	(35.33)
Total	65.72	52.74	(17.78)

Remark : Please refer to the Financial Statements’ Notes clause 12.2 and 13.2.



Business Operation of Each Line of Products

The Company

Nature of Products and Services

The Company is a fully-integrated Roll-on/Roll-off (Ro/Ro) operator of A5 Terminal. The Company's services include terminal service, car storage area service for preparation prior to export and other services related to the core business which include warehouse service at Laem Chabang Port, Sriracha, Chonburi.

Ro/Ro terminal is the terminal for berth transshipment where the vehicles will be transported by a ramp that bridges to the terminal, such as, cars, fire trucks, forklifts and etc. In providing Ro/Ro service, it is extremely necessary to have a long and deep quay to allow large cargo ships to dock, as well as parking area for cars for preparation prior to the docking, warehouses, transportation and transshipment of cargo service for shipping lines and office retail area for terminal office and etc. Currently, the Company's A5 Terminal has a capacity to provide transshipment service to car manufactures in an amount of 1.5 million cars per year.

In addition, A5 Terminal can also support the transshipment of large and high-valued products for the usage in Project Cargo. This is because the quay is deep and wide enough for large cargos. Also, the terminal's physical appearance is suitable for the transportation of large cargos. Moreover, the Company has a good management that transshipment of cargos is handled easily and fast.

In this regard, the main cargos that have been exported and imported through the Company's A5 Terminal are cars including both exported cars and imported cars. Currently, the Company is the terminal service provider that has a highest volume of cars exported in Thailand. In 2023 to 2025, the Company has provided the service for car exportation in the total amount of 893,191 units, 754,236 units and 932,449 units respectively.

The Company's services can be categorized as follows:

Terminal Service and Related Services

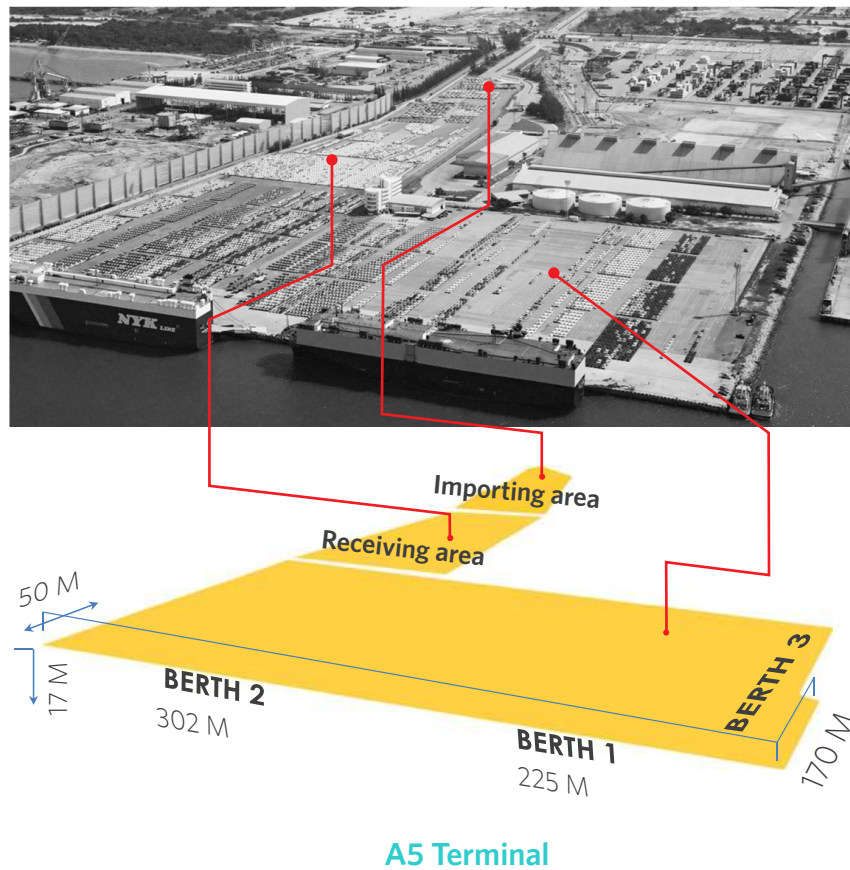
The A5 Terminal services include berth hire, wharfage, wharf handling and Service to car manufacturers for receiving area

Service to shipping lines for the use of berth in docking their vessels at berth (Berth Hire)

The location of A5 Terminal at Laem Chabang Port has geographical advantage over the others as the terminal is at the entrance of the watercourse so shipping lines' vessels can firstly dock at A5 as resulted in shortest distances and lowest cost of Tug Boat. The terminal's location is next to the break water which helps protect the terminal from wind and sea wave.

A5 Terminal has the total berth width of 697 meters, the A5 Terminal has with three berths as Berth 1 at 225 meters width, Berth 2 (next to Berth 1) at 302 meters width and Berth 3 (at the side of Berth 1) at 170 meters width.





A5 Terminal

A5 Terminal also has an advantage in berth width and depth comparing to other Ro/Ro service providers within Laem Chabang Port as A5 Terminal has the total berth width of 697 meters, with depth of 17 meters from the mean sea level. A5 Terminal can accommodate up to an 80,000 DWT vessel.

The Detail of the Terminals

Terminal	Categories	Length / Depth (metre)	Size (DWT)
A5	General Ro/Ro	697 / 17	80,000
A1	Passenger Ro/Ro	365 / 14	70,000
C0	General Ro/Ro	600 / 16	80,000

Reference: Information on A5 Terminal and C0 Terminal is from the Company and on A1 Terminal is from Laem Chabang port website.

The groups of the customers that use the Company's terminal are the group of importers and exporters and the group of shipping lines, i.e., Toyota, Honda, Isuzu, Mitsubishi, Ford & Mazda and Nissan and etc. These car manufacturers hire the service of the shipping lines that are skillful in car transshipment to upload cars at the Company's terminal for further delivery in overseas destinations.

and (5) Toyofuji Shipping Co., Ltd. ("TFS") (**collectively referred to as "Major Shipping Lines"**)

With respect to berth hire service charge, the Company will charge the berth hire at the rate specified by PAT which is calculated on an hourly rate basis from **the gross register tonnage ("GRT")**.

Currently, there are 5 shipping lines that are global players and have good relationship with car manufacturers in Thailand, namely (1) Nippon Yusen Kabushiki Kaisha ("NYK"), (2) Kawasaki Kisen Kaisha Ltd. ("K-Line"), (3) Mitsui OSK Lines, Ltd. ("MOL"), (4) Wallenius Wilhelmsen Logistics AS ("WWL")

Wharfage Service

Service to car makers for transshipment of cars or general cargo on and off vessels (Wharfage) Wharfage service can be categorized according to the loading / discharging characteristics into 4 following types:

- Export Cargo: Cargo that manufacturers or providers export overseas upon customers' requirements.
- Import Cargo: Cargo that manufacturers or providers import from overseas objectively for manufacturing or selling.
- Through Cargo: Cargo that discharging from vessels to terminal area and store at the terminal area before loading back to the vessels.
- Transshipment Cargo: Cargo that discharging from vessels to terminal area and wait for being loaded to new vessels

to destination ports.

Service to car manufacturers for moving cars or cargo within the terminal (Wharf Handling)

The Company provides a service of moving exported cars from receiving area to pre-loading area in order to hand over exported cars to shipping lines and for moving imported cars from pre-loading area to import area in order to pass on to importers.

Namyong-the Terminal Operator



Details on Area for Wharf Handling in A5 Terminal

Area	Area Owner	Size (Square Meter)	Numbers of Simultaneously Parking Cars (Unit)
(Pre-Loading Area)	PAT	160,600	10,037
Receiving Area	PAT	72,000	4,500
Importing Area	PAT	14,400	900
Total size and space for Wharf Handling (Zone 1A)		247,000	15,437

Remark : Total area of Zone 1A is 155 Rai or 248,000 square meters which comprises car storage area of 247,000 square meters and warehouse area of 1,000 square meters

In this regard, yard planning is considered to be the key of terminal management requiring knowledgeable and professional staff of the Company to proceed and manage in the pre-loading process in order to maximize the efficiency of each wharf-age and to be suitable for the berth of docking ships, countries, destination terminals, orders of the transfer and nature of each type of the products.



Wharf Handling Area at A5 Terminal

To efficiently provide the wharf handling service, the Company used over-21-year-experience in Ro/Ro terminal service in developing IT systems that help systematically and accountably manage wharf handling service in the terminal. The IT system used comprises of the following 4 software programs.

- Port Management System (PMS)
To help controlling yard, planning and scheduling of shipping lines so that the area can accommodate loading / discharging cargo quantity as required and the car moving can be proceeded smoothly
- Pure Car Carrier System (PCS)
To help organizing data provided by customers for the verification of the imported and exported cargo
- Beyond Ro/Ro Port (BRP)
To help providing reports to be presented to the management
- Auto Web service Management (AWM)
To help linking data and information (vessels and manifest) with NSW system (National Single Window) among vessels,

exporters/importers, customs, PAT, and the Company.

All of these 4 programs collaborated to assist the Company to manage the terminal and analyse the information efficiently.

Service to car manufacturers for receiving area

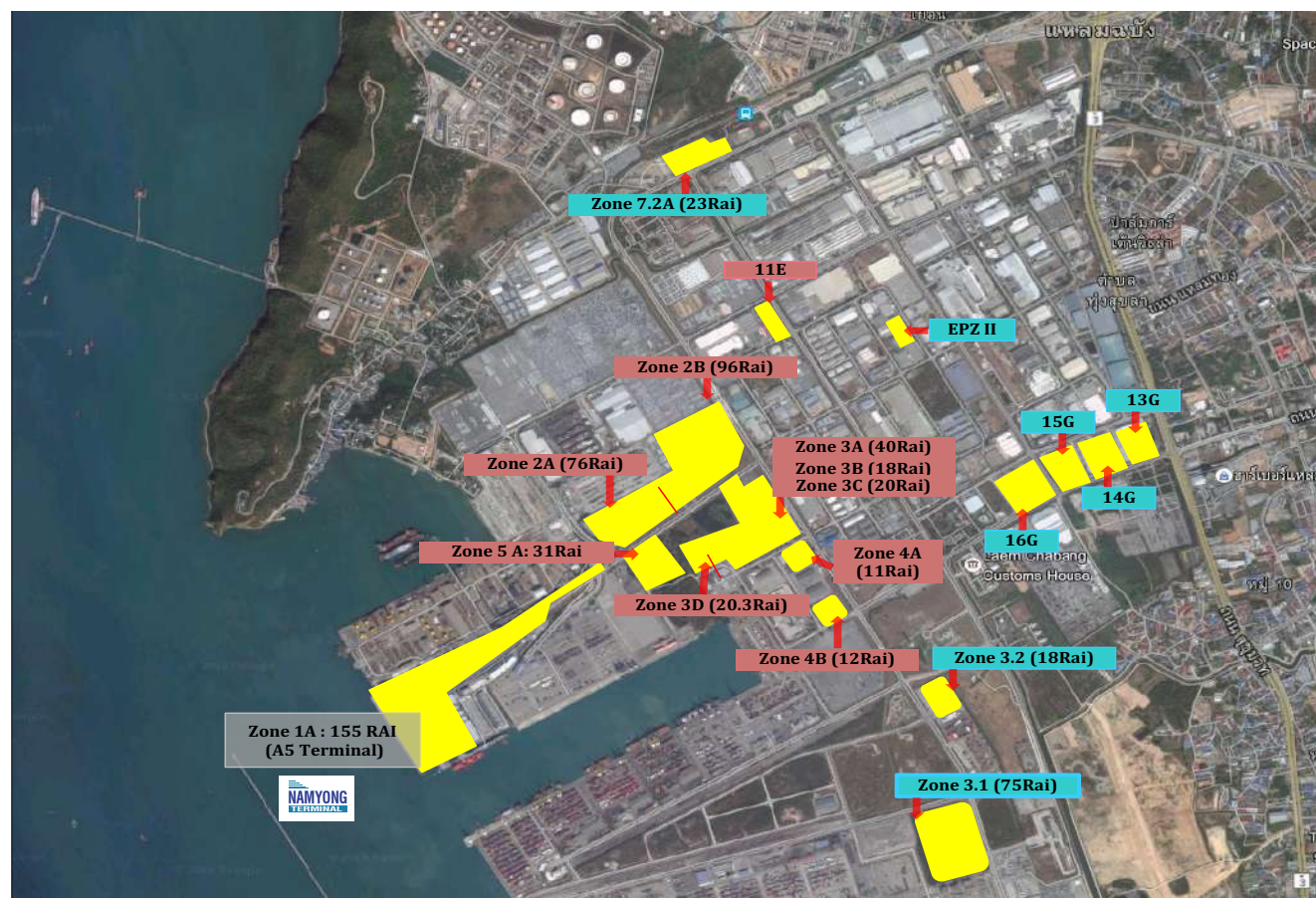
When the Company receives exported, imported or transshipped cargos, exporters and importers can store their cars or cargo in the terminal without any charge for a specific period of time (free-time) determined by PAT (3 days for import and export and 15 days for transshipment).

In this regard, with respect to the import and export, importers and exporters have to apply for import and export of products with the Customs Department before delivering and receiving the products. Importers and exporters shall present evidence received from the Customs Department, whereby the Company will examine such evidences before deliver the products to the importers or export the products. The Company will verify the evidences with the E-Import system of the Customs Department to ensure that the products passing through the terminal are correct, complete and pass the customs procedure. The

details of which can be found in the topic of “Value chain”.

In addition to the car parking area service within A5 terminal which has 247,000 square meters of area, the Company

also provides supporting car storage area service near by the terminal and the Industrial Estate Authority of Thailand (“IEAT”) for 537,103 square meters which can accommodate approximately 33,569 cars simultaneously.



■ A5 Terminal ■ Car Storage Area service ■ Warehouse service

Location of supporting Area

Details on Supporting Car Storage Area for Preparation before Car Export

Area	Area Owner	Size (Square Meter)	Numbers of Simultaneously Parking Cars (Unit)
Zone 2A and Zone 2B	PAT	275,827	17,240
Zone 3A and Zone 3B	PAT	92,800	5,800
Zone 3C	PAT	32,000	2,000
Zone 3D	PAT	33,335	2,083
Zone 11E	IEAT	15,361	960
Zone 4A	PAT	18,251	1,140
Zone 4B	PAT	19,401	1,213
Zone 5A	PAT	50,128	3,133
Total size and space of supporting car storage area		537,103	33,569

In addition, the Company also provides other services relating to the core business, i.e., stevedore on board service, transportation service from the parking area into the terminal area, office rental service for terminal department, equipment rental service, and imported and exported car cleaning service.

Warehouse services

As of 31 December 2025, the Company has a total warehousing area of 391,859 square meters, in the areas of, Chonburi, Rayong and Pathumthani province which can be divided into open yard area of 191,149 square meters and warehouse of 200,710 square meters. The warehouse is made up of concrete which is able to

bear products weighted 4-5 tons per square meter. The Company also provides public utility, such as electricity system, water supply system and security system. Fire extinguishers and smoke detectors have also been placed.



Details of Warehouse Area

Area type	Area	Rentable Area (Square Meter)	Occupied Area (Square Meter)
Daily Storage House	Zone 1A (In A5 Terminal)	1,000	N/A
Warehouse for rent	Zone13G	23,300	23,300
Warehouse for rent	Zone 14G phrase 1	11,650	11,650
Warehouse for rent	Zone 14G phrase 2	11,400	11,400
Warehouse for rent	Zone 15G phrase 1	8,808	8,808
Warehouse for rent	Zone 15G phrase 2	9,600	9,600
Warehouse for rent	Zone 3.2 plot 1	17,766	17,766
Warehouse for rent	Zone EPZII	6,825	6,825
Warehouse for rent	Rayong project	4,333	4,333
Warehouse for rent	Bowin project	34,323	34,323
Warehouse for rent	5 rai, Bowin project	5,148	5,148
Warehouse for rent	Amata City Rayong project	3,608	3,608

Area type	Area	Rentable Area (Square Meter)	Occupied Area (Square Meter)
Warehouse for rent	25 rai, Bueng sub-district project	23,427	2,319
Warehouse for rent	32 rai, Bang kradee sub- district project	29,802	29,802
Open yard for rent	Zone 3.1	120,796	120,796
Open yard for rent	23 rai, plot 7.2A	36,800	22,400
Open yard and warehouse for rent	Zone16G	43,273	22,925
Total Warehouse service area		391,859	335,003
Under construction area	33 rai, Bang kradee sub- district project no.2	29,885	N/A
Total under construction area		29,885	N/A

Remark : Zone 1A has the area of 1,000 square meter, which is the area to product deposition within the terminal.

Supply of area for business operation

Supply of products and services of the Company

Area according to Agreement for Investment, Construction, Management and Operation of A5 Terminal at Laem Chabang Port

The Company has signed the Agreement for Investment, Construction, Management and Operation of A5 terminal at Laem Chabang Port with PAT on 11 April 1996 and the amended agreement No.2 on 20 July 2004. Under such agreement, the Company has been authorized to develop, manage and operate A5 terminal for the exportion and importion of the car and cargo.

On 30 April 2021, the parties agreed to extend the Concession Agreement for Investment in Construction, Management and Operation for Bulk Cargo of A5 Terminal for another period of 5 years from 1 May 2021 until 30 April 2026.

As the main product exported and imported through the Company's terminal is car, the Company has continually invested in the infrastructure and expand the area to support car exportion and importion. In this regard, the Company has renovated the export and import area of 247,000 square meters to be a car parking area based on international standard, prepared the sewage system with other facilities, external containment prevention system, such as dust, grass flowers, pine leaves and etc. and arranged a security system by the installation of CCTV. The Company's car parking area is suitable for car import and export as it is a wide open courtyard without heavy tools, such as cranes which may cause damage to the cars.

Additionally, the Company constructed two office buildings which are two-storeys and six-storeys with total usable area of 2,960 square meters. The Company uses such buildings as its operation center. Also, a warehouse is built with total usable area of 1,000 square meters to serve customers who want to store their exported or imported general cargo.

Rental area from the Port Authority of Thailand and the Industrial Estate Authority of Thailand

The Company has signed rental agreements with the PAT and the IEAT to develop the areas to support car storage area and warehousing area.

The Company is obliged to pay monthly rental fee to the PAT and the IEAT at the specified rate of each of the agreements. The Company has also invested in the infrastructure and the development of the standard rental area that will be used for parking area with the security. For the warehouse service area, it has been invested in order to be able to handle the weight of the product up to 4 tons per square meter.

In this regard, the lease agreement with the PAT has a term between 3 to 20 years and the lease agreement with the IEAT has a term between to 30 years.

Outsourcing

For terminal services of imported and exported cars, the satisfaction of both shipping lines and car manufacturers are required. Therefore, rapidness, correctness and security of car transportation are essential for the services. However,

for some services, the Company uses outsourcing services instead of hiring permanent staff. The key outsourced services include car inspection and counting service and car relocation service. Details of the services can be explained as follows:

- **Car inspection and counting**

The outsourced company is responsible for counting numbers of cars and inspecting conditions of all types of cars exported, imported and transshipped through the terminal. The outsourced company is also required to provide inspecting and counting reports to the Company upon every completion of car export and import of each vessel and is liable and makes compensation in respect of any deficit, defect, damage or loss incurred with intention or negligence. The outsourced company's personnel must be tested and trained by the Company so that they can undertake the Company's services, such as specific characteristic of each model, brand of cars, and the terminal service area.

- **Car moving**

The outsourced company is responsible for car moving with accurate numbers of all car types exported, imported and transshipped through A5 Terminal with professional and international standard. The outsourced company is also required to provide a report of car moving to the Company

on a daily basis and is liable and make compensation in respect of any damage incurred to the cars moving by the outsourced company regardless with intention, ignorance or negligence. The outsourced company's personnel must be trained by the Company so that they can undertake the Company's terminal service area.

Subsidiary Company

The Seahorse Ferries Co., Ltd.

Namyong Terminal Public Company Limited is a shareholders holding 51 % of shares in The Seahorse Ferries Company Limited **(The Seahorse)**

Product and Service

The Seahorse operates transportation service by RORO Passenger transport (ROPAX) to support the demand for goods transshipment and passenger transportation Bangkok (Saengthong Pier) - Sumui island. The Seahorse has developed ROPAX service having security, technological vessels and advantage in respect of service cost comparing to transportation by air transport of the same route. The vessels also have facilities provided. Moreover, there are service areas in the origin terminal and the destination terminal to facilitate the passengers before docking.





Product or Service Procurement

The Vessels Procurement

The vessels used for goods and passengers are the key assets used for The Seahorse's operation. Blue Dolphin II which is a type of RoRo Passenger Ferry has been purchased from Tsugarukaikyo Ferry Company in Japan. The details of which are as follows:

Details	Unit(s)	Details	Unit(s)
Gross Tonnage	7,003 Tons	Passenger capacity	586 Pax
Deadweight / Draft	3,056 Tons	Truck capacity	80 Units
Length	136.6 Meter	Car capacity	20 Units
Lane Meter	1,000 Meter	Speed	20 Knot

Supply for Dock

Details	Port
Destination between Bangkok - Samui Island	Saengthong Pier- Sumui Pier

Procurement of vessels maintenance service providers

In order for The Seahorse's vessels to safely navigate and to consistently provide services, as well as for the incompliance with the standard and guideline related to safety of the navigation of the Marine Department, The Seahorse takes the vessels to dry docking for vessel's body examination, including its structure, navigation equipment, operational system, and security which are examined by the competent officers of the Marine Department who have the authority to inspect and certify the condition of the vessel before providing services.

Procurement of lubricants, machinery spare parts and other necessary tools

The Seahorse has set a measure that the machinery spare parts and other necessary tools must be kept in the vessel for emergency use.

In making a purchase order of lubricants, spare parts and tools including the procurement of specialized service providers, The Seahorse will select the manufacturer who is specialized in the approved vender list and has passed the consideration of qualification prescribed by The Seahorse.

Procurement of fuel for the vessels

In procurement for fuel, The Seahorse will select a bunker trader that imposes price and volume of the fuel from the approved vendor list who has passed the qualification

consideration prescribed by The Seahorse.

In case of the procurement of the fixed forward price (FFP), the executive shall prescribe the volume and the period for the procurement unit to inquire the bunker trader for the appropriate price.

Procurement for and training of vessel's staff

In procurement for vessel's staff, The Seahorse recruited staff who has knowledge and expertise in navigation for the navigation management and procurement of vessel's staff for The Seahorse. The staff to be recruited for on-board operation must possess the following qualifications:

- having the license or certification in accordance with the position issued by the relevant department;
- having been trained in a course certified by the Marine Department for the compliance of the related international navigation regulations;
- should have at least 2 years of experience in the related position;
- having passed the test arranged by The Seahorse and passed the interview with the supervisor in the respective position;
- The Seahorse shall arrange a training program for every vessel's staff for acknowledgement and understanding in the company's operation and the International Safety Management System.



Associated Companies and Joint Venture Company Nampec Engineering and Transportation Co., Ltd. ("Nampec")

On 19 September 2023, the Board of Directors' meeting approved an investment 51% of ordinary shares of SINOPEC NAMYONG TRANSPORTATION Co., Ltd. ("SNT") and on 1 December 2023, it was completely registered the Company establishment to increase opportunity for the Company to realize revenue in the future and expand the business to other business apart from the terminal service and warehouse service.

Next, on 19 March 2024, SINOPEC NAMYONG TRANSPORTATION Co., Ltd. ("SNT") has been renamed to Nampec Engineering and Transportation Co., Ltd. ("Nampec"). and on 20 February 2025, the Board of Directors approved to sell 2% of shares in Nampec to extrnal person.

Product and Service

Nampec has entered into an MOU with the Company and Sinopec Group, a China state enterprise energy company, to provide domestic transportation services in 6 categories such as general goods, large goods, containers, automotive, oil and gas products and serving e-commerce service.

Nampec places importance on information technology systems for quick responses as customers need and errors reduction that may occur from operations. With the experience of a Chinese strategic partner setting up the system, a Real time GPS Tracking system will install to show the location, speed and direction of the transport vehicles for using the data to evaluate the behavior of Nampec transport drivers such as exceeding the speed limit, parking without turning off the engine, driving off the designated route. It also helps to increase confidence for customers that their products are delivered on time. Planning and arranging routes, location tracking or the status of the goods from leaving the warehouse until delivery, managing transportation orders and transportation documentation, electronic data collection and requiring all transportation drivers pass transportation training and having an insurance to protect the product throughout transportation

are maximum optimization.

Product or Service Procurement

Nampec plans to provide all transportation vehicles by leasing as 5 categories of vehicles: low-bed tractors, flat-bed tractors, 4-wheel trucks, 6-wheel trucks and 10-wheel trucks which is resulted in Nampec is able to service various types of goods.

Laem Chanbang Ro-Ro Terminal Co., Ltd. ("LRT")

The Company indirectly holds 49% of shares in Laem Chanbang Ro-Ro Terminal Co., Ltd. ("**LRT or Associated company**") by holding 49% of shares in NYKT International Terminal Co., Ltd. ("**NYKT**") which holds 100% of shares in LRT.

Nature of products and services

LRT is a Ro/Ro and general cargo terminal operator of C0 Terminal located in Laem Chabang Port, Sriracha District, Chonburi Province. The service of LRT is similar to the Company's service of A5 Terminal, i.e., terminal service and other related services. At present, major cargos loaded and discharged through C0 Terminal are general cargos, such as special project structures and steel products and etc.

Service of LRT at C0 Terminal

Services provided by LRT at C0 Terminal can be categorised into two types, i.e., terminal service and other services related to the core business. The details of which are as follows:

Terminal Service

The terminal service at Terminal C0 is similar to the service of A5 Terminal, which consists of berth hire service, wharfage service, wharf handling service and short-term storage service.

Service to shipping lines for the use of berth in docking their vessels at berth (Berth Hire)

C0 Terminal has U shape with the depth of 16 meters from the mid-sea level and the width of 600 meters, consisting of three berths, i.e., 1st Berth at 250 meters width, 2nd Berth at 250 meters width and 3rd Berth at 100 meters width. C0 Terminal can accommodate up to an 80,000 DWT vessel.



CO Terminal of LRT

At present, CO Terminal's major customers are general cargo exporters and importers, such as special project structures, steel products, Train and Sky train railway and etc. The exporters and importers will hire shipping lines to collect or deliver the cargos at CO Terminal. LRT will charge the berth hire fee at the rate specified by the PAT which is calculated from the GRT.

Service to shipping lines for transshipment of cars or general cargo) on and off vessels (Wharfage)

The wharfage service of CO Terminal is similar to that of A5 Terminal, i.e., upon docking, LRT shall provide the wharfage service by allowing the shipping lines' stevedore to load or discharge the cargos from or into the vessel. CO Terminal's service can be categorized into 4 types as to A5 Terminal, i.e., export cargo, import cargo, through cargo and transshipment cargo. LRT will charge the wharfage fee at the rate specified by the PAT which is calculated from the type and weight of the cargo.

Service to car manufacturers for moving cars or cargo within the terminal (Wharf Handling)

CO Terminal has a total wharf handling area of 315,400 square meters. At present, LRT has separated the area of service into two different sections according to cargo types in order to prevent damage incurred from a potential accident during the wharfage handling. The two sections comprise of Zone 1 for Ro/Ro cargo, mainly cars which has 146,535 square meters and is located in the south of the terminal and capable to accommodate approximately 5,876 cars. Such zone consists three main areas similar to A5 Terminal, i.e., pre-loading area, receiving area and import area. Additionally, the Zone 2 is for general cargo, such as special project cargos and steel products. This zone has 165,740 square meters and located in the north of the terminal and also has an area of 3,125 square meters used as warehouses, offices, and others.



Wharf Handling Area at CO Terminal

In providing wharf handling service within C0 Terminal, if the products in service are cars, the service provided will be similar to A5 Terminal, i.e., when the products are exported, LRT will provide the service from the receiving area to the pre-loading area in order to deliver the products to the shipping line. On the other hand, when products are imported, LRT will provide the service starting from the import area and deliver the product to the importer. In addition, LRT also provides the service of transferring the products from the area in front of the terminal and store them in the pre-loading area for further delivery to the shipping lines.

Service to exporters / importers / shipping lines for short-term car or cargo storage at the terminal (Short-term Storage)

Exporters, importers, or shipping lines can store their cars or cargo that will be exported, imported, or transshipped in the terminal without any charges for a specific period of time (3 days from the date LRT receives the cargo for import and export and 15 days from the date LRT receives the cargo for transshipment).

Other services related to the core business

In addition to the terminal service, LRT also provides other services related to the loading / discharging, such as equipment rental service and car cleaning service before import or export for the convenience of customers of C0 Terminal.

Supply of products and services of LRT

Supply of area for business operation

LRT signed the Agreement for Investment, Construction, Management and Operation of C0 Terminal at Laem Chabang Port with PAT on 29 August 2005. Under such agreement, LRT is permitted to develop, manage, and operate C0 Terminal, providing that the services shall be for receiving or delivering, storing, and providing Ro/Ro service of general cargos and containers only.

Outsourcing

▪ Car inspection and counting

LRT has engaged an outsourced company who has experience and expertise in inspecting and counting cars to provide the service for export or import to give confidence to exporters or importers when they deliver or receive the products.

▪ Car moving

LRT hires an outsourced company as a contractor to provide car moving service. The outsourced company is responsible to move all cars that have been exported, imported, or transshipped with a professional manner and international standard and is required to submit a report thereof on a daily basis. The outsourced company will be liable for damage incurred by intention, negligence or gross negligence.

Market and competition

The Company is a Ro/Ro terminal operator for car export and import. From 2023 to 2025, the average revenue from providing the services at 69.39 percent of the total revenue is derived from car export service. Therefore, the main industries that have direct impact to the Company's business operation are terminal service industry for car export and import, as well as, Thailand's automotive industry for export.

Port Industry for Car Export and Import

Terminal service Industry is one of the industries that is essential for the economic development of developing countries. It can be said that it is a center for international trade.

There are many terminals located in each of the country's regions which can be divided into terminals for domestic and international trade and transportation.

Terminals for international trade are deep sea ports that support ocean liners in docking and loading and discharging large heavy cargos. Most of these ports are owned by the government, such as Bangkok Port of PAT which has a depth of approximately 8.5 meters to 11 meters from the mean sea level, Laem Chabang Port of PAT which has a depth of approximately 14 meters, and Map Ta Phut Port of IEAT which has a length approximately 12.5 meters.

These state-owned terminals for international trade may be divided to the parts that managed by the state and the parts that managed by private sector, such as, A5 Terminal under the concession agreement in management of Laem Chabang Port from the PAT.

Ports in Thailand are established with various objectives which can be divided into 7 categories according to the types of cargoes as (1) container, (2) fishing, (3) passenger, (4) general cargo, (5) bulk cargo, (6) liquid, and (7) Roll-on/Roll-off

Currently, ports for automobiles that are the Roll-On Roll-Off (Ro/Ro) type in service for export and import are only available at Laem Chabang Port as it is a deep sea port that can facilitate an extra large vessel, namely Super Post Panamax, including car carrier vessels. Besides, the port is located near the areas of car manufacturing and exporting hubs. This allows the exporters of cars to transfer cars from the manufacturing area to the port for export in the shortest distance. There are three terminals at Laem Chabang Port that are allowed to provide Ro/Ro terminal service for car export and import, i.e., A1 Terminal, A5 Terminal, C0 Terminal. A5 Terminal is the the most integrated port service for car exportation and importation. A1 Terminal is a passenger terminal and Ro/Ro with priority given to passenger service. C0 Terminal is the port for Ro/Ro and general cargos, currently, most of which are general cargos. Therefore, A1 Terminal and C0 Terminal have no capability to provide integrate Ro/Ro for car export

and import as A5 Terminal. This indicates that A5 Terminal is efficient and capable to satisfy customers' demand, i.e., shipping lines and car exporters and importers.

Thailand's Automotive Industry for Export

The value of car exports is in a top rank of Thailand's total export value and the expansion of the production and export continue to increase continuously.

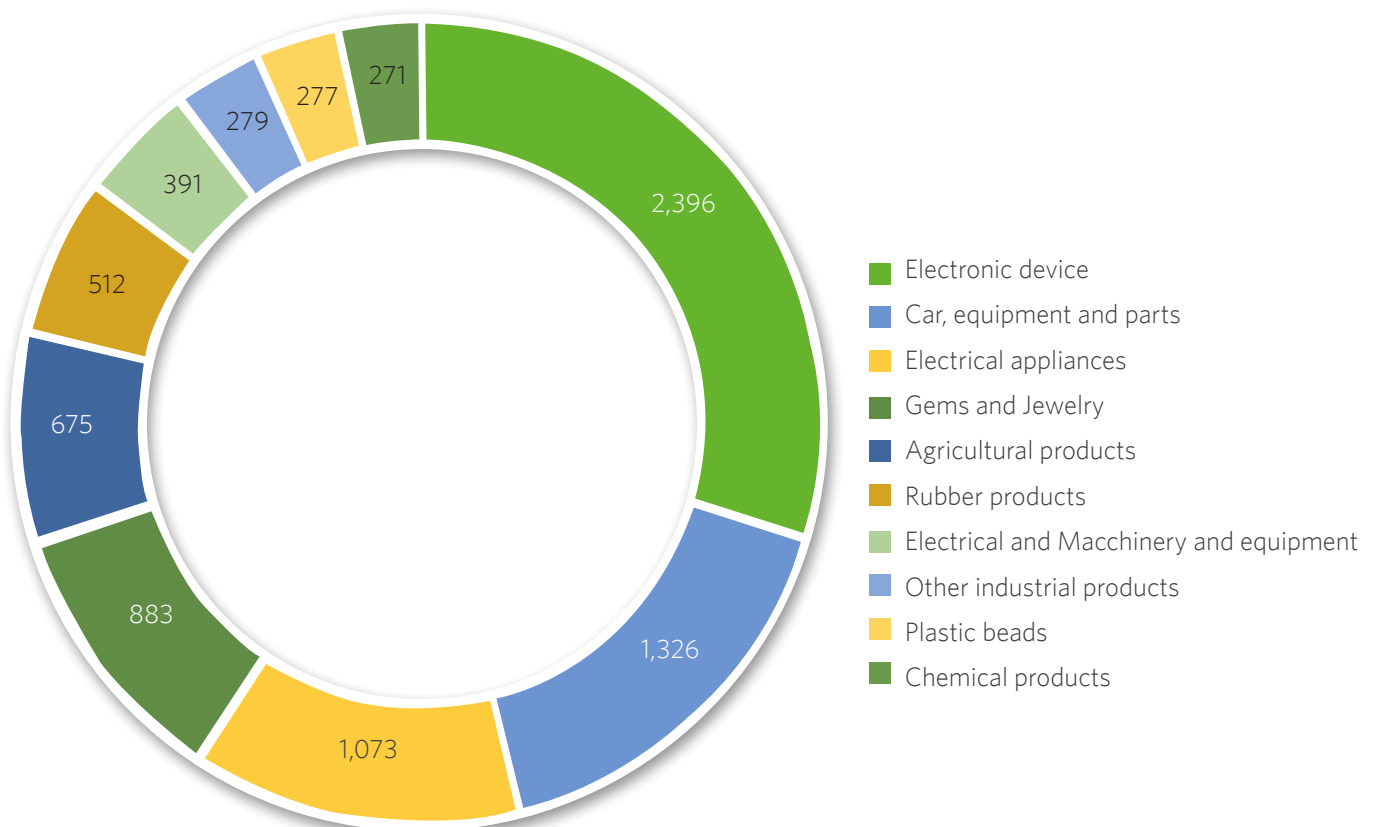
Since 2000, every carbinet has set a policy targeting that Thailand shall be the automotive hub of Asia or the center of automotive industry of Asia which is in accordance with the master plan on automotive industry development. In setting such target, the government has cooperated with the private sector in order to achieve such target, i.e., the Eco-Car Project, automotive standardization project, and auto parts and development technology center project. In addition, the Board of Investment ("BOI") also supports in drawing the investment of the incentive adjustment in auto assembly business and auto part manufacturing business by encouraging the establishment of a cluster or package of auto assembly business and auto part manufacturing business which the promoted person will be granted with a tax exemption for all machines, regardless such promoted person is an auto assembly business or an auto part manufacturing business. As a result of such incentive admustment, the major car manufacturers in Japan has chosen Thailand as their production base in the region. In 2003, Toyota has relocated its production base pick-up trucks to Thailand. Nissan has also annouced to adjust their management strategies, production and investment where Thailand has been chosen as their production base in this region. As a result of the readiness in infrastructure and network of auto parts, along with expertise and diligence of workers and technical workers, as well as the continuos support from the government including the free car manufacturing and trade policy, investment and tax incentive and the revocation of Thai manufactured auto part measure, enhance and strengthen the Thai automotive industry that Thailand has become one

of the car manufacturing base for export in Asia and such industry has become one of the country's core industries that generate income for the country from export. In 2025, several

products, including cars, auto parts, and its components have the highest export value, where Australia, Indonesia, and Japan are Thailand's main importers.



Value of Thailand's Top 10 Goods exports in 2025 (THB billion)



Source : Thailand Trading Report System of the Ministry of Commerce

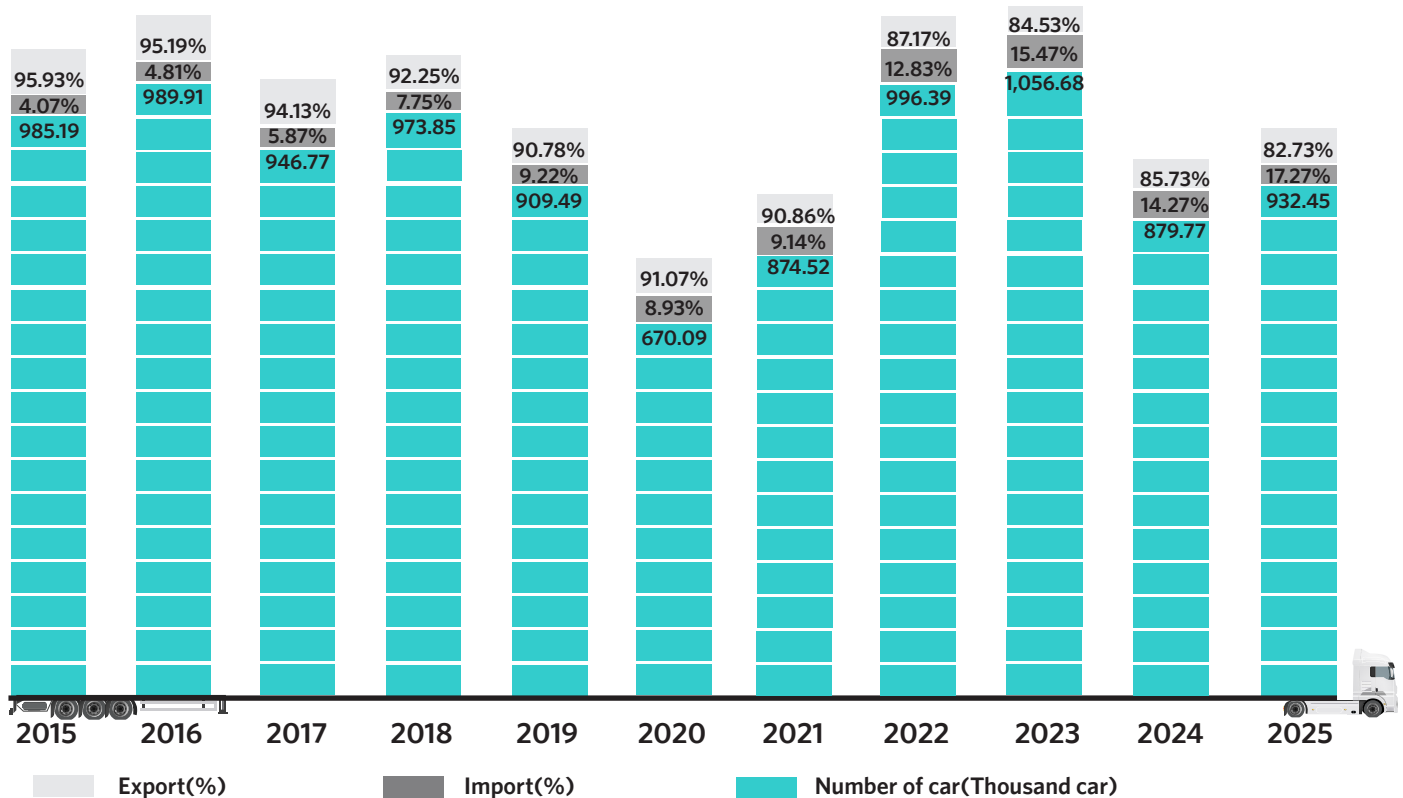
Cars are one of Thailand's products having most export value. The car manufacturing industry and export have still grown.

Numbers of Thailand's Cars Produced and Exported from 2015 - 2025

Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Numbers of Cars Produced (million unit)	1.91	1.94	1.99	2.17	2.01	1.43	1.69	1.88	1.83	1.47	1.46
Growth Rate (%)	1.76	1.64	2.28	8.99	(7.10)	(29.14)	18.12	11.73	(2.58)	(19.95)	(0.91)
Numbers of Cars Exported (million unit)	1.20	1.19	1.14	1.14	1.05	0.74	0.96	1.00	1.12	1.02	0.94
Growth Rate (%)	6.81	(1.36)	(4.11)	0.08	(8.21)	(30.19)	30.35	4.11	11.73	(8.80)	(8.19)
Proportion of Thailand's Cars Exported to cars Produced (%)	62.98	61.12	57.31	52.62	52.35	51.57	56.90	53.11	60.68	69.38	64.29

Source : The Federation of Thai Industries

Numbers of Cars Exported and Imported through A5 Terminal from 2015 - 2025



In 2015, Thailand's numbers of cars manufactured had slightly increased by 32,995 which equal to the growth rate of 1.76 percent which was partly attributable to the launch of a new commercial car model and the accelerate in car purchase before the increase of the car excise tax that was effective in 2016. The increasing of number of exported cars was 76,793 or equivalent to the growth rate of 6.81 % from comparing to 2014.

In 2016, Thailand's numbers of cars manufactured had slightly increased by 31,415 which equal to the growth rate of 1.64 percent. The number of cars exported had slightly decreased to 16,380 or equivalent to 1.36 percent comparing to 2015. The number of cars exported was impacted from the demand of pick up trucks from the Middle East which was the direct variation from lower oil price.

In 2017, Thailand's numbers cars manufactured had slightly increased by 44,406 or 2.28 percent comparing to 2016, while the number of cars exported had decreased to 48,819 or 4.11 percent. The main reason was the downtrend of crude oil prices in the Middle East which has continuously affected since 2016 resulting in the deterioration of car export to such region. In 2017, the increasing automotive export to Australia due to its shutdown of domestic automotive factories substituted for the decreasing export to Middle East and Australia remains the main exported market of Thailand.

In 2018, car production had increased by 178,871 or 8.99 percent from 2017 due mainly to local market expansion as a result of the expiration of the 5-year requirement on the first-time car buyer scheme project. In addition, launching several new models and the sales promotion supported for the local market growth. Vehicle export, on the contrary, slightly increased from 2017.

In 2019, the number of domestic car production was 2,013,710 which was decreased by 153,984 units or 7.10 percent from 2018 due to the trade war, tension in the Middle East and Korean Peninsula, and Baht appreciation. Car exportation in 2019 had decreased by 86,537 or 8.21 percent. Although, there were stimulus measures from the government such as the special supporting program to underprivileged people and farmers, and public investment in the infrastructure projects.

In 2020, there has been a spread of COVID-19 since the beginning of the year. The full and strict disease control measures of many countries, including Thailand, such as the lockdown measure, social distancing measure and restrictions on international travel have been implemented which has affected the export industry, decreased the employment rate in many industries and severely caused the domestic production and consumption. Car manufacturers have temporary halted their production in the 2nd quarter and resumed production in the 3rd quarter causing the domestic car production in 2020 amounted to 1,426,970, which was decreased by 586,740 or equivalent to 29.14 percent from 2019. Car export in 2020 has decreased in an amount of 318,261 or equivalent to 30.19 percent.

Since 2020, the Coronavirus Disease 2019 ("COVID-19") pandemic has severely affected Thailand's and the world's economy. In 2021, the severity of the pandemic has gradually decreased and the government has relaxed several measures such that the domestic economy has been improved. Although the government has reopened the country and relaxed the health measures in order to recover the tourism and domestic economy in quarter 4 of the year 2021, those measures could not regain the Thai economy as normal as the economy in 3 previous years. As the result, domestic car production in 2019 amounting to 2,013,710 units, in 2020 amounting to 1,426,970 units and in 2021 amounting to 1,685,705 units. Car export in 2021 amounting to 959,194 units compared with car export in 2019 amounting to 1,054,103 units or less than 9.00% from 2019.

In Quarter 4 of the year 2022, even the government has relaxed public health measures from the spread of COVID-19 more than in 2021 but many business pressure factors, both from the economic, consumer purchasing power and private investment that has not fully recovered, energy prices and raw material prices that have risen significantly from the conflict between Russia and Ukraine, the trend of rising interest rates; the fluctuation of the Baht and lack of Electronic chips. As the result, domestic car production and car export growth rate are slightly increased from 2021. Car production growth in 2022 was at 11.73 percent comparing with 18.12 percent in 2021 and 4.11 percent of car export growth in 2022 comparing with 30.35 percent in 2021.

Although at the end of 2023, Thai exports recovered more slowly than expected. The cause is the uncertainty of the global economic recovery by Geopolitical conflicts and the conflict situation in the Middle East may affect export costs and world energy prices to increase. However, the automotive business continues to grow from the volume of car exports in 2023 in the amount of 1,117,539 units an increase from 2022 of 117,283 units or 11.73 percent which is compared to the proportion of exports to Thai car production of more than 60 percent.

The uncertainty of world economic recovery, geopolitical conflicts, risks to the United States tax policy, strict credit approvals by financial institutions and high household debt affected to the Thai automotive industry in 2024 with lower domestic sales and lower export volumes which the volume of car exports in 2024 decreased from 2023 by 98,326 units or 9 percent, however cars, equipment and parts is still the number 1 export value of Thailand.

Due to several negative factors affecting the Thai economy in 2025, such as the continuous slowdown in the export sector resulting from the global economic slowdown, U.S. reciprocal Tariffs, geopolitical conflicts, the trade war between the United States and China, and the flooding situation in the southern region at the end of 2025, private consumption has slowed down in line with the declining income trend. In 2025, the Thai automotive industry was impacted, with domestic sales decreasing and export volumes declining. This is evident from the export volume of automobiles in 2025, which decreased by 83,463 units or 8 percent compared to 2024.

Target Customers group

The main target of the customers group is car manufacturers that export the cars to foreign countries using the area of the dock of the Company to export the car to other countries, including the area behind as to prepare for the exportation. However, there are also importers as the Company's customers whose products transferred through the terminal are, such as, vans, luxury cars, heavy materials, auto parts and etc.

In the past 3 years, the Company's terminal services were provided to several car brands, such as Toyota, Honda, Isuzu, Mitsubishi, Ford, Mazda and etc. Therefore, the Company's

terminal is the terminal that has exported most number of cars in Thailand. This is because the Company can well satisfy the customers' need as the Company's service is integrated and has international standard, including the area for parking, or the inspection of the cars before export. All of these allude the satisfaction and good relationship with the customers resulting in their loyalty toward the Company.

Competition Strategies

Terminal Proximity to Customer's Production Hubs

The Company's A5 Terminal and LRT's CO Terminal are located in Laem Chabang Port which is supported and promoted by the government to be Thailand's main port instead of Bangkok Port which has a policy to limit the number of the containers through the Bangkok Port for no more than 1.0 million TEU since 1996. The Company's terminals are also deep sea ports located near car production and export hubs. The exporters would like to move their cars from the factory to the port at the shortest distance in order to prevent the risk from any damage and incur the lowest cost of transportation. Moreover, Laem Chabang Port could be accessed by trucks and train and is closed to the production hub of our customers which is an advantage for the Company. In short, Laem Chabang Port is situated in a good location with the base of the production of the customers.

In addition, the Company's A5 Terminal is located in a good geographical area of Laem Chabang port in which it is closed to the entrance of the shipping lines toward Laem Chabang port. This is a huge benefit gain for the Company to operate the business in shipping lines for docking since it is the first dock to be entered. In this regard, it has the shortest route and the least rate of expenses in hire a tug boat in and out of the dock. Additionally, the Company's terminal is connected to the break water which protects the terminal from wind and wave. In short, from all of the advantages mentioned above, the Company is likely to be superior than any other terminal in Laem Chabang Port.

State-of-the-Art and Efficient Ro/Ro Terminal IT Management Systems

Apart from the expertise and experience of the Company in this business for more than 18 years, the Company continually develops Ro/Ro management systems by bringing in state-of-

the-art information technology for efficiency and to meet the international standard. Such IT systems are Port Management System (PMS), Pure Car Carrier System (PCS), Beyond RORO Port (BRP), Auto Web service Management (AWM). The 4 programs record and manage cargo data electronically and manage loading and discharging logistics. In addition, the Company cooperates with car manufacturers in developing a cargo managing and inspecting system through portable barcode scanners that are linked to computer network system. With this system, it can track and inspect the accuracy of cars and each car position parked in the terminal area, verify the cars with the information given by the customers, and reduce errors in transferring the cars with the exporter companies as well. Moreover, the system increases its efficiency in worthy managing the terminal space so that it can fully and timely support customers' needs.

Fully-Integrated Services Responding to Customers' Needs

The Company focuses on providing prime, rapid and fully-integrated services that meet customers' needs in which apart from that the Company also offer the related services to the customers too. For the customers that are car importers and exporters, the Company has provided a short-term storage area for preparation to export, cleaning services for the imported and exported



Marketing and Competition Situation of The Seahorse

Industry Trend

The tourism industry in 2025 will recover better which is expected that the number of foreign tourists will travel to Thailand at least 40 million people. It is a main factor supporting a tourism industry to close to pre-COVID-19 level recovering. With result in income from tourism and related services, private consumption continued to expand and a significant boost from the government's economic stimulus measures.

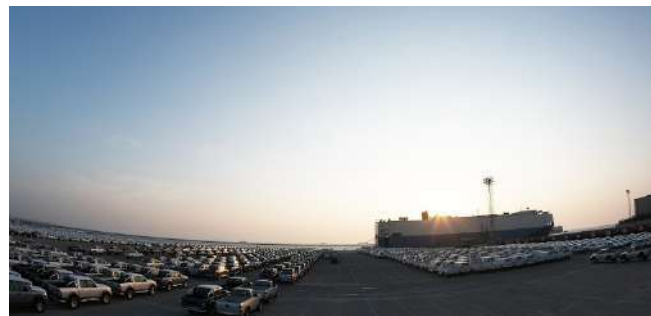
Competition Trend

According to the recent situation of shipping goods and transport passenger business, The Seahorse is the first and sole service provider in which there is no direct competitor.

cars, rental of the materials and tools, i.e., forklift for transfer the products to the area near the terminal. In addition, the Company also provides additional services to shipping lines, i.e., the stevedore from the area in front of the Company in or out of the ship, which this shipping lines in service is Toyofuji Shipping Co., Ltd. ("Toyofuji"), which is the operator of the shipping lines for Toyota. In this regard, the Company believes that the integrated service is one of the strategies to satisfy the need of the services and convenience for the customers. This results in trust by car manufacturers and the world leading companies of shipping lines in using the terminal of the Company as the main terminal to transport cars overtime.

Sustainable Customer Relationships

The Company sustains its good relationship with customers by constantly maintaining service quality and paying attention to the customers' needs, leading to the development of the IT management systems to fully support the services and to solve customers' problems promptly, including solve the problem that the customers confronted instantly by sending the mobile unit in when the customers needed. All of these allude the trust on the service of wharfage of the Company for transporting the cars.



The advantages in competition

The competitiveness of The Seahorse in the transportation of goods and passengers business is the ability to provide different services from transportatin by roads, rail, and ship along the coas. The Seahorse's cargo transportation and passenger transportation services are provided with quality and satisfaction to the customers in respect of safety, punctuality, and total costs saving by the readiess of the staffs and vehicles. The Seahorse is ready in several aspects to compete as presented in the following strong points:

1. The Seahorse is the first service provider in transporting by Ro/ Ro Passenger (ROPAX) in Thailand
2. The Seahorse has foreign staffs with knowledge, capability,

expertise and experience in shipping that can ensure the compliance with the international standard of The Seahorse.

The Marketing of The Seahorse

ROPAX service is a new type of transportation for good and passenger marine transportation creating differentiation from other types with a potential of the long-term growth.

Target Customers

Service providers, travel agents : such as operators of travel agencies (Travel Agency) are travel agent and help in planning travel this group of customers. It will help in advertising and publicizing The Seahorse's services to tourists and travelers both domestic tourists and foreign tourists. There will increase the rate of using our transportation services by switch of public relations of goods and services The types of customers who will come to use the service of The Seahorse comprises of 3 groups:

1. General tourists : both Thai and foreigners are a group of tourists who want to travel in Samui island;
2. Tourists traveling with a car : a group of tourist who want to bring their own cars to travel in Samui island moreover one of this group who has a super car being high spending power;
3. Group tours: a large group from both government agencies and private agencies;

Strategy for Determination of Service Fee

The service fee is prescribed in accordance with the cost which can compete with the transportation by air travel.

Distributing Channels

1. Use of direct marketing and customer direct contact to build customer base in transportation industry.
2. Use of Seahorse's website as the platform to communicate with the customers and booking.
3. Use LINE Official Account @theseahorseferry of The Seahorse Ferry Co., Ltd. to build a customer base of follower, communicate and transmit sales and marketing activities or special promotions to customers via line.

4. Use of frontend employees to advertise and provide information to customers.

Marketing and Competition Situation of Nampec

Mainly to support investment from Chinese investors who have been invested in Thailand in various business groups such as high quality Chinese customers in various industrial plants, Sinopec Group, Chinese automotive customers. and the e-commerce business group. Most of Nampec general goods services will be contracted with long term contracts which details of the service agreement including shipping rates will be specified in the Service Proposal and it will be updated when service details and rates change.

Target Customers

According to we are joint ventures with strategic partner from China, the trading characteristics of Chinese people often use and trust Chinese people. Nampec's marketing is based on ethnic relations.

Competition Strategies

Nampec will use the G7 vehicle tracking and control system, which is state-of-the-art technology from China. In Thailand, there are still no users of this system. There will help an arrangement the transportation schedule, plan transportation in advance which will control costs for maximum optimization along with safety management from the transportation management system or "TMS" to increase efficiency in transportation management.

Although the transportation service business is a very competitive business by many transport operators however the transport business is interdependent because there are no transport operators can transport goods throughout the country. Nampec's competitors may hire Nampec to help transport goods together with the main market of Chinese customers and having a strategic partner in the Sinopec group which makes Nampec having an advantage in finding new customers who come to invest in Thailand more than other competitors.

Assets Used in Business Operations

Assets Used in Business Operations of the Company

The Company's Main Assets used in Business Operations

Item	Characterized ownership	Encumbrance	Value (THB Million) as of 31 Dec 25
Rights under the terminal service concession agreement			
Area of PAT's A5 Terminal	Concessionaire ¹	none	394.42
<u>Deductions</u>			
Amortization of concession rights under the terminal service concession agreement			(365.04)
Total of rights under the terminal service concession agreement - net Right-of-use assets²			29.38
investment properties			
investment properties	Owner/Lease agreement	Mortgaged ²	2,357.28
<u>Deductions</u>			
Accumulated depreciation			(199.68)
Total investment properties - net			2,157.60
Land, Building and Equipment^{3, 4}			
Yards	Owner	none	887.57
Buildings and other constructions	Owner	mortgaged ⁴	909.04
Machines and equipment	Owner	none	21.53
Office furniture and equipment	Owner	none	137.80
Utility system	Owner	none	234.15
Vehicle	Owner	none	53.16
<u>Deductions</u>			
Accumulated depreciation			(1,764.50)
Total of Land, Building and Equipment - net			478.75
Intangible assets-net		none	1.98
Right-of-use assets⁵-net	Lease agreement	none	1,566.51

Remark :

¹The Company holds ownership in the real properties which include the infrastructure procured by the Company. Upon the end of the concession agreement, the ownership in the real properties shall be vested to PAT and PAT is entitled to purchase the movable properties of the Company in whole or in part according to the price of the current book value. Please refer to the material detail of the main agreement relevant to the business operations.

²The Company has mortgaged some investment properties thereon as collaterals for long-term loans from banks.

³The Company holds ownership in constructions or assets situated in the rented area which are procured by the Company, whereby the Company shall decommission those structures from the area after the expiration of the concession agreement.

⁴The Company has provided the leasing rights and mortgaged the structures situated in certain rented area as collaterals for the bank guarantee and credit line from the bank.

⁵The Company adopted right-of-use assets for all lease agreements with a term of more than 12 months (unless the underlying asset is low value) as specified by TFRS 16: Leases.

Assets Used in Business Operations of the Company's subsidiaries

The Company's Main Assets used in Business Operation

▪ The Seahorse Ferries Co., Ltd.

Item	Characterized ownership	Encumbrance	Value (THB Million) as of 31 Dec 25
Vessel and equipment			
Vessel	Owner	Mortgaged	261.32
Office Furniture, equipment, and tool, utility system	Owner	none	3.01
<u>Deductions</u>			
Accumulated depreciation			(73.35)
Allowance for impairment loss of vessel			(24.14)
Vessel and equipments - net			166.84
Intangible assets - net	Owner	none	1.69

Remark :

As of 31 December 2025, The Company subsidiary's vessel was at the price of the net book value of THB 165.45 million which was mortgaged as collaterals for loan agreement with the financial institution. The vessel is an ownership of The Seahorse Ferries Co., Ltd. and was made credit ship line. The Company subsidiary's handed over ship registration issuance by Marine Department and the vessel's appraisal to the bank as its method.

Summary of the Key Agreements Relevant to the Business Operations

Agreement for Investment in Construction, Management and Operation for Bulk Cargo of A5 Terminal

Parties	Namyong Terminal Public Company Limited ("the Company") and Port Authority of Thailand ("PAT").
Purpose	To operate the terminal service business for exportation and importation of cars as well as general cargo at the A5 Terminal, located at Laem Chabang Port, Chonburi Province.
Term of agreement	25 years from 1 May 1996- 30 April 2021; On 30 April 2021, the parties agreed to extend the concession agreement for another period of 5 years from 1 May 2021 until 30 April 2026. In this regards, PAT reserves its right to terminate the concession agreement prior to the expiration date when PAT proceeds in proposing the new partnership project in accordance with the procedures under the Public Private Partnership Act B.E. 2562 (2019). At the present, PAT has not proceeded the new partnership project. Thus, the Company strongly believes that there will be no early termination of the concession agreement.
Remuneration	The Company must pay remuneration to PAT. The remuneration shall be divided into 2 types; the annual remuneration and additional remuneration for the case where the amount of the product surpasses the amount specified. The annual remuneration must be paid by 4 equal installments, and each installment shall be paid before the beginning of each quarter. The additional remuneration in the case where the amount of the product surpasses the amount specified shall be paid at the end of the operation year.
Key conditions of the agreement	<ul style="list-style-type: none"> ▪ A natural or juristic person of Thai nationality shall hold at least 51

	<p>percent of shares during the term of the agreement and the paid-up registered capital shall be not less than THB 120 million.</p> <ul style="list-style-type: none"> • The Company shall have ownership in the assets of infrastructure, equipment and facilities used in the operation of terminal, which are procured by the Company during the term of the agreement. Upon the expiration of the agreement, all real properties including the infrastructure shall be vested to PAT and PAT is entitled to purchase the movable properties in whole or in part according to the price of the current book value. • PAT shall specify (1) the structure of the port charges and (2) the rate of the port tariff. The Company may not collect the port charges in excess of the rates specified by PAT.
Termination	<ul style="list-style-type: none"> • When the term of operation under the agreement expires. • When the Company violates the material terms of the agreement which hinders and causes damage to the management and operation of the terminal. • Termination of the agreement by reason of national security, public safety or necessity, government orders or other similar reasons.

Agreement for Investment, Management and Operation of C0 Terminal Located at Laem Chabang Port

Parties	Laemchabang International Ro-Ro Terminal Limited ("LRT") and Port Authority of Thailand ("PAT").
Purpose	To receive/deliver, store, load/discharge Ro/Ro cargos, general cargos and containers only. A written approval from PAT shall be obtained prior to undertaking the aforementioned services of other cargos.
Term of Agreement	30 years from 1 September 2005 – 31 August 2035. LRT may extend the agreement for 2 more periods; each period shall consist of 10 years (under the terms and conditions agreed by both parties) by submitting a written request to extend the term at least 2 years prior to the expiry date.
Remuneration	LRT must pay remuneration to PAT. The remuneration shall be divided into 2 types; the annual remuneration and additional annual remuneration specified in the agreement. In one operation year, both types of remuneration must be paid in 4 equal installments and each installment shall be paid before the start of each quarter.
Key conditions of the agreement	<ul style="list-style-type: none"> • A natural or juristic person of Thai nationality shall hold at least 51 percent of shares during the term of the agreement and the paid-up registered capital shall be not less than THB 50 million. • LRT shall hold ownership in the assets of infrastructure, equipment and facilities used in the operation of terminal, which are procured by the Company during the term of the agreement. Upon the expiration of the agreement, all real properties including the infrastructure shall be vested to PAT and PAT is entitled to purchase the movable properties in whole or in part according to the price of the current book value.

Termination	<ul style="list-style-type: none"> • PAT shall specify (1) the structure of the port charges and (2) the rate of the port tariff. LRT may not collect the port charges in excess of the rates specified by PAT. • When the term of operation under the agreement expires. • When LRT violates the material terms of the agreement which hinders and causes damage to the management and operation of the terminal. • Termination of the agreement by reason of national security, public safety or necessity, government orders or other similar reasons.
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Lease Agreement or Service Agreement of the Area/Land to Provide Car Storage Area Services, Cargo Storage Services and Warehouse Services

Parties/Lessor/Service Provider	Term of Agreement (Years)	Key conditions of the agreement
PAT	3 - 20 years	<ul style="list-style-type: none"> • The Company shall hold ownership of the real properties of infrastructure procured by the Company. Upon expiration of the agreement, the ownership in the real properties shall be vested to PAT. Furthermore, the Company must decommission any part of the structure which PAT does not wish to keep. • In respect of the movable properties of the Company, PAT is entitled to purchase the properties in whole or in part according to the price of the current book value. • During the term of the agreement, PAT is entitled to raise rental fees as the stated rate in the agreement.
IEAT	30 years	<ul style="list-style-type: none"> • The Company shall hold ownership of the structures or assets procured by the Company. Upon expiration of the Agreement, the Company must decommission the structure from the area. • The Company may pledge, mortgage or use as collateral with financial institutions of its leasing rights and structures by notifying the IEAT within 7 days from the undertaking date. • During the term of the agreement, IEAT is entitled rights to adjust or change the rental fees according to IEAT announcement.
lessor / Other service providers	3 - 30 years	<ul style="list-style-type: none"> • The Company shall hold ownership of the structures and properties procured by the Company. Upon expiration of the agreement, the Company must decommission the structures from the area once the lessor/service provider do not want properties.



Investment in its subsidiary and associated companies

As of 31 December 2025, the Company has 1 subsidiary company, 2 associated companies and 1 joint venture company as follows:

Company name	Type of business	Share (percentage)	Registered capital (THB Million)	Paid up capital (THB Million)
Subsidiary company				
The Seahorse Ferries Co., Ltd. ("The Seahorse")	Passenger (ROPAX) Ferry Services	51	150.00	150.00
Associated Company				
NYKT International Terminal Co., Ltd. ("NYKT")	Holding all shares of LRT	49	366.52	366.52
Laemchabang International Ro-Ro Terminal Limited ("LRT")	Providing services at CO Terminal located at Laem Chabang Port	100 (by holding through NYKT shares)	210.00	210.00
Joint venture company				
Nampec Engineering and Transportation Co., Ltd. ("Nampec")	Transportation	49	100.00	100.00

The Seahorse Ferries Co., Ltd. (**"The Seahorse"**)

Currently, the Company holds 51 percent of the total issued ordinary shares in The Seahorse Ferries Co., Ltd. (**"The Seahorse"**) which is caused The Seahorse as the Company's subsidiary. The Seahorse provides ROPAX Ferry Service to connect between Bangkok-Samui island, Dr. Theparak Leungsuwan is director who is representative of the Company.

According to the rules in maintaining its status as a listed company in the Stock Exchange of Thailand, the Company must have no conflict of interest as specified in the Notification of the Capital Market Supervisory Board and no person with possible conflict of interest holds more than 10 percent of the total voting shares of the subsidiary or associated company, except it can be shown that the shareholding structure of such subsidiary or associated company is in the best benefit.

In this regards, RORO Passenger (ROPAX) Ferry Services is the new business in Thailand and will increase the opportunity for new business apart from the current businesses of the Company. Dr. Theparak Leungsuwan holds 20 percent of shares who has business knowledge and high experience in vessels' logistic industry is initiative person of this new project, and also has the important rules in inviting other joint investors and sourcing of fund from the financial institutions. Holding applicable proportion of shares in this subsidiary shall create confidence of other shareholders and the financial institutions in participating on this new business.

Nampec Engineering and Transportation Co., Ltd. (**"Nampec"**)

On 19 September 2023, the Board of Directors' meeting approved an investment 51% of ordinary shares of SINOPEC NAMYONG TRANSPORTATION Co., Ltd. (**"SNT"**) which has a business of Transportation and Storage management. On 19 March 2024, SNT has been renamed to Nampec Engineering and Transportation Co., Ltd. (**"Nampec"**) and to commence a business in Quarter 3/2024.

In May 2024, Nampec set an approval authorities procedure regarding the power of Nampec's financial policies and its operations, the Company assessed and concluded that we had a joint control with its partners. Therefore, the Company classified the investment as an investment in a joint venture.

In March 2025, the Company sold 2% of shares in Nampec to an external person, resulting in the Company currently holding 49% of the issued and outstanding ordinary shares of Nampec.

NYKT International Terminal Co., Ltd. (**"NYKT"**)

NYKT has been incorporated as a result of the amalgamation between Sapphire Ro-Ro (Thailand) Limited (**"SRT"**) (the previous subsidiary company of the Company) and Global Cargo (Thailand) Limited (**"GCT"**). The key business of NYKT is the investment in all shares of Laemchabang International

Ro-Ro Terminal Limited ("LRT").

Under this amalgamation, NYKT's shares were allotted to the shareholders of SRT and GCT. The share capital of NYKT in the allotment was the combination of the total paid-up share capital of both companies or equivalent to THB 400,644,900 divided into 4,006,449 shares with a par value of THB 100 per share. Upon calculation of the fair value of each company, the Company (as a shareholder of SRT) and the shareholders of GCT were allotted with 801,290 and 3,205,159 shares of NYKT respectively.

Later, in February 2019, the Company exercised its rights to purchase 1,161,870 NYKT's shares, equivalent to 29.00 percent of the total issued and paid-up shares of NYKT, from Nippon Yusen Kabushiki Kaisha Group ("NYK") under the shareholders' agreement between the Company and NYK. Currently, the Company shall hold additional NYKT's shares by an increase from 20.00 percent to 49.00 percent of the total issued and paid-up shares of NYKT. In July 2019, NYKT has reduced registered capital for remove the loss carried forward, NYKT's registered capital and paid up capital is THB 366,519,400 which divided to 3,665,194 shares, at the par value of THB 100 per share. The Company holds 49 percent of NYKT's shares or 1,795,945 shares. NYKT remains an associated company of the Company.

Laemchabang International Ro-Ro Terminal Limited ("LRT")

Currently, LRT has a registered and paid-up capital of THB 210 million divided into 500,000 ordinary shares with a par value of THB 100 per share and 1,600,000 preferred shares with a par value of THB 100.

The articles of association of LRT specifies that the ordinary shareholders are entitled to receive dividends before the preferred shareholders. The ordinary shareholders are entitled to receive dividends of 0.50 percent of the value of paid-up shares per annum but the ordinary shares are non-cumulative to unpaid dividends of such year. The ordinary share has a voting right of 1 vote per share. The preferred shareholders are entitled to receive dividends of 7 percent of the value of paid-up shares per annum, whereby the preferred shares are cumulative but non-participating. The preferred share has a voting right of 1 vote per 100 shares. In this regard, any remains from dividend payment to such ordinary and preferred shareholders shall be distributed to ordinary shareholders according to shareholding proportion.

Investment Policy in its Subsidiary, Associated and Joint venture Companies

The Company has a policy in investing in businesses which support and benefit the Company's business by considering the yield and other benefits upon investment which the Company anticipates to receive in order to support and promote the Company's business, as well as to assess the appropriate investment proportion and anticipated yield upon investment for the benefit of the shareholders. In this regard, the investment assessment shall be approved by the Board of Directors or a shareholders' meeting, as the case may be. The Company shall supervise and control the investment by appointing a director or authorized person as a representative according to the shareholding proportion to ensure the participation in determining the key policies, managing of the respective businesses and voting in the Board of Director's meeting and a shareholder's meeting of the respective companies as determined by the Company for the best benefit of the Company.





General Information and Risk Management



General Information and Legal Disputes

General information (as of 31 December 2025)

Company Name	Namyong Terminal Public Company Limited
Security Symbol	NYT
Type of Business	A roll on roll off terminal operator. The Company offers terminal services, car storage areas and warehousing services in Thailand.
Head Office Address	1168/52 (Lumpini Tower 19 th Floor) Rama IV Road, Thungmahamek, Sathorn, Bangkok 10120
Tel.	66 (0) 2679 7357
Fax.	66 (0) 2285 6642
Branch Office	51, Moo 3, Laemchabang Terminal, Thungsukkhla, Sriracha, Chonburi 20230
Tel.	66 (0) 38 401 062-4
Fax.	66 (0) 38 401 061
Registration Number	0107555000163
Registered and Paid-up capital	THB 620,000,000 consisting of 1,240,000,000 shares at the par value of THB 0.50
Home Page	www.namyongterminal.com

General information of companies which the Company holds 10 % or more of Registered/Paid-up capital details as follows:

Company and Office Address	Type of Business	Registered Capital/ Paid-up Capital	Type of issued shares	% of Share Holding
The Seahorse Ferries Co., Ltd. ("The Seahorse") 1168/76, Lumpini Tower 26 th Floor, Rama IV Road, Thungmahamek, Sathorn, Bangkok 10120 Tel. 66 (0) 2679 7357 Fax. 66 (0) 2285 6642	Passenger (ROPAX) Ferry Services	THB 150,000,000 / THB 150,000,000	1,500,000 ordinary shares at the par value of THB 100	51 % of shares held by the Company
Nampec Engineering and Transportation Co., Ltd. ("Nampec") 23/49, 17 th Floor Sornchai Building, Sukhumvit 63, Sukhumvit Road, Khlong Tan Nuea, Wattana, Bangkok 10110 Tel. 66 (0) 2679 7357 Fax. 66 (0) 2285 6642	Transportation	THB100,000,000 THB100,000,000	1,000,000 ordinary shares at the par value of THB 100	49% of shares held by the Company
NYKT International Terminal Co., Ltd. ("NYKT") 2525 7 th Floor Tower 1, FYI Center, Rama IV Road, Klongtoey, Klongtoey, Bangkok 10110 Tel. 66 (0) 2002 7660 Fax. 66 (0) 2002 7069	Holding company	THB 366,519,400 / THB 366,519,400	3,665,194 ordinary shares at the par value of THB 100	49 % of shares held by the Company
Laemchabang International Ro-Ro Terminal Limited ("LRT") 88/3 Moo 3, Thungsukkhla, Sriracha, Chonburi 20230 Tel. 66 (0) 38 408 700 Fax. 66 (0) 38 401 061	CO Terminal operator at Laemchabang Terminal	THB 210,000,000 / THB 210,000,000	500,000 ordinary shares at the par value of THB 100 1,600,000 preferred shares at the par value of THB 100	49 % of shares held by the Company and NYKT

Other Reference

Investor Relations	Ms. Pimkarn Leungsuwan (Acting)
Contact at	1168/52 (Lumpini Tower 19 th Floor) Rama IV Road, Thungmahamek, Sathorn, Bangkok 10120
Tel.	66 (0) 2679 7357
Fax.	66 (0) 2285 6642
Email	irnamyong@namyongterminal.com
External Auditor	EY Office Limited
Contact at	EY Office Limited 1875 One Bangkok Tower 3, Level 34 - 37, Rama 4 Road, Lumpini, Pathumwan, Bangkok, 10330
Tel.	66 (0) 2264 9090
Fax.	None
The person supervising accounting	Ms. Darika Ittipronkungwan
Contact at	1168/52 (Lumpini Tower 19 th Floor) Rama IV Road, Thungmahamek, Sathorn, Bangkok 10120
Tel.	66 (0) 2679 7357
Fax.	66 (0) 2285 6642
Internal Audit (Department)	JS Pro (Thailand) Company Limited
Contact at	10/39 Chaengwattana 14, Tungsonghong, Lak Si, Bangkok 10210
Tel.	66 (0) 8 9229 8822
Fax.	None
Securities Registrar	Thailand Securities Depository Company Limited
Contact at	93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400
Tel.	66 (0) 2009 9999
Fax.	66 (0) 2009 9991
Legal Advisor	Rajah & Tann (Thailand) Ltd.
Contact at	973 President Tower, 22 th floor, Unit 12A-12F, Ploenchit Road, Lumpini, Pathumwan, Bangkok 10330
Tel.	66 (0) 2656 1991
Fax.	66 (0) 2656 0833

Other Significant Information

-None-

Restrictions on foreign shareholders

-None-

Legal Disputes

As of 31 December 2025, the Company does not have ongoing legal disputes which may negatively affect the Company's assets of more than 5 percent of the equity or the Company's business operations. Please refer to "Notes to the Financial Statements clause 36.4"

Shareholders

Shareholders

Top 10 major shareholders as of 31 December 2025 are as follows:

Name of shareholders	Number of shares	% of Shares
1. Leuangsuwan Family		
1.1 Namyuenyong Shipping Company Limited	311,999,000	25.16
1.2 Dr. Theparak Leungsuwan	133,649,800	10.78
1.3 Mrs. Preeyanan Leungsuwan	22,880,000	1.85
1.4 Ms. Phatwadee Leungsuwan	20,810,400	1.68
1.5 Mr. Boonchai Leungsuwan	19,450,200	1.57
1.6 Ms. Pimkarn Leungsuwan	19,250,200	1.55
1.7 Ms. Pensri Leungsuwan	19,250,200	1.55
1.8 Mr. Dhananant Leungsuwan	19,250,000	1.55
1.9 Mr. Boonyawat Leungsuwan	12,152,800	0.98
1.10 Mr. Prabhun Prachumbhun	1,380,000	0.11
1.11 Mrs. Penchun Leungsuwan	147,200	0.01
1.12 Mrs. Lawan Leungsuwan	125,800	0.01
1.13 Mr. Pongthep Leungsuwan	60,000	0.00
Total	580,405,600	46.81
2. N.Y.K. (Thailand) Company Limited	227,437,200	18.34
3. Southeast Life Insurance Co., Ltd.	32,989,900	2.66
4. Thai NVDR Co., Ltd.	29,601,672	2.39
5. Mr. Sirabhop Jueng-samarn	7,065,600	0.57
6. Mr. Charan Keh-runpong	7,006,401	0.57
7. Ms. Sooksom Bhindhuvhehon	5,740,000	0.46
8. Ms. Penprapa Ruammaitree	5,019,600	0.40
9. Mr. Somsak Petchsiripan	4,614,000	0.37
10. Mr. Somkiat Limsong	4,456,300	0.36

Registered and Paid-up capital

As of 31 December 2025, Registered capital and Paid-up capital of the Company consisted of THB 620,000,000, divided into 1,240,000,000 shares at the par value of THB 0.50 per share.

Juristic persons that holds 10 % or more of the Company's paid-up capital details as follows:

• Namyuenyong Shipping Company Limited

As of 31 December 2025, Registered capital and Paid-up capital of Namyuenyong Shipping Company Limited consisted of THB 517,000,000 divided into ordinary shares of 517,000 shares at the par value of THB 1,000. Details of shareholders as follows:

Name of shareholders	Number of shares	% of Shares
Dr. Theparak Leungsuwan	64,625	12.50
Mr. Dhananant Leungsuwan	64,625	12.50
Ms. Pensri Leungsuwan	64,625	12.50
Mr. Boonchai Leungsuwan	64,625	12.50
Ms. Phatwadee Leungsuwan	64,625	12.50
Ms. Pimkarn Leungsuwan	64,625	12.50
Mr. Boonyawat Leungsuwan	64,625	12.50
Mrs. Preeyanun Leungsuwan	64,625	12.50
Total	517,000	100.00

• N.Y.K. (Thailand) Company Limited

As of 31 December 2025, Registered capital and Paid-up capital of N.Y.K. (Thailand) Company Limited consisted of THB 964,000,000 divided into ordinary shares of 964,000 shares at the par value of THB 1,000. Details of shareholders as follows:

Name of shareholders	Number of shares	% of Shares
Nippon Yusen Kabushiki Kaisha Limited	963,998	99.99
N.Y.K. Line (Thailand) Co., Ltd.	2	0.00
Total	964,000	100.00

The Limited of Foreign Shareholders

The foreign limit of shareholders is entitled to hold not more than 49 percent of its paid-up capital. As of 31 December 2025, 0.71 percent of its paid-up capital.

Number of shares with voting rights of the Company

Dr. Theparak Leungsuwan holds 20 percent of shares in The Seahorse who has business knowledge and high experience in vessels' logistic industry is initiative person of this new project, and also has the important rules in inviting other joint investors and sourcing of fund from the financial institutions. Holding applicable proportion of shares in this subsidiary shall create confidence of other shareholders and the financial institutions in participating on this new business.

Impact on shareholders' voting rights from holding shares by Thai NVDR Co., Ltd. (NVDR)

- None -

Major shareholders' agreement

- None -

Risk Management

Policy and treatment on risk management

Risk in business operation

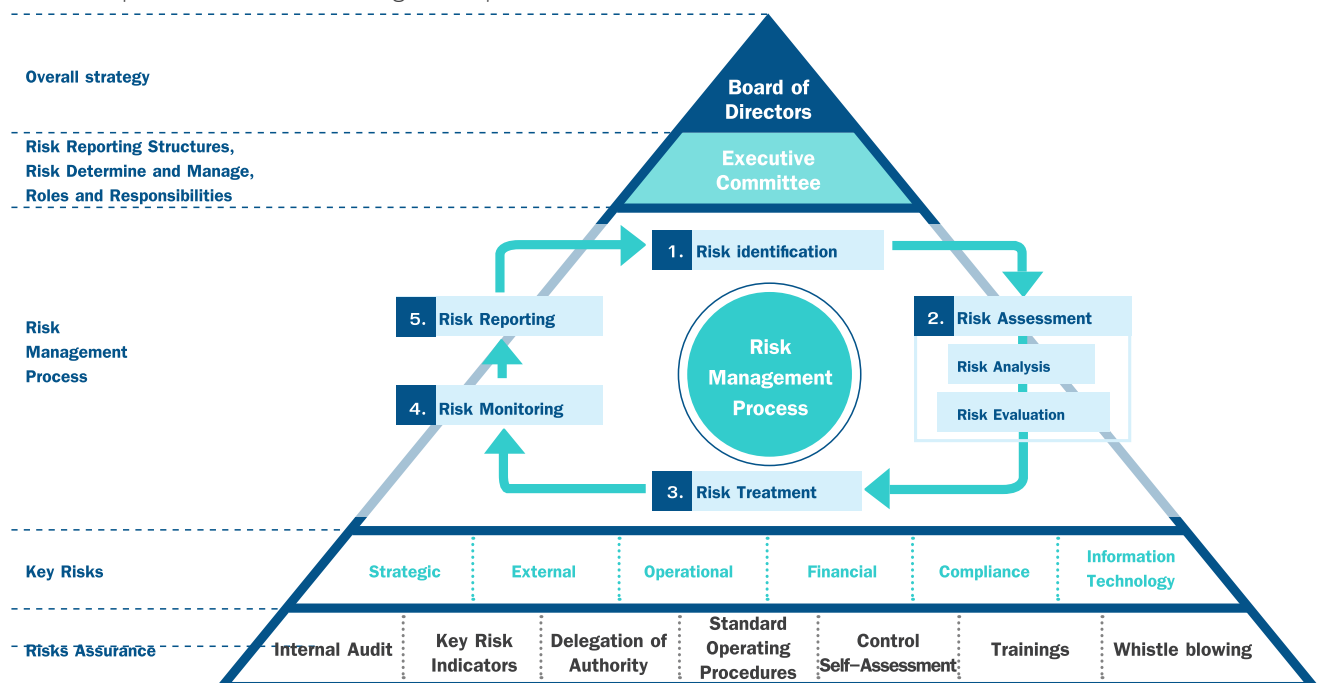
The Company disclosed Risk Management Policy at menu Sustainability on www.namyongterminal.com. The Executive Committee supervises overall risk management procedures of the Company so that it could control the risks to be within an appropriate level. The Committee must take action to ensure that the Company has an effective risk management, which includes the determination, assessment, prevention, reduction, and monitor of risks and shall report directly to the Audit Committee and the Board of Directors at once when the risk level reaches a significant level.

Policy and treatment on risk management of the Company

1. Specify the duty for all directors, managements and employees to have responsibility in risk management and to have awareness of the operational risks in their department and the Company by giving importance to the risk management to the sufficient and appropriate level.
2. Set the procedures in risk management pursuant to the

international standard or guidelines for effective risk management, as well as in consistent with the Company's direction and policies in business operation.

3. All risks affecting the achievements of the Company must be proceeded as follows:
 - 3.1 Identify the risk in due course;
 - 3.2 Assess the chances that the risk may arise and its consequence;
 - 3.3 Manage the risk by considering the benefit received therefrom and the increased costs and expenses; and
 - 3.4 Monitor to ensure that the risk has been properly handled.
4. Provide efficient communication on risk management in the Company in order for the employees to learn, develop and implement efficiently.
5. The Executive Committee is responsible for the overall risk management procedures of the Company to ensure that it is in an appropriate level by reviewing the risk policy and preparing the annual risk management plan which shall be immediately reported to the Audit Committee and the Board of Directors if the risk reaches the significant level.



Monitoring and adequacy assessment

The Executive Committee: In 2024, the Executive Committee has reviewed and agreed that the risk management policy and the risk management principles are suitable for Company's objectives, goals, and strategic plans as well as evaluating an

annual risk assessment of departments which were presented to the Executive Committee for consideration and already proposed to the Audit Committee and the Board of Directors. Please refer to "Report of the Executive Committee" chapter as a clause of risk management.

Integrated Management Committee: To assess key enterprise risks in business directions and its supply chain including

continuously monitor, evaluate, and improve risk management measures to ensure their effectiveness.

Business units or Operational Level : To manage relevant risks to keep them within the risk appetite.

Risk management culture

The Company aims to encourage risk management culture by raising awareness of risks to all employee levels to prevent and mitigate negative impacts in business operations towards the corporate sustainability and increase competitiveness through regularly and continuously participated in risk management at all operational levels.

All managements and employees must be accountable to identify, analyze, assess and prioritize their risks departments including set the suitable measurements for risk management

as part of their job role.



Risk Identification and Risk factors

The Company has considered external and internal factors of the business, global trends and interests and has applied the guidelines in the 56-1 One Report, ESG Data Platform in the SETlink system, CGR Score, SET ESG Ratings including FSTE Russell to set the risk framework and fully identify the company's risk factors as follows:

Risk topic	Identify risk factors or events that may occur
Strategic Risk	<ol style="list-style-type: none"> 1. Fluctuations in the industry 2. Behavior or needs of customers / consumers 3. Government policies 4. International policies or agreements related to business operations 5. Uncertainty of the economic situation 6. Spread of infectious diseases 7. Climate change and disasters 8. Technological changes 9. Competition / increase of competitors / easy entry of new traders into the business 10. Business of partners or entrepreneurs in the supply chain 11. Dependence on large or few customers. 12. Reliance on large or few trading partners or distributors. 13. Image and reputation damage 14. Investing in new business 15. Shareholder structure 16. ESG risk 17. Other external factors that may cause the Company is unable to follow its strategy or achieve business goals

Risk topic	Identify risk factors or events that may occur
Operational Risk	<ol style="list-style-type: none"> 1. Damage from the business partner or counter party not complying with the agreement 2. A property rental agreement 3. Unmet expectation of future project operations 4. Return on Investments in its company less than projections 5. Impact of population structure 6. Work system or internal control system 7. Malfunctions of information technology systems 8. Employee performance 9. Reliance on personnel in important positions 10. Lack of or reliance on potential workers 11. Safety Health and working environment 12. Security of information or computer systems and cyber attacks 13. Create an impact on the environment 14. Create an impact on human rights 15. Corruption 16. Other external factors that may cause the Company is unable to follow its business plans
Compliance Risk	<ol style="list-style-type: none"> 1. Changes in regulations and laws in business operations 2. Regulations and laws that are not conducive to business operations 3. Violation of relevant regulations and laws 4. Corporate Governance 5. Being sued
Financial Risk	<ol style="list-style-type: none"> 1. Income fluctuation 2. Lack of funds 3. Lack of liquidity in business operations 4. Changes in financial and investment policies of financial institutions that affect business operations 5. Default in payment of debt or exchange of goods. 6. Exchange rate fluctuations / interest rates / inflation rates 7. Fluctuations in returns on assets or investments 8. Foreign borrowings that are not hedged
Investment Risk for Securities Holders	Risks that may cause security holders do not receive returns or rights that they should receive or lose the entire amount or part of their investment.

Risk topic	Identify risk factors or events that may occur
Investment Risk for Foreign Securities Market (In case the securities issuer is a foreign company)	Related various restrictions on investing in foreign securities, such as legal litigation, investor protection rights regarding corporate matters, restrictions on sending money out of the country (if any)
ESG Risk	Risks from business operations that affect sustainability as the environment aspect, community and society aspect and economics and corporate governance aspect
Emerging Risk	External Risk that is expected to have a long-term impact over a period of 3-5 years on the industrial sector or business. In some cases, it may already begin to affect the current business

Risk factors on Business operation

In 2025, the Executive Committee has considered the Company's risk factors both key risks and transition risks with this regard, "X" means key risks and "•" means transition risks as the following details:

Risk topic	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk	Investment Risk for Securities Holders	Investment Risk for Foreign Securities Market	ESG Risk	Emerging Risk
Reverse from port and related services								
1. Risk of reliance on a small number of customers	x							
2. Risk of reliance on automotive industry for export	x							
3. The Auction of the Concession in Management and Operation of A5 Terminal	x							
4. Emerging of competitors in the terminal industry for export and import of cars	x							
5. Tariff Structure and Port Tariff being under control of PAT	x							
6. Flood	x						•	
7. Risk of termination or non-renewal of Agreements on Area and Land Rental for Car Storage Service and Cargo Storage Service		x						
Warehouse								
1. Overdue payment for warehouse service and lease agreements		x			•			
2. Interest rates				x				
3. Flood	x						•	
Subsidiaries company								
1. The commercial performance does not meet the target.		x			•			

Risk topic	Strategic Risk	Operational Risk	Compliance Risk	Financial Risk	Investment Risk for Securities Holders	Investment Risk for Foreign Securities Market	ESG Risk	Emerging Risk
2. Risk of default on loan repayment			x	▪				
Associated company								
1. Risk from Return on Investments in its company less than projections		x		▪				
2. Risk of termination or non-renewal of the key agreements for Agreement for Investment, Management and Operation of CO Terminal at Laem chabang Port		x						
Others								
Artificial intelligence (AI) Risk	x						▪	
Cyber Risk		x					▪	
Corruption		x					▪	
Safety Health and Working Environment		x					▪	
The enforcement of Debt Collection Act			x					
The enforcement of Personal Data Protection Act B.E. 2562 (2019)			x					
Taxation			x				▪	
Changes in environmental laws and regulations			x					
Risk of major shareholders' influence on determining management policy					x		▪	
Climate Change							x	
Human rights							x	
Geopolitics affecting the supply chain								x
Transition toward Low-carbon Economy								x
Complete Aged Society								x



Strategic Risk

1. Risk of reliance on a small number of customers:

Risk Description: Impacts on the Business The Company's core business is to provide Ro/Ro terminal service for export and import of cars whereby the automotive manufacturers and shipping lines are the core customers. Automotive manufacturers use the Company's terminal to export their cars to several countries by delivering the cars to the terminal, and the car will be loaded to shipping lines for delivery to final destinations according to the automotive manufacturers' orders. The Company's main revenue are generated from the automotive manufacturers and shipping lines. However, the Company does not solely rely on any one specific automotive manufacturer or shipping line. In this regard, no revenue received from one specific customer is more than 30 percent of the total revenue in 2025. Also, the Company's A5 Terminal is located next to the entrance of the shipping route into Laem Chabang Port, resulting in its advantage and popularity among shipping lines. Both automotive manufacturers and shipping lines also have confidence in using the Company's A5 Terminal as the main terminal for car distribution.

Moreover, the Company has developed IT systems for the efficiency of terminal management. The terminal also provides car storage in nearby area to meet the demand of automotive manufacturers.

Impact: In case that some customers reduce production of cars or use other ports that may affect the Company's revenue.

Solution: In order to reduce the risk of revenue reliance on a small number of automotive manufacturers, the Company has expanded its business to warehouse services. As of 31 December 2025, the Company provides the total storage and warehouse area of 391,859 square meters.

2. Risk of reliance on automotive industry for export:

Risk Description: The Company's main revenue is generated from providing Ro/Ro terminal service for the export and import of cars.

Impact: If Thailand's automotive export sector recedes or declines due to reduction of demand from foreign countries for automobiles manufactured in Thailand or relocation of

car manufacturers' hubs from Thailand to other countries, the Company's financial status and performance may be affected. However, with the government's continuous support for automotive industry, and having fully integrated automotive parts manufacturers, and skillful assembling workers, while the relocation of manufacturing hubs requires a long duration and high investment, the Company believes that it is unlikely that automotive manufacturers will relocate their manufacturing hubs to other countries. In addition, automotive industry can quickly recover from economic impacts or natural disasters, which help minimizing the risk on this concern.

Solution: To study new businesses that have opportunities and possibilities.

3. The Auction of the Concession in Management and Operation of A5 Terminal:

Risk Description: In 2026, the Company estimates that under the Public-Private Partnership Act B.E. 2562 (2019), PAT shall open for an auction of the new concession in management and operation of A5 Terminal before the termination of the current concession agreement on 30 April 2026. Therefore, the Company has the risk in participating in such auction.

Impact: It shall uncertainly be deemed to renew the agreement once end of the agreement.

Solution: The Company believes that the provision of terminal service for car exportation requires knowledge, expertise, and experience in terminal management, including a good relationship with shipping lines and car manufacturers of which the Company's major shareholders and executives have expertise and experience for over 30 years. In addition, the Company has a good relationship with and has been trusted by PAT all along. Further, the Company has strictly complied with all conditions in the agreement throughout the operation and has never received any warning letter or penalty notice for a reach of conditions in the agreement. Thus, the Company is confident that there is a chance that the Company will be able to participate and win the auction on the new concession in management and operation of A5 Terminal.

4. Risk of termination or non-renewal of the key agreements for Agreement for Investment,

Management and Operation of C0 Terminal at Laem chabang Port:

Risk Description: The Company indirectly holds 49 percent of shares in Laem Chabang International Ro-Ro Terminal Limited ("LRT") which manages and operates C0 Terminal under the agreement signed with PAT expiring on 31 August 2035 (LRT has the right to extend the agreement for a period of 10 years for two times). The risk is thus considered low.

Impact: It shall uncertainly be deemed to renew the agreement once end of the agreement.

Solution: In this regard, for the past of years of operation, LRT has strictly followed all conditions in the agreement, and has never received any warning letter or penalty notice for a breach of conditions in the agreement. LRT is confident that it is highly possible that LRT will be able to renew the agreement with PAT after end of the agreement

5. Risk from emerging of competitors in the terminal industry for export and import of cars:

Risk Description: At present, there are only 3 Ro/Ro terminals in Thailand that can provide services for the import and export of cars which are A1 Terminal, A5 Terminal and C0 Terminal. All terminals are located in Laem Chabang Port, a deep sea port with geographical advantage. In the future, if there are more establishments of Ro/Ro terminals for the export and import of cars, either by new operators applying for concession from PAT or investment of private sector in a new deep-sea port, the competition in the terminal industry for the import and export of cars will be increased. However, in order to grant a concession of a new Ro/Ro terminal, PAT will take the following 2 factors into consideration:

- Possibility of the area to be developed as Ro/Ro terminal and
 - Number of cars shipped through the existing 3 Ro/Ro terminals
- PAT will not grant a concession to operate a new Ro/Ro terminal at Laem Chabang Port, until the volume of cargos shipped through the 3 existing Ro/Ro terminals exceeds 75 percent of their capacity. PAT determines that the capacity in undertaking the number of cars of all 3 terminals is 1.85 million units per year.

In 2025, the total number of cars transported through all 3 terminals about 1.19 million units or 64.32 percent of the capacity determined by PAT. The Company predicts that

there will be no approval of concession to operate a new Ro/Ro terminal in the near future.

Impact: In addition, there is a low possibility for the private sector to invest in a new port since the establishment of a new deep sea port terminal requires a great amount of investment. The location of the terminal is also important considering convenient transportation, proximity to production base and supporting area for car storage service. Moreover, the operation of a terminal for the import and export of cars requires high knowledge, expertise and experience and should be operated to ship cars exclusively; otherwise, cars could be damaged if shipped with other cargos.

Solution: To keep service standards for customers and develop modern information technology systems for port management by applying digital technology to support the national strategic plan and the strategic plan of the Port Authority of Thailand.

6. Risk of Flood

Risk Description: with divided as follows;

1) Reverse from port and related services: Some areas of car storage service are flooded during heavy rain that caused by the amount of rainfall, changes in area and drainage systems in the Laem Chabang Port.

2) Warehouse: The Company has construction both in, IEAT, PAT, Chonburi, Rayong and Pathumthani provinces. With studying data from rainwater statistics, we founded that the areas of Chonburi, Rayong and Pathumthani had increased rainfall even though the Company's project area has not been flooded yet.

Impact: The Company may be sued by customers that will affect its reputation and image. Including the Company must set a budget in case of repairs or recover warehouses to normal condition or assess compensation for damages that must be paid to customers, which may affect the Company's financial statements.

Solution: with divided as follows;

1) Reverse from port and related services: The Company hired vendor to design a drainage system in the area, coordinating with government agencies to remove waste in drainage pipes before the rainy season, providing other

spaces for temporary car storage areas that the such area was previously experienced flooding and providing insurance that covers damages and accidents.

2) Warehouse: The Company focus on the selecting project locations which areas are at low risk of flooding or have no past reports of flooding, providing insurance that covers damages and accidents, participating in listening to flood prevention plans for warehouses located in the WHA and Amata industrial estates and from government agencies, to follow up on news about flooding in areas close to where the Company's projects are located including evaluating the situation in order to prepare a response plan.

7. Risk of Tariff Structure and Port Tariff being under control of PAT:

Risk Description: Under the terms stipulated in the Agreement for Investment in Construction, Management and Operation for Bulk Cargo of A5 Terminal, PAT has sole power to determine all tariff structure. The Company is not allowed to charge any tariff for terminal services, loading/discharging service, warehouse service and other services within the terminal exceeding the rates announced by PAT. Furthermore, PAT reserves the rights to change the tariff rates or tariff structure at any time under the Agreement.

Impact: From the commencement of the Agreement, PAT has never changed the tariff rates while the Company's service cost may change during the Agreement. If the cost of the business operation increases while the Company could not increase its tariff structure to match such increased cost, the financial status and performance of the Company may be affected.

Solution: The Company has made a good effort to control and manage the cost for the efficiency, which results in the comparable gross profit. Furthermore, the Company has developed IT systems to be used in the management of the terminal allowing the company a higher chance to generate more revenue from the increasing capacity of the car loading/discharging service.

8. Artificial intelligence (AI) Risk

Risk Description: The advancement of AI technologies such as ChatGPT and Gemini has greatly facilitated the work of employees in various organizations. However, the adoption of AI technology also brings several risks that need to be

considered, such as deception through deepfake videos and synthetic voices, or AI-generated information that may be distorted or inaccurate, potentially causing harm to the organization.

Impact: The Company may face increased information security risks due to a lack of protection against AI-based attacks or the use of the Company's critical data with AI tools which could lead to data leaks. Additionally, using AI-generated information that is distorted or inaccurate may result in incorrect decision-making.

Solution: To promote knowledge and best practices for using AI among employees including to provide AI training courses to ensure employees are knowledgeable and can use AI technology effectively

Operational Risk

1. Risk of termination or non-renewal of Agreements on Area and Land Rental for Car Storage Service and Cargo Storage Service:

Risk Description: The Company provides car storage service for preparation stage before exportation for automotive exporters. The automotive exporters will utilize the space to store and prepare cars, and conduct quality check on cars before being exported to overseas. To meet such demands, the Company entered into agreements to rent nearby areas of 521,742 square meters which have the storage capacity of approximately 32,609 cars and have the cargo storage area of 353,203 square meters. Car storage area is an important factor of providing terminal service for export and import of cars.

Impact: If the rental agreement cannot be extended, the Company's financial position and operation will be affected in the future.

Solution: The Company has good records of rental payments which have been made within due date, and the Company has been able to secure agreement renewals since the beginning. The Company is confident that it is highly possible that it will be able to renew the agreements. In addition, the Company adopts a policy to acquire more area and maximize the use of the available area.

2. Risk of overdue payment for warehouse service and lease agreements

Risk Description: In case our customers found economic and industrial negative impacts or business operations, their financial status and ability payment are adversely affected.

Impact: As a result, the Company may be affected by lower rental revenue or reduced financial liquidity.

Solution: The Company, however, expects that such an impact will be minimal, as the Company's key customer group is leading companies with a high level of financial stability. The Company also requires tenants to provide a cash deposit as security for rental and service fee. The representative from Accounting and Finance department also reported to top managements when there are debtors who cannot be paid or whose payments are delayed beyond the credit term.

3. Risk from commercial performance if the subsidiary's company does not meet the target.

Risk Description: The Company invested 51% of the total issued ordinary of shares in The Seahorse Ferries Company Limited ("**The Seahorse**") resulting in The Seahorse being a Company's subsidiary.

Impact: The Seahorse commercially started its business operation at the end of 2021, operational uncertainties in several aspects may occur. If there is an incident or factor that obstructs The Seahorse from carrying out its business as prescribed in the study plan, The Seahorse will be unable to receive the expected return or The Seahorse may default on debt repayment to the financial institution, or in the case that there are significant changes that may cause the project not worthy to invest, The Seahorse may not be able to continually operate the business in the long term.

Solution: The Company requires the Subsidiary to report the progress of the project to the Executive Committee at least once a month and to the Company's Board of Directors every quarter to reduce the risk and assess the incident closely.

4. Risk from Return on Investments in its associated company less than projections

Risk Description: The Company invested 49% of the total

issued ordinary of shares in Nampec Engineering and Transportation Company Limited ("**Nampec**"). The Company reclassified of the investments from investments in Nampec was an investments in a joint venture and applied the equity method to such investments in a joint venture instead of the consolidated financial statements.

Impact: If Nampec will have underperforming rates of return both from return on investments or over-budgeted investment or project delays thereby affecting the investment plan and the implementation of the strategic plans of the Company.

Solution: To minimize such impact, the Company will take into account the proportion of its investments in such companies in line with the Company's investment policy that allows the Company to receive a long-term return on investment well as monitoring the operations of Nampec. In addition, the Company requires Nampec to report the progress of the project to the Executive Committee at least once a month and to the Company's Board of Directors every quarter.

5. Cyber Risk:

Risk Description: The Company is aware of cyber risk which currently tends to increase as a result of the reliance on technology and digital system which become more significant in business sector. Consequently, cyber-attacks unavoidably and increasingly occur. This may cause a tremendous effect to the Company's business operation.

Impact: Cyber attacks have impacts to make disrupted services, data could be lost and released without authorization which impacts customers' confidence towards the Company's services. We may also be subject to penalties imposed by government agencies if significant data leaks out.

Solution:

1) The Company has a business continuity plan (BCP) that covers the restoration of information technology within a short period of time. A produced response plan of cyber threats by assigning roles of people involved in communication process and other processes to stop the damage that may occur, including investigation, analysis of cause, corrective guideline leading to elimination of cyber threats and incidents and preparation of a summary report. At present, The Company has communicated to employees and managements as well as announced Acceptable Use

Policy at menu Sustainability www.namyongterminal.com.

- 2) As IT department's chart, we hired an external company to monitor cyber security along with IT department.
- 3) In 2025, the Company has estimated budget at THB 451,000 for a measure implement to continually develop and improve computer system and network system to be up-to-dated to prevent various forms of cyber-attack.
- 4) In 2023, we made 2 classes of Cyber risk training course and 1 time of Cyber Security Drill by hiring the external expertise company to prepare phishing email for testing our employees' cyber security awareness. As a result of testing, we found that most of employees did not open phishing email but someone fell victim to Phishing email testing. IT department has communicated both group line and email to warn of cyber threats.

In 2024, set a plan to continuously create awareness by awareness messages were written on screen savers, tested on employees' cyber security awareness which was found that 96 percent of those who took the test had good to very good cyber awareness. Conducting cyber security drills at least twice a year as well as Incident Response

Plans providing in a variety of situations in order to prepare in case that event occurs in the future.

6. Risk of Corruption:

Risk Description: Corruption and giving or receiving gifts

Impact: Image and reputation for good corporate governance

Solution: The Company assesses the risks of corruption by training and communication to educate employees including creating a corporate culture by bringing gifts, souvenirs, customary baskets as a customary receiving from partners or any person. There must bring a lottery as a gift to employees. However, our employees always believe that gifts, customary baskets, even if the name of the recipient has been attached to the business card. It's not that person's thing, but teamwork.

In the last 3 years, the Company did not receive any complaints about corruption from our employees and any stakeholder. The Corporate Secretary has annually reported to the Board of Directors' Meeting for acknowledgement. Please refer to **"Anti-Corruption Policy"** chapter.

Occurring cases	Number	2023	2024	2025
Total number of confirmed incidents of corruption	case	0	0	0
Number of employees who dismissed due to corruption	person	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	case	0	0	0
Public legal cases regarding corruption	case	0	0	0

7. Risk of Safety Health and Working environment

Risk Description: Safety Health and Working environment including security is the issue that the Company gives priority. Therefore, the Company uses a risk management system as a tool for supervision. Safety and security risk management is considered as a key risk.

Impact: To be sued by stakeholders or government agencies ordering suspension of business operations.

Solution: To require strictly systemic and consistent follow up process in accordance with laws, regulations and any other rules in relation to environment and safety, i.e., ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.



Compliance Risk

1. Risk of default on loan repayment of the subsidiary

Risk Description: As of 31 December 2025, The Seahorse has a loan from the financial institution outstanding in an amount of THB 96.40 million, the purpose of which is the payment of the vessels used for the service whereby the Company has guaranteed in the proportion of its shareholding percentage. At present, The Seahorse has a debt to equity ratio of (1.49) times.

Impact: If there is an incident or factor that obstructs The Seahorse from carrying out its business as planned, there is a tendency that The Seahorse may default on the loan agreement with such financial institution. As a consequence, the financial institution will charge the default interest at the rate of 15 percent per annum of the principal from the date of default until the debt is fully paid.

Solution: The Seahorse has negotiated with financial institutions to extend the repayment period. The Company requires the Subsidiary to report the progress of the project to the Executive Committee at least once a month and to the Company's Board of Directors every quarter.

2. Risk from the enforcement of Debt Collection Act

Risk Description: According to Debt Collection Act B.E. 2558 (2015) has been enforced whereby debt collection

must be proceeded by the law.

Impact: To be sued and to affect by its reputation and image.

Solution: Management has monitored related fields' working process to proceed debt collection as specified by law.

3. Risk from the enforcement of Personal Data Protection Act

Risk Description: The Company has prepared a personal data protection policy, which is effective from 9 November 2020. Trainings which include samples and potential issues that may occur were provided to the directors, employees of both the Company and the Subsidiary for acknowledgement. Pre-test and post-test, as well as the working guidelines to comply with the law have also been arranged. In addition, 100% of all managements and the employees have signed a consent form to collect, use and disclose personal data.

Impact: To be sued and to affect its reputation and image.

Solution: As the company's business has information on specific groups of customers and stakeholders, any risks of this law primarily affecting employee, employee and outsource. Breaches of Personal Data protection Act is low. However, the company has established policy and training including communicated to employees as well as defining the appropriate operating procedures.

Occurring cases	Number	2023	2024	2025
Total number of substantiated complaints received concerning breaches of customer privacy from outside parties and substantiated by the organization	case	0	0	0
Complaint from regulator	case	0	0	0
Total number of identified leaks, thefts, or losses of employees/ counter parties / partners/ suppliers/ customers' data	case	0	0	0

4. Risk of Taxation

Risk Description: The Company disclosed Taxation policy at menu Sustainability on www.namyongterminal.com.

We make all tax payments correctly in a timely manner and has closely monitored on government tax policies and laws in order to develop a proactive action plan and assess the risks arising from changes in tax policies imposed by government agencies, such as the VAT rate change and cancellation or exemption of certain taxes. Furthermore, it is currently developing the e-Tax/Invoice and e-receipt.

Impact: The government agency may order the Company to pay penalty fee in cases where the Company uses tax

benefits or the tax structure is incorrect which causes tax evasion.

Solution: Legal and regulatory changes are regularly monitored and we set a plan to develop e-tax systems in accordance with the Revenue Department's policy and digital economy policy that focuses on the use of information technology in economic and social activities and processes.

5. Risk of changes in environmental laws and regulations

Risk Description: In accordance with the Paris Agreement to reduce greenhouse gas emissions in 2030 by setting a goal to reduce 20-40% greenhouse gas emissions from

Business – as usual., Thailand have to transform fossil usage to clean energy throughout increasing of the proportion of power generation capacity from Renewable Energy (RE) and Emission Factor (EF) by 3 times and 2 times respectively due to COP28 global meeting ambition in 2023. The government will support electric power generation from solar energy and promote domestic electric vehicles to increase access to clean energy, reduce air pollution and CO2 emissions furthermore Climate Change Act issuance has been considered.

Impact: The Company concludes that it is an positive impact with our opportunity and challenge in the future.

Solution: The Company minimize risk by appointment of a responsible person to manage and monitor especially environment, regularly keeping, studying and update environmental regulations and information. We also participate with voluntary projects such as Care the Bear project and SET ESG Ratings project by SET, Green Office project and ISO. These projects help the Company to prepare measurements and rules that may be imposed by government agencies in the future.



Financial Risk

Risk of Interest rates

Risk Description: It is the risk arising from future changes in market interest rates.

Impact: To impact our operating results and cash flow because some loan agreements is floating interest rates.

Solution: The Company mitigates this risk by ensuring that most of its loans have fixed and floating interest rates as appropriate to market conditions.

Investment Risk for Securities Holders

Risk of major shareholders' influence on determining management policy

Risk Description: As of 31 December 2025, Leungsuwan family holds the Company's shares amounting 46.81 percent of the total issued and paid-up shares. Leungsuwan family also holds positions as management and authorized directors of the Company.

Impact: It may have conflict of interest and lack of care for the highest interests of minority shareholders

Solution: The Company's management structure comprises the Board of Directors, the Audit Committee, the Nomination, Compensation and Corporate Governance Committee, and the Executive Committee, which have a clear limitation of authority. The Company's operation; therefore, is proceeded with standard and easily verifiable. In addition, we currently has more than 50 percent of the total number of independent directors which will ensure that managements will carefully be carried out in the highest interest of shareholders. Furthermore, the Company also engages an internal audit company to conduct an internal audit and directly report to the Audit Committee. This allows more transparent examination of the Company's operation, as well as, balance of power in proposing certain issues to be considered. The Company has also implemented standard procedures for related party transactions with its directors, major shareholders, or individuals who exert control over the Company, including persons who have conflict of interest. The persons in related party transactions or with conflict of interest will be prohibited from approving such transactions in order to reduce the risks that may occur.

Investment Risk for Foreign Securities Market

-None-

ESG Risk

We set an assessment of risk issues, factors, impacts, and Risk Management and Relief Measures to prevent or reduce risks and review ESG risks annually as follows.

1. Risk on Climate Change

Risk issues	Impact	Type of Impacts	Risk Management and Relief Measures
Strategic risk: Physical risk means it directly affects our services or assets	<ul style="list-style-type: none"> ▪ Flooding: It may affect the service to cars manufactures for moving cars or cargo within the terminal and supporting car storage area service for preparation before being exported around A5 terminal or warehouse service area. ▪ Strong winds or changes in wind direction: The customer's cars is contaminated with dust and rust from other businesses in the area adjacent to the A5 terminal, or leaves have been blown onto the cars. ▪ Changes in the pH of rainwater: To affect the color of customers' cars. 	Negative impact Negative impact Negative impact	<ul style="list-style-type: none"> ▪ To provide, review and exercise BCP to minimize impacts and risks. ▪ To closely participate with community around with A5 terminal and Laemchabang Port.
Strategic risk: Transition risk means it indirectly affects from climate change	<ul style="list-style-type: none"> ▪ Consumption behavior: The consumption behavior has been changed, such as choosing a warehouse building that reduces energy use or using alternative energy by installing a solar roof, changing consumption behavior to electric vehicles (Electric Vehicle) usage. ▪ Reputation and image: Shareholders or investors are more likely to invest in companies with good ESG levels. Apart from normal services, the expectations of customers, suppliers, and business partners towards the company regarding ESG management have increased. ▪ Digital technology: This results in a real time assessment of the management situation and affects the strategies' reshuffling to support the transformation of the business into the digital era or also the strategic plan of the Port Authority of Thailand and the national strategy. 	Positive impact Positive impact Positive impact	<ul style="list-style-type: none"> ▪ Increasing of competitiveness and marketing channels that respond to changing consumption behavior ▪ New business opportunities ▪ Improving working processes to be fast and modern supporting to digital transformation



Risk issues	Impact	Type of Impacts	Risk Management and Relief Measures
Operational risk	<ul style="list-style-type: none"> • Occupational illness: Our employees. or car moving outsource' s employees and ship lines' employees are sick from increased temperatures and UV radiation, such as to the skin and eyes damage or heatstroke and PM2.5. 	Negative impact	<ul style="list-style-type: none"> • Providing radiation protection equipment. such as UV protection glasses and clothing made from radiation protection fibers. and good heat dissipation • Training and first aid care for heatstroke.
	<ul style="list-style-type: none"> • Promoting suppliers to follow the Supplier Code of Conduct to ensure that the measurement of our suppliers are align with the Company's Code of Conduct RE: ESG aspects ESG aspects: It is beyond boundary of the Company's power to negotiate with suppliers to comply with our Supplier Code of Conduct. However, it is our opportunity and a challenge which will help sustainability achievement throughout the value chain. 	Positive impact	<ul style="list-style-type: none"> • Creating an approved Vendor List who are take into account how is importance on ESG and to review and evaluate vendor List at least once a year.
Financial risk	<ul style="list-style-type: none"> • Terminal services and other services related to the core business: As natural disaster from above strategic risks, we have to estimate budget for higher expenses that must be paid for damages to customers consequently the useful life of the asset is shorter than the straight-line method of depreciation calculation. 	Negative impact	<ul style="list-style-type: none"> • Providing insurance to cover natural disaster risk • Carefulness assessment of return and value on warehouse construction • Risk assessment on regulatory and strictly comply with regulations.
	<ul style="list-style-type: none"> • Warehouse and storage service: As above strategic risks, an investment of warehouse construction that reduces energy consumption and changes to using alternative energy to respond customers' demand which will make an increasing income for the Company. 	Positive impact	
	<ul style="list-style-type: none"> • Recognition of Requirements and Contingent Liabilities: Liabilities may be subject to litigation, penalties from more strict complying with regulations or in cases whereby the Company must restore environmental damage affected by the Company's business. 	Negative impact	
Compliance risk	Changing in new laws and regulations which will be enforced through government agencies such as the Port Authority of Thailand, Industrial Estate Authority of Thailand, SEC and SET whereby missions are to support the national strategic plan according to the commitments made at the COP26 meeting in Glasgow.	Positive impact	<ul style="list-style-type: none"> • Studying new regulations regularly. • Establishing a committee to study regulations and apply it for ESG with appropriate the nature of the business

2. Human rights risk management:

Risk Description: Ineffective management of sensitive customer and employee data (Privacy data), Labor rights, Discrimination, Workplace Safety, Freedom of Association and Collective Bargaining

Impact: If we have any cases of unwanted threats by third parties to leak personal information, accidents or injuries at work, the loss of reputation from the watchful of society, medias and regulators, the Company has a failure to manage human rights risks.

Solution: The Company manages diversity and inclusion without discrimination of race, nationality, color, religion, sex, sexual preference, age without discrimination in recruiting employees. Providing career advancement opportunities based on performance and in line with the growth of the Company. The assessment of human rights impacts of the Company is at a low level severe comparing to other business sectors, plus, there is no involvement in migrant workers. Please refer to **“Policy and Treatment on Human Rights”** chapter.

Human rights risk in value chain	Management
Employees/ Counter parties/ Customers/ Vendors/ Suppliers' personal data keeping	Supporting rights of data subjects as requested in accordance with Personal Data Protection Act by taking into account the human rights of data subjects without conflicting with the law.
Discrimination against employees	Wage, overtime and wage in holiday management policy are made in accordance with Labor Act. The wages of male and female employees are not determined by gender.
Employees or car moving outsources or vendors or suppliers' work environment	<ul style="list-style-type: none"> • To set standard safety measures requirements for contractors or suppliers starting at the procurement process. • Outsources must present certification of training before commencing work. • To provide a good work environment where employees are assured adequate health and safety. • To emphasize safety standards by providing training courses on safety.



Emerging Risk

1. Geopolitics affecting the supply chain

Risk Description: Major geopolitical event was Russia-Ukraine conflict, U.S.-China economic competition and trade war policies. The factor result in the overall well-being of our domestic economic condition such as energy cost and Government policies must follow U.S.-China trade policies.

Impact: To continuously impact toward the Company's revenue and profit.

Solution: We closely monitor and analyze the situation including coordinate with customers and suppliers. Furthermore, the half-year budget has also been adjusted to reflect the changing situation.

2. Risks of Transition toward Low-carbon Economy

Risk Description: All sectors have been urged to collaboratively address greenhouse gas emissions tangibly, driving the government and private sectors to set their sights on pursuing Net Zero targets for themselves. Moreover, the Company's stakeholders including business partners, customers, communities and societies, regulators, especially institutional investors have also recognized sustainable business operations.

Impact: In the future, regulatory agencies may require listed companies in the stock exchange (compulsory) to set carbon neutrality targets and net zero emissions targets or the Company will be required to comply with the carbon tax law over a period of 3-5 years. It will be increased the guideline for compliance with the law together with requirements by stakeholders to more focus on environmental problems resulting in higher costs of the Company.

Solution: The Company does not have an estimate investment budget for the aim to reduce environmental pollution but

we focus on both inside and outside activities to apply with our normal business activities, e.g.; Electricity consumption reduction, alternative energy, Green procurement, with the aim of procurement to source partners or products from local and regional businesses first, it reduces the distance of goods transportation which will help reduce environmental pollution from transportation, budget investment in technology to increase administrative efficiency and reduce paper use including analyzing the activities of organizations that emit the most greenhouse gases and creating plans to reduce the amount of greenhouse gas emissions.

3. Risks of Complete Aged Society

Risk Description: It is expected that Thailand will become a Super Aged Society, with the elderly population increasing to 28 percent of the country's population in the next 5-10 years.

Impact: Entering an aging society results in lower consumption and production rates in the country. causing foreign investment to choose an investment in other countries in the ASEAN region with high consumption rates, such as Vietnam and Indonesia, which will affect the warehouse rental and service rates in the next 5-10 years, in addition, the entering of an aging society will affect the lack of experienced workers.

Solution: To determine the direction and strategy of the organization, find business partners or invest in other businesses that have plans to support the production of products or services for the aging society. For labor problems, the Company has a plan to develop personnel to keep up with the more challenging business operations in the future and may consider hiring qualified workers after retirement.



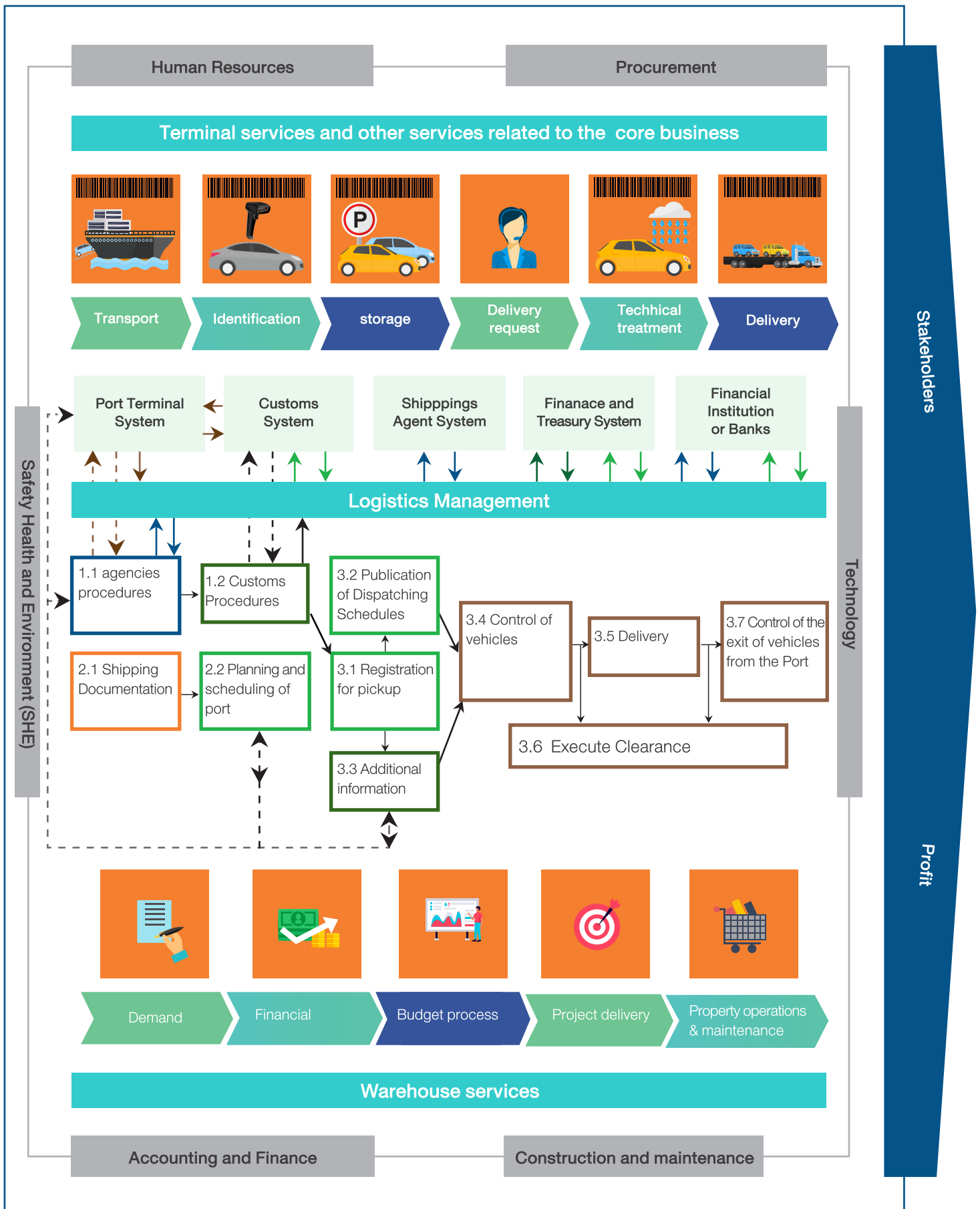


Corporate Sustainability Drive



Corporate Sustainability Drive

Value Chain



Primary activities and support activities

To response the expectations of stakeholders and generate sustainable profits for the company. The value chain of the company's business as shown in the diagram consists of 2 types of activities as follows:

- **Primary Activities :** Namely (1) Terminal services and other services related to the core business by managing logistics including Port Terminal system, Custom system and Shipping agent system to achieve international standard car export and import (2) Warehouse and storage services such as demanded areas estimation, financial projections, investment and expected return, customer services in warehouse and storage services.
- **Primary Activities :** Procurement, Technology development, Human Resources, Construction and Maintenance, Accounting and Finance which are under the management of Safety standards Occupational health and Environment.

1. Work efficiency improvement by implementing information technology and applying innovative ideas with the enhancement of relationship with important stakeholders.
 2. Development of new business lines in order to expand the main and related businesses both domestically and internationally.
 3. Balance of business operation in economic, social and environmental aspects under the good corporate governance.
 4. Strategic planning for economic growth by utilizing resources efficiently along with reducing environmental effect.
- The Company reviewed plans and sustainability goals and presented Quantitative data together with qualitative data in accordance with the guidelines of the Sustainability Reporting Guide for Listed Companies, The Stock Exchange of Thailand (SET Sustainability Report Guide) as the following sustainability goals

Corporate Sustainability Policy

The Company disclosed Corporate Sustainability Policy at menu Sustainability on www.namyongterminal.com

Issues	KPIs	Targets	Results
Environmental aspect (E)			
Greenhouse Gas Emissions	Greenhouse Gas Emissions volume	Not exceeding to 508 tons of Carbon Dioxide	836 tons of Carbon Dioxide
Net Zero	Net Zero Greenhouse Gas Emissions	Within 2029	Under processing
Paper use	Paper use reduction	In 2024 to reduce 15% per year	Decreased 14.66%
Compliance with law on environment	Number of cases resulting from non-compliance with the law Environmental requirements	0 case	0 case
Social aspect (S)			
Safety Health and Environment	Compliance with law on Safety Health and Environment	100%	98.28%
	Injury Frequency Rate (I.F.R.)	Not exceeding 2 persons per year	0 persons per year
	Injury Severity Rate (I.S.R.)	Not exceeding 2 days per year	0 day per year
	Number of fatality employees from working of A5 Terminal	0	0
	Number of fatality vendors/ business partners from working of A5 Terminal	0	0
Human Resources	Human Capital Return on Investment	Not less than 5 times in 2027	8.31 times
Community and Society development	Number of disputes with community and society	0 case	0 case

Issues	KPIs	Targets	Results
Economic and Corporate Governance (G)			
Good Corporate Governance	Number of Corruption's complaint cases by stakeholders	0 case	0 case
	Number of ethics's violation cases	0 case	0 case
	Keeping level of CGR Score	CGR Score at "Excellent" level	CGR Score at "Excellent" level
Respect of Human rights	Number of human rights's violation cases	0 case	0 case
Research and Development and Technology	Number of innovation projects	As plans	Achieved as plans
Quality service development and customers' responsibilities	Percentage of customers' satisfaction	Average by not lower than 80%	Average by 90%
Supply chain management	Results of compliance with payment policy for suppliers	Complied as specified procedure	Complied as specified procedure



Stakeholder Engagement

Currently, the Company set and disclosed Stakeholder Engagement Policy at menu Sustainability on www.namyongterminal.com. The policy aims to classifies stakeholders who are assessed

and prioritized based on their level of influence from stakeholder to the Company and level of impact from the Company to stakeholder for identifying risk issues and their expectation as well as response.

Stakeholders engagements analysis in value chain


Stakeholders	Engagement method	Frequency	Risk issues/expectation	Examples of key actions
Employees	<ul style="list-style-type: none"> Induction programme for new employees Training and development programmes Career development performance appraisals Wellness activity Internal communication and town hall sessions 	<ul style="list-style-type: none"> ● ● ● ● ● 	<ul style="list-style-type: none"> Organizational culture and engagement Training and professional development Fair and competitive remuneration policy Safety, health and workplace wellbeing Strategic and operational business decisions and performance 	<ul style="list-style-type: none"> Employees engagement survey Health management programs Training and development programs
Customers, Suppliers, Business partners, Creditors and Competitors	<ul style="list-style-type: none"> One-on-one meetings Digital communication via specified channels Customer enquiries via specified channels 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> Safe and efficient port's infrastructure Sustainable port development Port facilities management Business performance 	<ul style="list-style-type: none"> Stakeholders survey Working closely with all stakeholders International standard management Technological innovation implementation for cost, energy and logistic efficiency in terminal management
Shareholders and Investors	<ul style="list-style-type: none"> Timely, transparent and accurate updates of financial results and announcements new business development disclosures Press release and One-on-one meetings Shareholders' meeting 	<ul style="list-style-type: none"> ● ● ● 	<ul style="list-style-type: none"> Long-term sustainable returns The accuracy of financial reports Good governance Business strategy and trend 	<ul style="list-style-type: none"> One-on-one and site visits Press release and webcast for information disclosure Shareholders' meeting
Government agencies, Community and Social	<ul style="list-style-type: none"> Meeting and Briefing Membership of associations or working groups related to Port or Safety management via social media or other events Participation in government agencies' event as specified Long-term partnerships for community 	<ul style="list-style-type: none"> ● ● ● ● 	<ul style="list-style-type: none"> Management on environmental effect Compliance with and alteration of laws and regulations Future terminal study and development plan Economic and social effect and participation 	<ul style="list-style-type: none"> Stakeholders' survey Corporate visit Local committee membership enrollment Public hearing arrangement



Remark:

● Throughout the year ● Quarterly ● Annually

Material ESG Matters

The Company identified materiality topics by considering the impact on the business and interest of stakeholders, international standards for sustainability, benchmarking various competitors in the same industry, the United Nations Sustainable Development Goals (SDGs) and asking internal and external stakeholders. The Corporate Sustainability Management Committee has proposed to the Executive Committee to approve and review material ESG matters at least once a year.

Sustainability Topic	Material to Business	Management Approach	Target	Performance	Sustainable Development Goal - SDGs
Social and environment	<ul style="list-style-type: none"> Health safety and environment Employee treating Human rights 	<ul style="list-style-type: none"> Encourage managements and employees to be aware of and act responsibly towards the environment by using resources efficiently according to the standard and up to international standards as well as no any environmental complaints Employees well-treating and zero incidents resulting in employees disability in workplace fatality Intolerance of discrimination and harassment from discrimination or harassment on the basis of race, sex, color, national or social origin, religion, age, disability, sexual orientation, political opinion or any other status protected by applicable law 	In 2026, Keeping I.F.R. to be not exceeding 2 persons per year and I.S.R to be not exceeding 2 days per year	Keeping I.F.R. to be not exceeding 2 persons per year and I.S.R to be not exceeding 2 days per year. In this regard, the Company's operations, business partners and suppliers assessed under human rights risk assessment. No child labor and illegal migrant labor.	     
Economic	<ul style="list-style-type: none"> Business operational performance Service Reliability Risk management IT Security and Data Privacy Adaptation to change Customers' satisfaction 	<ul style="list-style-type: none"> Providing stable growth returns Proactive Maintenance Plan and monthly follow up on maintenance Promote a strong risk culture throughout the organization, and expects employees to be aware of the risks inherent in their day-to-day business activities and take responsibility for managing them properly. Cyber security drill plan and 100 % Cyber security training Business continuity Plan (BCP) awareness Enter into paperless system by digital service development 	Score of customers' satisfaction survey is not lower than 80%	Customers' satisfaction survey is at the specified standard level and we have never received any significant services compliant	  

Sustainability Topic	Material to Business	Management Approach	Target	Performance	Sustainable Development Goal - SDGs
Corporate Governance	<ul style="list-style-type: none"> Code of Conduct Anti - Corruption Monitoring and legal compliance 	Good Corporate Governance will enable the Company to add value and provide maximum returns to long-term Shareholders as well as creating confidence among its investors, shareholders, and various groups of stakeholders.	Zero case of anti- corruption complaint and kept CGR Score at "Excellent" level	"Excellent" Level in Corporate Governance for 10 consecutive years. and we have never received any significant compliant for non-compliance with the law by our stakeholders	 

Sustainability Management in Environmental Aspect

Policy and guidelines on business operation under the environmental standards

The Company disclosed Safety, Health and Environment policy at menu Sustainability on www.namyongterminal.com to ensure the efficiency of the environment and safety operation and raise awareness on efficient use of resources by all executives and employees, the Company has been strictly operating in accordance with the laws, regulations and rules on environment and safety, in line with the international standard of ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. Results of the operation and environmental quality and safety tests are kept systematically. Safety department conducts regular follow-ups on such results and delivers various reports to

relevant government authorities in due time. The Company has a guideline on business operation in accordance with environmental standards as follows:

- Promoting the executives and employees' participation in environmental activities of the Company, e.g. big cleaning day and safety day;
- Raising awareness and understanding for the executives and employees of the importance of workplace safety via trainings and making public relations materials to regularly update the news on safety; and
- Arranging activities to promote efficient use of resources by the executives and employees.
- Appointment of a responsible person to manage and monitor especially environment.

Name-Surname	Mr. Alongkorn Intaratood
Position	Environmental Officer
Age	35 (years)
Highest Education	M.S. Environmental Management
Training Record	<ul style="list-style-type: none"> Preparation of environment measures no. 1/2024, Thai Companies Associations Climate Change Measurement Workshop, 2023, The Stock Exchange of Thailand Green Office Internal Audit ISO 9001: 2015 & 14001: 2015 & 45001: 2018 Requirement of ISO 9001: 2015 & 14001: 2015 & 45001: 2018
shareholding in the Company (percent)	-None-
Family Relations with the directors and the management	-None-
Professional Experience	2020 - Present Environmental Officer Namyong Terminal Plc. 2016 - 2020 Safety, Health and Environment Department Officer Namyong Terminal Plc.

Encouragement on knowledge and activities of Safety Health and Environment

Items	Frequency	Method	Number (person) to join any trainings or obtained knowledge
Safety and Health			
Fire training and fire evacuation drills	Annually	Training and workshop	48 persons
Schedule on lighting measurements in the working area	Annually	Measured by professional safety officers	All of our managements and employees
Training on safety area regulations on safety health and environment for all those who come to work in the area	Every time a worker enters for the first time	Training	585 persons
Training on safety rules occupational health and environmental awareness	Every time an employees and sub-contractors starting a new job.	Training	859 persons (NYT are 6 persons, House keeper are 3 persons, Goods carrier are 753 persons, Security guard are 97 persons)
Training on disease caused by occupational and environment as specified by law	1 time per annum	Training	41 persons
Joining with Viparam Hospital for "Safety Health and Environment day"	1 time per annum	Exhibition	42 persons
Safety risk assessment and annual review training	1 time per annum	Training	41 persons
Environment impact and annual review training	1 time per annum	Training	42 persons
"Work analysis for safety" training	1 time per annum	Training	41 persons
Campaign for safe driving according to the Company's principles and during Songkran festival period	1 time per annum	Campaign	All of our managements and employees, sub-contractors, ship line staffs and customers
No smoking campaign	1 time per annum	Vinyl Banner	All workers who work the in area, All of our managements and employees
Driving Techniques in the Rain	1 time per annum	Email	All of our managements and employees
Dangerous points on the road in the port area	1 time per annum	Email	All of our managements and employees
Monitoring and Inspection of Light Bulb Capacitors	1 time per annum	Email	All of our managements and employees
Knowledge about 5S.	1 time per annum	Email	All of our managements and employees
Workplace Safety During the Rainy Season	1 time per annum	Email	All of our managements and employees
8 Things to Know: How to Survive During a Thunderstorm		Campaign	All of our managements and employees, sub-contractors, ship line staffs and customers
Heatstroke prevention		Posters	All workers who work the in area, security guards
Safety core value		Posters	All workers who work the in area
Safety Symbols		Posters	All workers who work the in area
Office syndrome		Posters	All workers who work the in area

Items	Frequency	Method	Number (person) to join any trainings or obtained knowledge
Environment			
"Green Office" Training	1 time per annum	Training	42 persons
Online media for Campaign for PM 2.5 knowledge	3 time per year	line	All of our managements and employees
World Environment Day	1 time per annum	Campaign	All workers who work the in area
Online media for Campaign for waste reduction and world environment day	3 time per year	Email/line	All of our managements and employees
Presenting the amount of greenhouse gas emissions from the implementation of the Green Office Project.	Quarterly	Email/line	All of our managements and employees
Glass Bottle Waste Disposal Project	1 time per	Email/line	All of our managements and employees
Organization's Carbon Footprint	annum	Email/line	All of our managements and employees
Big Cleaning Day	Twice a year	Joining an activity	All of our managements and employees
Sea Waste reduction		Posters	All workers who work the in area
Greenhouse Gas Emissions by Green Office project		Posters	All workers who work the in area
Green Office project		Posters	All workers who work the in area
PM 2.5 knowledge		Posters	All workers who work the in area

Environmental Indicator and Target

Indicator		2023	2024	2025	2026
Electricity Consumption (kilowatt per hour) (kWh)	Target	Not exceeding the consumption in 2022 (733,328 kWh)	Not exceeding the consumption in 2023 (800,648 kWh)	Not exceeding the consumption in 2024 (833,328 kWh)	Not exceeding the consumption in 2025 (807,424 kWh)
	Result	800,648 kWh, increased by 9.18%	833,328 kWh, increased by 4.08%	807,424 kWh, decreased by 3.11%	
Compliance with the laws on safety, health and environment	Target	100% compliance	100% compliance	100% compliance	100% compliance
	Result	93.58%	95.21%	98.28%	

Key Achievements and Plans

Electricity consumption : The Company has declared its aim to reduce the Company's electricity consumption by 5%

Plans by controlling electricity consumption during holidays and shifts changing, campaigning to turn off lights during lunch break, unplugging office equipment during long holidays, and setting the air conditioner at 25 degrees Celsius as well as changing neon lamps to LED.

	2023	2024	2025
Electricity Consumption (kilowatt per hour) (kWh)	800,648.00	833,328.00	807,424.00
The volume (decreased) increases (%)	9.18	4.08	(3.11)
Electricity bill (THB)	4,661,389.15	4,323,803.11	4,053,107.12

Fuel Oil consumption : The Company uses fuel oil in the Company's vehicles whereby

Plans the Company encourages drive safety, making record of fuel oil usage on a monthly basis, and inspecting and maintaining vehicles on a regular basis.

	2023	2024	2025
Diesel (Liter)	10,394.82	11,200.18	9,886.62
Gasoline (Liter)	3,198.14	3,708.29	2,899.19
The volume (decreased) increases (%)	13.26	9.68	14.24
Fuel Oil bill (THB)	486,652.14	524,083.80	416,671.46

Water management : The Company uses water in the port office building A5

Plans the Company encourages saving of water usage for the purpose of raising awareness in the efficient usage of water to employees, making record of the water usage on a monthly basis, and inspecting and maintaining water pipe system in the building on a regular basis.

	2023	2024	2025
Water consumption target (cubic meter)	The annual average must not be higher than the 2018 average (671 cubic meter/month)	The annual average must not be higher than the 2018 average (671 cubic meter/month)	The annual average must not be higher than the 2018 average (671 cubic meter/month)
Water consumption (cubic meter)	8,421.00 (701 cubic meter/month in average)	4,832.00 (402 cubic meter/month in average)	7,019.00 (585 cubic meter/month in average)
The volume (decreased) increases (%)	78.30	(42.62)	45.26
Water bill (THB)	346,383.89	229,315.20	311,271.79

Waste Management : The Company sorts garbage for proper disposal whereby the Company regularly communicates and requests for cooperation from all employees and service users.

Plans By communication the reduction of plastic use (reduced), collect unused plastic (recycle) and donate it to government agencies, such as donating old calendars, donating used plastic, waste separation campaign and Separating food scraps for composting.

	2023	2024	2025
Waste Management target (kg.)	81,837.03 kg. or 1% decreasing from 2022	102,205 kg or 2% decreasing from 2023	93,400 kg or 2% decreasing from 2024
Non-hazardous garbage and waste (kg.)	104,291	95,307	120,451
Volume (decreased) increases (%)	28.75	(6.56)	25.45
Reused / Recycle (kg.)	347	697	2,000



Paper use : The Company has continued the campaigns on reuse of papers by employees.

Plans The plan is to use technology and information technology to record documents in electronic form instead of papers. **Target** The Company has set the goal to reduce paper use of 10% per year and 15% per year in 2024.

	2022	2023	2024	2025
Volume of paper (decreased) increases (%)	12.59	(1.79)	18.11	(14.66)

Quality of sea water and wastewater

Sea water: with respect to sea water, acidity and alkalinity test (pH), turbidity test, suspended solids test (SS), oil & grease test, dissolved oxygen test (DO) and biochemical oxygen demand test (BOD) of the sea water within the terminal's vicinity.

Plans Every 3 months

Results The result of most of the tests indicates that the sea water is in the standard level according to the law. This is because there is a navigation channel on which a number of marine transportation activities are carried out and there are changes of natural water mass.

Wastewater: With respect to the wastewater, acidity and alkalinity test (pH), suspended solids test (SS), dissolved oxygen test (DO), biochemical oxygen demand test (BOD), total kjeldahl nitrogen test (TKN), total solids test (TS), total dissolved solids test (TDS), oil & grease test of the building's wastewater system are carried out every month.

Plans Every month

Results The result of most of the tests is align with the standard level according to the law. In this regard, the Company checks, improves the wastewater system to maintain the wastewater treatment efficiency.

	2024	2025
Percentage of treated wastewater (%)	100	100
Total wastewater discharge (cubic meters)	506	8,000
Wastewater discharged to other organizations (cubic meters)	0	0
Wastewater discharged to soil surface (cubic meters)	0	0
Wastewater discharged to underground (cubic meters)	0	0
Wastewater discharged to seawater (cubic meters)	506	8,000

Air quality : The Company tested air quality in A5 Terminal area to comply with the standard under the law on environment.

Plans Conducting every 6 months

Results All measurement results at every time interval were below the specified standard with no impact to the environment

which creates a safe workplace. The tests for the total suspended particulate (TSP) and the particulate matter with an aerodynamic diameter less than or equal to a nominal 10 micrometers (PM-10) within the terminal's vicinity which is in the standard level according to the law.

Measurement Location	Date	Measurement Results	
		TSP (mg/m ³)	PM-10 (mg/m ³)
Standard		0.33	0.12
Laem Chabang A5	13 Mar 2023	0.083	0.069
	14 Mar 2023	0.079	0.066
	15 Mar 2023	0.064	0.045
	19 Sep 2023	0.067	0.043
	20 Sep 2023	0.062	0.029
	21 Sep 2023	0.040	0.025
	19 Mar 2024	0.075	0.038
	20 Mar 2024	0.073	0.047
	21 Mar 2024	0.067	0.033
	9 Sep 2024	0.039	0.015
	10 Sep 2024	0.010	0.006
	11 Sep 2024	0.030	0.007

Measurement Location	Date	Measurement Results	
		TSP (mg/m ³)	PM-10 (mg/m ³)
	18 Mar 2025	0.054	0.027
	19 Mar 2025	0.050	0.027
	20 Mar 2025	0.085	0.043
	18 Sep 2025	0.026	0.010
	19 Sep 2025	0.039	0.011
	20 Sep 2025	0.032	0.011

Light : The Company tested light intensity and analyzed working conditions related to lights in order to improve for an appropriate working environment for employees.

Plans The test is carried out once a year.

Results The result of the most of the tests is in the standard according to the law. The Company has renovated the environment to be proper for work.

Measurement Method	Total (Position)	Pass (Position)	Fail (Position)
Area Measurement	31	30 (96.77%)	1 3.33%
Spot Measurement	70	70 (100%)	0 0%

Noise level: the Company arranged for maintenance of office equipment, tools and machines to be in good condition in order to prevent the level of noise that could affect the environment and be harmful to working performance and providing personal protective equipment for employees to wear while working in noisy environments and the such areas cannot be improved, such as inside cargo ships.

Plans -None-

Results -None-

will indirectly reduce the greenhouse gases, with the following actions, adjustment of air conditioners at 25 degrees Celsius, installation of a timer to control the turning on and off of the air conditioners, change of all light bulbs in the A5 Terminal to be LED at 100%, preparation of a statistic record of electricity consumption in the office building and other areas within the terminal, switching on and off the light within the yard at the zone in use, and installation of Solar Cell at the employee parking area and 1 building of warehouse.

Climate Change:

The Company uses the principles and standards for managing greenhouse gas emissions or climate change from the Greenhouse Gas Management Organization (TGO). The 2025 reviewed results of greenhouse gas emissions of organization will be requested to register the Carbon Footprint of Organization with TGO in March 2026. It will be disclosed the TGO results at menu Sustainability on [www. namyongterminal.com](http://www.namyongterminal.com).

The Company's business does not directly cause greenhouse gas emission and climate change. However, in order to be a part of the mutual objective of the world in reducing greenhouse gas, the Company views that reducing electricity consumption

Company's External Activities

In order to alleviate the effect from the climate change, the Company has joined activities, such as, planting mangrove forest.

Company's Internal Activities

The Company has participated in the Stock Exchange of Thailand's "Care the Bear" project, which promotes participation in addition to the existing activities carried out by the Company, such as, employee training or seminar which normally provides catering. We have set the goal that, in 2019, the project would reduce carbon foot print from organizing events equivalent to planting 100 trees. The result is:

Number (hour)	2020	2021	2022	2023	2024	2025
Reduced carbon foot print (Kg. Co2 e)	128.76	55.80	0	448	522.30	458.83
Or equivalent to planting (tree)	15	12	0	55	61	57

Remark : From COVID-19 pandemic situation in 2022, the Company cancelled on-site training activities and employee meetings activities with applying to online. The such activities were resumed in 2023.

For the medium-term plan, the Company will participate in more projects together with the other interested persons, e.g., car manufacturer customers. The Company expects that the operation to reduce climate change will be most effective if it is participated by all of the supply chain. In 2025, being 5th year that the Company entered into the MOU with NYK group which are the Company's supply chain in which the Company participated by giving the figure data in aspect of environment, e.g., the reduction of water usage, electricity consumption, oil consumption, waste, and paper.



Greenhouse Gas Emissions reduction management

Target

The Company sets a goal of greenhouse gas emissions of no more than 508 tCO₂e.

Plans

1. Developed accounting and finance systems to reduce paper usage. It is a digital replacement such as E-Invoice/Tax and E- Receipt as well as E-Payment development.
2. At A5 terminal, installation of Solar Cell at the employee parking area, 100% changing neon lamps to LED, waste delivery into the recycling process, cooperation with external agencies to dispose and promoting employee's awareness

on the importance of waste separation and proper waste disposal for environmentally friendly changes in their behavior.

3. Studying to use of a Virtual Machine Server, an operating system enabling use of cloud computing, to the effort lowered power usage for servers and their cooling systems.
4. Planning to continue reducing GHG emissions and increasing the use of renewable solar energy in warehouse and storage yard while continuing to seek out partners in the production of alternative energy to cut capital and operational costs. In 2025, resulting of solar roof on 1 warehouse building installation as below:



Key achievement

The scope of reporting greenhouse gas emissions uses the Organizational Scope Definition Approach (Operational Control) to cover the A5 terminal area which consists of A5 office building, cafeteria building, warehouse and Wharf Handling building. Activities will be identified to assess important sources of greenhouse gas emissions and measures will be established to control greenhouse gas emissions caused by various activities of the organization both directly and indirectly as follows:

Activities				
Area	Scope 1	Scope 2	Scope 3	Addendum report
A5 office building, cafeteria building and warehouse	<ul style="list-style-type: none"> • Movement combustion in 6 vehicles which is calculated from the use of diesel and gasoline • Refrigerant from R32 and R410A • Use of fuel vehicle as position benefit • Use of fuel from employees traveling to work • Methane gas from wastewater treatment 	A5 office building's Electricity consumption and cafeteria building	<ul style="list-style-type: none"> • Electricity usage by customers renting A5 office • A4 and A3 Paper usage • Water consumption • Diesel and gasoline production • Electricity generation • The distance of A4 and A3 paper transportation from suppliers • Waste management from the office 	• Refrigerant from R22
Wharf Handling Area at A5 Terminal	<ul style="list-style-type: none"> • Fuel combustion in 4 forklifts • Methane gas from wastewater treatment • CO₂ used in fire extinguisher 	Warehouse and yards Electricity consumption	Waste management from yards	

We found that our business operations activities have the highest amount of greenhouse gas emissions in each area as follows:

Area	Scope	Activities	Unit : tCO ₂ e or equivalent	Measures to reduce greenhouse gas emissions
A5 office building, cafeteria building and warehouse	Scope 1	<ul style="list-style-type: none"> • Movement combustion in 6 vehicles which is calculated from the use of diesel and gasoline • Use of fuel vehicles as position benefit • Refrigerant from R32 and R410A • Use of fuel from employees traveling to work • Methane gas from wastewater treatment 	18.46 5.18 5.16 1.57 29.18	<ul style="list-style-type: none"> • To use EV vehicles • Regular maintenance • Fuel reduction campaign • Regular maintenance • Wastewater system improvement • Regular maintenance
Wharf Handling Area at A5 Terminal	Scope 1	<ul style="list-style-type: none"> • Fuel combustion in 4 forklifts • Methane gas from wastewater treatment • CO₂ used in fire extinguisher 	10.92 0 0	<ul style="list-style-type: none"> • Regular maintenance • Wastewater system improvement
A5 office building, cafeteria building	Scope 2	Electricity consumption	158.34	<ul style="list-style-type: none"> • Change electrical appliances to energy-saving ones • Solar cell installation to use alternative energy
Warehouse and Wharf Handling Area at A5 Terminal	Scope 2	Electricity consumption	131.02	Solar cell installation to use alternative energy
A5 office building, cafeteria building and warehouse	Scope 3	<ul style="list-style-type: none"> • Electricity usage by customers renting A5 office • Paper usage • Water consumption • Diesel and gasoline production • Electricity generation • The distance of paper transportation from suppliers • Waste management from the office 	136.83 2.05 1.94 3.91 54.73 0.07 13.61	<ul style="list-style-type: none"> • Energy reduction campaign • Use digital Technology for paperless • Saving of water usage campaign • Inspecting leak points regularly • Waste separation campaign • Waste donation projects
Wharf Handling Area at A5 Terminal	Scope 3	Waste management from yards	261.20	<ul style="list-style-type: none"> • Waste separation campaign. • Waste donation projects
A5 office building, cafeteria building and warehouse	Ad- dendum report	Refrigerant from R22	21.01	Changing Air Conditioners

The Company has fixed the scope of greenhouse gas emission activities and is certified and examined greenhouse gas information from ECEE Company Limited which has been registered with Thailand Greenhouse Gas Management Organization (TGO) as follows:

Unit : tCO ₂ e or equivalent			
Number (hour)	2023	2024	2025
Direct greenhouse gas scope 1	80	75	71
Indirect greenhouse gas scope 2	294	293	291
Indirect greenhouse gas scope 3	404	423	474
Total volume of greenhouse gas emission	778	791	836

Remark : In 2023-2024, we considered adding sources of greenhouse gas emissions to the calculation of indirect greenhouse gases, Scope 3, based on Sector Guidance (Transport Services :TS) from CDP Technical Note: Relevance of Scope 3 Categories by Sector.



Sustainability Management in Social Aspect

Policy and Treatment on Society and Community Development

The Company takes into consideration the community interest, environmental conservation, and refraining from any action that may damage the environment and the public interest by encouraging the employees to have social responsibility by taking part of activities that help and support public interests, e.g. volunteer activity, blood donation, education for youth, employment of person with disability or employment of local people. Please refer to a framework for Community, Society and Innovation **at menu Sustainability on www.Namyongterminal.com**

The Company has a practical guideline on society and community development as follows:

1. Raising awareness on social and environmental responsibility among all levels of the employees; and
2. Promoting the employment of person with disability or local employees.

Key Achievements

• Treatment on person with disability

Although the Company has less than 100 employees pursuant

to the employment ratio of the handicapped of 100:1 according to the Persons with Disabilities Empowerment Act B.E. 2550 (2007), the Company has engaged the services from the person with disability from Facebook "Name Photo Photographer" who is type 2 handicapped: deaf, to take photos, VDOs and photo editing of the Company's activities since 2017.

• Treatment on education

Support research, scholarships and internship with the aim of closing social inequality gaps and reduced Inequalities.

• Employment of local people

47.56% of totaling employees at A5 and C0 terminal is local people.

Human Resources Development and Treatment Policy

The Company pays full attention on Human Resources development because we strongly believe in **"Employees are the Heart of our Organization"** and the heart to move the Company forward to sustainability.

1. Employment, unemployment, remuneration, and welfare of employees

The Company employs and pays remunerations and welfare based on duty and responsibility, experience, professional skill with fairness. Please refer to **"Information of Employees"** chapter.

Key Achievements

Number (hour)	2023	2024	2025
Working hour	103,342 .00	139,904.50	115,353.00
Overtime hour	25,943.50	28,507.50	26,072.00
Total	129,285.50	168,412.00	141,425.00

Number (hour)	2023	2024	2025
New employment	5	3	7
Resignation	2	4	6
Fired from work	0	1	0
Total	7	8	13

2. Gathering to negotiate employee benefits

The Company supports diversity and inclusion of our employees to give employees having opportunities to be elected to the "Welfare Committee" and to join in such activities. The Company promotes respect for personal rights and an acceptance of diversity with the goal of creating a work and collaboration environment of solidarity. In 2025, The welfare committee conducted 4 meetings for review and preview welfare as employees requested prior to propose the Executive Committee further consideration.

Key Achievements

- Every 2 years, an employee representative is elected to the Welfare Committee in order to organize, negotiate employee benefits and present opinions to management.
- In January 2022, the executive committee has a resolution approving the amendment of rules on employee's provident fund from the requirement that the employees make the contribution from "the member's length of service" and the Company makes the contribution from "the member's length of service" in the different rate according to length of service to the requirement that the employees make the contribution at the rate of 5%-15 % according to their ability in saving, but shall not be lower than the existing rate of the length of service of the such member regarding 15 employees are join this campaign.
- In January 2023, the Executive Committee resolved to approve the amendment of the provident fund regulations to allow employees to resign from the provident fund without resigning from employment and gives the right to rejoin as a new provident fund member or not. New membership applications can be made in January of the year and they will receive a

contribution from the Company at the rate of 5%.

- In September 2024, the executive committee has a resolution approving to add 4 plans of DIY investment policy and employees can change investment plan from 2 time per year to be 6 time per year for global economic fluctuation provided.

3. Job Transfer, Job Promotion, Changing title position and Job Rotation

There are one of the approaches in developing the staff's learning processes on other staff works. The Company has supported this approach by preparing the Standard Operating Procedure. At present, the Human Resources Department has taken suggestions from employee engagement surveys on the issue of Career path together with questions asked at monthly employee meetings (Lunch Talk) and determined to set the definition of Job Transfer, Job Promotion and Job Rotation by applying definitions according to international standards and Office of the Civil Service Commission regulations for clarifying guideline to enhances the readiness of the staff for the higher-level promotion as follows:

- **Job Transfer:** Appointing or assigning employees to work in the same department or another department at the same level of position.
- **Job Promotion:** Appointing or assigning employees to perform work at a higher level.
- **Changing title position:** Consider changing to fit the changing of responsibilities, whether due to change in job description, change in the internal structure of the department (Job reshuffling) or a change in the organizational structure (Re-Organization).
- **Job Rotation:** In order to the group of talented employees to learn about that field of work to be ready to grow as a higher

level, either at the executive level or in the position of specialist, the management will set up a sub-committee to clearly define the objectives of job rotation with specifying at least how many job positions for how many years each learning, through long-term job rotation roadmap for at least 3 years. After

the job rotation process is completed, a report summarizing the results that verified learning must be prepared that they can effectively learn rotating work before being appointed or assigned to work at a higher level.

Key Achievements

Number (person)	2023	2024	2025
Job Transfer	2	0	2
Job Promotion	0	3	3
Changing title position	0	0	0
Job Rotation	0	0	0
Total	2	3	5

4. Training

The Company highly values the training and human resource development at all levels. Employee training plan has been prepared in order to create awareness on self-development and to support the employees in attending internal and external trainings as expected by the relevant departments

and followed by an evaluation with an aim to enable the employees to apply such training with their responsible work and further improvement of working efficiency. Moreover, the management has promoted a collaborative working culture and knowledge sharing through several projects, as well as, encouraging the employees to pursue higher education in order to improve their capability.

Key Achievements

Inhouse training	Public training
Orientation	Top Management course: <ul style="list-style-type: none"> • Director Accreditation Program • Transformation E-Contract & E-Signature • A Practical Guide for Board (ESG) • Building transformational leadership
Code of Conduct, Anti-Corruption Policy, Whistle blowing Policy, Personal Data Protection Policy, Confidentiality and Protection of Information and Insider trading Policy as well as Conflict of Interest protection	Human Resources course: <ul style="list-style-type: none"> • Update on labor protection and social security laws • Employee welfare fund under the new law effective 1 October 2025 • Preparing for the draft on Human management professional Act • HR risk management • Human resources management • Comprehensive personnel development • Labor Protection Act (9th update version) • Leadership development course
Fire training and fire evacuation drills	Accounting and Finance course: <ul style="list-style-type: none"> • TFRS for PAEs • Internal Audit on corruption • Financial reports standards
Training for Safety Committee	Safety Health and Environment course: <ul style="list-style-type: none"> • Preparation before testing building electricians • Job Safety Analysis (JSA) and knowledge about greenhouse gases
Competency Based Development	Sustainability Course: <ul style="list-style-type: none"> • Climate reporting according to GRI and IFRS standards

Items	2023	2024	2025
Number of employees and managements (person)	85	82	81
Training hour (hour/year)	1,475	2,378	1,338
Training hour target (hour/person/year)	12	12	12
Average training hour (hour/person/year)	17.35	29	16.52
Training fee (THB/year)	355,969.98	701,966.19	699,918.52
Training fee (THB/person/year)	4,187.88	8,560.56	8,640.97
Human Capital ROI (HCROI) (times) Calculate payoff from Human Capital Return on Investment (HCROI) by using income indication from business deducted by all the Company's expenses (not including expenses and welfare involving employees), and divided by expenses and welfare involving employees.	5.80	6.03	8.31

Value to the organization	Public training
<ul style="list-style-type: none"> Boost cross-team collaboration which support a culture of collaboration The inside lecturer well understands organization circumstance and culture than outside lecturer that smoothly present and direct advise to solve the problems and cost-effective training method Turn over rate ratio reduction 	<ul style="list-style-type: none"> Enable lecturers to build their skill sets from sharing knowledge and experience with colleagues Enable employees to understand insight with more tailored implementation

5. Employee Engagement

The Company has a policy to survey the relationship with the employees every 2 years (latest survey was in 2023) for further analysis for development and improvement of the employee's treatment. Pursuant to the result of the survey analysis, it was found that employees wanted to grow in their career path which the management received the above

comments and applied. Therefore the risk of the personnel capability development that falls behind the needs of business operation will be more challenging in the future. It will have a significant impact on the sustainable growth of the Company, both in the medium and long term plan. If the personnel development plan is successful, it is expected that the employee engagement rate will be increased in the future.

Employee Engagement Survey result

Indication	2021		2023	
	Target	Result	Target	Result
Percentage of relationship between employees and organization (%)	40.00	42.90	50.00	75.00
Percentage of employee who answered the questionnaire (%)	60.00	48.20	70.00	41.00

Employee who answered Engagement Survey result based on gender

Male	Female
64.70%	35.30%

Employee who answered Engagement Survey result based on age range

Gen Z at age lower than 25 years old	Gen Y at age between 25-41 years old	Gen X at age 41 years old and more
The Company has no employee in this age range	44.10%	55.90%

Key Achievements

In 2023, the results of the organizational engagement survey rose to a good level, with the survey results as the highest score in the survey founded that employees were confident in their own potential and ready to prove their abilities and grow with the Company but the survey results regarding opportunities for career path was the topic that received the lowest scores. The Human Resources Department presented the survey results to the management in order to plan a career path.



6. Sanitation and Work environment

The Company realizes the importance of maintaining the working environment to be always safe for life, health, hygiene and property of employees by complying with the occupational safety and health measures sufficiently and

appropriately in order to prevent any loss of life from accident, injury and illness from work environment. Safety Health and Environment policy published it on the Company's website at menu Sustainability on www.namyongterminal.com.

Knowledge and Communication

- Fire training and fire evacuation drills
- Communication re: Safety, Health and Environment via Poster/E-Mail/Line
- Encouragement on Safety Health and Environment
- Providing statistic on accident cases posters
- Working area regulations training
- Safety regulations training

Prevention and Risk reduction Measurement from Safety Health and Work environment issues

- Reviewed Safety Health and Environment policy
- Reviewed Safety department KPIs and plans in order to follow it as goal achievements
- Reviewed Safety Health and Environment law
- Safety Health and Environment law compliance assessment
- Reviewed a safety manual
- Reviewed Safety Health and Environment annual plans and its process
- Reviewed emergency plan and structure of emergency team
- Working areas patrolled by safety committee
- Risk assessment on safety and environment impacts
- Terminal areas patrolled every 3 hour

Knowledge and Communication

Prevention and Risk reduction Measurement from Safety Health and Work environment issues

- Inspected fire extinguishers (hoses and fire extinguishers) every month
- Inspected emergency equipment (emergency lights, fire escape signs, fire alarm, smoke detector alarm and heat detector) every month
- inspected Personal Protective Equipment (PPE) wearing
- Annual drug test for our employees'
- Twice a year of drug test for security guards
- An emergency plan drill for oil leak out recovery.
- An emergency plan drill for terminal security
- Inspected and improved proper working area measurements
- Rechecked safety documents before unsafe tasks starting
- Random safety checking during making unsafe tasks by contractors

Emerging Diseases Outbreak Prevention

During the 2020-2022 pandemic situation, the Company has taken care of the employees and the stakeholders in accordance with the government's health measures, such as temperature measurement and screening, spraying the antiseptic fluid, social distancing, work-from-home measure, coordinating closely with serviced-area users and visitors to inform them on the area entry and exit measure, raising awareness of good hygiene and mask-wearing practice, transforming the customer service to be the one-stop service and assessing the possibility of the stoppage in the supply chain by working closely with the Company's partners and business alliance to monitor the situation that may arise. In addition, in order to create a confidence to our employees, the Company maintains the same employment rate and does not have a policy to reduce their salaries.

The implementation of the abovementioned measures has resulted in our employees' safety and our business flow. In addition, the Company has conducted a post-checked measure in order to receive an opinion from the customers, the partners,

the business alliances, the ship agents, the serviced-area users and the visitors to improve the service for the next phase.

The Company has a BCP plan which includes the scope of analyzing the impact on the work process or providing services (Business Impact Analysis) in case of the Company is temporarily closed by government agencies due to the prevention diseases pandemic outbreak. The Company classifies this is a high impact on the work process or our providing services. We have a Business Continuity Strategy to solve the situation and prepare in 5 areas:

1. To set an alternate work location or work from home or reducing working time
2. To provide equipment for use in the workplace according to clause 1 above
3. To back up important data to a safe area.
4. To determine replacement personnel.
5. To establish a coordination center with stakeholders to inform them of the Company's situation through specified channels.

Statistic on accident during course of work for employees who works at A5 terminal

Item	2023	2024	2025
Number of accident (times)	3	4	0
Injury Frequency Rate (I.F.R.) person/year) for 100,000 hours	2.97 working hour is 101,047 hours)	3.91 working hour is 102,213 hours)	0 working hour is 112,808 hours)
Number of injured from working which causes sick leave (times)	0	0	0
Injury Severity Rate (I.S.R.) (day/year)	0	0	0
Number of injured from working which causes sick leave more than 1 day (person)	0	0	0
Lost Time Injury Frequency Rate (LTIFR) (person/year) for 200,000 hours	0	0	0
Number of fatality person from working (person)	0	0	0

Remark : Information from accurate medical room's statistic and accident statistic. In this regards, working hour in 2023-2024 are only A5 terminal working hour.

Statistic on accident during course of work for contractors/business partner who works at A5 terminal

Item	Work permits contractor	Security Outsource company	Housekeeper Outsource company	Business partner No. 1 who is a car moving company	Business partner No. 2 who is a car moving company	Stevedore outsource company
Number of accident (times)	0	0	0	0	0	0
Injury Frequency Rate (I.F.R.) person/year) for 100,000 hours	0 (working hour is 39,691 hours)	0 (working hour is 61,481 hours)	0 (working hour is 13,864 hours)	0 (working hour is 631,247 hours)	0 (working hour is 25,367 hours)	0 (working hour is 11,885 hours)
Number of injured from working which causes sick leave (times)	0	0	1	0	0	0
Injury Severity Rate (I.S.R.) (day/year)	0	0	0	0	0	0
Number of injured from working which causes sick leave more than 1 day (person)	0	0	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR) (person/year) for 200,000 hours	0	0	0	0	0	0
Number of fatality person from working (person)	0	0	0	0	0	0

Statistic on accident during course of work for contractors/ business partner who works at A5 terminal

- Physical punishment, and physical, mental or verbal harassment shall not be implemented or allowed to be implemented.

Policy and Treatment on Human Rights

Since 2015, the Board of Directors has approved the Policy and Treatment on Human Rights, whereby 100% of the employees and executives were trained. At the present, the policy was amended by added treatment on all group of stakeholders' human rights and also added channel to report the human rights's violation and its punishment together with providing Human Rights Due Diligence policy. The such policies are disclosed **at menu Sustainability on www.namyongterminal.com** in order to formalize a norm which recognizes an equal opportunity and prevent discrimination and harassment. The Company is dedicated to supervise its workplace to be free from discrimination or harassment based on the basis of races, sex, colors, birth or social origin, religion, age, disability, sexual orientation, political opinions, or any other status protected by the laws. The Company also encourages its suppliers and business partners to engage with the policy against child labor and the policy against illegal migrant labor as specified by United Nations' Guiding Principles on Business and Human Rights : UNGPs. The practical guidelines are as follows:

Treatment on Employees

- Recruitment shall be conducted on the basis of fairness and equality. Everyone is granted equal opportunity to apply and transfer under the applicable regulations and laws, and without any discrimination based on gender or disability which is not deemed as a prevention of such person from performing his or her duty;
- Employees shall be treated with fairness and good faith. All employees shall be employed under terms and conditions which are in compliance with laws, regulations, and customary practices. Child labor, forced labor, or breach of labor standard are not allowed;
- Any violation of human rights shall be eliminated and discrimination shall be prohibited;
- Operation policy is adopted to guarantee personal safety for all employees, along with their entitled rights to a clean, safe, and healthy workplace; and

Treatment on Stakeholders

The Company encourages its suppliers and business partners to engage with the Company's policy on the treatment on human rights.

Monitoring

- By considering the business of the Company, it is found out that the risk in human right is less severe comparing to the other types of business, plus, there is no involvement in migrant workers.
- The Company has prepared whistle blowing channel for the stakeholders to access into such convenient channel to report on the violation of human right policy or report the actions that tend to violate human rights.
- Remuneration, overtime and holiday pay in accordance with the Labor Protection Act with no discrimination between male and female employees based on gender.

Remedy on Impacts on Human Rights

In case that the violation of human rights occurs, the Company has a fair investigation process and appropriate remedial measures in various forms which include apology, restitution, rehabilitation, monetary and non-monetary compensation in accordance with the legal framework of the relevant jurisdiction, disciplinary action of the wrongdoer and preventive studies to deter reoccurrence of such event.

Key Achievements

In the past 3 years, the Company has never received any complaint regarding violation of human rights.

Policy and Guideline on Technology and Innovation Development

The rapid and unpredictable changes in technology may cause delay in organizational improvement in applying the technology in working process of the business which is more challenging in the future. At the present, the Company disclosed a Framework for Community, Society and Innovation **at menu Sustainability on www.namyongterminal.com**

Plans	Process	Expectation	Results
Development of Port management system: Goods vehicles inspecting	Information inspecting storage via Application	Fast processing and to reduce errors	To use as a beginning of January 2025
Development of Port management system: Business Intelligence Report	Real time processing for managements and authorized users make a decisions	Artificial Intelligence (AI) usage	3 years Mid-level plan
Development of Accounting and Finance system : Invoice Tracking Web	Customers can self-recheck their expenses	To assist our customers for expenses planning and budgeting in advance	3 years Mid-level plan

Mid-level plan (2024 - 2027) as follows :

1. Create environment in the organization which accommodates the invention of innovation, assignment of leaders in working groups who could lead good way, and creation of a creative ambience of co-workers.
2. Create learning environment and proceed in knowledge management
3. Improve working process by using more technology

Supply Chain Management

The Company has a Supply Chain Management policy that focuses on conducting business together with suppliers in a transparent and fair manner, with a plan for managing them throughout the business value chain. Currently, the Company disclosed Supply Chain Management policy and Supplier Code of Conduct **at menu Sustainability on www.namyongterminal.com**

Critical Supplier tier 1 Identification Criteria

Criteria : Business partner or Supplier or Vendor who meet any of the condition

1. The Company purchases products or services or hires at 85% of the total procurement (excluding utilities providers) ; **or**
2. Small number of suppliers or specialized supplier who are the key to the standard of the Company businesses; **or**
3. Business partner or Supplier or Vendor with substantial risks of negative ESG impacts e.g., human rights and labour rights, health and safety, greenhouse gas emissions etc.

Result of Critical Supplier tier 1 Identification:

1. Business partner or Supplier or Vendor who are Critical Tier 1 must sign and agree to the Company's Suppliers Code of Conduct;
2. Business partner or Supplier or Vendor who are Critical Tier 1 that are assessed to have high levels of ESG risk must establish a roadmap for corrective action and a time frame to ensure that risk is managed within acceptable levels.

Supplier development:

The Company places importance on developing partners/ suppliers or vendors in the supply chain to reduce risks and impacts on society and the environment as well as the risk of violating relevant laws and regulations. It also supports the development of the work efficiency of partners / suppliers or vendors to be better such as providing a basic fire extinguishing and fire evacuation training courses for employees of contractors working in the Company's area, training on safety regulations and environmental consciousness, doing a big cleaning day together, etc. Please refer to **"Policy and treatment on Suppliers and Business Partners"** chapter for further details.

Key Achievements

The Company has followed the supply chain management policy by supporting the procurement of the company's products and services to be environmentally friendly. In 2024 it has selected partners to provide polo shirts with recycled fabric that have received certification of the product's carbon footprint from the TGO.



Summary on the relating of the nature of business and the concept of sustainable business and affected factors analysis for its future business

Environmental aspects: The Company's business is service business even it does not directly cause greenhouse gas emission and climate change which is different with other business to releases air pollution from production or to use natural resources as the main raw material for production.

The Company does not have an estimate investment budget for the aim to reduce environmental pollution but we focus on both inside and outside activities to apply with our normal business activities, e.g.;

- Electricity consumption reduction not only an indirect green house gas emissions reduction but also company costs saving.
- Alternative energy usage, e.g., installing Solar Cells in the employee parking area at A5 terminal, installing Solar Roofs on warehouses that will provide services in the future, not only making our income but also creating incentives for our customers having lower electricity costs and together environment caring along with the value chain.
- Procurement of employee polo shirts made from recycled fiber not only a normal the company's welfare but also applying environmental sustainability aligned with our normal business; moreover, with the aim of procurement to source partners or products from local and regional businesses first, it reduces the distance of goods transportation which will help reduce environmental pollution from transportation.
- Studying to use of a Virtual Machine Server even affecting the company's technology investment budget to consequently increase selling and administrative costs in the future but this system will reduce power consumption both from the main server and its cooling system which will reduce the company's electricity costs accordingly.

Social aspects: The Company's business is a service business which the corporate sustainability policy is determined to develop from the inside out social sustainability especially employees who are stakeholders in the supply chain. We treat their remunerations and welfare to be at a good level.

The risk of the personnel capability development that falls behind the needs of business operation will be more challenging in the future. It will have a significant impact on the sustainable

growth of the Company, both in the medium and long term plan. We have allowed employees to participate in the thinking and propose new innovations for more efficiency of working process. In order to ensure the growth of their career path along with the growth of the company when any positions are vacancies or new positions are open, our recruitment always give the opportunities to our talented internal employees for a job rotation or job Promotion first.

For economic and good corporate governance aspects: As the next year global economy forecast, the Company has deemed that the economy will enter into slowing down to affect the service income of both the Company and its subsidiaries as well as the opportunity to expand new businesses in the future which will help stably increase the Company's revenue to be recurring income may have to be delayed. The Company has deemed that the business of customers, suppliers and business partners who are stakeholders in our supply chain will be also affected.

For the entire supply chain towards overcoming this difficult situation and sustainable growth together, we believe that on time payments to business partners are an important factor in their business operations as our ability to quickly collect debts of customers as scheduled. On time payments to suppliers will support throughout the supply chain businesses to survive.

Apart from the commitment of shareholders sustainable returns, good corporate governance with adequate auditing, internal control and risk management systems will make our investors, shareholders, government agencies and new joint investor confidence and trust for the opportunity in new businesses investment in the future.

For long-term sustainable growth of the Company is aligned to the national strategic plan and strategic plan of the Port Authority of Thailand that focus on turning Thailand into a Logistic Hub by using digital technology adaptation to be smart ports, we have updated the customer service software at A5 terminal by the accounting and financial system improvement to be serve a government electronic systems for faster process and cost of paper reduction. It is indirect greenhouse gas emissions reduction.



Management and Corporate Governance



Corporate Governance Policy



The Board of Directors has reviewed and approved Good SET ESG rating level "AA".

Corporate Governance Policy (as amended) to align with the Corporate Governance Code for listed companies 2017" prescribed by the Office of the Securities and Exchange Commission and the Corporate Governance Report of Thai Listed Companies prescribed by Thai Institute of Directors. All shareholders, investors and stakeholders can download the Corporate Governance Policy from the Company's website at www.namyongterminal.com.

The corporate secretary has communicated and followed up via email and group line for managements and employees to comply with the good corporate governance policy every year.

Good Governance highlight

The summary of duty performance of the Board of Directors

1. The Corporate Secretary informed the Board of Directors about the principles under the CG Code and the duty as a governing body in creating sustainable values for the business, and also concluded the assessment of CG Code compliance. For the remaining principles, managements have been assigned to prepare the plans and to occasionally report to the Board of Directors. The Board of Directors will review the implementation of CG Code principles, to the extent appropriate for the business, at least once a year.
2. The Board of Directors has approved goals, strategies, annual budget plans as guidelines for sustainable business operations as well as acknowledged and reviewed the Company's annual risk assessment.
3. The Board of Directors and sub-committees made an annual self-assessment and acknowledged the results of the annual self-assessment.
4. Currently, internal corruption control is an adequacy, any approval transactions is aligned with the specified policies and guidelines. The Company has no complaints about corruption and violations of human rights in the past 3 years.
5. The Board of Directors acknowledged the results of perfect score of AGM Checklist. Excellent score of CGR Score and

Rights of Shareholders

The Company is well aware of its duties to equally treat and protect the shareholders' fundamental rights, which are the right to receive share certificates, the right to transfer shares, the right to receive profits sharing, and the right to receive the Company's information.

In addition, the Company also places importance to the right of shareholders to attend and vote in the shareholders' meetings to make decisions on significant matters of the Company, such as, election and removal of directors, determination of directors' remuneration, appointment of auditor, approval/non-approval of dividend payment, capital increase and issuance of new securities, as well as, posting questions or expressing opinions on issues reported by the Company's directors or requested for approval from the shareholders' meeting, etc.

Shareholders' Meetings

The Company shall organize the Annual General Meeting of Shareholders ("AGM") once a year and within 4 months from the end of the fiscal year. In the case of urgency and necessity that requires proposal of special agendas, which affects or concerns the shareholders' benefits, or relates to the applicable conditions, regulations, and laws and that approval of the shareholders is needed, the Company shall call an Extraordinary General Meeting of Shareholders for such matter.

Furthermore, in order to facilitate the shareholders who are institutional investors or custodians, the Company shall enable such shareholders to verify their names, information, and supporting documents, and to register for the meeting in advance, in order to save time and shorten the procedures taken to verify information and documents on the date of the shareholders' meeting.

The Company designates legal advisors to give legal opinion

and inspect the vote counting during the whole session of the meeting, and the Company also permits minority shareholders who volunteer to witness the vote counting for the 2025 AGM Friday 25 April 2025 at 10.00 hours at Cattleya Room, Rama Gardens Hotel, No. 9/9, Vibhavadi Rangsit Road, Lak Si, Bangkok. In this regard, the Company proceeded with the AGM in accordance with the Public Limited Company Act B.E. 2535 (1992), the Securities and Exchange Act B.E. 2551 (2008) including the regulations of the Stock Exchange of Thailand and the regulations of the Office of the Securities and Exchange Commission so that the meeting is held in compliance with the relevant laws and regulations, and the AGM standard as follows:

Before the Date of Shareholders' Meeting

The Company disclosed the resolutions of the Board of Directors re: the agenda of the shareholders' meetings on both the Stock Exchange of Thailand's website and the Company's website. In this regard, the Company had published the complete information on the websites on 25 March 2025, which was 30 days prior to the meeting, and delivered the meeting invitation

which contained important agendas required by the law, the regulations of the Stock Exchange of Thailand, and the Articles of Association of the Company, i.e., details of proposed items for each agenda either to be acknowledged or approved by the shareholders, together with clear opinions of the Board of Directors on each agenda item. It also included minutes of the previous meeting, 56-1 One report/Annual report and supporting documents for the meeting, proxy-related documents which explicitly explains the procedures for proxy appointment. The meeting's invitation was delivered to all shareholders at least 7 days prior to the meeting date, and it was also advertised on newspaper by no less than 3 consecutive days and no less than 3 days prior to the meeting date to give shareholders sufficient time to prepare and study the information concerning the meeting agenda before attending the meeting. The meeting invitation was sent to all shareholders whose names were listed in the shareholders register as of the closing date of the shareholders register. Furthermore, 3 independent directors were designated as options for the shareholders to appoint as their proxy. In case that shareholders wish to appoint proxy to attend the meeting, they may appoint any single person or a designated independent director as their proxy.

Date of Shareholders' Meeting

Onsite	Online
The Company fixed the date, time and venue of meeting where the shareholders can conveniently access. The Company also prepared the meeting documents as supplemental documents of the meeting invitation to inform the shareholders of the procedure and process to attend the meeting, and the verification of relevant documents or evidences proving the right to participate the meeting. The Company also provides duty stamp in case of proxy appointment free of charge at the registration desk, and facilitates appropriate and sufficient registration points, whereby the shareholders may register to attend the meeting at least 1 hour prior to the beginning of the meeting until the completion of the meeting. The barcode system was introduced by the Company to expedite the registration and vote-counting process.	The Company operates like a onsite meeting, but changes the process of meeting attendance, document verification, voting procedure, vote counting and its attendance via the electronic system (E-Meeting). The meeting control system provider is certified by the Electronic Transactions Development Agency (ETDA).

To be in compliance with the AGM standard assessment, inspectors shall be designated to attend and verify that the meeting is being conducted in a transparent manner, and in compliance with the laws and the Company's Articles of Association. In 2025 AGM, the Company invited legal advisor, Ms. Yingrak Treesaranuwattana from Rajah & Tann (Thailand) Ltd. to attend the AGM and to inspect the vote counting. In the shareholders' meeting, the Chairman of the Board acted as the Chairman of the meeting. Before convening the meeting, the Corporate Secretary explained the details of the quorum, the method of casting votes, the vote counting, the use of ballots,

the collection of ballots, and the disclosure of the result of the vote counting in each agenda item in a clear and transparent manner. The ballots were also stored for verification in later stage. The shareholders were provided opportunities to express their questions and opinions as deemed appropriate and sufficient, and the responsible directors were then to clarify and provide information to the shareholders. For the agenda on the appointment of directors, the shareholders are entitled to elect the director individually. With regard to the vote casting and the vote counting, the Company has strictly complied with the Company's Articles of Association which

prescribe that 1 share is equal to 1 vote and for the latter case, the non-approval, abstention, or voided vote shall be deducted from the total number of the votes of shareholders who attends such agenda item.

In the 2025 AGM, a total number of 11 directors equivalent to 100 percent of the Board of Directors attended the meeting, which comprised of Chairman of the Board, Chairman of the Audit Committee, Chairman of the Nomination, Compensation and Corporate Governance Committee, including Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Administrative Officer, legal advisor, and auditor.

After the Shareholders' Meeting

The Company announced the resolutions of the shareholders' meeting via the disclosure channels of the Stock Exchange of Thailand on the following business day, and published on the website of the Company. The information stated the results of voting (approval/non-approval/abstention/Voided voting cards) of each agenda item. Furthermore, the Company submitted the minutes of the shareholders' meeting, which recorded the list of directors attending the meeting, the procedures and the results of vote counting (approval/non-approval/abstention/Voided voting cards) in respect of agenda items required shareholder's approval, including the questions put forward by the shareholders for each agenda item, to the Stock Exchange of Thailand and the concerned authority within 14 days from the date of the shareholders' meeting so that the shareholders who did not attend the meeting could receive the information. The Company also published the minutes of the shareholders' meeting on the Company's website.

Equitable Treatment on Shareholders

Proposing Agenda Items and Nominating Candidates to be Elected as Directors

In AGM 2025, in order to promote fair and equal treatment on all shareholders, the Company allowed minority shareholders to exercise their rights in proposing agenda items and nominating candidates to be elected as directors in advance. The specified period was from 1 October 2024 - 31 December 2024.

In this regard, the Company published such criteria on the Company's website and make announcement of the same via the Stock Exchange of Thailand website on 30 September 2024.

Appointment of Proxy

To ensure protection of the rights of the shareholders who cannot

attend the shareholders' meeting in person, the Company encloses a proxy form (Form B) with the meeting invitation which clearly explained the list of documents and evidence required for the appointment of proxy. The shareholders may appoint his/her representative or the independent director of the Company as his/her proxy to attend the meeting and cast votes on his/her behalf. The Company provides in the meeting invitation the name of at least one independent director whom a shareholder can appoint as his/her proxy. In addition, the Company also publishes the meeting invitation and the proxy forms (Form A, Form B and Form C) with the details and procedures on the Company's website.

Access to the Company's Information

The Company shall not discriminate against any particular group of shareholders. All disclosed information is equally accessible by the shareholders and the public through the Company's website at www.namyongterminal.com or by contacting our Investor Relations at Telephone No. 66 (0) 2679 7357 Fax No. 66 (0) 2285 6642 or **E-mail: irnamyong@namyongterminal.com**



Roles of Stakeholders

The Company values importance to the internal and external stakeholders of the Company, who are shareholders, employees, customers, competitors, suppliers and business partners, creditors, society and community where the Company operate business within. The Company also takes into account of the social responsibility, environment and non-violation of human right by prescribing the Code of Business Ethics (as amended) and the Company's Corporate Governance Policy, which shall be strictly observed by the directors, the managements, and the employees, and also be regarded as the duties and disciplines that all must adhere to, the details of which are significant as summarized:

Policy and Treatment on Shareholders

The Company is determined to perform its business operation based on the foundation of honesty and morality with aims to develop the Company in terms of growth and stability, to create profitable returns for the shareholders continuously in the long term, to uphold equal treatment, as well as to disclose information in a transparent manner upon which the shareholders can rely. The policy and treatment on shareholders are as follow:

1. Respecting and treating all shareholders equally;
2. Performing duties with honesty and proceed action in a prudent manner for the best benefit of the shareholders;
3. Publishing news and information via the Company's website at www.namyongterminal.com; and
4. Providing financial status, operational results, and additional information with accuracy, adequacy and timeliness for decision making.

Key Achievements and Plans

- In 2025, the Company successfully scored 100 percent in the AGM Checklist Assessment conducted by the Thai Investors Association.
- Achieved 5 stars or "Excellent" in the Good Corporate Governance Report of Thai Listed Companies carried out by Thai Institute of Directors (IOD) for 10th consecutive years which reflects the importance of giving respect to the right and fair treatment to each of the shareholders. The Company still determines to improve the quality in organizing the meeting in the upcoming years to be aligned and in accordance with the regulations of the relevant agencies.

Policy and Treatment on Employee

Employees are the Company's important and valuable human resource, which are the keys that drive the organization forward and grown. For this reason, the Company has stipulated a policy and treatment on employees in the Code of Conduct (as amended) and the Work Rules. The employees are treated equally and fairly in terms of appropriate remunerations, welfare and benefit, and safety and hygiene in the workplace, as well as improvement of knowledge and capability of the employees. The policy and treatment on employees are as follows:

1. Providing equal and consistent opportunity for the employees to learn and develop knowledge and skills to their full potential;
2. Providing ethical trainings regarding good practice, transparency, and anti-corruption; and

3. Treating the employees based on a moral basis.

Key Achievements and Plans

• Improvement of capabilities and readiness of employees

In respect of personnel management, the Company has policies and guidelines to treat employees who are the key interested persons to the Company's success, and to promote participation of employees as follows:

1. Arranging orientations, business ethical trainings, anti-corruption policy, safety and quality system, as well as basic knowledge on various topics necessary for the new joiners before on-the-job trainings. The result of the Pre-test and Post-test on business ethics and Anti-Corruption policy indicated that, besides performing the assigned duty, the management and employees have the first duty priority to maintain honesty and refrain from bribery and corruption acts. It is also our satisfaction that there has been no complaint regarding the breach of anti-corruption policy;
2. As the employees want to build the Core Value for the purpose of driving and establishing in the same direction and behavior, in 2018, the Board of Directors has approved the word 'SPIRIT' as the guideline for such Core Value.
3. Pursuant to the result of the assessment on the key stakeholders of the organization, the employees are considered as an essential part in driving the business. Therefore, the risk of the personnel capability development that falls behind the needs of business operation will be more challenging in the future. It will have a significant impact on the sustainable growth of the Company, both in the medium and long term plan.
4. "Lunch talk" is a monthly employees' communication (none of this activity during 2020-2022 due to COVID-19 pandemic and was resumed in 2023) so that employees can meet and communicate their plans and activities. In other words, to practice their communication and presentation skills to our operation staff level which is a soft skill in practice instead of taking course training.

• Remuneration and Welfare Management

The Company has explicit rules and regulations on remuneration and welfare of employees. The Company's remuneration and welfare are appropriate comparing to those of other companies in the same industry. In other words, the remuneration and welfare management for the Company's employees is in a good to excellent level. Currently, the Welfare Committee consists of 2 employer representatives and 5 employee representatives. For benefits, please refer to "Corporate Sustainability Drive and Information of Employees" chapter for further details.

Policy and Treatment on Customers

The Company aims to build customers' satisfaction and confidence by focusing on the attentiveness and responsibility which impact the business success. This is carried out by improving quality and provision of service which can constantly and continually satisfy the customers' needs to maintain a good relationship with the customers in the long term.

Customer relationship management plan and customer satisfaction assessment

- The Company has conducted customer satisfaction surveys once a year to collect their comments or complaints and applied them as a guideline to improve for better service and management by setting the goal of customer satisfaction evaluation is not less than 80 percent.
- Personnel development, the Company also constantly provides trainings and knowledge to the employees before they perform their duties, and enhances their skills and knowledge so that the customers can obtain the utmost benefit from the services.
- The Company has received various standard management certifications which can create confidence among the customers of the company, the details of which are as follows:

Year 2014 - 2015

- ISO 9001:2008 for the Quality Management System Standard from Lloyd's Register Quality Assurance Limited;
- ISO 14001:2004 for the Environmental Management System Standard from Lloyd's Register Quality Assurance Limited;

- OHSAS 18001:2007 for the Occupational Health and Safety Management System from Lloyd's Register Quality Assurance Limited;
- The Excellent Logistics Management Awards or ELMA, from Department of International Trade Promotion, Ministry of Commerce; and
- The Prime Minister's Business Enterprise Award 2014: PM Award 2014, under the category of Best Services Enterprise Award for Logistics from General Prayuth Chan-ocha, Prime Minister

Year 2018

- ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 Standard from Lloyd's Register Quality Assurance (LRQA)

In this regard, the Company has never received any complaints from the customers. The Company has a guideline on customer treatment as follows:

1. Treating customers equally and fairly based on the basis of mutual benefit of both parties;
2. Providing complete and adequate information concerning the services in a timely manner;
3. Protecting customers' confidential information which shall not be utilized illegitimately, unless prior consent is given by the customers and the authorized persons of the Company, or such information is required to be disclosed to a related third party under the provisions of the laws; and
4. Providing a process that the customers may lodge complaints concerning the quality and safety of services.

Customers' Privacy Protection

- The Company determines the level of information and data access rights of employees. Employees have access only to information relevant to their roles and responsibilities.
- Providing personal data protection based on the principles and requirements from the Personal Data Protection Act (PDPA) as well as accepted with consideration towards the human rights of data subjects within legal parameters.
- Under the cyber security, the Company commits to protect its systems from cyber threats and regularly enhances its systems and infrastructure to meet data protection standards.
- The Company performs security evaluations to enhance more capable and quick to respond to cyber threats by alignment with new work environment, i.e., Work From Home.
- In 2023, the Company enrolled a Cyber Security for smart User for 2 classes and Cyber Security Drill was made 1 time.

Measurement in taking care of service area users, visitors, customers and business partners of the Emerging Diseases

- Deep-cleaning of areas should suspected cases arise, implemented temperature screening, enforced social distancing in the form of tape markings which were put up at relevant common areas.
- Working closely communications, updates on mitigation measure, awareness of all visitors through posters and regular announcements to practice good hygiene, social distancing and wearing of masks.
- One-stop service area for communications with customers.
- Assessing the potential supply chain disruptions, working closely with suppliers and business partners to monitor the evolving situation.
- Management and Business Continuity (BCP) progress, please refer to **"Emerging Diseases Outbreak Prevention"** chapter for further details.

Customers' Privacy Protection

- In 2024, our employees passed Cyber Security test and IT made Cyber Security Awareness via Computer screen desktop and also Official Line Group
- Determine the methods for handling complaints. If customers have complaints about personal data violation, they can contact the Company at Telephone: 66 (0) 2679 7357. Fax: 66 (0) 2285 6642 or E-mail: csnyt@namyongterminal.com

Measurement in taking care of service area users, visitors, customers and business partners of the Emerging Diseases



Key Achievements and Plans

- There have been no complaints about personal data violation in the past 3 years.
- In 2024, the customers, suppliers, business partners' satisfaction survey were higher than 80%, please refer to "Operational Highlights" chapter.

regulations; and

2. Not making damage to the reputation of trade competitors with malicious accusation.

Key Achievements and Plans

There have been no complaints about unfair competition from competitors and regulators in the past 3 years.

Policy and Treatment on Competitors

The Company supports and promotes free and fair trade competition policy by operating business in compliance with fair trade competition regulations and avoiding unfair competition to damage the competitors. None of illegal agreements with competitors or other business operators which are a monopoly or reduce competition in the market. The treatment on competitors are as follows:

1. Operating business in compliance with fair trade competition

Policy and Treatment on Suppliers and Business Partners

The Company applies a transparent and fair policy for selection of suppliers and business partners, and strictly complies with commercial conditions by taking into account the best interests of the Company and a fair return for both parties. Suppliers or business partners of the Company are divided into 2 important groups:

Group 1 (Normal Supplier or Business partner)	Group 2 Specialized Supplier or Business partner
<p>Meaning: the suppliers that the Company purchases goods or services from, which are mostly the goods or services generally sold by a number of sellers or service providers in the market.</p> <p>Treatment Treating suppliers and business partners equally and fairly on the basis of a fair return for both parties.</p> <p>Criteria on the selection of suppliers Having criteria on the selection and assessment of suppliers and business partners, criteria on procurement and hiring of outsourced company based on the consideration of suppliers and business partners' strategies and safety standard that are</p>	<p>Meaning: supplier or business partner who has specialized expertise in the area that is the key to the standard of terminal service and management or who is an expert in giving operational consultation that supports and enhances the efficiency of the Company's operation.</p> <p>Treatment</p> <ol style="list-style-type: none"> 1. The Company shall implement the same treatments as Group 1. 2. Strict compliance with the agreed terms and conditions. 3. Maintaining the standard required for such specialization and in consistency with the Company's direction and standard.

Group 1 (Normal Supplier or Business partner)	Group 2 Specialized Supplier or Business partner
<p>conformed to the Company's. The Company selects suppliers and outsourced company with approval of the authorized persons of the Company by taking into consideration of the price comparison and the following criteria:</p> <ol style="list-style-type: none"> 1. Capability; 2. Expertise and experience; 3. Financial status; 4. Business reputation; and 5. Records of complaints and litigations 	<ol style="list-style-type: none"> 4. Assessing the performance by highlighting the business impacts and the compliance with the laws and standards under the operating procedures.

Procurement process under Good Corporate Governance

1. Fair Procurement : Ethical business practices, transparency, audit ability, anti-corruption practices, and strict legal and regulatory compliance are emphasized as well as consideration towards social responsibilities, labor treatment, human rights, and sustainable partnerships management.

2. Green Procurement : Environmental requirements are used as criteria for auction and preferences for all product and service categories. The Company attempts to source partners or products from local and regional businesses in order to promote and upgrade the domestic industry including reduce the carbon emissions (CO2) from overseas import.

At the present, the company has implemented a green office project (Green office) and received a certificate of Green office which is a good level. The procurement process is the criteria for receiving such award.

3. Suppliers and Business partners encouragement : The Company encourages suppliers and business partners to engage with the policy against child labor and the policy against illegal migrant labor, in accordance with the Company's Policy on Human Rights. The Company disclosed Supply Chain Management Policy and Supplier Code of Conduct at menu Sustainability on www.namjongterminal.com.

4. Supplier Performance Evaluation : The company conducts an assessment of its partners' efficiency. The indicators designed on the basis of the partners' work standards are as follows:

1. Product Worthiness
2. Product Quality
3. On-time Delivery
4. Supplier After Sales Service and Response
5. Innovation Initiative

5. Fairness credit term for supplier:

▪ **A Credit term for suppliers**

During the current economic situation, credit term management and the condition of timely payment are crucial parts of suppliers' continuing business operations.

The Company has a treatment on credit term or the payment period for suppliers within 30 days. Our consideration to make a payment for suppliers is subject to type of service or product. In general a due date is set by suppliers (including utilities supply service provider and Port Authorities of Thailand).

▪ **A Payment procedure of Accounting and Finance Department**

A period to pay suppliers is every 10th and 25th day of month. Unless there are holidays, we have set to pay on the next business day. Along with our business, we have made payments to suppliers on time and never asked for an extension of the payment period. Unless there is a legal reason that is not the fault of the Company. Please refer to "Key Financial Ratios" chapter for the average repayment period of the past 3 years.

Key Achievements and Plans

One of the specialized suppliers is the wharf handling contractor. Its personnel are required to attend the trainings on operational standards carried out by the Operation Department. The contractor shall set a plan and guideline to minimize accidental risks from the operation which must be in compliance with the safety plan of the Company in order to ensure that the risks are managed to the extent that will not affect the business and the environment. Such operational standards shall be examined regularly by the relevant departments. We have a process to encourage the capability and competency of suppliers in service development cooperation. It is a plan to educate suppliers about emergency plans, emergency prevention measures as well as increasing skills and expertise, e.g., safety driving skill in moving cars and wearing reflective vests in the wharf handling area, etc.

Policy and Treatment on Creditors

The Company has established a strategy in capital management, liquidity management in respect of debt repayment to meet the maturity in a timely manner and has built confidence among creditors by emphasizing good faith and strictly complying with the conditions and agreements made with its

creditors. The treatment on creditors are as follows:

1. Preparing fair agreements and complying with all agreements made with the creditors, as well as repaying full payment in a timely manner and being responsible for all guarantees under the contracts (if any); and
2. In case of failure to perform according to the conditions as agreed, notifying its creditors immediately in order to remedy and prevent damages.

Key Achievements and Plans

The Company has never defaulted on payment to its creditors unless there is a legal reason which is not the fault of the Company.

Policy and Treatment on Society and Community Development

The Company disclosed Framework for Community, Society and Innovation **at menu Sustainability on www.namyongterminal.com.**

The Company is a fully-integrated Roll-on/Roll-off (Ro/Ro) terminal service operator and warehouse and storage services located at Laem Chabang Port, under the supervision of Laem Chabang Port, Laem Chabang Industrial Estate Office under Industrial Estate Authority of Thailand, it must be taken to ensure the safety of life, properties and environment as well as having good relationships with communities or other service providers near A5 Terminal. The treatment on Society and

Community Development are as follows:

1. Participated in meetings and drills with government agencies such as emergency plan drill, cooperation to promote safety culture with Laem Chabang Port, communities and other service providers in Laem Chabang Port.
2. Fixed a person or team who is assigned to receive emergency calls or report emergency cases to government agencies.

Key Achievements and Plans

Although the Company's business does not have a direct impact on the community and environment but considering the supply chain, the company has cooperated and encouraged customers both automotive manufacturers and shipping lines to realize the importance of the environment around at A5 Terminal, such as shipping lines' cooperation in collecting waste on the Big cleaning day, garbage separating and its proper disposal campaign, planting mangrove forest with Laem Chabang Industrial Estate under Office Industrial Estate Authority of Thailand.

For customers who received a service of warehouse and storage yard both in Laem Chabang Port or other areas in the future, Solar Cells may be installed to reduce customers' electricity costs and to take part in environmental sustainability together. Please refer to **"Corporate Sustainability Drive"** chapter for further details.



Policy and Treatment on Intellectual Property

Since 2015, the Board of Directors has approved the policy on intellectual property protection and a 100 percent of the employees and the management was trained in order to encourage the management and the employees to conduct their duties in strict compliance with intellectual property right, copyright and patent, as well as to emphasize the managements and the employees to maintain the highest standard on protection of intellectual property in their works and business operations. The

policy and treatment on intellectual property are as follows:

1. Encouraging the management and the employees to use copyright products and not to support products or actions which infringe intellectual property; and
2. Using pirate software is illegal and deemed as an infringement of intellectual property.

Disclosure of Information and Transparency

The Company has established a policy on disclosure of

information and transparency of financial reports and business operation, by prescribing rules regarding the disclosure of financial information and other information relating to the business, and the Company's operational results, which must be correct, complete, adequate, reliable, and timely for the shareholders, investors, securities analysts, and the general public. The Board of Directors supervises the Company to ensure that it strictly complies with the laws and regulations relating to the disclosure of information and transparency. A report shall be submitted when any director or management undertake a share transfer according to the Regulations of the Office of the Securities and Exchange Commission and the Company's policy on good corporate governance.

The directors and the managements shall report the holding of securities, and shall disclose report on their conflict of interests, including their related parties as required by applicable laws, in order to ensure that the directors and the managements can administer and operate the business with honesty, clarity, and transparency, which will create confidence among the shareholders and investors in the Company's managements.

Inventors Relationship

The Company always values the importance of disclosure of information, according to the regulations of the Stock Exchange of Thailand and the Office of Securities and Exchange Commission, with an accurate, complete, transparent, consistent, timely and thorough various channels. The Company has also assigned the persons who have knowledge, capability, and understanding of the Company's business to be investor relation officers.

In this regard, the Chief Executive Officer, the Chief Financial Officer or the assigned management shall have a duty to directly communicate with the shareholders, investors and securities analysts both domestically and internationally. In addition to disclosure of information via the Stock Exchange of Thailand's system and the Company's website, the Company also provides a channel to communicate its business operation progress and to respond queries for investors in order to allow all groups of stakeholders who concern with the Company's activities would receive the information on an equal basis.

In 2025, the Company received the investor relation assessment of listed companies at 71.50 percent and took action on investor relations as follows:

-
- Held 2 meetings with the institutional investors, there were 2 meeting of the foreign institutional investors categorized as 1 one-on-one meeting, 1 conference call
 - Held 3 conference calls with the press
 - Held 3 meetings of conference calls with Analyst
-



Responsibility of the Board of Directors

The Board of Directors is responsible to supervise the business operations with due care, honesty, and prudence by supervising the administration to meet with targets and guidelines for the utmost benefits of the shareholders while, at the same time, taking into account of the benefits of all stakeholders.

The Board of Directors comprises of directors who have leadership, vision, and independence in making decisions for the utmost benefits of the shareholders as a whole. The Board of Directors arranges a working system to ensure that the activities of the Company are carried out in accordance with the laws and ethics, particularly anti-corruption in all of its forms by applying an internal audit mechanism to assess

risks, and to prevent and control unlawful acts. All directors fully understand the duties and responsibilities and the nature of business operations of the Company, and are ready to independently express their own opinions and to keep up-to-date at all times. They are also aware that they must perform their duties with good faith, care and prudence.

Policy on the Diversity of the Board of Directors' Structure

The Board of Directors comprises of directors from diverse qualifications, including gender, skill, experience, and ability, who are devoting their time and efforts to fully perform their duties and responsibilities and to carry out the duties of the Board of Directors in an efficient and effective manner.

Proportion of the Board of Directors divided by gender

Gender	Number (person)	%
Female	4	36.36
Male	7	63.64

Remark:

- Mrs. Sunee Pongpud terminated on 19 April 2024 and Mr. Pongthep Leungsuan resigned on 17 September 2024 therefore the Board of Directors consist of 11 persons.

The Company encourages women in leadership, having opportunities to express their independent opinions and to push women into higher positions based on their abilities, not gender discrimination. We aim to have at least 2 female directors out of all directors. Currently, we have 4 female directors and 2 of them are the chairwoman of the sub- committees.

The Board of Directors has set up sub-committees to assist in studying and screening the works according to necessity, particularly in the case where it requires neutrality to make

decisions. The Board of Directors also clearly prescribes charters of sub-committees, duties, responsibilities, and working procedure.

The Nomination, Compensation and Corporate Governance Committee is responsible to seek for person having eligible qualification and skill fulfillment, gender, proficiency and specialization to align with the Board of Directors' structure and business strategies. Please refer to **"Report of the Nomination, Compensation and Corporate Governance Committee"** chapter.



Criteria and Process on Director Nomination

The nomination of an individual to be the Company's director shall be in accordance with the transparent nomination process as follows:

Process	Details
Criteria	The Nomination, Compensation and Corporate Governance Committee considers directors' qualifications which are suitable and conformed with the business operation, as well as diversified in terms of experience, knowledge, and independence.
Nomination	Nomination from: 1. Recommendation from directors 2. Professional Search Firm 3. Proposals by the minority shareholders who are entitled to nominate the qualified director(s) 4. Database of Thai Institute of Directors
Selection	The Nomination, Compensation and Corporate Governance Committee will consider the qualifications.
Appointment	The Nomination, Compensation and Corporate Governance Committee will consider the qualified candidate and resolve to propose the candidate to the Board of Directors for further approval.
Re-election	The Nomination, Compensation and Corporate Governance Committee will consider relevant factors such as performance, meeting attendance, meeting participation, and contribution to other activities of the Board of Directors, and propose to the Board of Directors for approval, and further consideration by Shareholders' meeting.

The appointment of the Company's directors shall be in line with the resolution of the Board of Directors or the AGM as the case may be, subjected to the consideration of the Nomination, Compensation and Corporate Governance Committee and the Board of Directors respectively.

Orientation for New Directors

The Company arranges an orientation for newly appointed directors in order for them to be informed the business policies, capital structure, shareholders, operation results, as well as laws, regulations and information which are beneficial for the directors of the Company, as follows:

1. Public Company Limited Act B.E. 2535 (1992);
2. Code of Best Practice for Directors of Listed Companies ;
3. Affidavit of Company issued by Department of Business Development, Ministry of Commerce, Memorandum of Association, and Articles of Association of the Company;
4. The Company's Good Corporate Governance policy;
5. Listed Company Directors Manual of the Stock Exchange of Thailand;
6. Corporate Governance Code for Listed Companies 2017 (CG Code); and
7. 56-1 One report/Annual Report of the Company, both Thai and English version.

Director development

The Company has a policy to encourage directors to attend training courses or seminars to continuously increase their working knowledge by specifying in the annual budget plan.

Proportion of training courses for directors from the Thai Institute of Directors Association

Training course	Number (person)	%
Director Certification Program (DCP)	3	27.27
Director Accreditation Program (DAP)	5	45.46
Both of DCP and DAP	3	27.27

2025 Course enrollment

Name	Program
Dr. Wissanu Krea-ngam, Professor Emeritus	<ul style="list-style-type: none"> • Business goals • Entire nature of business • Directors' duties
Ms. Pimkarn Leungsuwan	<ul style="list-style-type: none"> • Economic Update for CFO, TLCA CFO no. 1/2025 (CPD 2.00 hours) • Accounting standards IFRS 18 IFRS 19, TLCA CFO no. 3/2025 (CPD 2.00 hours) • A Practical Guide for Board (ESG), IOD no.14/2025(CPD 6.00 hours)

Role of the Chairman of the Board of Directors

The Company places importance to supervise the performance of the management, therefore, the Company assigns the position of Chairman to be an independent director separately from the position of Chief Executive Officer to ensure the utmost benefits of the shareholders. The duties of the Chairman of the Board of Directors are aligned with CG Code as follows:

1. Overseeing, monitoring, and ensuring that the Board of Directors efficiently carries out its duties to achieve the company's main objectives;
2. Ensuring that all directors contribute to create the company's ethical culture and good corporate governance;
3. Setting the Board of Directors' meeting agenda by discussing with the Chief Executive Officer and ensuring that the important matters are included;
4. Allocating sufficient time for the management to propose topics and for the directors to debate on important matters thoroughly, and encouraging the directors to exercise prudent discretion and independently give opinions; and
5. Promoting a good relationship between the executive directors and the non-executive directors, and between the Board of Directors and the management.

The management is responsible to implement the Company's strategy and business plans for achievement, as well as to carry out day-to-day management and affairs of the Company. In 2024, the management has reviewed the vision, mission, strategy and annual business plan and proposed to the Board of Directors for acknowledgement. The Board of Directors quarterly follows up and monitors its operation to be in accordance with the determined strategy and business plan and to advise the management to take further action or improvement.

Meeting of the Board of Directors

The Company schedules the meetings of the Board of Directors in advance throughout the year. In the last meeting before the end of the fiscal year, the Corporate Secretary will propose the agenda to the Board of Directors to fix meeting date and time of next year and will remind the directors of such scheduled meetings via group line. The meeting of the Board of Directors will be held at least once every quarter. In the case of urgency, additional meetings of the Board of Directors may be held as appropriate so that the Board of Directors will be able to perform its duties efficiently.

Separation of Role and Responsibility between the Board of Directors and the Management

The Board of Directors is responsible to supervise the operation of the Company to be carried out in accordance with the laws, the Articles of Association, the Good Corporate Governance Policy, and the resolutions of the shareholders' meeting. With regards to the governance, the Board of Directors shall exercise their business judgment and act as they reasonably believe that it is for the best interests of the Company and the shareholders.

In holding a meeting of the Board of Directors, the Corporate Secretary will send an invitation notice setting out clear meeting agenda and providing complete and sufficient documents to the Board of Directors, at least 7 days prior to the meeting date so that the directors shall have sufficient time to review information before the meeting. Each meeting is arranged with sufficient time for the directors to discuss and express opinions openly whereby the Chairman of the Board of Directors shall compile the opinions and conclusions resolved by the meeting. In the case where any director has a material conflict of interest on the agenda item being considered, such director shall abstain

from voting during the consideration of the said matter. The minutes of each meeting shall be recorded in writing and proposed to the Board of Directors for consideration before being certified by the Chairman of the Board of Directors, and the Corporate Secretary later in the following meeting. The document storage is in form of original hardcopy files and electronic files which includes the minutes of meetings, and the meeting documents for convenient verification and reference by concerned persons.

Power of the Board of Directors

1. Consider for approval or consent to significant transactions, such as, investment in a new business, or the acquisition or disposition of assets of the Company and its subsidiaries in accordance with the relevant notifications, regulations and rules of practices of the Securities and Exchange Commission and the Stock Exchange of Thailand for the benefit of the Company and the shareholders whereby the director with conflict of interest is not entitled to vote;
2. Consider for approval or consent to the related party transaction of the Company and its subsidiaries in accordance with the relevant notifications, regulations and rules of practices of the Securities and Exchange Commission and the Stock Exchange of Thailand for the benefit of the Company and the shareholders whereby the director with conflict of interest is not entitled to vote; and
3. Consider for approval of interim dividend payment to the shareholders, and to consider annual dividend payment to be proposed to the shareholders' meeting for further consideration and approval.

Reports of the Board of Directors

The Board of Directors is responsible for the financial reports and the consolidated financial statements of the Company and its subsidiaries. In this regard, the Board of Directors has appointed the Audit Committee to be responsible for reviewing the financial reports and the consolidated financial statements of the Company and its subsidiaries to comply with the generally accepted accounting standards in Thailand, and to apply and regularly practice appropriate accounting policies. Furthermore, the Board of Directors expressed its opinion in the Report of the Board of Directors' Responsibility for Financial Report. Please refer to **"Report on the Responsibilities of the Board of Directors' for the Financial Report"** chapter for further details.

Operation Result Assessment

Currently, the Company has self-assessment forms for the Board of Directors and sub-committees which are collective assessment form and individual assessment form. It is aimed

to be used in an annual self-assessment to review accomplishments, issues, and obstacles in the previous year. The summary of the assessment will be prepared to improve the operation to be more efficient. Please refer to **"Self-Assessment"** chapter for further details.

Policy on Remunerations of the Directors

The Board of Directors has appointed the Nomination, Compensation and Corporate Governance Committee to determine the remunerations of the Board of Directors and the sub-committees in order to motivate and retain the directors. The Board of Directors and the sub-committees should receive more appropriate remuneration if they need to take more responsibility and such remuneration should be comparable to the same industry benchmark. In this regard, the remunerations of the Board of Directors and the sub-committees shall be subject to the approval resolution of the shareholders' meeting. Please refer to **"The Meetings and Remunerations of Directors and Managements"** chapter for further details on remunerations of the directors in 2025.

Succession planning policy for the Chief Executive Officer and top managements in main line of the organization

The Company recognizes the importance of continuous management which leads to sustainable growth and advancement. The Board of Directors has resolved to approve the succession planning policy for the Chief Executive Officer and top managements in main line of the organization since 2016, details of which are as follows:

1. Preparing a succession planning for the Chief Executive Officer and top managements in main line of the organization by considering the appropriate qualification and experience, work result, capability and readiness under the criteria determined by the Company to promote the Company's personnel who has good performance and high potential to achieve higher position; and
2. Preparing the designated successor to be ready by developing the knowledge, capability and skill necessary for such position to success in case the CEO and top managements in main line of the organization cannot perform their duties.

In this regard, the designated successor not only have to be qualified and experienced in appropriate line of business, but also has to receive the experience by rotating in other relevant departments and receive additional trainings as necessary to be prepared for continuous performance.

In this regard, the Executive Committee has reviewed successors' qualifications every year.



Business Code of Conduct

The Company is committed to operate its business transparently, honestly, morally, and with responsibility to stakeholders as well as to society and the environment. Furthermore, the Company also refrains from any activity which infringes intellectual property or violates human rights. In this regard, the Company adopts a policy of non-prejudice or non-discrimination, and, at the same time, take measures to ensure that the employees are entitled to a working environment that is safe, clean, sanitary and free from all forms of harassment. The Company upholds equality and sincerity principle to administer salary, other forms of compensation, and terms of employment. The Company also refrains from using child labor.

In this respect, the Board of Directors has prescribed these practices in the Code of Conduct (as amended) so that the director, the managements and the employees can be aware of such practices together with rules and procedures of the Company. The Company has also prescribed that while working with the Company, it is the duty and responsibility of all directors, managements and the employees to acknowledge, understand and strictly comply with the policies and practices set forth in the Code of Conduct (as amended).

The supervisors at all levels must be role models and encourage their subordinates to comply with the prescribed practices and provide channels for complaints to be submitted by employees concerning any failure of compliance and other violation of the business conducts, and the rules and regulations. The complaints shall be considered and handled prudently and confidentially to protect the rights of an accused individual and an informant.

In addition, the Company places importance on conducting business with honest, accuracy, fair and transparency by strictly complying with the laws, regulations and rules, particularly the Anti-Corruption law. In order to ensure that the directors, the managements and the employees of the Company will operate in the same direction.

The Company specifies that the directors, the managements and the employees shall comply with the Anti-Corruption policy and Code of Conduct of the Company which prohibit the directors, the managements and the employees of the Company from involving, whether directly or indirectly, in all types of corruption. Any violation shall be deemed as a serious breach of discipline, which shall be subject to punishment in accordance with the regulation of the Company and shall be liable under the law if such action is illegal.

For clarity and continuity on raising an awareness on Anti-Corruption as mentioned above, the Board of Directors Meeting No. 5/2559 held on 9 November 2016 has resolved to approve the Code of Conduct (as amended) to include the Anti-Corruption policy and publish it on the Company's website at **menu Sustainability on www.namyongterminal.com**. For this communication to directors, managements and employees re: Code of Conduct, please refer to **"Overseeing of Insider Information and Prevention of Conflict of Interest"** chapter.

Key Achievements and Plans

In the past 3 years, no directors or managements have violated the conflict of interest policy.

Other Issues on Good Corporate Governance Principles Compliance

1. The Board of Directors' meeting no. 5/2021 has approved the determination of director qualifications in the Board of Directors' charter regarding directorships in no more than 4 other listed companies.
2. Currently, the Company has no policy to give the right of stock option to the management; however, the Company values the importance in taking care of the managements, both in planning for handling over works to successors and in educating the managements by sponsoring the trainings and seminars on continual basis along with reviewing the remuneration and providing welfares regularly to ensure that the managements have been granted competitive offers comparing to those of other companies in the same industry which shall encourage the work motivation, loyalty, and ownership to the organization in a long term.
3. The Company is aware of the value of the experiences that the Chief Executive Officer may gain from being a director in other companies or organizations; however, in order to have times to work in the full capacity for the Company, the Chief Executive Officer may take the position of director without limitation in other companies or organizations as necessary as long as it does not affect the performance as the Chief Executive Officer. Please refer to **"Details on**

Directors, Managements, The person supervising accounting and Corporate Secretary” for details of directorship in other companies or organizations of the Chief Executive Officer.

4. The Company has delayed to set policy on limitation of the number of years which an Independent Director is able to serve in the position because it is viewed that the characteristic of the Company's business requires the Independent Directors who have specialized knowledge, expertise and experience. Moreover, the Independent Directors of the Company are qualified pursuant to the Company's definition of Independent Director and are able to well perform their duties.
5. In every Board of Directors' meeting, each of the Directors independently asks questions, discusses and gives opinions in several issues with the management. This can ensure that the Board of Directors well performs its duties in supervising the operation carried out by the management for the most efficiency and effectiveness for the shareholders and every interested parties; therefore, the policy requiring the meeting to be held more than 6 times per year. However, in case of urgency, the Board of Directors may hold additional meetings.
6. In every Board of Directors' meeting, each of the Directors independently asks questions, discusses and gives opinion in several issues with the management. This can ensure that the Board of Directors well performs its duties in supervising the operation carried out by the management for the most efficiency and effectiveness for the shareholders and every interested parties; therefore, the policy requiring the meeting among non-executive directors without attendance of the management has not been prescribed.
7. Even though the Company does not establish a compliance unit in the organization with the view that the Corporate Secretary, by the position, is already a center for compliance with the regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand and the Port Authority of Thailand, which creates the highest efficiency appropriate for corporate structure.

Currently, the Corporate Secretary has the responsibility to promote a strict compliance conducted by the employees and to report changes of regulations of the relevant authorities to the Board of Directors every quarter, as well as to encourage the high level managements to manage compliance risk effectively.

From 2020 to the present, 100% percent of employees and managements have taken the summary and signed for acknowledgement of Personal Data Protection Act B.E. 2562 (2019) with its case studies whereby must be impacted and complied with their works as the specified by law and Personal Data Protection Policy.

8. Although the Free Float of the Company is less than 40 percent of the total paid-up shares, the Company always values and respects the right of the minority shareholders as well as always discloses material information to the minority shareholders and gives opportunity to the minority shareholders to propose agendas of the meeting and nominate persons to be directors in advance.

The 2024 Annual General shareholders' Meeting was recognized for full compliance with the AGM Checklist Assessment conducted by the Thai Investors Association and the Company has successfully scored 100 percent.

9. The Board of Directors has delayed to set a policy on the minimum quorum of not less than two-third of the total directors (the interested directors are not included) to pass resolutions. However, in the past 3 years, more than two-third of the directors of the Company attended in every meeting and prior to the vote casting, the Chairman gave opportunity to all the directors to question and discuss openly to ensure that the Board of Directors exercised prudent discretion to make a decision.
10. The Company has not set a policy requiring the Directors and the high-level management to inform the Board of Directors or the person appointed by the Board of Directors at least 1 day prior to the trading the Company's shares as the price of the share varies on the market condition.

However, the Company has set a policy on prevention of insider trading to prevent the exploitation of such information by the directors, the high-level management and the employees either for their own or third party's benefit. The Company also has the policy requiring each share trading to be reported to the Board of Directors as well as set the black-out period where certain material information will be disclosed to the public.

Moreover, the Corporate Secretary has made reports on the Company's securities held by the directors and the management and quarterly submitted to the Board of Directors for acknowledgement.

11. According to the Articles of Association of the Company which specifies that the directors shall be appointed by the majority vote of the shareholders, each shareholder hold the voting right equal to the number of shares held; therefore, the Company has not set the cumulative voting method. However, the Company has set other methods to protect the right of the minority shareholders, e.g., allowing the minority shareholders to propose persons to be elected as directors of the Company.

Shareholding of the Board of Directors and Managements

Summary Schedule of Changes in Securities Holding of Directors and managements including their spouse and minor children (if any)

Name – Surname	Number of Shares		
	1 January 2025	31 December 2025	Number of increased/ (decreased) Shares
Directors			
Dr. Wissanu Krea-ngam, Professor Emeritus (Appointed on 6 November 2025)	N/A	0	0
Spouse	N/A	0	0
Dr. Theparak Leungsuwan	133,649,800	133,649,800	0
Spouse	60,000	60,000	0
Mr. Dhananant Leungsuwan	19,250,000	19,250,000	0
Spouse	147,200	147,200	0
Ms. Pimkarn Leungsuwan	19,450,200	19,450,200	0
Ms. Pensri Leungsuwan	19,250,200	19,250,200	0
Dr. Sunee Sornchaitanasuk	0	0	0
Spouse	0	0	0
Mrs. Benchawan Srangnitra	0	0	0
Spouse	0	0	0
Mr. Vallop Tiasiri	0	0	0
Spouse	0	0	0
Mr. Chaoyong Ratanacharoensiri	0	0	0
Spouse	0	0	0
Mr. Nha-kran Loahavilai	0	0	0
Spouse	0	0	0
Dr. Vichya Kreangam	0	0	0
Spouse	0	0	0
Dr. Borwornsak Uwanno, Professor Emeritus (Resigned on 15 September 2025)	1,336,000	0	(1,336,000)
Spouse			
Managements			
Dr. Theparak Leungsuwan	133,649,800	133,649,800	0
Spouse	60,000	60,000	0
Ms. Pimkarn Leungsuwan	19,450,200	19,450,200	0
Mr. Amornnat Janyong	200	200	0
Mr. Weerapong Sripa	0	0	0
Spouse	0	0	0
Mr. Pongpichai Anankusri	0	0	0

Overseeing of Insider Information and Prevention of Conflict of Interest

Overseeing of the Use of Insider Information

In the meeting of the Board of Directors No. 9/2019 held on 8 November 2019, the Board of Directors approved the amendment of Confidentiality of Information, Protection of Information and Insider trading Policy for the compliance with the Securities and Exchange Act. B.E. 2535 (1992) of which Chapter 8, Unfair Securities Trading Practices and the Acquisition of Securities for Business Take-overs, Division 1, Prevention of Unfair Securities Trading Practices. The definition of "inside information" has been amended, as well as the scope of the assumption of the person possessing inside information (Section 243) has been extended. In this regard, Confidentiality of Information, Protection of Information and Insider trading Policy have been integrated as they are related. Such policy has been published at www.namyongterminal.com.

Confidentiality of Information, Protection of Information and Insider trading Policy

Definition

"Executive" shall mean

1. The executive pursuant to Section 89/1 of the Securities and Exchange Act B.E 2535 (1992), as amended; and
2. The person holding top position of each line, the manager or the head of the line and so on.

"Confidential Information" shall mean non-public information of the Company including the personal information that the employees, staff, business partners or customers disclose to the Company which if disclosed to the public or any person shall cause effect to the Company whether it is monetary or not.

"Inside Information" shall mean any information including

but not limited to financial documents, financial information, agreements, non-public material legal disputes which cause Effect to the Price of the Securities.

"Effect to the Price of the Securities" shall mean effect to the price of the securities which may be higher, lower, stable or maintain the price of the securities.

Policy and Treatment

1. The directors, Executives, auditors, financial advisors, legal advisors, asset appraisers, employees or staff are responsible for the confidentiality of the Confidential Information. Each of the responsible persons shall be not disclose the Confidential Information in his/her possession to any other person. In this regard, the Company has classified the information and determined the access to each of the classified information, as well as the keeping of the Confidential Information. The exemption is provided in case required to be disclosed by the law or approved to be disclosed by the Chief Executive Officer, the person holding top position of the line or any person authorized by the Executive Committee or the Board of Directors.
2. The person responsible for the human resource shall ensure that any employment of the person who worked for the competitors, customers or business partners does not violate the agreement with the competitors, customers, or business partners which leads to a legal dispute with the Company.
3. Within 2 years after the termination of the directorship for whatsoever reason or the termination of employment or hire of the Executives, financial advisors, legal advisors, employees or staff of the Company for whatsoever reason, such persons shall not disclose the Confidential Information.
4. The directors, Executives, auditors, financial advisors, legal advisors, asset appraisers or any other person responsible

for the Inside Information, employees or staff possessing or knowing the Inside Information or being in the title or the line that is responsible for the Inside Information or able to access to the Inside Information which causes Effect to the Price of the Securities are prohibited to trade the securities of the Company 1 month prior to the announcement of the financial statement and within 24 hours after the publication through the portal of the Stock Exchange of Thailand.

5. The directors, Executives, auditors, financial advisors, legal advisors, asset appraisers or any other person responsible for the Inside Information, employees or staff possessing or knowing the Inside Information or being in the title or the line that is responsible for the Inside Information or able to access to the Inside Information which causes Effect to the Price of the Securities are prohibited to, directly or indirectly, in any manner use or disclose the Inside Information to any other person knowing or should know that such person will exploit such information for trading the securities for his/her own or other's interest.
6. The Chief Executive Officer, Chief Financial Officer or any other authorized person is responsible for investor relation including domestic and international shareholders, investors and analysts.
7. The corporate secretary or the authorized person is responsible for the notification and promotion of the refraining from usage of Inside Information at least 1 month prior through the channels specified by the Company, such as email or any other communication which allows the stakeholders to promptly and fairly receive the information.
8. The directors and the managements must notify any purchase and sale of their own securities within the period specified by the law, as well as report the holding of securities to the Board of Directors. The corporate secretary shall prepare a summary of the alteration of securities holding of the directors and managements for the Board of Directors every quarter. This is to prevent the directors and the managements to use the Inside Information in a manner of conflict of interest.

Key Achievement

1. The Corporate secretary sent the notification and promotion of the refraining from usage of Inside Information at least 1

month prior to the announcement of the financial statements via quarterly email and official group LINE.

2. The Corporate secretary has prepared a summary of the alteration of securities holding of the directors and managements for the Board of Directors every quarter.
3. In 2023-2025, No any purchase and sale of their own securities within the period as the Company specified.

Prevention of Conflict of Interest

The Board of Directors has adopted a policy which prevents the directors, the managements and the employees of the Company from abusing their powers as directors, management and employees to gain personal benefits as clearly prescribed in the Code of Conduct (as amended) on practices for the management and the employees of the Company to avoid making any related party transactions with themselves which may be in conflict of interest with the Company. In the event that it is necessary to make such transactions for the benefit of the Company or is deemed to be a related party transaction, the Board of Directors prescribes that it must be strictly proceeded with the relevant regulations, whereby the director with conflict of interest is not entitled to vote.

Treatment

1. The Report Form (Conflict of Interest Report) must be first submitted at the time of appointment as a new director, an executive, major shareholders, controlling person of the Company;
2. The Report Form must be submitted in case of any change of significant information capable of creating a conflict of interest;
3. The Company Secretary shall keep and maintain the Report Forms and deliver a copy of the same to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven business days from the date of receipt by the Company;
4. During the Board of Directors' meeting, the director with conflict of interest is not entitled to vote.

Key Achievement

The Company did not detect any conflict of interest by directors and executives occurring in the last 3 years.

Communication to directors, managements, employees, stakeholders

Course training of managements and employees	Code of Conduct, Anti-Corruption Policy, Whistle Blowing Policy
Course outline	<ol style="list-style-type: none"> 1. Code of Conduct 2. Anti-Corruption Policy 3. Whistle Blowing Policy 4. Confidentiality of Information, Protection of Information and Insider trading Policy 5. Prevention of Conflict of Interest 6. Personal Data Protection Policy 7. Case study, solving problems and working awareness may be founded. 8. Pre-test and Post-test,
Tenure and training type	2 hours by onsite and online
Acceptable singed	100 percent
Directors' knowledge	To refresh via Group line
Stakeholders' knowledge	Code of Conduct and Anti-Corruption Policy training was held to 80 percent.
2025 following up	<ol style="list-style-type: none"> 1. The Corporate Secretary annually sent email to refresh knowledge every year. 2. In December 2023



Whistle Blowing Policy

The Board of Directors approved the whistle blowing policy to encourage employees and stakeholders of the Company to report fraud, corruption or malpractice, misconduct and other inappropriate acts in the work place or operation of the Company through credible channels provided by the Company; and to build confidence to its employees and stakeholders that such report shall be properly pursued, independently investigated and shall remain confidential.

Methods, Procedures, and Protection Measures

The Company has provided channels and procedures in order for stakeholders to report or file complaints through various channels as provided, in case the Company is in risk of damages including cases of violation of rights. The Corporate Secretary shall be the central agency which receives the reports and complaints which the Company may be in risk of damages and shall then submit the information received to the Executive Committee. The Executive Committee shall screen and propose to the Audit Committee and the Board of Directors for acknowledgement.

For employees or whistle blowers who report unfair treatment by the Company; violation of the law; unethical actions; or is harassed, threatened, or disciplinary sanctioned such as being suspended, expelled or discriminated by ways in violation of the conditions of employment, the Company has provided protection measures the employees or whistle blowers who reports such acts by not disclosing the name, address or any information that could identify the complainant and keeping this information confidential. After receiving such complaint, the Executive Committee will examine and investigate the facts of the complaint; provide an appropriate solution; and follow up with the results from periodically. The person who is

assigned by the Executive Committee will notify the results of investigation to the employees and whistle blowers accordingly.

Monitoring activities

In 2020, the corporate secretary, compliance as the position, has provided in-house training refreshment of complaint channels to managements and employees of the Company and its subsidiary.

In 2021, the Executive Committee has set Treatment on Whistle Blowing and sent email to managements and employees of the Company and its subsidiary for acknowledgement including posting it at **menu sustainability on www.namyongterminal.com**

Currently, the Company held training sessions for 100 percent of its managements and employees to create a better understanding of the policy. The Company has not violated any labor law, consumers protection law and environmental law, nor has it been prosecuted by the regulators for not disclosing material information within the specified period. Furthermore, the Company has not received any complaint of fraud, unethical conduct, negative reputation caused by the management of the Board of Directors nor resignation by non-executive directors' due to the Company's issues in relation to the corporate governance.

In the past 3 years, no any stakeholders reported complaints through various channels as provided the corporate secretary has annually reported to the Board of Directors Meeting for acknowledgement. In the event of a complaint, the company will prepare a case study in order to prevent the company from repeating the whistle blowing in that matter again.

Complaint Channels

The Company's website

www.namyongterminal.com under the icon "Complaint" ;and www.namyongterminal.com under the icon "Chairman of the Board of Directors contact"

Contact details of the Corporate Secretary

Email

csnyt@namyongterminal.com

Postal Mail

Corporate Secretary

Namyong Terminal Public Company Limited
1168/52 (Lumpini Tower 19th Floor) Rama IV Road,
Thungmahamek, Sathorn, Bangkok 10120

Anti-Corruption Policy

The Board of Directors approved the Anti-Corruption Policy to oppose all forms of corruption and to encourage and educate its employees to recognize all forms of bribery whether engaged by themselves or others in order for its employees to avoid such acts, as well as to prescribe punishment measures against any parties involved in the bribery and corruption.

Fraud Risk Assessment Process

The Company has arranged a risk management system for fraud and corruption which suits the business nature and operation of the Company, in order to prevent and suppress corruption. The management shall be the assessor of the risk and consequences.

Guidelines on the supervision and control for preventing and monitoring the corruption risk

1. Organizing training sessions to educate the employees on the anti-corruption policy.
2. Arrange communication channels to encourage the employees to be more vigilant and to report suspicion of bribery and corruption. Reports can be made through [www. namyongterminal.com](http://www.namyongterminal.com) under the icon **"Complaint"**
3. Review the internal control system
4. Arrange a monitoring system to ensure that the policy is effective.

Guidelines on monitoring and evaluating the compliance with the guidelines on the prevention of involvement in the corruption

The Internal Audit shall oversee the internal control system and continuously provides recommendations by conducting audits in accordance with the annual audit plan approved by the Audit Committee and reporting significant results of the audit with recommendations to the Audit Committee.

The Corporate Secretary has provided in-house training and orientation session to 100 percent of its managements and employees to be aware of Code of Conduct (amendment) and to review this policy. Case studies have been given as a guideline for avoidance of any anti-corruption cases since 2016. They have taken Code of Conduct's Pretest and Posttest to recheck the level of knowledge and understanding about Code of Conduct, regulations and Anti-Corruption policy of the Company including posting the policy on the Company's website www.namyongterminal.com.

In 2019, the Company has extended the training in business ethics and anti-corruption policy to the business partners of the Company. The Corporate secretary ,compliance as the position, annually sent the notification and promotion of anti-corruption via email and official group LINE to directors, managements and employees.

Currently, the executive committee has set Treatment on Gift and Hospitality and sent email to managements and employees of the Company and its subsidiary for acknowledgement including posting it at [menu sustainability on www. namyongterminal.com](http://menu.sustainability.onwww.namyongterminal.com)

In the last 3 years, the Company did not receive any complaints about corruption from our employees and any stakeholder. The Corporate Secretary has annually reported to the Board of Directors' Meeting for acknowledgement.



Internal Controls and Audit Fee

Internal Controls

The Company has the policy of internal control with clearly announced on Corporate Governance Policy whereby posting at **menu Sustainability on [www. namyongterminal.com](http://www.namyongterminal.com)** to enhance the work quality and improve management towards professionalism and leadership in managing Ro/Ro terminal services with efficiency, transparency and good corporate governance principles. In this regards, the Board of Directors assigns the Audit Committee to review and audit the management system, internal control system, risk management system in order to ensure that all operations of each unit within the Company operates efficiently and legally under relevant rules, regulations, and laws. Moreover, the Audit Committee also supervises and verifies the preparation of the financial statements to ensure that the Company has prepared high quality financial statements containing correct, complete, transparent, and reliable information as well as conforming to the relevant accounting standards and regulations and to create confidence and credibility among the shareholders and all stakeholders.

Following up

With regards to the internal audit, the Company has used the service of outside counsel, i.e., JS Pro (Thailand) Company Limited ("JS Pro"), having Ms. Pranee Wonglertsiri as an audit team leader and also approved the criteria of 2025 the Company's internal audit framework. The Audit Committee has considered the qualifications of JS Pro and the audit team leader to be suitable and sufficient in terms of experience to perform the duty. JS Pro is required to present internal audit report directly to Audit Committee, whereby the Company has assigned the secretary of the Audit Committee to coordinate

with JS Pro.

Apart from the aforementioned audit of internal control systems conducted by JS Pro, EY Office Limited, the Company's auditor has assessed internal control systems of the Company and its subsidiary's financial statements and presented the audit results to the Audit Committee. In 2025, the Company's auditor did not detect any material control weaknesses which may cause damages to the Company's operations.

The adequacy of internal control systems evaluation

The Board of Directors has considered and evaluated the adequacy of internal control systems currently used by the Company by acknowledging the Company's internal control systems in the following aspects:

1. Internal control;
2. Risk assessment;
3. Operational control;
4. Information technology and data communication systems; and
5. Tracking systems.

The Board of Directors has rendered the opinion that at present, the Company has adequate and suitable internal control system with regard to transaction concluded with major shareholders, directors, managements or parties related to such person. For other aspects of internal control system, the Board of Directors has an opinion that the Company's internal control is sufficient and in line with the adequacy assessment form for the internal control of the Securities and Exchange Commission. In this regard, the Audit Committee holds the same opinion as that of the Board of Directors.



Head of Internal Audit Department

Internal audit (Department) (engage with outside counsel)

Name-Surname	Ms. Pranee Wonglertsiri
Position	Internal Audit
Age	68 years
Highest Education	Master of Accountancy Program, Thammasart University
Training Record	<ul style="list-style-type: none"> • Personal tax, Juristic person tax, Value -Added Tax • Accounting Standards • Corruption in Accounting • Data Analytic for Internal Audit • Fraud related to Information Technology • Fraud of companies listed in Stock Exchange of Thailand • Changes of Thai Financial & Reporting Standard and keys issues • Audit Observation of reviewing the Balance sheet
shareholding in the Company (percent)	-None-
Family Relations with the directors and the management	-None-
Professional Experience	<ul style="list-style-type: none"> • Director of Internal Audit, AIA Group Limited • Auditor, SAM NAK-NGAN A.M.C. Co., Ltd

Auditor Remuneration

The Audit Committee is responsible to initially select the auditor by taking into consideration the qualifications, independency, capability in reviewing and auditing within the specified time, knowledge, expertise in auditing, as well as the understanding in the Company's business and to propose the Company's Board of Directors for consideration which

shall then be proposed to the shareholder's meeting for the appointment.

Audit firm and affiliated companies mean the auditor, the audit firm where the auditor is employed and the person or business which is related to the auditor and the audit firm.

In the fiscal year 2025, the Company has paid the audit fee as follows:

Name of Company	Name of Auditor	Total (THB)
The Company: Namyong Terminal Plc.	EY Office Limited	1,470,000
The Subsidiaries: The Seahorse Ferries Co., Ltd.	EY Office Limited	360,000

In this regard, the Company and its subsidiaries did not pay any non-audit fee to the audit firm and the affiliated companies. There are no contingent expenses incurring from an incomplete service under the agreement from the preceding fiscal year.

Overseeing of the Operation of the Subsidiary and the Associated Companies

Management Policy in the Subsidiary Company

The Company will set out business policies that the Company considers to be conducive to the achievement of the Company's objectives and long-term goals for the subsidiary through approval of the Executive Committee and the Board of Directors. The Company will designate representatives from the Executive Director level or the Senior Management level to take the position of directors in the subsidiary and to set the business strategies for the subsidiary, as well as to monitor whether the subsidiary conducts its businesses within the business framework set by the Company.

The directors who are representative of the Company in the subsidiary shall use their discretion for the best interest of the Company as a whole. As for matters which are significant to the business of the subsidiary, the directors who are representative of the Company in the subsidiary will provide the performance progress report or propose the matters to the Executive Committee or the Board of Directors, as the case may be, for consideration.

Mechanisms for the Supervision of Subsidiaries and Associates

- The executive committee has authority to appoint and remove directors, managements and employees to be the representatives of each of the subsidiary companies and the associated companies and report such appointment and removal to the Company's Board of Directors for acknowledgement.
- The scope of authorities, duties, and responsibilities of the directors and managements who are the representatives of the Company, whereby the directors, who are the representative of the Company have the duty to consider and approve the material matters, e.g., policies, strategies, as well as to supervise and monitor the managements to ensure that the operation is in compliance with the specified policies and plans. The managements who are the representative

of the Company shall participate in stipulating strategy and plan for the operation in order to achieve the specified target by following-up, inspecting, and supervising the operation of the subsidiary and affiliated companies through meetings of the subsidiary's or affiliated companies' board of directors or the managements.

- The operation and direction of the subsidiary companies and the associated companies, as well as, the engagement between the subsidiary companies or the associated companies with the third parties shall be directed by the Board of Directors of the Company, by having reliable financial report system and audit, appropriate risk management and internal control and mitigation of conflict of interests.
- The subsidiary companies' and affiliated companies' operation shall be reported to the Company's Board of Directors or the Chief Executive Officer every quarter and if there is an important matter that affects the operation or the shareholders of the Company, it must be reported immediately.

Management Policy in the Associated Company

When the Company acquires shares of the associated company, the Company will designate representatives to take the position of directors in the associated company, based on the proportion of the shares held by the Company, in order to monitor and ensure that the associated company carries out its business operation in accordance with the Company's guidelines and expectation.

Internal Control

The Company and its subsidiaries use the same auditors. In the past year, subsidiary and associated companies did not violated or failed to comply with the rules on related transactions and did not detect any internal control weaknesses which may cause significant damages to their operations.

The Shareholders' Agreement on the Management of the Subsidiary and the Associated Companies

Subsidiary Company

-None-

Associated Company

-None-



Nomination and Appointment of Director and Top Management

Board of Directors

In the nomination of directors, the Nomination, Compensation and Corporate Governance Committee considers various aspects of appropriateness by emphasizing on those who have skills, experiences and expertise which are in line with the policies and strategies of the Company, as well as possess all qualifications required for the Company's directors according to the Public Limited Company Act B.E. 2535 (as amended), the Securities and Exchange Act B.E. 2535 (as amended), the relevant Notifications of the Capital Market Supervisory Board, and the relevant Notifications of the Stock Exchange of Thailand. The appointment of the Company's directors shall be approved by the Board of Directors' meetings or the Shareholders' meetings, as the case may be.

The Nomination, Compensation and Corporate Governance Committee nominates the qualified directors who have skills, experiences and expertise which are in line with the requirement of the Company, and are also able to devote their times to fully perform their duties. The Nomination, Compensation and Corporate Governance Committee proposes the qualified director to the Board of Directors and Shareholding's for appointment of such persons, as the case may be, as follows:

1. Appointment of directors to replace the retiring directors upon expiry of a directorship term or to re-elect for another term shall be approved by the Annual General Shareholders' Meeting in accordance with the following procedures:
 - 1.1 Each shareholder shall have one vote per share.
 - 1.2 Each shareholder may cast all his/ her vote according to (1) to elect one or several individuals as directors, but could not allot his/ her votes to any person at any number.
 - 1.3 The candidates receiving the highest numbers of votes, ranked in descending order, shall be appointed as directors in equivalent to the numbers of required directors at such time. In the event that the numbers of candidates, in the next descending order, receiving the equal numbers of votes exceed the numbers of directors required at the time, the Chairman of the meeting shall have a casting vote.
2. For appointment of a director in the case of vacancy in the Board of Directors for reasons other than retiring upon expiry of a directorship term, the Board of Directors, by a vote of not less than three-fourths of the numbers of the remaining directors, may appoint a director to fill up the vacant. However, the person so appointed as substitute director shall retain

office only for the remaining term of office of the director who was replaced.

Audit Committee

1. The Nomination, Compensation and Corporate Governance Committee considers various aspects of appropriateness and proposes to the Board of Directors or the Shareholders' Meetings to appoint the members of Audit Committee.
2. The Board of Directors or the Shareholders' Meetings appointed the Company's independent directors as a member of the Audit Committee.
3. The Audit Committee selects a member of the Audit Committee to be the Chairman of the Audit Committee.

Qualifications of the Audit Committee

The Audit Committee shall have qualifications as specified in the Notification of the Capital Market Supervisory Board. The Audit Committee shall serve a term of office of 3 years provided that at least a member of Audit Committee shall have knowledge, understanding or experiences in accounting or finance.

Independent Director

In the nomination of the Company's independent directors, the candidates must be qualified for the Company's definition of an independent director which corresponds to the criteria of the Notification of the Capital Market Supervisory Board.

Top Management

In nomination of the Chief Executive Officer (CEO), the Nomination, Compensation and Corporate Governance Committee nominates and proposes persons who has appropriate abilities and qualifications as the Chief Executive Officer by criteria and nomination process as follows:

1. To consider from the appropriation of knowledge, experience, competency, expert skill to be necessary to the Company or in relating to the business consistency with the strategy and business direction.
2. To consider the diversity of gender, age, race, nationality, expertise, skill experience and knowledge, including having leadership and compliance of the good governance principle to bring about the efficiency top management.
3. To propose the Board of Directors for consideration and appointment of the Chief Executive Officer (CEO) accordingly.



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Directors and Managements



Information of Directors and Managements

The Board of Directors

As of 31 December 2025, Board of Directors comprised 11 qualified directors. For the Board of Directors Charter was disclosed **at menu Sustainability on [www. namyongterminal.com](http://www.namyongterminal.com)**

Composition of the Board of Directors

Type of director	Number(person)	Percentage (%)
Executive director	2	18.18
Non-executive director and non-independent director	4	36.36
Independent director	5	45.45
Total	11	100.00

Name	Positions
Dr. Wissanu Krea-ngam, Professor Emeritus	▪ Chairman of the Board of Directors
Dr. Theparak Leungsuwan	▪ Director ▪ Chairman of the Executive Committee ▪ Executive Director ▪ Authorized Director ▪ Chief Executive Officer ▪ Chief Administrative Officer (Acting)
Mr. Dhananant Leungsuwan	▪ Director ▪ Non-Executive Director
Ms. Pensri Leungsuwan	▪ Director ▪ Non-Executive Director ▪ Authorized Director
Ms. Pimkarn Leungsuwan	▪ Director ▪ Member of the Executive Committee ▪ Executive Director ▪ Authorized Director ▪ Chief Financial Officer ▪ Investor relations (Acting) ▪ The person taking the highest responsibility in finance and accounting ▪ Chairwoman of Corporate Sustainability Management Committee
Dr. Sunee Sornchaitanasuk	▪ Director ▪ Chairwoman of the Audit Committee ▪ Independent Director
Mrs. Benchawan Srangnitra	▪ Director ▪ Chairwoman of the Nomination, Compensation and Corporate Governance Committee ▪ Member of the Audit Committee ▪ Independent Director

Name	Positions
Mr. Vallop Tiasiri	<ul style="list-style-type: none"> • Director • Member of the Nomination, Compensation and Corporate Governance Committee • Independent Director
Mr. Chaiyong Ratanacharoensiri	<ul style="list-style-type: none"> • Director • Member of the Audit Committee • Independent Director
Mr. Nha-kran Loahavilai	<ul style="list-style-type: none"> • Director • Independent Director
Dr. Vichya Kreangam (Resignation from the independent director and member of the Audit Committee on 6 November 2025)	<ul style="list-style-type: none"> • Director • Member of the Audit Committee • Member of the Nomination, Compensation and Corporate Governance Committee • Independent Director
Dr. Borwornsak Uwanno, Professor Emeritus (Resignation on 15 September 2025)	<ul style="list-style-type: none"> • Chairman of the Board of Directors • Independent Director

Remark:

• Terms of office of the Board of Directors is 3 years subject to date of appointment or rotation. Ms. Sopana Paraphuti, the Corporate Secretary is the secretary of the Board of Directors.

Names of resignation / termination of directors

Name - Surname	Positions	Resignation / Termination date	Director who replace (if any)
Dr. Borwornsak Uwanno, Professor Emeritus	<ul style="list-style-type: none"> • Chairman of the Board of Directors • Independent Director 	Resignation on 15 September 2025	Dr. Wissanu Krea-ngam, Professor Emeritus

Authorized Directors who may sign to bind the Company

Dr. Theparak Leungsuwan, Ms. Pensri Leungsuwan and Ms. Pimkarn Leungsuwan any two of three to jointly sign and affix the Company's seal.

Authorities, Duties, and Responsibilities of the Board of Directors

1. The Board of Directors has competence and responsibility according to the Public Limited Companies Act B.E. 2535 (1992), as amended. Any director who has conflict of interest, either directly and indirectly, in the Company or its subsidiary, shall have no rights to vote in such agenda in a meeting of the Board of Directors
2. Consider for approval or consent to significant transaction, such as, investment in new business, or the acquisition or disposition of assets of the company and its subsidiaries in accordance with the relevant notifications, regulations and rules of practices of the Securities and Exchange Commission and the Stock Exchange of Thailand for the benefit of the Company and the shareholders, whereby the director who has a conflict of interest shall not be entitled to vote.
3. Consider for approval or consent to the related party transaction of the Company and its subsidiaries in accordance with the relevant notifications, regulations and rules of practices of the SEC and the SET for the benefit of the Company and the shareholders, whereby the director who has a conflict of interest shall not be entitled to vote.
4. The Board of Directors has authorities and duties to supervise the Company's operations to conduct in accordance with the Company's objectives and Articles of Association, as well as, the legitimate resolutions of the shareholders' meetings, in an honest and prudent manner to protect the interests of the Company.
5. Establish credible accounting systems, financial report and auditing systems, as well as maintain effective internal control, internal audit, and risk management.
6. Determine the Company's goal, guidelines, policies, and

business operation plans and supervise the management of the Executive Committee to efficiently and effectively adhere to the determined policies and plans and to determine the Company's policies on good corporate governance and corporate social responsibility.

7. Ensure the continuous succession plan of the Company's senior management.
8. Consider for approval of interim dividend payment to the shareholders, and consider annual dividend payment to be proposed to the shareholders' meeting for further consideration for approval.
9. Consider and determine management structure, designate the Executive Committee, Chief Executive Officer and other sub-committees as deemed appropriate, such as, the Audit Committee, the Nomination, Compensation and Corporate Governance Committee, as well as, designate the competence of the Executive Committee, the Chief Executive Officer and the sub-committees.
In this regard, the designation within the scope of determined duties shall not include the authorities that may allow the such Executive Committee, Chief Executive Officer and sub-committees to consider and approve any transactions

which may cause any conflict of interest against the Company or its subsidiary (if any), unless it is the approval for normal business transactions which are in accordance with general commercial terms, or policies and rules considered and approved by the Board of Directors.

10. The Board of Directors may appoint any one director or more, or any other person to perform any acts on their behalf under the control of the Board of Directors; or may appoint the aforementioned directors/persons with an authorities under the scope and period specified by the Board of Directors may cancel, revoke, and amend such appointment as deemed appropriate.
In this regard, such appointment shall not include the authorities that may allow the authorized directors or persons to consider and approve any transactions which such persons may have conflict, interest, or any other conflict of benefit with the Company or its subsidiary or its associate, except for normal business transactions under general commercial terms or policies and rules considered and approved by the Board of Directors.
11. Ensure that the Company's general information and financial statements are reported to shareholders and stakeholders with accuracy, promptness and in compliance with the laws.

The Management

As of 31 December 2025, the managements of the Company comprised 5 persons namely as listed below:

Name	Position
Dr. Theparak Leungsuwan	Chief Executive Officer Chief Administrative Officer (Acting)
Ms. Pimkarn Leungsuwan	Chief Financial Officer Investor relations (Acting) The person taking the highest responsibility in finance and accounting Chairwoman of Corporate Sustainability Management Committee
Mr. Amornnat Janyong	Chief Operating Officer
Mr. Weerapong Sripa	Deputy Chief Operating Officer/Business Development
Mr. Pongpichai Anankusri	Assistant Director of Accounting and Finance / Financial Controller

Remark:

- The Management means a Chief Executive Officer or the next four executives succeeding the Chief Executive Officer, a person holding equivalent position to the fourth executive, including a person holding the position of manager or equivalent in accounting or finance departments.

Chief Executive Officer or (“CEO”)

Dr. Theparak Leungsuwan, the Chief Executive Officer or “CEO” of the Company having the duties and responsibilities as follows:

1. Supervise, manage, perform and operate business as normal for the Company's benefits in accordance with the policies, visions, goals, annual business operation plans determined by the Board of Directors' Meetings or assigned by the Executive Committee.
2. Manage the Company's operations according to the missions determined by the Executive Committee in order that they are in correlation with the Company's business operation plan as well as related business strategies determined by the Board of Directors.
3. Monitor and supervise overall operations related to finance, marketing, personnel management and other operations and ensure that they are in accordance with the Company's policies and operation plans determined by the Board of Directors within the limitation, however, of not over THB 10 million per business transaction, except for expenses occurred from the Company's normal operations required to be paid to government offices or state enterprises such as PAT, IEAT, the Customs and the Revenue Department that the permission of THB 200 million per business transaction is given.
4. Employ, appoint, transfer, dismiss, terminate and determine both monetary and non-monetary remuneration for employees with ability to appoint power of attorney's substitute to perform the aforementioned duties.
5. Determine rewards, salary increasing, monetary and non-monetary remuneration and special bonuses aside the employees' bonuses upon the consent of the Executive Committee.
6. Enter into any agreement or business transactions related to the normal business operations by that the financial amount of each transaction adhere to authority of operations approved by the Board of Directors.
7. Issue internal orders, regulations, announcements and memos of the Company so that the operations of the Company are in accordance with the policies and at the Company's benefits, including maintain the organization's disciplines.
8. Perform other tasks assigned by the Board of Directors or

the Executive Committee, including other necessary actions to perform such tasks.

However, CEO does not have any authority to approve any operations which the CEO or the attorney of the CEO or persons that may have any conflict of interest with the Company, its subsidiary or its associate. Instead, the aforementioned operations shall be presented to the Executive Committee's Meetings or the Board of Directors' Meetings or the Shareholders' Meetings as the case may be to consider and approve, except for the operations according to normal business transaction and general trade conditions which the Board of Directors has approved in principle to proceed.

Corporate Secretary

The Company secretary shall provide legal advice concerning rules and regulations which the Board of Directors required to acknowledge and to organize the meeting as well as other activities of the Board of Directors. This is to enable the Board of Directors to perform their duties efficiently and effectively and making the utmost benefits to the Company. Their duties also includes arrangement of and keeping documents such as registrar of directors, notices of the Board of Directors meetings, minutes of the Board of Directors meetings, Annual report, notices of the shareholders' meetings, minutes of the shareholders' meetings and conflict of interest report made by directors or managements. Please refer to **“Details on Directors, Managements, The person supervising accounting and Corporate Secretary”** chapter for profiles' details.

Head of Compliance

The Company does not establish a Compliance Unit within the organization as it views that the center of compliance shall be under the supervision of the Corporate Secretary whose main task is to supervise business operation to comply with the Regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand and the Port Authority of Thailand. Main duties of compliance unit as follows:

1. Primarily suggest and communicate some guidance on the compliance with laws, rules and regulations to our management and employees
2. Liaise with monitoring agencies of the Company such as the Stock Exchange of Thailand, the Securities and Exchange Commission and other related organizations.

Information of Sub-Committees

Sub-committees of the Company comprises of the Board of Directors, the Audit Committee, the Nomination, Compensation and Corporate Governance Committee, and the Executive Committee. Sub-committees' charters were posted at **menu sustainability on www.namyongtermonal.com**

The Audit Committee

The Board of Directors has approved the establishment of the Audit Committee by appointing the Company's directors who possess the qualifications prescribed by the Capital Market Supervisory Board. The Audit Committee must comprise of at least 3 members and at least 1 of whom must have an experience in accounting and finance.

As of 31 December 2025, the Audit Committee of the Company comprises of 3 members who are independent directors. The details of the independent directors are as follows:

Name	Position
Dr. Sune Sornchaitanasuk	Chairwoman of the Audit Committee
Mrs. Benchawan Srangnitra	Member of the Audit Committee
Mr. Chaibong Ratanacharoensiri	Member of the Audit Committee
Dr. Vichya Kreangam (Resignation on 6 November 2025)	Member of the Audit Committee

Remark:

- Dr. Sune Sornchaitanasuk is an expert who has adequate knowledge and experience to review the credibility of the financial statements.
- The term of office of the Audit Committee is 3 years from the date of appointment or subject to retirement by rotation. Mr. Pongpichai Anankusri is the secretary of the Audit Committee.

Duties and Responsibility of the Audit Committee

1. Review the Company's financial report to ensure accuracy and adequacy.
2. Review the Company's internal control systems and internal audit systems to ensure appropriateness and effectiveness, and consider the independence of the internal auditor department, as well as approve the appointment, transfer, or employment termination of the head of internal auditor or other units which is tasked with internal audit duties.
3. Review the Company's operation to ensure compliance with the laws governing the Securities and Exchanges, the regulations of the Stock Exchange of Thailand, and the relevant laws applicable to the Company's business.
4. Consider, select and nominate an independent person to carry out duties as the Company's auditor, and propose remuneration for the auditor, as well as meet the auditor at least once a year without participation of the management.
5. Consider related party transactions or transactions which might have conflict of interest in order to ensure compliance with the laws and regulations of the Stock Exchange of Thailand and that the transaction is reasonable for the best interest of the Company.
6. Prepare and disclose the report of the Audit Committee, which must be signed by the Chairman of the Audit Committee, in an annual report, and it shall comprise of the information as follows:
 - 6.1. Opinion on correctness, completeness, and credibility of the Company's financial report;
 - 6.2. Opinion on sufficiency of the Company's internal control systems;
 - 6.3. Opinion with regards to the compliance with the laws governing the Securities and Exchanges, the regulations of the Stock Exchange of Thailand, and the relevant laws applicable to the Company's business;
 - 6.4. Opinion on the appropriateness of the auditor;
 - 6.5. Opinion on the transactions which might have conflict

of interest;

6.6. Number of the Audit Committee's meeting, and attendance of each member of Audit Committee;

6.7. Overall opinion or recommendation to the Audit Committee for its duties carried out under the Charter.

6.8. Other transactions which the Audit Committee deems that the shareholders and investors should acknowledge, subject to the scope of duties and responsibility assigned by the Company's Board of Directors.

7. To perform any other acts as specified in the Securities and Exchange Act and rules, announcements and regulations issued under such Act. Including the rules and regulations of SET and other relevant laws.

8. Carry out other task assigned by the Company's Board of Directors and with approval of the Audit Committee.

director used to be a government official or advisor of a government unit which is a major shareholder or controlling person of the Company;

3. Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including spouse of child, executive, major shareholder, controlling person, or person to be nominated as management or controlling person of the Company or its subsidiary company;

4. Neither having nor used to have a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, in the manner which may interfere with his independent judgment, and neither being nor used to be a significant shareholder or controlling person of any person having a business relationship with the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than 2 years.

The term 'business relationship' under the first paragraph shall include any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or granting or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, and any other similar actions, which result in the Company or his counterparty being subject to indebtedness payable to the other party in the amount of 3 percent or more of the net tangible assets of the Company or THB 20 million or more, whichever is lower. The amount of such indebtedness shall be calculated according to the method for calculation of value of connected transactions under the Notification of the Capital Market Supervisory Board governing rules on connected transactions mutatis mutandis. The consideration of such indebtedness shall include indebtedness occurred during the period of 1 year prior to the date on which the business relationship with the person commences

Qualification of an Independent Director

The Company's has specified the qualification of an independent director in the equivalence of the qualification prescribed by the regulations of the Capital Market Supervisory Board, whereby the member of the Auditor Committee shall be an independent director who comply with the qualification as follows:

1. Holding shares not exceeding 1 per cent of the total number of shares with voting rights of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, including shares held by related persons of such independent director;

2. Neither being nor used to be an executive director, employee, staff, advisor who receives salary, or controlling person of the Company, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person, unless the foregoing status has ended not less than two years prior to the date of filing an application with the Office. Such prohibited characteristic shall not include the case where the independent

5. Neither being nor used to be an auditor of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm which employs auditors of the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship has ended not less than 2 years.
6. Neither being nor used to be a provider of any professional services including those as legal advisor or financial advisor who receives service fees exceeding THB 2 million per year from the Company, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person or partner of the provider of professional services, unless the foregoing relationship has ended not less than two years.
7. Not being a director appointed as representative of directors of the Company, major shareholder or shareholder who is related to major shareholder;
8. Not undertaking any business in the same nature and in competition to the business of the Company or its subsidiary company or not being a significant partner in a partnership or being an executive director, employee, staff, advisor who receives salary or holding shares exceeding 1 per cent of the total number of shares with voting rights of other company which undertakes business in the same nature and in competition to the business of the Company or its subsidiary company; and
9. Not having any other characteristics which cause the inability to express independent opinions with regard to the Company's business operations.

The Nomination, Compensation and Corporate Governance Committee

As of 31 December 2025, the Nomination, Compensation and Corporate Governance Committee comprises of 3 independent directors as follows:

Name	Position
Mrs. Benchawan Srangnitra	Chairwoman of the Nomination, Compensation and Corporate Governance Committee
Mr. Vallop Tiasiri	Member of the Nomination, Compensation and Corporate Governance Committee
Dr. Vichya Kreangam	Member of the Nomination, Compensation and Corporate Governance Committee

Remark:

- Term of office of the member of the Nomination, Compensation and Corporate Governance Committee is subject to retirement by rotation. Ms. Sopana Paraphuti, the Corporate Secretary, is the secretary of the Nomination, Compensation and Corporate Governance Committee.

Duties and Responsibility of the Nomination, Compensation and Corporate Governance Committee

1. Determine policy, criteria, and procedures on nomination and remuneration of members of the Board of Directors and sub-committees, and the Chief Executive Officer of the Company.
2. Select a qualified person to hold the position as a member of the Board of Directors, a member of sub-committees and the Chief Executive Officer, and propose to the Board of Directors.
3. Set up types and rates for determination of the remuneration, both monetary and non-monetary, of the Board of Directors and sub-committees for the Board of Directors' approval, which to be appropriate with the responsibilities and current market practice of the industry.
4. With respect to the employment of the Chief Executive Officer, determine annual remuneration, annual salary rate adjustment, salary and other benefits adjustment as necessary and appropriate, either monetary or non-monetary for the Board of Directors' approval.
5. Determine the method to evaluate the performance of the Board of Directors, sub-committees and the Chief Executive Officer in order to propose to the Board of Directors.
6. Review operation plan and criteria of the Nomination, Compensation and Corporate Governance Committee.
7. Encourage the Board of Directors and sub-committees to operate in compliance with the good corporate governance principles.
8. Carry out other task assigned by the Board of Directors.

The Executive Committee

The Board of Directors has approved the establishment of the Executive Committee. As of 31 December 2025, the Executive Committee comprises of 3 members as follows:

Name	Position
Dr. Theparak Leungsuwan	Chairman of the Executive Committee
Ms. Pimkarn Leungsuwan	Member of the Executive Committee
Mr. Amornnat Janyong	Member of the Executive Committee

Remark:

- Ms. Bhawinee Roopiantham is the secretary of the Executive Committee.

Duties and Responsibilities of the Executive Committee

- To be Risk Management Committee, as the position, for overall controlling the Company's risk management process to be within an appropriate level and must take action to ensure that the Company has an effective risk management, which includes the determination, assessment, prevention, reduction, and monitor of risks and shall report directly to the Board of Directors at once when the risk level reaches a significant level.
- To be in charge of Data Controller as specified by the Personal Data Protection Act B.E. 2562 (2019) ("PDPA").
- Propose goals, visions, policies and business plans, including business strategies to the Board of Directors for consideration.
- Supervise the business operations to be in accordance with the Company's policies, goals and business plans.
- By the appointment from the Board of Directors, act on behalf of the Company to a third person, within the scope of relevant businesses and for the benefit of the Company's business.
- Consider and approve operations which are considered as normal business transactions of the Company. The financial limit of each transaction is in accordance with the operation authority approved by the Board of Directors, but shall not exceed THB 100 million for each transaction, except for expenses of the Company's normal business operations to be paid to government agencies or state enterprises, such as, the Port Authority of Thailand (PAT), the Industrial Estate Authority of Thailand (IEAT), the Customs Department, and the Revenue Department, which has no financial limit.
- Consider salary adjustment, and bonus and other remuneration payment for the Company's managers and employees, except for the Chief Executive Officer, and consider to approve a manpower plan.
- Have the authority to appoint or hire consultant to maximize the efficiency of the Company's internal management.
- Consider the Company's profits and losses, and propose interim dividend payment to the Board of Directors for approval.
- Appoint any one person or more to perform any acts under the control of the Executive Committee, or may appoint such person with an authority under the scope and period specified by the Board of Directors as deemed appropriate, whereby the Board of Directors may cancel, revoke, change or amend the appointed person or the appointment as deemed appropriate.
- Carry out other tasks as from time to time assigned by the Board of Directors of the Company. In this regard, the designation of duties and responsibilities by the Executive Committee shall not include the appointment or sub-appointment which allow the persons authorized by the Executive Committee to approve any transactions which such persons may have conflict, conflict of interest, or other conflict of benefit with the Company or its subsidiary or its associate. The Executive Committee does not have authorities to approve such matter, whereby it must be proposed to the Board of Directors' meetings or the shareholders' meetings (as the case may be) to consider for further approval, unless such matter is the consideration of normal business transactions and general commercial terms.

The Meetings and Remunerations of Directors and Managements

Name - Surname	Meeting Attendance / Total Meeting			
	Shareholders	The Board of Directors	The Audit Committee	The Nomination, Compensation and Corporate Governance Committee
Dr. Wissanu Krea-ngam, Professor Emeritus (Appointed in November 2025)	0/0	0/0		
Dr. Theparak Leungsuwan	1/1	4/4		
Mr. Dhananant Leungsuwan	1/1	4/4		
Ms. Pensri Leungsuwan	1/1	3/4		
Ms. Pimkarn Leungsuwan	1/1	4/4		
Dr. Sune Sornchaitanasuk	1/1	4/4	4/4	
Mrs. Benchawan Srangnitra	1/1	4/4	4/4	2/2
Mr. Vallop Tiasiri	1/1	4/4		2/2
Mr. Chaibong Ratanacharoensiri	1/1	4/4	4/4	
Mr. Nha-kran Loahavilai	1/1	4/4		
Dr. Vichya Kreangam	1/1	4/4	4/4	2/2
Dr. Borwornsak Uwanno, Professor Emeritus (Resigned in September 2025)	1/1	3/3		

Remark:

- In 2025, the Annual General Meeting of Shareholders was onsite meeting, the Board of Directors' Meeting and its sub-committees were via electronic system.

Remuneration of the Board of Directors and its sub-committees

The 2025 Annual General Meeting of Shareholders resolved to approve remuneration of the Board of Directors and its sub-committees as follows:

Name of Committee	Chairman Meeting allowance (THB/Meeting)	Director Meeting allowance (THB/Meeting)
The Board of Directors	63,000	29,000
The Audit Committee	36,000	24,000
The Nomination, Compensation and Corporate Governance Committee	30,000	18,000

Remuneration of the Board of Directors for the year 2025

Name-Surname	The Board of Director (THB)	The Audit Committee (THB)	The Nomination, Compensation and Corporate Governance Committee (THB)	Total
Dr. Wissanu Krea-ngam, Professor Emeritus (Appointed in November 2025)	0			0
Dr. Theparak Leungsuwan	114,300			114,300
Mr. Dhananant Leungsuwan	114,300			114,300
Ms. Pensri Leungsuwan	85,300			85,300
Ms. Pimkarn Leungsuwan	114,300			114,300
Dr. Sunee Sornchaitanasuk	148,300	141,600		289,900
Mrs. Benchawan Srangniitra	114,300	94,050	58,350	266,700
Mr. Vallop Tiasiri	114,300		34,800	149,100
Mr. Chaoyong Ratanacharoensiri	114,300	94,050		208,350
Mr. Nha-kran Loahavilai	114,300			114,300
Dr. Vichya Kreangam	114,300	94,050	34,800	243,150
Dr. Borwornsak Uwanno, Professor Emeritus (Resigned in September 2025)	185,850			185,850
Total	1,333,850	423,750	127,950	1,885,550

Remark:

- None of the accrued remuneration or benefit owned to the Board of Directors of the Company.



Monetary Remuneration

• Determination and structure

The Company has determined the remuneration of the directors in a reasonable rate and in consistent with other listed companies in the Stock Exchange of Thailand of the same business. The Nomination, Compensation and Corporate Governance Committee is responsible for consideration of the policy and remuneration rate of the Board of Directors and the sub-committees to be proposed to the Board of Directors for approval which shall be further proposed to the annual general meeting of shareholder for approval. In this regard, the consideration shall be based on the consistency with the Company's strategies and long-term targets, as well as the knowledge and experience of the directors, together with the duty, role, and responsibility. The directors who have been assigned with additional duty and responsibility, i.e., being appointed in a sub-committee, will receive reasonable remuneration. In addition, the remuneration of the directors is comparable with other listed companies in the Stock Exchange of Thailand of the same business with similar size in order to persuade and maintain the qualified directors as the company preferred by referencing the information from the survey report of the directors and managements of listed companies of the Stock Exchange of Thailand.

• Opinion of the Nomination, Compensation and Corporate Governance Committee

The Nomination, Compensation and Corporate Governance Committee has considered the 2025 remuneration of the Board of Directors, the Audit Committee, and the Nomination, Compensation and Corporate Governance Committee to be proposed to the Board of Directors and the shareholders' meeting for approval. In addition, the Nomination, Compensation and Corporate Governance Committee has considered the 2025 remuneration of the Chief Executive Officer (CEO) to be appropriate with the responsibility, success in operation relating to the operational result and other elements along with the comparison of the remuneration with other companies of the same or similar industry.



The remuneration of the Board of directors received from its subsidiaries

• The Seahorse Ferries Co., Ltd.

Name-Surname	Status in the Subsidiary	Type of Remuneration	Amounting (THB)
Dr. Theparak Leungsuwan	Being a director in its subsidiary who is representative of the Company	Meeting allowance	0
Dr. Vichya Kreangam	An advisor of the subsidiary' Board of Directors (who is representative of Namyong Terminal Public Company Limited and not receiving any monthly allowance in the subsidiary)	Meeting allowance	0

Other remuneration

-none-





Remuneration of top management

As of 31 December 2025, Remuneration of Top managements as SEC definition comprises of 5 persons as the follows:

1. Dr. Theparak Leungsuwan Chief Executive Officer/CEO
2. Ms. Pimkarn Leungsuwan Chief Financial Officer/CFO
3. Mr. Amornnat Janyong Chief Operating Officer/COO
4. Mr. Weerapong Sripa Deputy Chief Operating Officer / Business Development
5. Mr. Pongpichai Anankusri Assistant Director of Accounting and Finance/Financial controller

Policy on Remuneration of the Chief Executive Officer

The Nomination, Compensation and Corporate Governance Committee is responsible to determine annual remuneration, annual salary rate adjustment, salary adjustment, and necessary and appropriate remuneration in form of monetary and non-monetary benefits, as well as to consider the conditions and terms of the Chief Executive Officer employment by applying benchmark as criteria, as well as comparing with other companies listed in the Stock Exchange of Thailand. Key performance indicators as follows:

1. Duties, Responsibilities and achieving the goal of the Corporate Sustainability drive;
2. Financial Performance, e.g., EBITDA margin, ROA and ROE;

3. Corporate Reputation from stakeholder perspectives, e.g. customer satisfaction, employee engagement, and achievement awards.

Policy on Remunerations of the Top Management

The Executive Committee will determine the annual remuneration, annual salary adjustment, changing in salary rates and other benefits with the following criteria as below:

1. Financial Perspective KPI which is based on the company's revenue and profit.
2. The achievement on the annual budget plan. increasing the Company's competitiveness in the future, sustainable business performance and reducing the amount of greenhouse gas emissions
3. Remuneration of top managements is directly proportional to the achievement of goals and strategies of the Company.

Criteria on balancing of short- and long-term remuneration

The compensation structure is designed to enhance the sustainability of the business and value to shareholders in order to retain top managements with knowledge and capability. In this regards, the Company is considering a long-term compensation model and has never paid long-term compensation to top managements as ESOP/ EJIP.

Monetary remuneration

The company has paid remuneration to top managements as SEC definition consisting of salary, bonus and provident fund as follows:

Items	2023	2024	2025
Salary and Bonus (THB)	52,841,481.00	42,234,978.00	45,410,741.50
The Company's contributions to the provident fund (THB)	3,382,701.00	3,401,400.50	3,497,528.75
Total	56,224,182.00	45,636,378.50	48,908,270.25
Members' contributions to the provident fund (THB)	3,382,701.00	3,401,400.50	3,497,528.75

Other Remuneration

Top managements receive benefits and other welfares according to the Company regulations at the same as employees.

Self- Assessment

Currently, the Company has the entire and individual self assessment forms for the Board of Directors, the Audit Committee, the Nomination, Compensation and Corporate Governance Committee and the Executives Committee which will be annually evaluated by the Board of Directors and its sub-committee.

Progress

The Corporate Secretary will submit both entire and individual self-assessment forms to all directors to self-evaluate. After each individual director completed self-assessment form,

the Corporate Secretary gather assessments' concludes the result of the assessment of the entire Board of Directors and the individual director informs in the next Board meeting.

Criteria

Our criteria of self-assessment forms based on guideline of the Stock Exchange of Thailand. Self - Assessment forms are made to each director for review problems and obstacles through the year so as to correct and improve performance in next year.

Results

The Board of Directors

The result of (entire) the Board of Directors is averaged at 96.60 %

Criteria	(%)
Board structure and qualifications	96.67
The Board of Directors' meeting	96.59
Roles Duties and Responsibilities	96.28
Relationship between the Board of Directors and the management	97.73
Directors' self-development	95.45

The result of (individual) director is averaged at 89.25 %

Criteria	(%)
Board structure and qualifications	89.58
The Board of Directors' meeting	89.06
Roles Duties and Responsibilities	88.33
The Contribution of useful opinions, suggestions, or other guidelines to the Management	87.50
The independent of opinion	91.67

The Audit Committee

The result of (entire) the Audit Committee is averaged at 94.32 %

Criteria	(%)
Committee structure and qualifications	93.00
The Committee's meeting	94.79
Roles Duties and Responsibilities	93.75
Relationship with Internal Audit, Auditor and the Management	93.75

The result of (individual) Member of the Audit Committee 95.70 %

Criteria	(%)
Committee structure and qualifications	93.75
The Committee's meeting	95.31
Roles Duties and Responsibilities	93.75
The independent of opinion	100.00

The Nomination, Compensation and Corporate Governance Committee

The result of (entire) the Nomination, Compensation and Corporate Governance Committee is averaged at 98.61 %

Criteria	(%)
Committee structure and qualifications	100.00
The Committee's meeting	100.00
Roles Duties and Responsibilities	94.44
Encouragement the Board of Directors and the Management to operate business with good governance	100.00

The Executive Committee

The result of (entire) the Executive Committee is averaged at 99.17 %

Criteria	(%)
Committee structure and qualifications	97.22
The Committee's meeting	98.61
Roles Duties and Responsibilities	100.00
Encouragement to operate business with concerning on environmental, social and governance	100.00
Encouragement the main executive person and employees to operate business with good governance	100.00

Chief Executive Officer (CEO)

The result of the chief Executive officer is averaged at 95.83 %

Criteria	(%)
Leadership	87.50
Strategies	100.00
Strategies implementation	93.75
Plan and Financial performance	93.75
Members relationship	100.00
Corporate Sustainability Drive	100.00

The result of (individual) the Nomination, Compensation and Corporate Governance Committee is averaged at 100.00 %

Criteria	(%)
Committee structure and qualifications	100.00
The Committee's meeting	100.00
Roles Duties and Responsibilities	100.00
The independent of opinion	100.00

The result of (individual) the Executive Committee is averaged at 96.77 %

Criteria	(%)
Committee structure and qualifications	100.00
The Committee's meeting	97.92
Roles Duties and Responsibilities	94.44
Encouragement to operate business with concerning on environmental, social and governance	100.00
Encouragement the main executive person and employees to operate business with good governance	100.00

Progress

At the end of the year, the Executive Committee has an cross-assessment among themselves and the CEO's performance. Such assessment are made to each member for review problems and obstacles through the year so as to correct and improve performance in next year.

Criteria

Our criteria of self-assessment forms based on guideline of the Stock Exchange of Thailand. The aforementioned criteria are applied to suit the environment and business of the Company.

Details on Directors, Managements, The Person supervising accounting and Corporate Secretary

Dr. Wissanu Krea-ngam, Professor Emeritus

• Chairman of the Board of Directors

First appointment date

6 November 2025

Tenure (as of 31 December 2025)

1 month

Age (years)

74

Nationality

Thai

Education

- Honorary Doctor of Philosophy in Law, Sripatum University
- Honorary Doctor of Philosophy in Law, Suratthani Rajabhat University
- Honorary Doctorate in Buddhist Studies, Department of Public Administration, Mahachulalongkornrajavidyalaya University
- Honorary Doctorate of Laws Chulalongkorn University
- Doctor of the Science of Laws (J.S.D.), University of California, Berkeley, School of Law, U.S.A.
- Master of Law), University of California, Berkeley, School of Law, U.S.A.
- Barrister-at-Law, Institute of Legal Education, Thai Bar Association
- Bachelor Degree in Laws (with high honors), Thammasat University

Training

Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP), Class 68/2008

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

0 shares or equivalent to 0.00 %

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Father of Dr. Vichya Krea-ngam

Experience

Period	Position	Companies/Other entities
Present	Chairman of the Board of Directors	Namyong Terminal PLC.

Other present positions

Listed Companies

Present	Advisor	Sikarin PLC.
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Companies/Other entities

2024 - Present	Chairman of the Board of Directors	Bangkok Post Plc.
2023 - Present	Chairperson of the 2 nd law committee	Office of the Council of State
2013 - Present	Member	Office of the Royal Society

Past Professional Experience

Period	Position	Companies/Other entities
2019	Deputy Prime Minister (4 th appointment)	Royal Thai Government
2014	Deputy Prime Minister (3 rd appointment)	Royal Thai Government
2007	Distinguished scholar	Chulalongkorn University
2006	Member of the National Legislative Assembly	The Senate
2005	Deputy Prime Minister (2 nd appointment)	Royal Thai Government
2002	Deputy Prime Minister (1 st appointment)	Royal Thai Government
1993	Secretary of the Cabinet	The Secretariat of the Cabinet
1991	Deputy Secretary of the Cabinet	The Secretariat of the Cabinet
1986	Professor Level 10	Faculty of Law, Chulalongkorn University
1972	Lecturer	Faculty of Law, Chulalongkorn University

Dr. Theparak Leungsuwan

- Director
- Chairman of the Executive Committee
- Executive Director
- Authorized Director
- Chief Executive Officer
- Chief Administrative Officer (Acting)

First appointment date

19 March 2002

Tenure (as of (31 December 2025))

23 years 9 months

Age (years)

74

Nationality

Thai

Education

- D.B.A. Public Administration, Suan Sunandha Rajabhat University
- D.B.A., Business Administration, Chiangrai Rajabhat University
- Bachelor of Science Marine Transport, Philippines Maritime Institute

Training**Thai Institute of Directors Association (IOD)**

- Director Certification Program (DCP) Class 151/2011

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

133,709,800 shares or equivalent to 10.78%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Older brother of Mr. Dhananant Leungsuwan, Ms. Pensri Leungsuwan, Ms. Pimkarn Leungsuwan

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Chairman of the Executive Committee	Namyong Terminal PLC.
Present	Executive Director	Namyong Terminal PLC.
Present	Authorized Director	Namyong Terminal PLC.
Present	Chief Executive Officer	Namyong Terminal PLC.
Present	Chief Administrative Officer (Acting)	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Period	Position	Companies/Other entities
Companies/Other entities		
2024 - Present	Director	Nampec Engineering and Transportation Co.,Ltd.
2021 - Present	Director	The Seahouse Ferries Co., Ltd.
2018 - Present	Director	Sumittaya sabmai Co., Ltd.
2018 - Present	Director	Sabholding and Land Co., Ltd.
2018 - Present	Director	Lueungkosin Co., Ltd.
2018 - Present	Director	Lavida Medical Consultant Group Co., Ltd.
1996 - Present	Executive Director	N & B Cranage Co., Ltd.
1993 - Present	Director	COSCO SHIPPING Lines (Thailand) Co., Ltd.
1990 - Present	Director	Dear Power Co., Ltd.
1987 - Present	Executive Director	Cots shipping Co., Ltd.
1986 - Present	Executive Director	Vescon Tugboat and Marine Service Co., Ltd.
1983 - Present	Executive Director	Nam Yuen Yong Shipping Co., Ltd.
1983 - Present	Chief Executive Officer	Nam Yuen Yong Shipping Co., Ltd.
1972 - Present	Director	Pornchareon Estate Co., Ltd.
1972 - Present	Executive Director	Sahamit Hotel Co., Ltd
1971 - Present	Executive Director	The Leungsuwan Estate Co., Ltd.
Past Professional Experience		
2012 - 2024	Director	Beer Tsingtao (Thailand) Co., Ltd.
1991 - 2024	Director	Cosiam Transport Co., Ltd.
1982 - 2024	Director	T.Con. Co., Ltd.
2018 - 2021	Director	Klinbua Co., Ltd.
2018 - 2021	Director	Sumittaya sakornasset Co., Ltd.
2001 - 2021	Director	Tri-Med (Thailand) Co., Ltd.
1998 - 2020	Executive Director	Gold ship Co., Ltd.
1990 - 2019	Director	March Shipping Co., Ltd.
2011 - 2019	Director	Panmarine Shipping Co., Ltd.
2011 - 2019	Director	TCI TV Co., Ltd.
2010 - 2019	Chairman of the Board of Directors	Namyong Maritime Co., Ltd.
2010 - 2019	Executive Director	Namyong Maritime Co., Ltd.
1999 - 2018	Chairman of the Board of Directors	Tsingtao Marketing (Thailand) Co., Ltd.
1999 - 2018	Executive Director	Tsingtao Marketing (Thailand) Co., Ltd.
2012 - 2018	Chairman of the Board of Directors	Sapphire Ro-Ro (Thailand) Co., Ltd.

Mr. Dhananant Leungsuwan

- Director
- Non - Executive Director

First appointment date

13 September 2011

Tenure (as of (31 December 2025)

14 years 3 months

Age (years)

72

Nationality

Thai

Education

- Barrister-at-Law, Institute of Legal Education, Thai Bar Association
- Bachelor Degree in Laws, Ramkhamhaeng University

Training

Thai Institute of Directors Association (IOD)

- Family Business Governance (FBG), Class 12/2018
- Anti-Corruption : The practical Guide (ACPG), Class 14/2014
- Financial Statements for Directors (FSD), Class 21/2013
- Director Accreditation Program (DAP), Class 90/2011
- Director Certification Program (DCP), Class 151/ 2011

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

19,397,200 shares or equivalent to 1.56%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Younger brother of Dr. Theparak Leungsuwan and older brother of Ms. Pensri Leungsuwan and Ms. Pimkarn Leungsuwan

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Non-executive Director	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Companies/Other entities

2018 - Present	Director	Sumittaya sabmai Co., Ltd.
2018 - Present	Director	Sabholding and Land Co., Ltd.
2018 - Present	Director	Lueungskosin Co., Ltd.
2017 - Present	Managing Director	Cosiam Transport Co., Ltd.
1996 - Present	Executive Director	N & B Cranage Co., Ltd.
1993 - Present	Director	COSCO SHIPPING Lines (Thailand) Co., Ltd.
1993 - Present	Director	Cosiam Transport Co., Ltd.
1990 - Present	Director	Dear Power Co., Ltd.
1983 - Present	Director	Nam Yuen Yong Shipping Co., Ltd.
1972 - Present	Executive Director	Pornchareon Estate Co., Ltd.
1972 - Present	Managing Director	Pornchareon Estate Co., Ltd.
1971 - Present	Director	The Leungsuwan Estate Co., Ltd.

Ms. Pensri Leungsuwan

- Director
- Non - Executive Director
- Authorized Director

First appointment date

19 March 2002

Tenure (as of (31 December 2024))

23 years 9 months

Age (years)

70

Nationality

Thai

Past Professional Experience

Period	Position	Companies/Other entities
1982 - 2024	Director	T.Con. Co., Ltd.
2018 - 2021	Director	Klinbue Co., Ltd.
2018 - 2021	Director	Sumittaya Sakorn asset Co., Ltd.
2001 - 2019	Deputy Managing Director	COSCO SHIPPING Lines (Thailand) Co., Ltd.
1998 - 2020	Director	Gold Ship Co., Ltd.
2011 - 2019	Director	Panmarine Shipping Co., Ltd.
2010 - 2019	Director	Namyong Maritime Co., Ltd.

Education

E.D.A. (Management), Bangkok Business College

Training**Thai Institute of Directors Association (IOD)**

- Director Accreditation Program (DAP), Class 92/2011

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

19,250,200 shares or equivalent to 1.55%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Younger sister of Dr. Theparak Leungsuwan, Mr. Dhananant Leungsuwan and older sister of Ms. Pimkarn Leungsuwan

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Non-executive Director	Namyong Terminal PLC.
Present	Authorized Director	Namyong Terminal PLC.

Other present positions**Listed Companies**

-None-

Companies/Other entities

2018 - Present	Director	Sumit and Malee Co., Ltd.
2018 - Present	Director	Sumittaya sabmai Co., Ltd.
2018 - Present	Director	Sabholding and Land Co., Ltd.
2018 - Present	Director	Lueungkasin Co., Ltd.
1996 - Present	Executive Director	N & B Cranage Co., Ltd.
1990 - Present	Director	Dear Power Co., Ltd.
1987 - Present	Executive Director	Cots shipping Co., Ltd.
1986 - Present	Executive Director	Vescon Tugboat and Marine Service Co., Ltd.
1983 - Present	Executive Director	Nam Yuen Yong Shipping Co., Ltd.
1983 - Present	Managing Director (Main job)	Nam Yuen Yong Shipping Co., Ltd.
1972 - Present	Director	Pornchareon Estate Co., Ltd.
1972 - Present	Director	Sahamit Hotel Co., Ltd.
1971 - Present	Director	The Leungsuwan Estate Co., Ltd.

Past Professional Experience

1982 - 2024	Director	T.Con. Co., Ltd.
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Ms. Pimkarn Leungsuwan

- Director
- Member of the Executive Committee
- Executive Director
- Authorized Director
- Chief Financial Officer
- Investor Relations (Acting)
- The person taking the highest responsibility in finance and accounting
- Chairwoman of Corporate Sustainability Management Committee

First appointment date

19 March 2002

Tenure (as of (31 December 2025)

23 years 9 months

Age (years)

65

Nationality

Thai

Past Professional Experience

Period	Position	Companies/Other entities
2018 - 2021	Director	Klinbue Co., Ltd.
2018 - 2021	Director	Sumittaya Sakorn asset Co., Ltd.
2001 - 2019	Executive Director	C.S.B. Transport Co., Ltd.
1998 - 2019	Executive Director	China Shipping (Bangkok) Co., Ltd.
1998 - 2019	Managing Director	China Shipping (Bangkok) Co., Ltd.

Education

- M.B.A. (Executive), Sasin Graduate Institute of Business Administration, Chulalongkorn University
- B.B.A., Marketing, Ramkamhaeng University
- Bachelor of Science, Mahidol University

Training**Thai Institute of Directors Association (IOD)**

- Anti - Corruption the Practical Guide (ACPG), class 25/2016
- Audit Committee Program (ACP), class 37/2011
- Director Certification Program (DCP), class 136/ 2010

Other

- The Executive Program in Energy Literacy class 13/2019
- Strategic CFO in Capital Markets Class 3/2016, The Stock Exchange of Thailand
- Intermediate Certificate Courses in Good Governance for Executives Level Class 3/2014, King Prajadhipok's Institute
- National Defence Course in private sector (2012), National Defence College
- Top executive program in commerce and trade: TEPCOT, class 5/2012 (Commerce Academy)
- Capital market academy course Class 10/2010, Capital Market Academy

Training and continuously develop the knowledge in accounting as Notification of the Capital Market Supervisory Board, Tor Jor.39/2016 and TorJor. 3/2556

- Economic Update for CFO, TLCA CFO no. 1/2025 (CPD 2.00 hours)
- Accounting standards IFRS 18 IFRS 19, TLCA CFO no. 3/2025 (CPD 2.00 hours)
- A Practical Guide for Board (ESG), IOD no.14/2025(CPD 6.00 hours)

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

19,450,200 shares or equivalent to 1.57%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Younger sister of Dr. Theparak Leungsuwan, Mr. Dhananant Leungsuwan and Ms. Pensri Leungsuwan Experience

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Member of the Executive Committee	Namyong Terminal PLC.
Present	Executive Director	Namyong Terminal PLC.
Present	Authorized Director	Namyong Terminal PLC.
Present	Chief Financial Officer (Main job)	Namyong Terminal PLC.
Present	Chairwoman of Corporate Sustainability Management Committee	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Companies/Other entities

2018 - Present	Director	Sumit and Malee Co., Ltd.
2018 - Present	Director	Sumittaya sabmai Co., Ltd.
2018 - Present	Director	Sabholding and Land Co., Ltd.
2018 - Present	Director	Leungskosin Co., Ltd.
2011 - Present	Director	Meechai-Khunying Amporn Ruchupan Foundation
2008 - Present	Director	Polycube Co., Ltd.
2002 - Present	Director	Dear Power Co., Ltd.
2002 - Present	Director	Sahamit Hotel Co., Ltd.
1996 - Present	Director	N & B Cranage Co., Ltd.
1995 - Present	Director	The Leungsuwan Estate Co., Ltd.
1994 - Present	Director	COSCO SHIPPING Lines (Thailand) Co., Ltd.
1991 - Present	Director	Cosiam Transport Co., Ltd.
1987 - Present	Director	Cots shipping Co., Ltd.
1986 - Present	Director	Vescon Tugboat and Marine Service Co., Ltd.

Past Professional Experience

2012 - 2024	Director	Beer Tsingtao (Thailand) Co., Ltd.
2017 - 2022	Associate Justice	The Central Intellectual Property and International Trade Court
2018 - 2021	Director	Klinbua Co., Ltd.
2018 - 2021	Director	Sumittaya Sakorn asset Co., Ltd.
2013 - 2020	Director	Verted plus Co., Ltd.
1998 - 2020	Director	Gold Ship Co., Ltd.
2015 - 2019	Director	Maharaj Home for Boys Foundation
2011 - 2019	Director	Panmarine Shipping Co., Ltd.
2011 - 2019	Director	Dhamma-Narai Co., Ltd.
1988 - 2019	Director	Namyong Maritime Co., Ltd.
2014 - 2018	Mediator	The Central Intellectual Property and International Trade Court
2012 - 2018	Director	Sapphire Ro-Ro (Thailand) Co., Ltd.
2004 - 2018	Director	N. Y. Intergrupp Co., Ltd.

Dr. Sunee Sornchaitanasuk

- Director
- Chairwoman of the Audit Committee
- Independent Director

First appointment date

23 August 2016

Tenure (as of (31 December 2025))

9 years 4 months

Age (years)

64

Nationality

Thai

Education

- Doctor, Communication Management Program, Suan Dusit University
- Master degree of Science Technical Education in Industrial Business, King Mongkut's Institute of Technology North Bangkok
- Highest Certificate of Auditing, Thammasart University
- Certified Public Accountant No. 3733
- Bachelor of Accounting, Thammasart University

Training**Thai Institute of Directors Association (IOD)**

- 2025 ESG in mitigation
- 2025 ESG in the Boardroom; A Practical Guide for Board Class 12/2025 (ESG)
- 2024 Maximizing Performance Through Mind-Body Wellness
- 2023 Director Leadership Certification Program Class 10/2023 (DLCP)
- 2022 Chairman Forum 2022 "Chairing The Unknown Future"
- 2020 Strategic Board Master Class 8/2020 (SBM)
- 2020 Business Adaptation Course to Support the Transition into the Digital Economy Era
- 2019 Ethical Leadership Program Class 16/2019 (ELP)
- 2017 Strategic Board Master Class 1/2017 (SBM)
- 2013 Successful Formulation and Execution of Strategy Class 17/2013 (SFE)
- 2008
 - Role of the Chairman Program Class 18/2008 (RCP)
 - Monitoring the Internal Audit Function Class 2/2008 (MIA)
 - Monitoring the System of Internal Control and Risk Management Class 3/2008 (MIR)
 - Chartered Director Class, Class 3/2008 (CDC)
- 2007 Quality of Financial Reporting Class 5/2007 (QFR)
- 2005
 - Director Diploma Examination 18/2005 (Fellow Member)
 - Audit Committee Program Class 5/2005 (ACP)
 - Director Certification Program Class 53/2005 (DCP)
- 2004 Director Accreditation Program Class 28/2004 (DAP)

Other

- Leadership program, Trading and Commerce, TEPCOT 7/2014
- Certificate of The Executive Program in Energy Literacy for a Sustainable Future, Thailand Energy Academy (TEA), Class 4 /2014
- National Defence Course in private sector (2011), National Defence College
- Capital market academy course Class 11/2010, Capital Market Academy
- Politics and Governance in Democratic-Systems for Executive Class 10/2007, King Prajadhipok's Institute

Other**Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025**

0 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Chairwoman of the Audit Committee	Namyong Terminal PLC.
Present	Independent Director	Namyong Terminal PLC.

Other present positions

Listed Companies

Period	Position	Companies/Other entities
Present	Vice Chairman	Siam City Cement PLC.
Present	Chairwoman of the Audit Committee	Siam City Cement PLC.
Present	Independent Director	Siam City Cement PLC.
Present	Chairwoman of the Audit Committee	B.Grimm Power PLC.
Present	Member of the Nomination and Compensation Committee	B.Grimm Power PLC.
Present	Independent Director	B.Grimm Power PLC.
Present	Chairwoman of the Board of Directors	T. Man Pharmaceutical Plc.
Present	Chairman of the Risk management Committee	T. Man Pharmaceutical Plc.
Present	Independent Director	T. Man Pharmaceutical Plc.
Present	Chairwoman of the Audit Committee	Stecon group Plc.
Present	Independent Director	Stecon group Plc.

Companies/Other entities

2022 - Present	Director	Bellugg Group Co., Ltd.
2022 - Present	Director and treasurer	Foundation For Good Governance on Medicine
2022 - Present	Director	Faculty of Medicine Chulalongkorn University Foundation
2022 - Present	Director	Physicians of Thailand Foundation
2015 - Present	Director	CPA Associate (Thailand) Co., Ltd.

Past Professional Experience

2025	Member of the Audit Committee	Stecon group Plc.
2025	Member of the Audit Committee	B.Grimm Power PLC.
2024	Director	Areya Property Plc.
2022	Chairwoman of the Audit Committee	SENA J Property Plc.
2022	Independent Director	SENA J Property Plc.
2018	Advisor to Board of Directors	JSSR Machinery
2015	Insist on the physical side, consultants Use of space and the environment	The National Legislative Assembly
2015	Chairman of the Subcommittee to examine the Education Fund Senior Director of Accounting Education Fund Committee	The Ministry of Finance
2015	Senior Director of Accounting Education Fund Committee	The Ministry of Finance
2014	Commissioner, Tourism and Sports	The House of Representatives
2013	Advisor to the Deputy Minister of Education	Minister of Education
2013	Executive Director	AMC Medical Center (Thailand) Co., Ltd.

	Period	Position	Companies/Other entities
	2011	Association of Parents and Teachers	Mater Dei School
	2011	Director of Program HRH Princess Maha Chakri Sirindhorn Medical Center	Srinakharinwirot University
	2011	Director and Secretary	Maha Chakri Sirindhorn Royal Fund for Under privileged patients
	2011	Committee of experts on the operating committee HRH Princess Maha Chakri Sirindhorn Medical Center	Srinakharinwirot University
Education			
Mrs. Benchawan Srangnitra <ul style="list-style-type: none"> Director Chairwoman of the Nomination, Compensation and Corporate Governance Committee Member of the Audit Committee Independent Director First appointment date 13 September 2011	<ul style="list-style-type: none"> Doctor of Public Administration, Bangkokthonburi University Master of Science (HRD), University of Manchester, United Kingdom Bachelor of Education, Chulalongkorn University 		
	Training		
	Thai Institute of Directors Association (IOD)		
	<ul style="list-style-type: none"> Audit Committee Program (ACP) Class 37/2011 Successful Formulation & Execution of Strategy Program (SFE) Class 12/2011 Director Certification Program (DCP) Class 136/2010 		
	Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025		
Tenure (as of (31 December 2025)) 14 years 3 months	0 shares or equivalent to 0.00%		
	Legal offense record in the past 10 years¹		
	-None-		
	Family Relations among directors and management		
	-None-		
Age (years) 75	Experience		
	Period	Position	Companies/Other entities
	Present	Director	Namyong Terminal PLC.
	Present	Chairwoman of the Nomination, Compensation and Corporate Governance Committee	Namyong Terminal PLC.
	Present	Member of the Audit Committee	Namyong Terminal PLC.
Nationality Thai	Present	Independent Director	Namyong Terminal PLC.
	Other present positions		
	Listed Companies		
	-None-		
	Companies/Other entities		
	Period	Position	Companies/Other entities
	Present	Member	Office of the Council State
	Past Professional Experience		
	2018-2025	Member of National Reform Steering Assembly	The House of Representatives

</

Mr. Chaियong Ratanacharoensiri

- Director
- Member of the Audit Committee
- Independent Director

First appointment date

19 April 2024

Tenure (as of (31 December 2025))

1 year 8 months

Age (years)

70

Nationality

Thai

Education

- Master of Administration (Finance) Scranton University, USA
- Bachelor of Engineering (Industrial), Chulalongkorn University

Training**Thai Institute of Directors Association (IOD)**

- Director Accreditation Program (DAP) Class 34/2005
- Director Certification Program (DCP) Class 58/2005

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2024

0 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Member of the Audit Committee	Namyong Terminal PLC.
Present	Independent Director	Namyong Terminal PLC.

Other present positions**Listed Companies**

2012 - Present	Chairman of the Nomination and Remuneration Committee	Taokaenoi Food & Marketing Plc.
2012 - Present	Member of the Audit Committee	Taokaenoi Food & Marketing Plc.
2012 - Present	Independent Director	Taokaenoi Food & Marketing Plc.

Companies/Other entities

-None-

Past Professional Experience

2022 - 2024	Chairman of the Board of Directors	Just Asset Management Co., Ltd.
2016 - 2023	Chairman of the Audit Committee and Independent director	Quick Leasing Co., Ltd.
2018 - 2018	Executive director	P-Mart Superstore Co., Ltd.
1998 - 2015	Deputy managing director	Bangkok Bank Plc.
2013 - 2013	Director	Rosant Biological Technology Co., Ltd.
1997 - 1998	Director	Ruam-sermkij Co., Ltd.
1996 - 1997	Analyst / Financial and Investment advisor	Asian Engineering Consultant Co., Ltd.
1992 - 1996	Managing director	Thaiken paper Co., Ltd.
1991 - 1992	Managing director	Goldenthai Agriculture group Co., Ltd.
1983 - 1991	Finance and Business development associate director	Coopers & Lybrand
1980 - 1981	Assistance manager	Siam Steel Co., Ltd.
1979 - 1980	Assistance manager	BIS Motors Co., Ltd.

Mr. Nha-kran Loahavilai

- Director
- Independent Director

First appointment date

23 February 2024

Tenure (as of (31 December 2025))

2 years 10 months

Age (years)

60

Nationality

Thai

Education

- Master of Science of Computer, Rungsit University
- Bachelor of Arts, Major of newspaper, Chulalongkorn University

Training**Thai Institute of Directors Association (IOD)**

Director Accreditation Program (DAP), Class172/ 2000

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

0 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal Plc.
Present	Independent Director	Namyong Terminal Plc.

Other present positions**Listed Companies**

Present	Director	Carabao Group Plc.
Present	Independent Director	Carabao Group Plc.
Present	Member of the Audit Committee	Carabao Group Plc.
Present	Member of the Corporate Sustainability Committee	Carabao Group Plc.
Present	Director	Thitikorn Plc.
Present	Independent Director	Thitikorn Plc.
Present	Member of the Nomination and Remuneration Committee	Thitikorn Plc.

Companies/Other entities

-None-

Past Professional Experience

2020 -2021	Vice President-News	BEC Multimedia Co., Ltd.
2019 -2020	Managing Editor	Business Today newspaper
2018 - 2019	Editor in Chief	Bangkok Post Publishing Public Company Limited
2016 - 2018	Deputy Chief Operating Officer	Post Publishing Public Company Limited
2013 - 2016	Deputy editor	Post Publishing Public Company Limited

Dr. Vichya Kreangam

- Director
- Member of the Nomination, Compensation and Corporate Governance Committee

First appointment date

12 November 2014

Tenure (as of (31 December 2024))

11 years 1 month

Age (years)

44

Nationality

Thai

Education

- Doctor of the Science of Laws (J.S.D.), University of California, Berkeley, School of Law, U.S.A.
- Master of Laws (LL.M.), University of California, Berkeley, School of Law, U.S.A.
- Barrister-at-Law, Institute of Legal Education, Thai Bar Association
- Bachelor of Laws (LL.B.) (Honors), Chulalongkorn University

Training

Thai Institute of Directors Association (IOD)

- Role of Chairman Program (RCP), class 42 / 2018
- Corporate Governance for Executives (CGE), class 6/2016
- Advanced Audit Committee Program (AACP), class 22/2016
- Director Accreditation Program (DAP), class 116/2015
- Corporate Governance for Capital Market Intermediaries (CGI), class 8/2015

Other

- Certificate of Rule of law for democracy (Nor.Tor.Por.) Class 7, College of the Constitutional Court
- Certificate of Administrative Justice Administration, (Bor.Yor.Sor.) Class 16, Office of the Judicial Training Institute
- Certificate of senior management of Administrative justice (Nor.Yor.Por.), Class 6, Office of Administrative Court
- Certificate of New Era Leadership in the Democratic Systems, Class 1 King Prajadhipok's Institute
- Diploma of Advocacy and Lawyer License, Lawyers Council of Thailand

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

0 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Son of Dr. Wissanu Krea-ngam

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Member of the Nomination, Compensation and Corporate Governance Committee	Namyong Terminal PLC.

Other present positions

Listed Companies

Period	Position	Companies/Other entities
2025 - Present	Senior Management	CPF Plc.
2023 - Present	Member of the Audit Committee	Don Muang Tollway PCL.
2022 - Present	Independent director	Bangkok Genomics Innovation Plc.
2022 - Present	Member of the Audit Committee	Bangkok Genomics Innovation Plc.
2021 - Present	Independent director	Don Muang Tollway PCL.
2021 - Present	Member of Nomination and Remuneration Committee	Don Muang Tollway PCL.
2019 - Present	Member of the Audit Committee	Sikarin PLC.
2016 - Present	Member of the Compensation Committee	Sikarin PLC.
2014 - Present	Chairman of Corporate Governance Committee	General Engineering PLC.
2014 - Present	Member of the Audit Committee	General Engineering PLC.
2014 - Present	Member of the Nominating and Remuneration Committee	General Engineering PLC.
2014 - Present	Independent Director	General Engineering PLC.
2014 - Present	Independent Director	Sikarin PLC.

Companies/Other entities

2025 - Present	Honorary Director	Innovation Agency (Public Organization)
2025 - Present	Chairman of the Nominating and Remuneration Committee	The architect Co., Ltd.
2025 - Present	Independent Director	The architect Co., Ltd.
2022 - Present	Independent Director	AAS Auto Service Co.,Ltd.
2022 - Present	Member of the Audit Committee	AAS Auto Service Co.,Ltd.
2022 - Present	Member of the Nominating and Remuneration Committee	AAS Auto Service Co.,Ltd.
2019 - Present	Professor	Institute of Legal Education, Thai Bar Association
2018 - Present	Sub - Committee	Sub - Committee on scrutinization Laws relating to energy business operations, Energy Regulatory Commission

Past Professional Experience

2016 - 2025	Member of the Audit Committee and Independent Director	Namyong Terminal PLC.
2023 - 2025	Business Development Executive	True Property Co.,Ltd.
2013 - 2025	Director	The Badminton Association of Thailand under Royal Patronage of His Majesty the King
2020 - 2024	Honorary Director	The Office of Law Reform Commission of Thailand
2020 - 2024	Sub-Committee	The Senate's sub - Committee on education, to recommend and solve under privileged problems, and inequitable treatment on economy

Period	Position	Companies/Other entities
2018 - 2024	Sub - Committee	Sub - Committee on Participation, Follow - up, examination, evaluation Law on the National Reform
2010 - 2023	Business Development Executive	True Corporation Plc.
2019 - 2020	Independent Director	AEC Securities
2019 - 2020	Member of the Audit Committee	AEC Securities
2019 - 2020	Chairman of the Nomination and Remuneration Committee	AEC Securities
2017 - 2019	Honorary Director	The Office of Law Reform Commission of Thailand
2017 - 2019	Chairman of the Sub- Committee	Public Relations and Hearing Sub- Committee
2010 - 2019	Visiting Lecturer	Khon Kaen University
2016 - 2017	Member of Risk Management Committee	AEC Securities PLC
2016 - 2017	Member of Corporate Governance and Corporate Social Responsibility Committee	AEC Securities PLC
2016 - 2017	Member of Nomination and Compensation Committee	AEC Securities PLC
2016 - 2017	Scholar Committee	For the Sports, Arts, Cultures, Religion, Ethics and Morals, National Reform Steering Assembly
2016 - 2017	Advisor of the Sub-committee	The National Reform Steering Assembly, National Reform Steering Assembly
2015 - 2017	Member of the Board	Chulalongkorn Law School Alumni Association
2013 - 2014	Sub-Committee on ICT and Public Media	The Senate
2013 - 2014	Advisor to Sub-committee on Research for Regulation, Order and Laws relating to ICT and Telecommunications	The House of Representatives
2010 - 2014	Lecturer	Assumption University
2010 - 2014	Visiting Lecturer, School of Law	Bangkok University
2010 - 2014	Visiting Lecturer, School of Law	Nakhorn Sri Thammarat Rajabhat University
2006 - 2010	Associate Lawyer	White & Case (Thailand) Limited

**Dr. Borwornsak Uwanno,
Professor Emeritus**

- Chairman of the Board of Directors
- Independent Director
- Independent director

Resignation on 15 September 2025

Details on Managements

Dr. Theparak Leungsuwan

- Chief Executive Officer
- Chief Administrative Officer (Acting)

First appointment date

19 March 2002

Age (years)

74

Nationality

Thai

Education

- D.B.A. Public Administration, Suan Sunandha Rajabhat University
- D.B.A., Business Administration, Chiangrai Rajabhat University
- Bachelor of Science Marine Transport, Philippines Maritime Institute

Training

Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP) Class 151/2011

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

133,709,800 shares or equivalent to 10.78%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Older brother of Mr. Dhananant Leungsuwan, Ms. Pensri Leungsuwan, Ms. Pimkarn Leungsuwan

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Chairman of the Executive Committee	Namyong Terminal PLC.
Present	Executive Director	Namyong Terminal PLC.
Present	Authorized Director	Namyong Terminal PLC.
Present	Chief Executive Officer	Namyong Terminal PLC.
Present	Chief Administrative Officer (Acting)	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Companies/Other entities Experience

Period	Position	Companies/Other entities
2024 - Present	Director	Nampec Engineering and Transportation Co., Ltd.
2021 - Present	Director	The Seahorse Ferries Co., Ltd.
2018 - Present	Director	Sumittaya sabmai Co., Ltd.
2018 - Present	Director	Sabholding and Land Co., Ltd.
2018 - Present	Director	Lueungskosin Co., Ltd.
2018 - Present	Director	Lavida Medical Consultant Group Co., Ltd.

Period	Position	Companies/Other entities
1996 - Present	Executive Director	N & B Cranage Co., Ltd.
1993 - Present	Director	COSCO SHIPPING Lines (Thailand) Co., Ltd.
1990 - Present	Director	Dear Power Co., Ltd.
1987 - Present	Executive Director	Cots shipping Co., Ltd.
1986 - Present	Executive Director	Vescon Tugboat and Marine Service Co., Ltd.
1983 - Present	Executive Director	Nam Yuen Yong Shipping Co., Ltd.
1983 - Present	Chief Executive Officer	Nam Yuen Yong Shipping Co., Ltd.
1972 - Present	Director	Pornchareon Estate Co., Ltd.
1972 - Present	Executive Director	Sahamit Hotel Co., Ltd
1971 - Present	Executive Director	The Leungsuwan Estate Co., Ltd.
Past Professional Experience		
2012 - 2024	Director	Beer Tsingtao (Thailand) Co., Ltd.
1991 - 2024	Director	Cosiam Transport Co., Ltd.
1982 - 2024	Director	T.Con. Co., Ltd.
2018 - 2021	Director	Klinbua Co., Ltd.
2018 - 2021	Director	Sumittaya sakornasset Co., Ltd.
2001 - 2021	Director	Tri-Med (Thailand) Co., Ltd.
1998 - 2020	Executive Director	Gold ship Co., Ltd.
1990 - 2019	Director	March Shipping Co., Ltd.
2011 - 2019	Director	Panmarine Shipping Co., Ltd.
2011 - 2019	Director	TCI TV Co., Ltd.
2010 - 2019	Chairman of the Board of Directors	Namyong Maritime Co., Ltd.
2010 - 2019	Executive Director	Namyong Maritime Co., Ltd.
1999 - 2018	Chairman of the Board of Directors	Tsingtao Marketing (Thailand) Co., Ltd.
1999 - 2018	Executive Director	Tsingtao Marketing (Thailand) Co., Ltd.
2012 - 2018	Chairman of the Board of Directors	Sapphire Ro-Ro (Thailand) Co., Ltd.

Ms. Pimkarn Leungsuwan

- Chief Financial Officer
- Investor Relations (Acting)
- The person taking the highest responsibility in finance and accounting
- Chairwoman of Corporate Sustainability Management Committee

First appointment date

19 March 2002

Education

- M.B.A. (Executive), Sasin Graduate Institute of Business Administration, Chulalongkorn University
- B.B.A., Marketing, Ramkhamhaeng University
- Bachelor of Science, Mahidol University

Training

Thai Institute of Directors Association (IOD)

- Anti - Corruption the Practical Guide (ACPG), class 25/2016
- Audit Committee Program (ACP), class 37/2011
- Director Certification Program (DCP), class 136/ 2010

Other

- The Executive Program in Energy Literacy class 13/2019
- Strategic CFO in Capital Markets Class 3/2016, The Stock Exchange of Thailand
- Intermediate Certificate Courses in Good Governance for Executives Level Class 3/2014, King Prajadhipok's Institute
- National Defence Course in private sector (2012), National Defence College

Age (years)

65

Nationality

Thai

- Top executive program in commerce and trade: TEPCOT, class 5/2012 (Commerce Academy)

- Capital market academy course Class 10/2010, Capital Market Academy

Training and continuously develop the knowledge in accounting as Notification of the Capital Market Supervisory Board, Tor Jor.39/2016 and TorJor. 3/2556

- Economic Update for CFO, TLCA CFO no. 1/2025 (CPD 2.00 hours)
- Accounting standards IFRS 18 IFRS 19, TLCA CFO no. 3/2025 (CPD 2.00 hours)
- A Practical Guide for Board (ESG), IOD no.14/2025(CPD 6.00 hours)

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

19,450,200 shares or equivalent to 1.57%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

Younger sister of Dr. Theparak Leungsuwan, Mr. Dhananant Leungsuwan and Ms. Pensri Leungsuwan

Experience

Period	Position	Companies/Other entities
Present	Director	Namyong Terminal PLC.
Present	Member of the Executive Committee	Namyong Terminal PLC.
Present	Executive Director	Namyong Terminal PLC.
Present	Authorized Director	Namyong Terminal PLC.
Present	Chief Financial Officer (Main job)	Namyong Terminal PLC.
Present	Chairwoman of Corporate Sustainability Management Committee	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Companies/Other entities

2018 - Present	Director	Sumit and Malee Co., Ltd.
2018 - Present	Director	Sumittaya sabmai Co., Ltd.
2018 - Present	Director	Sabholding and Land Co., Ltd.
2018 - Present	Director	Leungkosing Co., Ltd.
2011 - 2019	Director	Meechai-Khunying Amporn Ruchupan Foundation
2008 - Present	Director	Polycube Co., Ltd.
2002 - Present	Director	Dear Power Co., Ltd.
2002 - Present	Director	Sahamit Hotel Co., Ltd.
1996 - Present	Director	N & B Cranage Co., Ltd.
1995 - Present	Director	The Leungsuwan Estate Co., Ltd.
1994 - Present	Director	COSCO SHIPPING Lines (Thailand) Co., Ltd.
1991 - Present	Director	Cosiam Transport Co., Ltd.
1987 - Present	Director	Cots shipping Co., Ltd.
1986 - Present	Director	Vescon Tugboat and Marine Service Co., Ltd.

	Period	Position	Companies/Other entities
	Past Professional Experience		
	2012 - 2024	Director	Beer Tsingtao (Thailand) Co., Ltd.
	2017 - 2022	Director	The Central Intellectual Property and International Trade Court
	2018 - 2021	Director	Klinbua Co., Ltd.
	2018 - 2021	Director	Sumittaya Sakorn asset Co., Ltd
	2013 - 2020	Director	Verted plus Co. , Ltd
	1998 - 2020	Director	Gold Ship Co., Ltd.
	2015 - 2019	Director	Maharaj Home for Boys Foundation
	2011 - 2019	Director	Panmarine Shipping Co., Ltd.
	2011 - 2019	Director	Dhamma-Narai Co., Ltd.
	1988 - 2019	Director	Namyong Maritime Co., Ltd.
	2014 - 2018	Mediator	The Central Intellectual Property and International Trade Court
	2012 - 2018	Director	Sapphire Ro-Ro (Thailand) Co., Ltd.
	2004 - 2018	Director	N. Y. Intergroup Co., Ltd.
Mr. Amornnat Janyong	Education		
• Chief Operating Officer	• Highest Degree Certificate Merchant Marine Training Centre Marine Department Ministry of Transport		
First appointment date	Training		
19 March 2002	Thai Institute of Directors Association (IOD)		
	• Anti-Corruption : The practical Guide (ACPG) Class 28/2016		
	• Director Accreditation Program (DAP) Class 84/2010		
Age (years)	Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025		
57	200 shares or equivalent to 0.00%		
Nationality	Legal offense record in the past 10 years¹		
Thai	-None-		
	Family Relations among directors and management		
	-None-		
	Experience		
	Period	Position	Companies/Other entities
	Present	Member of the Executive Committee	Namyong Terminal PLC.
	Present	Chief Operating Officer	Namyong Terminal PLC.
	Other present positions		
	Listed Companies		
	-None-		
	Companies/Other entities		
	Period	Position	Companies/Other entities
	2018 - Present	Director	NYKT International Terminal Co., Ltd.
	2012 - Present	Director	Laemchabang International Ro-Ro Terminal Limited
	Past Professional Experience		
	2012 - 2018	Director	Sapphire Ro-Ro (Thailand) Limited
	2003 - 2014	Director	Namyong Terminal PLC.

Mr. Weerapong Sripa

- Deputy Chief Operating Officer/
Business Development

First appointment date

30 January 2025 (Announcement date)

Age (years)

57

Nationality

Thai

Education

- Master of Business Administration (MBA), The University of the Thai Chamber of Commerce
- Bachelor of Science, Ramkhamhaeng University

Training**Thai Institute of Directors Association (IOD)**

Director Accreditation Program (DAP) Class 227/2025

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

0 share or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
2025	Deputy Chief Operating Officer / Business Development	Namyong Terminal PLC.

Other present positions**Listed Companies**

-None-

Companies/Other entities

2024-Present	Director	NYKT International Terminal Co., Ltd.
2024-Present	Director	Laemchabang International Ro-Ro Terminal Limited

Past Professional Experience

2021- 2024	Business Development	Namyong Terminal PLC.
2017 - 2021	Senior manager of Operations Department	Namyong Terminal PLC.
2013 - 2017	Manager of Operations Department	Namyong Terminal PLC.
2002 - 2012	IT Manager	Namyong Terminal Co., Ltd.
1992 - 2001	IT Manager	Bangkok Modern Terminal Co., Ltd.

Mr. Pongpichai Anankusri

- Assistant Director of Accounting and Finance / Financial Controller

First appointment date

9 October 2017

Age (years)

44

Nationality

Thai

Education

- Master of Business Administration, Thammasat University
- Bachelor of Business Administration, Major in Accounting, Thammasat University

Training**Thai Institute of Directors Association (IOD)**

Director Accreditation Program (DAP) Class 207/2023

Other

- Corporate Funding and Liability Management, Thai Bond Market Association
- Risk Management and Internal Control Program, Thai Listed Companies Association
- Passed CFA Level I

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

0 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
Present	Assistant Director of Accounting and Finance	Namyong Terminal PLC.
Present	Secretary of the Audit Committee	Namyong Terminal PLC.

Other present positions**Listed Companies**

-None-

Companies/Other entities

Present	Independent director	YGGDRAZIL GROUP PCL.
Present	Independent Director	YUEMMAI (THAILAND) PCL.
Present	Director	BMP Energy Plc.

Past Professional Experience

Period	Position	Companies/Other entities
2016 - 2017	Associate Director	EY Corporate Services Limited
2015 - 2016	Financial Controller	Laguna Holiday Club Limited
2002 - 2015	Audit Manager	EY Office Limited

Detail on the person supervising accounting

Ms. Darika Ittipronkungwan

- The person supervising accounting
- Accounting and Finance Manager

First appointment date

1 January 2013

Age (years)

48

Nationality

Thai

Education

- Master of Accounting, Chulalongkorn University
- Bachelor of Accounting, Chiang mai University

Training

Thai Institute of Directors Association (IOD)

-None-

Other

-None-

Training and continuously develop the knowledge in accounting (refresh) as Notification of the Capital Market Supervisory Board, TorJor.39/2016 and TorJor. 3/2556

- TFRS for PAEs, NYC Management Co., Ltd. (CPD 6.00 hours)
- Update TFRS 2026, Dharmniti Seminar and Training Co., Ltd. (CPD 6.00 hours)

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

40,000 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
Present	Accounting and Finance Manager	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Companies/Other entities

-None-

Past Professional Experience

2012 - Feb 2023	Accounting and Finance Manager	Namyong Terminal PLC.
2006 - 2012	Assistant manager of Accounting and Finance	Autolift Asia ROH Co., Ltd.
2003 - 2006	Assistant accountant	Thai Nakanishi Co., Ltd.
2000 - 2003	Semi-Senior Assistant Auditor	SGV Na Talang Co., Ltd.
1999 - 2000	Junior Assistant Auditor	KPMG Phoomchai Audit (Thailand) Ltd.
1999	Accounting officer	Papop Co., Ltd.

Detail on Corporate Secretary

Ms. Sopana Paraphuti

- Corporate Secretary
- Head of Compliance (as the position)

First appointment date

19 February 2026

Age (years)

48

Nationality

Thai

Education

- Barrister-at-Law, Institute of Legal Education, Thai Bar Association
- Bachelor of Accounting, Bangkok University
- Bachelor of Laws, Thammasat University

Training

Thai Institute of Directors Association (IOD)

-None-

Other

- Corporate Sustainability Course, The Stock Exchange of Thailand
- Finance for Non- Finance Executives Class 13/2016
- Finance for the General Manager Class 3/2016
- Diploma of Advocacy and Lawyer License, Lawyers Council of Thailand

Training of Corporate Secretary's role and responsibility

- PERSONAL DATA PROTECTION LAW & PRACTICAL ACTIONS
- Company Secretary Program 2020, Thai Listed Companies Association
- Company Secretary Program class 2/2018, Thai Listed Companies Association

Percent of shares held in the Company including the number of shares held by spouse and minor children, as of 31 December 2025

0 shares or equivalent to 0.00%

Legal offense record in the past 10 years¹

-None-

Family Relations among directors and management

-None-

Experience

Period	Position	Companies/Other entities
2026	Corporate Secretary	Namyong Terminal PLC.

Other present positions

Listed Companies

-None-

Companies/Other entities

-None-

Past Professional Experience

2014 - 2025	Corporate Secretary	Namyong Terminal PLC.
2015 - 2025	Secretary of the Nomination, Compensation and Corporate Governance Committee	Namyong Terminal PLC.
2014 - 2015	Compliance Manager	Univentures PCL.
2007 - 2014	Corporate Affairs Officer	Glow Energy PLC.
2002 - 2007	Legal Officer	Natural Park PLC.

Remark:

- For Duties and Responsibility of Corporate Secretary, Please refer to "Information of Directors and Managements" chapter for further details.

¹Violating the provision of the Securities and Exchange Act B.E. 2535 (1992) or Derivatives Act B.E. 2546 (2003) as specified the following against:

- 1) Act without good faith or with gross negligence.
- 2) Disclose or Distribute a false statement or conceals material facts which should have been stated affecting decision making of shareholders, investors or other parties.
- 3) Act any unfair practice or take advantage of investors in trading securities or derivatives or aided or abetted thereof.

Details on the Directors, Managements and Controller of the Subsidiary Company, the Associate Company or Related Company

Company / Juristic Person	Director Management and Controller	Dr.Wissanu Krea-ngam, Professor Emeritus	Dr. Theparak Leungsuwan	Mr. Dhanant Leungsuwan	Ms. Pensri Leungsuwan	Ms. Pimkarn Leungsuwan	Dr. Sunee Sornchaitanasuk	Mrs. Benchawan Srangnitra	Mr. Vallop Tiasiri	Mr. Chaibong Ratanacharoensiri	Mr. Nha-kran Loahavilai	Dr. Vichya Kreangam	Mr. Amornnat Janyong	Mr. Weerapong Sripa	Mr. Pongpichai Anankusri
Namyong Terminal PLC.		A	B,C,D	B	B	B,C,D	B	B	B	B	B	B	D	D	D
The Seahorse Ferries Co., Ltd.			B												
Nampec Engineering and Transportation Co., Ltd.			B												
NYKT International Terminal Co., Ltd.													B	B	
Laemchabang International Ro-Ro Terminal Limited													B	B	
Cots shipping Co., Ltd.			B,C		B,C	B									
COSCO Shipping Lines (Thailand) Co.,Ltd.			B	B		B									
Cosiam Transport Co., Ltd.				B,C,D		B									
CPA Associate (Thailand) Co., Ltd.							B								
The architect Co., Ltd.												B			
Dear Power Co., Ltd.			B	B	B	B									
Sabholding and Land Co., Ltd.			B	B	B	B									
Nam Yuen Yong Shipping Co., Ltd.			B,C,D	B	B,C,D										
Bellugg Group Co., Ltd.							B								
Pornchareon Estate Co., Ltd.			B	B,C,D	B										
Polycube Co., Ltd.						B									
Sahamit Hotel Co., Ltd.			B,C		B	B									
Lavida Medical Consultant Group Co., Ltd.			B												
Vescon Tugboat and Marine Service Co., Ltd.			B,C		B,C	B									
The Leungsuwan Estate Co., Ltd.			B,C	B	B	B									
Sumit and Malee Co., Ltd.					B	B									
Sumittaya sabmai Co., Ltd.			B	B	B	B									
Lueungskosin Co., Ltd.			B	B	B	B									
N & B Cranage Co., Ltd.			B,C	B,C	B,C	B									
AAS Auto Service Co.,Ltd.												B			

Company / Juristic Person	Director Management and Controller													
	Dr.Wissanu Krea-ngam, Professor Emeritus	Dr. Theparak Leungsuwan	Mr. Dhananant Leungsuwan	Ms. Pensri Leungsuwan	Ms. Pimkarn Leungsuwan	Dr. Sunee Sornchaittanasuk	Mrs. Benchawan Srangnitra	Mr. Vallop Tiasiri	Mr. Chaiyong Ratanacharoensiri	Mr. Nha-kran Loahavilai	Dr. Vichya Kreangam	Mr. Amornnat Janyong	Mr. Weerapong Sripa	Mr. Pongpichai Anankusri
Carabao Group Plc.										B				
General Engineering Plc.											B			
Thitikorn Plc.										B				
Taakaenoi Food & Marketing PCL.									B					
Don Muang Tollway PCL.											B			
T. Man Pharmaceutical Plc.						A,B								
Bangkok Post Plc.	A													
B.Grimm Power Plc.						B								
BMP Energy Plc.														B
Bangkok GenomicsInnovation Plc.											B			
Siam City Cement PLC.						B								
YUEMMAI (THAILAND) PCL.														B
Sikarin PLC.											B			
Stecon group Plc.						B								
YGGDRAZIL GROUP PCL.														B
Faculty of Medicine Chulalongkorn University Foundation						B								
Foundation For Good Governance on Medicine						B								
Meechai-Khunying Amporn Ruchupan Foundation					B									
Physicians of Thailand Foundation						B								
National Innovation Agency (Public Organization)											B			
Office of the Council of State	B						B							

The Company
 Subsidiary Company
 Associated Company
 Related Company

A = Chairman B = Director C = Executive Director D = Management

The Company's subsidiary revenues is more than 10 percent of the total revenues as the statements of financial position and statements of income of the Company for the fiscal year ended 2025.

-None-



Employees



Information of Employees

Total number of managements and employees of the Company

As of 31 December 2025, our managements and employees are 81 persons

Divided by field and gender (person)

Field	Male	Female	Total
Office of Executives	9	5	14
Operations Department	14	4	18
Warehouses Department	5	1	6
Construction and Maintenance Department	6	1	7
Accounting and Finance Department	2	12	14
Purchasing Department	0	1	1
Information Technology Department	2	1	3
Human Resources Department	1	4	5
Payroll & Administrative Department	6	3	9
Safety Health and Environment Department	3	1	4
Total	48	33	81

Divided by office location (person)

Location	Male	Female	Total
A5 Terminal	31	19	50
C0 Office	2	0	2
Nampec Office	2	1	3
Head Office	13	13	26
Total	48	33	81

Divided by ages (person)

Range of age	Gender	2023	2024	2025
Less than 30 years	Male	4	0	2
	Female	1	1	2
During 30 - 50 years	Male	34	35	33
	Female	28	28	26
Over than 50 years	Male	13	13	13
	Female	5	5	5
Total		85	82	81

Divided by title positions (person)

Title positions	Gender	2023	2024	2025
Operation level	Male	30	31	31
	Female	24	24	23
Management level	Male	18	15	15
	Female	9	9	9
Top Management level	Male	3	2	2
	Female	1	1	1
Total		85	82	81

Part time means employee is hired to work occasionally that unit of work is hours or days. The rights and duties of temporary employee are in accordance with labor protection laws but do not receive the Company's welfare according to Company regulations.

Contract means employee is hired to work by a clearly defined period of work, specified duties, salary and benefits details (if any) that unit of work is months or years. The rights and duties of employees under employment contracts.

Position	Gender	2025
Part time	Male	0
	Female	0
Contract	Male	0
	Female	1
Total		1

Number of employees' resignation (person)

Item		2023	2024	2025
Number of employees and managements		85	82	81
Resignation	Male	0	4	3
	Female	2	0	3
Total		2	4	6
Turn over rate ratio (%)		2.35	4.88	7.41



Total number of managements and employees of its subsidiaries

▪ The Seahorse Ferries Co., Ltd. (“The Seahorse”)

As of 31 December 2025, The Seahorse’s managements and employees are 35 persons

Divided by field and gender (person)

Field	Male	Female	Total
Office of Executives	1	1	2
Accounting and Finance Department	1	2	3
Sale and Marketing Department	1	3	4
Crews Department	21	5	26
Total	24	11	35

Significant change the number of employees occurring in last 3 years

-None-

Labor dispute occurring in the last 3 years

-None-

Relations between managements and labor union

-None of labor union-



Policy on the remuneration of managements and employees

The Company pays full attention to managements and employees’ salary, benefits including provident fund to the following guideline:

1. Providing equal opportunity and fair benefits to its managements and employees in accordance with the Company operational results both on a short-term basis and on a long-term basis. In addition to the basic salary, managements and employees are rewarded with an annual bonus paid in accordance with their work accomplishment and their achieved by performance evaluate;
2. Promotion, transfer, reward and punishment are made on fair justifications and based on managements and employee’s capability, knowledge, qualification and the company regulations.

Criteria for considering managements and employees compensation

1. Financial Perspective KPI which is based on the company’s revenue and profit;
2. Adjustment of the rate of return compared with the performance assessment results of executives and employees according individual goals that have been specified (Individual KPIs);
3. Comparative performance evaluation among executives and employees in the same group. The Company gather their performance evaluation results to plan for potential development or for annual promotion adjustments.

Criteria on balancing of short- and long-term remuneration

The compensation structure is designed to enhance the sustainability of the business and value to shareholders in

order to retain executives and employees with knowledge and capability. In this regards, the Company is considering a long-term compensation model and has never paid long-term compensation to executives and employees as ESOP/EJIP.

Total number of managements and employees of its subsidiaries

Item (Unit : THB)	Gender	2023	2024	2025
Salary	Male	38,580,385.75	45,293,956.00	41,887,849.75
	Female	20,504,330.25	25,454,055.50	23,066,163.50
Salary	Male	2,662,693.25	2,897,223.75	2,730,446.00
	Female	1,417,104.50	1,536,065.50	1,310,301.25
Total		63,164,513.75	75,181,300.75	64,269,248.50

Total number of managements and employees of its subsidiaries

• The Seahorse Ferries Co., Ltd. ("The Seahorse")

Item (Unit : THB)	Gender	2023	2024	2025
Salary	Male	18,465,666.66	15,942,607.47	12,934,259.60
	Female	4,449,233.33	2,057,172.92	2,833,310.33
Total		22,914,899.99	17,999,780.39	15,767,569.93

Remark:

The Seahorse Ferries Co., Ltd. does not have provident fund.



Provident fund

The Company supports the participation on the fund management which is called 'Employee Choice' that gives employees an opportunity to choose the investment policy in the provident fund by themselves and adjust the policy according to the terms specified in the fund to ensure the financial security of the employees who leave or retire from the Company and to help the employees, to a certain level, be able to financially

support themselves in a long term in accordance with the principle in Clause 4.4.2 of the CG Code, the Company currently offers a provident fund with the maximum contribution made by the Company at 12 percent for the employees who have worked over 10 years. Members' contributions to the provident fund ranges from 5-15% of the wages, depending on the employee's length of service.

The Employee Choice program has 7 investment plans for employees to plan their investments, including a 100% bond investment plan, a bond and equity mix investment plan and DIY investment plan to allow employees to choose investment plans based on their risk tolerance.

The Company's Provident Fund Committee has selected the investment in the registered Ayudhya Master Fund of Krungsri Asset Management Co., Ltd., which is in the announced list of

the I Code of Securities and Exchange Commission ("SEC").

In addition, the representative of such asset management company shall report the progress of the investment and analyze the economy and the capital markets' situation that may affect the change of the direction of the investment plan of the executives and employees once a year. The asset management company also submits the capital market situation and investment perspective report every month.

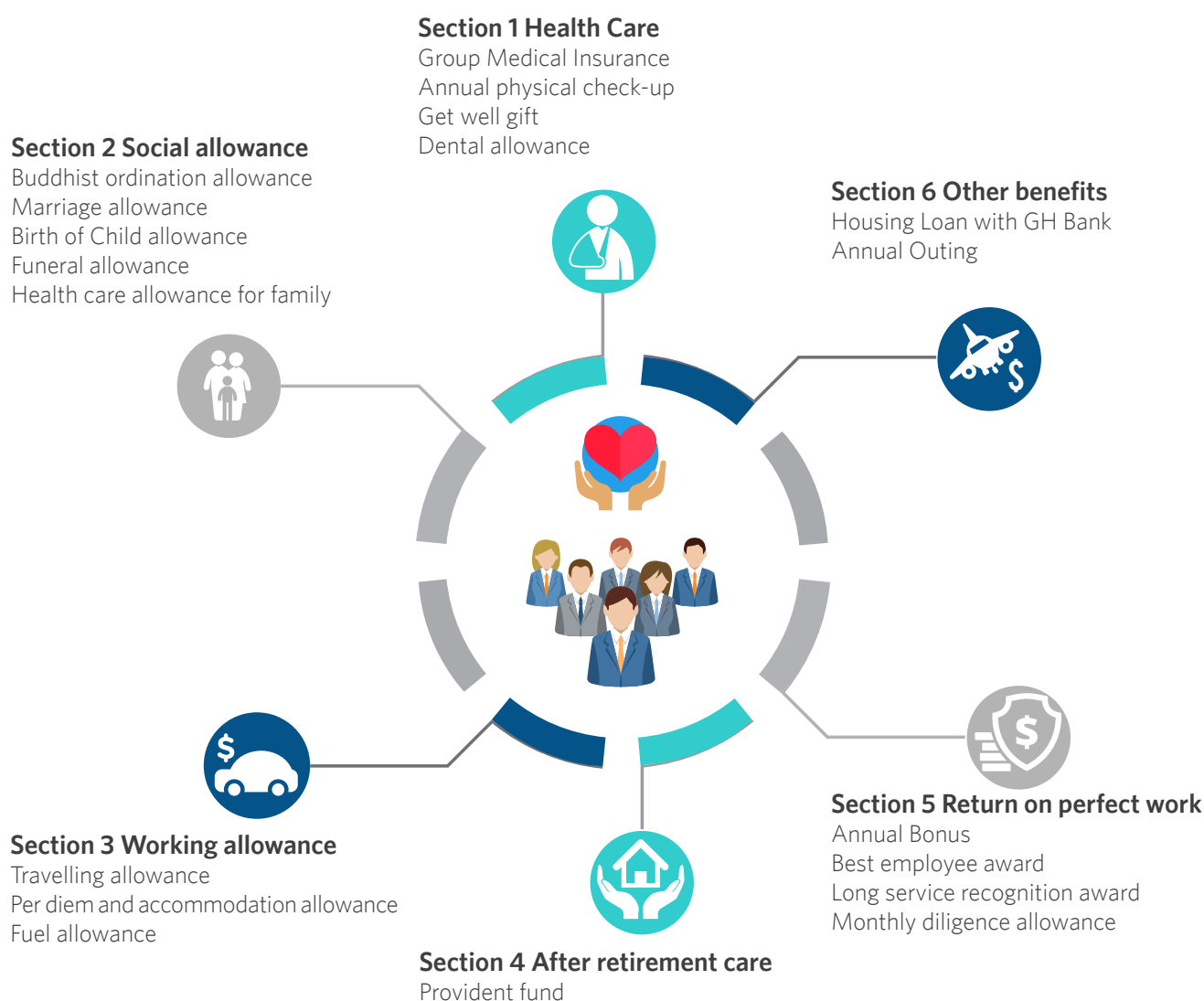
Item	2023	2024	2025
Members' contributions to the provident fund (THB) ¹	4,392,829.25	4,727,383.00	4,342,285.25
Number of membership (person) ²	59	72	74
Membership portion (%)	69.41	87.80	91.36
Value of the net asset (THB) ²	132,965,948.02	150,978,800.11	163,995,813.30

Remark:

¹ Resource of the Company

² Resource of Krungsri Asset Management Co., Ltd.

Benefits



Type	Rights as required by laws	Rights given to employees by the Company
Traditional holiday	Not less than 13 days per year	14-20 days in average
Annual leave	Not less than 6 days per year	6-10 days
Personal Leave	3 days	6 days





Financial statements and Operation results



Analysis on significant change on operations and financial position

The Company operates a full service terminal for the exportation and importation of cars (Ro/Ro). The Company's services include terminal services, storage area and preparation prior exportation services and other services in relation to the main services. The Company's main customers are the exporters and importers of cars and the world class shipping lines. The Company is the leading terminal service provider for Thailand's car exports and has the highest market share for years.

Apart from the main services as said, the Company also has a business providing services and renting warehouse space. Most of them are located at Laemchabang Port and surrounding areas, Chonburi, Rayong and Pathumthani province.

Overview of the Company's Business Operation

In 2023, 2024 and 2025, the total revenue of the Company amounted to THB 1,762.48 million, THB 1,715.10 million and THB 2,088.54 million, respectively, which decreased 2.69 percent and increased 21.77 percent respectively. The main reason is that recognition of income from a non-recurring item due to the Supreme Court judgment in the fire truck (BMA) case including increased income from warehouses' service and rental resulting from the opening of a new warehouse.

In 2023, 2024, and 2025, the cost for services and rental

cost amounted to THB 988.41 million, THB 950.56 million and THB 1,028.07 million, respectively, which decreased by 3.83 percent and increased by 8.15 percent due to expenses related to warehouse expansion, increased land lease charges under the new contract terms, and depreciation of right-of-use assets.

In 2023, 2024 and 2025, the Company's total sale and administration expenses amounted to THB 192.75 million, THB 172.72 million, and THB 196.48 million, respectively, due to expenses related to legal cases and personnel costs.

The Company's net profits in 2023, 2024 and 2025 amounted to THB 437.00 million, THB 449.15 million, and THB 564.96 million, respectively which can be computed to be net profit margin at the rate of 24.79 percent, 26.19 percent, and 27.05 percent, respectively.

Analysis on significant change on operations and financial position

In 2023, 2024, and 2025, the Company's total revenue amounted to THB 1,762.48 million, THB 1,715.10 million, and THB 2,088.54 million, respectively. The source of the revenue can be categorized by the type of services provided as follows:

Details	Fiscal Year ended 31 December					
	2023		2024		2025	
	Million (THB)	percent	Million (THB)	percent	Million (THB)	percent
Service and Rental Revenues						
Terminal service and related services	1,375.23	78.03	1,212.30	70.69	1,241.63	59.45
Other services	349.51	19.83	361.59	21.08	351.81	16.85
Rental income	21.07	1.19	87.47	5.10	170.24	8.15
Total service and rental revenue	1,745.81	99.05	1,661.36	96.87	1,763.68	84.45
Others revenues	16.67	0.95	53.74	3.13	324.86	15.55
Total revenues	1,762.48	100.00	1,715.10	100.00	2,088.54	100.00

Service and Rental Revenues

In 2023, 2024, and 2025, the service revenue amounted to THB 1,745.81 million, THB 1,661.36 million, and THB 1,763.68 million, respectively. This can be categorized into (1) revenue from terminal services and related services; and (2) revenue from the other services (3) investment properties for rent, the details of which are as follows:

1. Revenue from Terminal Service and Related Services

In 2023, 2024, and 2025, the revenue from terminal service amounted to THB 1,375.23 million, THB 1,212.30 million, and, THB 1,241.63 million or equivalent to 78.03 percent, 70.69 percent and 59.45 percent of the total revenue, respectively. In this regard, the revenue received from cargo terminal service and related services comprises two parts, namely, the revenue from terminal service and the revenue from the services of car storage area for preparation before exportation.

Revenue from terminal service is collected from automotive manufacturers and shipping lines. The revenue collected

from the automotive manufacturers includes revenue from wharf handling services which is calculated based on RT (Revenue Ton) (RT unit is the weight in metric ton or volume in cubic meter whichever is higher which shall be used to calculate the tariff). The revenue from cars storage area service for preparation before exportation or importation shall be collected on a daily basis when the parking period exceeds free time limit. The revenue collected from shipping lines comprises revenue from berth hire services which is collected when vessels are docked at the terminal on an hourly rate and the revenue from wharfage when loading/unloading cargos at terminal, the tariff rate of which shall be calculated per RT.

Revenue from the service of car storage area for preparation before exportation within the terminal proximity area is collected from customers on a monthly fixed rate. The car storage area for preparation before exportation is an important service related to the cargo terminal service since the car exporters wish to transport cars into the nearest area to the terminal for the convenience and rapidity of car loading.

Number of Cars Shipped through the Company's Terminal in 2023, 2024, and 2025

(Unit: One car)

Number of the Cars Shipped through the Company's Terminal	2023	2024	2025
Export	818,303	685,390	673,560
Import	93,116	55,483	63,053
Transshipment and Shifting	145,258	138,901	195,836
Total Number of Cars Shipped through the Company's Terminal	1,056,677	879,774	932,449

The Company's revenue from cargo terminal service and related services decreased by 11.85 percent in 2024 and increased by 2.42 percent, in 2025 resulted from the volume of cars shipped through the Company's terminal which was decreased from 1,056,677 units in 2023 to 879,774 units in 2024 and increased 932,449 in 2025 or decreased by 16.74 percent and increased by 5.99 percent respectively.

2. Service and Rental Revenues

In 2023, 2024, and 2025, the revenue from warehouse services and warehouse for rent amounted to THB 370.58 million, THB 449.07 million, and THB 522.05 million, respectively, or equivalent to 21.02 percent, 26.18 percent and 25.00 percent of the total revenue, respectively. In this regard, the Company provides warehousing services and for rent in the area at Laemchabang Port, and surrounding areas,

Chonburi, Rayong and Pathumthani province, comprising two types of service categories by the nature of areas under the service, namely, the open yard storages and the warehouse buildings. The Company collects the service fees on a monthly fixed rate basis. From 2023 to 2024, the revenue from warehouse service increased as a result of almost full occupancy in the service area together with new warehouse buildings for rent were opened in 2025.

Other revenue

In 2023, 2024, and 2025, other revenue amounted to THB 16.67 million, THB 53.74 million, and THB 324.86 million respectively. In 2025 the Company had income from winning a case at the Supreme court judgement (BMA case), the Company recognized revenue from storage fees and interest as the judgment.

Analysis of the Company's and its Subsidiary's Financial Position

The Company's and the subsidiary's total assets as of 31 December 2023, 2024, and 2025 are THB 6,953.03 million, THB 6,552.90 million and THB 7,003.53 million respectively. The total assets decreased by 5.75 percent and increased by 6.88 percent from the investment of a new warehouse and the recognition of right-of-use assets from the renewal of long-term land lease agreements.

The Company's total liabilities as of 31 December 2023, 2024, and 2025 are THB 3,507.83 million, THB 3,104.70 million,

and THB 3,517.01 million respectively. The total liabilities decreased 11.49 percent and increased 13.28 percent from the recording of liabilities under lease agreements and accrued corporate income tax aligned with the increased net taxable profit in this year, especially from income gained through winning the lawsuit.

The shareholders' equity as of 31 December 2023, 2024, and 2025 are THB 3,445.20 million, THB 3,448.21 million, and THB 3,486.52 million, respectively. An increasing of shareholders' equity was slightly increased from net profit that highly increased more than amounting of dividend payment which was paid during the year.

Liquidity and Adequacy of fund

Lists	End of the Accounting Year on 31 December		
	2023	2024	2025
	THB Million	THB Million	THB Million
Cash flows from operating activities before changes in assets and liabilities used for business operation	1,097.10	1,059.73	1,399.38
Change in assets and liabilities used for business operation	(148.79)	(169.13)	(441.63)
Net cash received from (spent on) operating activities	948.31	890.60	957.75
Net cash received from (spent on) investing activities	(353.68)	(26.06)	(155.99)
Net cash received from (spent on) financing activities	(471.49)	(896.81)	(889.44)
Net increase (decrease) in cash and cash equivalents	123.14	(32.27)	(87.68)
Cash and cash equivalents at the beginning of the year	211.53	334.67	302.40
Cash and cash equivalents at the end of the year	334.67	302.40	214.72

The Company's cash flow from operating activities is equivalent to THB 948.31 million, THB 890.60 million, and THB 957.75 million in 2023, 2024, and 2025, respectively. The main reason of cash flow increased from operations and warehouse.

The Company's net cash flow spent on investment activities in 2023, 2024, and 2025 in an amount of THB 353.68 million, THB 26.06 million and THB 155.99 million respectively. The main reasons for investing in warehouse construction (investment real estate).

The Company's net cash flow spent on financing activities in an amount of THB 471.49 million in 2023, and THB 896.81 million in 2024 and THB 889.44 million in 2025, respectively resulted from the rental repayment, financial loan repayment and dividend payment.

Debt obligations and management of off-balance sheet liabilities

Please refer to Note of the Financial Statements clause 36.

Financial Ratios

The Company had a liquidity ratio of 1.72, 1.13 and 1.20 as of 31 December 2023, 2024, and 2025, respectively. The continue decrease in 2024 and 2025 from 2023 was mainly caused by higher increase of warehouse investment by using the cash flow from internal source of fund, thus current ratio was decreased.

In 2023, 2024, and 2025, the Company's debt payment period was 28.84 days, 28.06 days and 34.12 days, respectively. On the other hand, the debt collection period of the Company was 19.99 days, 18.30 days, and 12.90 days, respectively. In this regards, the debt collection period of the Company was in accordance with the credit term which was between 30 days pursuant to the types of service as follows:

- The period of terminal services and other related services is between 14-30 days and the average debt collection period

is 18 days.

- The period of storage areas and warehouses is 7-30 days and the average debt collection period is 17 days.

The Company's gross profit margin was 43.38 percent, 42.78 percent and 41.71 percent in 2023, 2024 and 2025, respectively. The Company's net profit margin was 24.79 percent, 26.19 percent, and 27.05 percent, respectively. In 2025, The gross profit margin slightly decreased due to higher rental costs while the Company's net profit margin increased from revenue by winning a BMA case..

In 2023, 2024, and 2025, the return on assets equaled to 6.36 percent, 6.65 percent, and 8.33 percent, respectively. The return on fixed asset equaled to 25.03 percent, 25.10 percent, and 27.04 percent in 2023, 2024, and 2025, respectively. Both ratios increased in 2025 due to higher net profit from recognizing revenue from the BMA case.

In 2023, 2024, and 2025, the return on equity equaled to 14.68 percent, 14.03 percent, and 17.05 percent, respectively. In 2025, the return was increased from shareholders' equity from recognizing revenue from the BMA case.

In the year 2023, 2024, and 2025, the Company's debt to equity ratio equaled to 1.02, 0.90 and 1.01, respectively. However, such ratio is not considered as a high ratio which indicates that the Company has a very stable financial situation. Please refer to "Key Financial Ratios" for more details.

Key Factors or Events Which May Affect the Business Operation or the Financial Position of the Company in the Future (Forward looking)

1. The renewal of Concession Agreement for Investment in Construction, Management and Operation for Bulk Cargo of A5 Terminal with Port Authority of Thailand

The Company conducts its business under the Agreement for Investment in Construction, Management and Operation for Bulk Cargo of A5 Terminal at Laemchabang Port signed with the Port Authority of Thailand ("PAT"), which is a long-term agreement where its term expires on 30 April 2021.

On 30 April 2021, the parties agreed to extend the concession agreement for another period of 5 years from 1 May 2021 until 30 April 2026. In this regards, PAT reserves its right to terminate the concession agreement prior to the expiration date when PAT proceeds in proposing the new partnership project in accordance with the procedures under the Public

Private Partnership Act B.E. 2562 (2019). Therefore, the Company has a risk of early termination of the concession agreement.

The Company views that such additional condition is a normal clause the concession agreement between public and private entity. At the present, PAT has not proceeded the new partnership project. Furthermore, the procedures under the Public Private Partnership Act B.E. 2562 (2019) will take at least 2 to 3 years. Thus, the Company strongly believes that there will be no early termination of the concession agreement.

2. The Auction of the Concession in Management and Operation of A5 Terminal in 2026

The Company estimates that under the Public-Private Partnership Act B.E. 2562 (2019), PAT shall open for an auction of the new concession in management and operation of A5 Terminal before the termination of the current concession agreement on 30 April 2026. Therefore, the Company has the risk in participating in such auction. Currently, there is no official announcement of the auction. The Port Authority has called for discussions with companies to find a joint solution to consider extending the contract for a short term while awaiting the auction.

However, the Company believes that the provision of terminal service for car exportation requires knowledge, expertise, and experience in terminal management, including a good relationship with shipping lines and car manufacturers of which the Company's major shareholders and executives have expertise and experience for over 30 years. In addition, the Company has a good relationship with and has been trusted by PAT all along. Further, the Company has strictly complied with all conditions in the agreement through out the operation and has never received any warning letter or penalty notice for a breach of conditions in the agreement. Thus, the Company is confident that there is a chance that the Company will be able to participate and win the auction on the new concession in management and operation of A5 Terminal.

3. The Ongoing Legal Dispute: the Company as the Plaintiff and Bangkok Metropolitan Administration ("BMA") as the Defendant

The Company has an ongoing legal dispute. On 26 July 2017, the Company, as a plaintiff, filed a complaint against BMA to the Central Intellectual Property and International Trade Court, with the accusations in relation to international

trade, carriage of goods by sea, and deposit of goods for the amount of THB 1,041 million. The Company requested the Court to order BMA to pay the Company the said amount together with the interest of 7.5 percent per annum and the daily storage charge inclusive of value-added tax in the amount of THB 0.27 million per day from the date following the date of complaint until BMA removes all fire trucks out of the terminals of the Company.

Later on 18 December 2017, BMA, by a public prosecutor, submitted the statement of defense and also a counter-claim for wrongful acts claiming for a compensation totaling THB 110 million and a daily compensation of THB 0.82 million from the date of the complaint is filed until the Company returns the trucks in dispute to BMA or order the Company to pay for the trucks at a total amount of THB 2,679 million to BMA, and concurrently, filed an interim injunction petition. On 14 February 2019, the Court rendered an interim injunction but with a condition that BMA must place a guarantee having value of THB 200 million. However, BMA appealed such interim injunction order.

On 26 December 2019, the Court rendered a judgment that the embankment of fire trucks at the Company's terminal who is a service provider is considered as delivery to the Company for BMA as the buyer under the sale and purchase agreement to take the goods from the Company's terminal. When the Company is served with a lawful order to return the fire trucks to a person, the Company will return such fire trucks to such person and pay for any expenses. However, in this case, BMA did not deliver such goods to the Company, but a shipping agent did such delivery for the Company to keep the goods to further deliver to the holder of the bill of lading and invoice. The BMA is, therefore, not a party to the goods depository agreement with the Company. As such, the Court dismissed the case filed by the Company. On 26 March 2020, the Company submitted the appeal to the Court.

With respect to the counterclaim of BMA that the Company does not have the right of retention over the fire trucks which are armaments because the Company is not permitted to possess the armaments, the Court dismissed such counterclaim and revoked the injection order requested by BMA. The BMA appealed and filed a petition for interim injunction on 25 May 2020, but the Court dismissed the petition of BMA. On 14 July 2020, BMA appealed the order of the Court of First Instance.

On 17 September 2020, the Company has filed a response

to object the appeal of BMA regarding the petition for interim injunction during the consideration of the Appeal Court and on 27 September 2020, submitted the statement of defense against the appeal of the BMA.

Subsequently, on 8 June 2021, the Court of First Instance read the court judgement rendered by the Appeal Court ordering BMA to pay THB 1,041 million together with the interest at the rate of 7.5% per annum on the principal of THB 973 million from the date of filing (26 July 2017) onwards until the payment made to the Company is completed and pay the daily storage charges of THB 0.27 million per day from the date of filing (26 July 2017) onwards until BMA removes disputed goods (all fire trucks) from the terminal of the Company. BMA filed a petition to obtain approval for the Supreme Court appeal together with the petition statement on the supreme appeal with IPITC on 3 November 2021. The Company filed an objection to BMA's petition on 31 January 2022.

On 8 November 2022, the Court read an order allowing the Company to file an appeal. However, the matters regarding repetition and statute of limitations were objected. Subsequently, the BMA also filed a petition against the order rendered by the Court. The Company's lawyer filed an objection.

On 18 July 2023, the Central Intellectual Property and International Trade Court read the Supreme Court's order, which dismissed the appeal petition against the Supreme Court's objection to the BMA's petition. The objection raised two issues of laws, duplicity and prescription.

On 27 November 2025, the Company was informed of the Supreme Court's judgment ordering the Bangkok Metropolitan Administration (BMA) to pay an amount of 212,534,238.03 baht, along with interest at a rate of 7.5% per annum on the principal amount of 198,630,129 baht, calculated from the date of the lawsuit (filed on 26 July 2017) until 10 April 2021, and at a rate of 5% per annum from 11 April 2021, onwards until full payment is made to the plaintiff. Once the BMA has fully paid the Company, the Company shall deliver the disputed fire trucks and water trucks to the BMA.

The Company recognized the deposit and interest according to the judgment as other income in the comprehensive income statement in 2025. On 30 January 2026, the BMA made the payment to the Company. The case is considered closed.

Projects or research and development that may affect operating results and financial status in the near future

-None-

Significant Financial Information

Financial Statement	Consolidated Financial Statement					
	2023		2024		2025	
	THB million	percent	THB million	percent	THB million	percent
Assets						
Current Assets						
Cash and cash equivalents	334.67	4.81	302.40	4.61	214.72	3.07
Trade and other receivable	151.29	2.18	108.71	1.66	392.99	5.61
Inventories	2.36	0.03	3.08	0.05	3.26	0.05
Prepaid expenses	21.45	0.31	19.00	0.29	19.89	0.28
Other financial current assets	1,433.52	20.62	765.82	11.69	735.56	10.50
Other current assets	3.81	0.05	2.82	0.04	7.52	0.11
Total Current Assets	1,947.10	28.00	1,201.83	18.34	1,373.94	19.62
Non-Current Assets						
Other financial non-current assets	231.73	3.33	272.47	4.16	257.38	3.67
Investment in Joint venture	-	-	38.25	0.58	-	-
Investment in associated companies	1,014.02	14.58	955.31	14.58	848.32	12.11
Right under port service concession agreement	180.54	2.60	103.73	1.58	29.38	0.42
Advances payment for construction	99.28	1.43	5.31	0.08	14.15	0.20
Investment properties	953.72	13.72	1,742.49	26.59	2,157.60	30.81
Land, Leasehold improvements, buildings, and equipment	881.31	12.68	729.74	11.15	645.59	9.22
Intangible assets	4.86	0.07	3.98	0.06	3.67	0.05
Right-to-use assets	1,532.63	22.04	1,393.32	21.26	1,566.51	22.37
Deferred tax assets	107.80	1.55	105.61	1.61	106.91	1.53
Other non-current assets	0.04	0.00	0.86	0.01	0.08	-
Total non-current assets	5,005.93	72.00	5,351.07	81.66	5,629.59	80.38
Net assets	6,953.03	100.00	6,552.90	100.00	7,003.53	100.00
Liabilities and Shareholders' equity						
Current liabilities						
Overdraft and short-term loan from financial institution	26.42	0.38	26.09	0.40	25.84	0.37
Trade and other payables	74.43	1.07	73.74	1.12	121.15	1.73
Short-term loan from related party	185.00	2.66	262.55	4.01	366.42	5.23
Long term loan due in one year	125.73	1.81	125.95	1.92	55.38	0.79
Part of debt from lease agreement due in one year	371.26	5.34	231.13	3.53	218.92	3.13
Security deposits	51.61	0.74	47.84	0.73	40.13	0.58
Accrued expenses	223.95	3.22	211.43	3.23	188.50	2.69
Accrued income tax	43.49	0.63	34.78	0.53	85.61	1.22
Other current liabilities	27.13	0.39	46.29	0.70	47.75	0.68
Total current liabilities	1,129.02	16.24	1,059.80	16.17	1,149.70	16.42

Financial Statement	Consolidated Financial Statement					
	2023		2024		2025	
	THB million	percent	THB million	percent	THB million	percent
Non-current liabilities						
Long term loan – net portion due in one year	311.20	4.48	185.26	2.83	129.87	1.86
Reserve remuneration of terminal concession agreement – net portion due in one year	98.80	1.42	20.03	0.31	-	-
Liabilities from lease agreement – net portion due in one year	1,744.76	25.09	1,612.36	24.61	1,981.77	28.30
Security deposits	129.47	1.86	135.30	2.06	153.67	2.19
Provision of decommissioning costs	33.19	0.48	29.48	0.45	30.34	0.43
Provision for long-term employee benefits	52.17	0.75	55.01	0.84	65.95	0.94
Other non-current liabilities	9.22	0.13	7.46	0.11	5.71	0.08
Total non-current liabilities	2,378.81	34.21	2,044.90	31.21	2,367.31	33.80
Net liabilities	3,507.83	50.45	3,104.70	47.38	3,517.01	50.22
Shareholders' equity						
Registered capital	620.00	-	620.00	-	620.00	-
Issued and fully paid up shares	620.00	8.92	620.00	9.46	620.00	8.85
Share premium	2,178.41	31.33	2,178.41	33.24	2,178.41	31.10
Retained earnings:						
Appropriated – statutory reserve	62.00	0.89	62.00	0.95	62.00	0.89
Unappropriated	664.92	9.56	716.72	10.94	807.90	11.54
Shareholders' equity	3,525.33	50.70	3,577.13	54.59	3,668.31	52.38
Equity of the stakeholders with no authority over subsidiaries	(80.13)	(1.15)	(128.93)	(1.97)	(181.79)	(2.60)
Total Shareholders' equity	3,445.20	49.55	3,448.21	52.62	3,486.52	49.78
Total liabilities and shareholders' equity	6,953.03	100.00	6,552.90	100.00	7,003.53	100.00

Comprehensive Profit and Loss Statement	Consolidated Financial Statement					
	2023		2024		2025	
	THB million	percent	THB million	percent	THB million	percent
Revenue						
Reverse from port and related services	1,375.23	78.03	1,212.30	70.68	1,241.63	59.45
Other service revenue	349.51	19.83	361.59	21.08	351.81	16.84
Rental income	21.07	1.19	87.47	5.10	170.23	8.15
Gain from investments	-	-	7.50	0.44	3.24	0.15
Other incomes	16.67	0.95	46.24	2.70	321.63	15.40
Net revenue	1,762.48	100.00	1,715.10	100.00	2,088.54	100.00
Expenses						
Cost of services	955.09	54.19	893.65	52.10	913.04	43.72
Cost of rental	33.32	1.89	56.91	3.32	115.03	5.51
Selling expenses	4.61	0.26	7.41	0.43	6.99	0.34
Administrative expenses	188.14	10.68	165.31	9.64	189.49	9.07
Loss from investment	8.09	0.46	-	-	-	-
Impairment loss from investment in joint venture					1.77	0.08
Net expenses	1,189.25	67.48	1,123.28	65.49	1,226.32	58.72
Profit of operation	573.23	32.52	591.82	34.51	862.22	41.28
Share of loss form investments in joint venture	-	-	(12.48)	(0.73)	(35.33)	(1.69)
Share of profit form investments in an associate	65.71	3.73	65.22	3.80	17.55	0.84
Financial income	27.30	1.55	30.97	1.81	19.75	0.95
Financial cost	(102.42)	(5.81)	(103.68)	(6.05)	(126.37)	(6.05)
Profit before income tax expenses	563.82	31.99	571.85	33.34	737.82	35.33
Income tax expenses	(126.82)	(7.20)	(122.70)	(7.15)	(172.86)	(8.28)
Profit for the year	437.00	24.79	449.15	26.19	564.96	27.05
Other comprehensive profit and loss for the year	-	-	-	-	(5.84)	(0.28)
Comprehensive profit and loss for the year	437.00	24.79	449.15	26.19	559.12	26.77
Profit (Loss)						
For the Company's shareholders	500.92	28.42	498.20	29.05	617.82	29.58
For non-controlling persons of the subsidiaries	(63.92)	(3.63)	(49.05)	(2.86)	(52.86)	(2.53)
	437.00	24.79	449.15	26.19	564.96	27.05
Total comprehensive profit and loss sharing						
For the Company's shareholders	500.92	28.42	498.20	29.05	611.98	29.30
For non-controlling persons of the subsidiaries	(63.92)	(3.63)	(49.05)	(2.86)	(52.86)	(2.53)
	437.00	24.79	449.15	26.19	559.12	26.77

Cash Flow Statement	Consolidated Financial Statement		
	2023	2024	2025
	THB million	THB million	THB million
Cash flow from the operation			
Profit before income tax expense	563.82	571.86	737.82
Adjustments to reconcile profit before tax to net cash received by (paid from) operating activities:			
Share of loss from investment in joint venture	-	12.48	35.33
Share of loss (profit) from investments in associated companies	(65.72)	(65.22)	(17.55)
Impairment loss from investment in joint venture	-	-	1.77
Gain on sale of investment in joint venture	-	-	(0.84)
Unrealised loss (gain) from investment in financial assets	4.05	(6.15)	(2.81)
Depreciation and amortisation	499.40	507.56	568.95
Gain on cancellation of lease contract	(10.81)	(35.81)	-
Loss (gain) on sale/write-off of equipment and intangible assets	4.49	(0.46)	(1.39)
Allowance for expected credit loss	-	-	(34.68)
Impairment loss from assets	24.13	-	-
Long term employee benefit expense	2.61	2.77	6.17
Financial incomes	(27.29)	(30.97)	(19.75)
Financial costs	102.42	103.67	126.36
Profit from operating activities before changes in operating assets and liabilities	1,097.10	1,059.73	1,399.38
Operating assets (increase) decrease			
Trade and other receivables	(4.68)	38.28	(254.61)
Inventories	-	(0.72)	(0.17)
Prepaid expenses	(2.44)	2.44	(0.89)
Other current assets	0.98	(0.90)	(2.41)
Other non-current assets	(0.67)	(0.82)	0.78
Operating liabilities increase (decrease)			
Account payables and other payables	(11.62)	9.62	(9.67)
Accrued expenses	(63.14)	(101.66)	(57.97)
Insurance received	48.98	(1.45)	7.14
Long term reserved employee benefits	(1.54)	(0.76)	(3.41)
Other current liabilities	5.89	16.06	1.45
Cash from operating activities	1,068.86	1,019.82	1,079.62
Income tax paid	(120.55)	(129.22)	(121.87)
Net cash from operating activities	948.31	890.60	957.75
Cash flows from investing activities			
Increase in other current financial assets	(199.36)	673.85	33.07
Decrease (increase) in other non-current financial assets	2.51	(41.94)	13.86

Cash Flow Statement	Consolidated Financial Statement		
	2023	2024	2025
	THB million	THB million	THB million
Cash paid for investment in joint venture	-	(38.25)	2.00
Cash of subsidiary as at date of investment transfer	-	(12.75)	-
Cash received from dividend income	37.80	123.92	124.55
Proceeds from disposal of equipment	0.36	0.48	1.57
Cash paid for constructions of investment properties	(194.08)	(748.63)	(333.09)
Cash paid for purchases of buildings and equipment	(24.08)	(18.26)	(21.43)
Cash paid for intangible assets	(0.59)	(0.22)	(0.22)
Interest income	23.76	35.74	23.70
Net cash used in investing activities	(353.68)	(26.06)	(155.99)
Cash flow from financing activities			
Increased short-term loan from financial institutions	1.42	(0.32)	(0.25)
Increase in short-term loans from related party	102.50	77.55	103.87
Cash received from long term loans	63.00	-	-
Cash paid for long-term loans	(36.73)	(126.12)	(126.12)
Repayments of lease payables	(232.40)	(311.85)	(238.47)
Cash paid for dividends	(272.80)	(446.40)	(520.80)
Cash paid for interest	(96.49)	(89.67)	(107.67)
Cash received from non-controlling shareholders in subsidiaries	0.01	-	-
Net cash acquired from (spent on) financing activities	(471.49)	(896.81)	(889.44)
Net decrease in cash and cash equivalents	123.14	(32.27)	(87.68)
Cash and cash equivalents at the beginning of the year	211.53	334.67	302.40
Cash and cash equivalents at the end of the year	334.67	302.40	214.72
Additional disclosed information regarding cash flow			
Non-cash elements			
Payables for constructions and purchases of equipment and investment properties	77.97	27.42	86.63
Increase in investment properties from lease contract	227.53	4.86	-
Increase in lease liabilities	(240.97)	(281.38)	(595.66)
Increase in right-of-use assets	15.09	277.54	595.66
Decrease in lease liabilities from cancellation of contracts	136.06	243.07	-
Decrease in right-of-use assets from cancellation of contracts	(123.97)	(140.71)	-
Interest expenses recorded as cost of project	0.97	-	-
Transfer from right-of-use assets to investment properties	-	2.60	-

Securities Issuance and Dividend Payment Policy

Securities Issuance

-None-

forthcoming necessity and suitability, and dividend payment consistency.

Dividend Payment Policy

The Company has the policy to pay the dividend at the rate of not less than 40 percent of net profits after legal reserve, next year capital expenditure, and other reserves (if any) of the Company's separated financial statements. The Company shall take into consideration for the dividend payment by its cash flow, performance, financial structure, investment plans, conditions in any agreements bound by the Company, other

However, the Board of Directors' resolution of dividend payment shall be proposed to consider and approve by the Shareholders' Meeting, except for interim dividend payment that the Board of Directors is authorized to approve after having considered that the Company has enough profits and cash flow to pay the interim dividend. The interim dividend shall be informed in the next Shareholders' Meeting.

Operational Results of Year

Details	2023	2024	2025 ¹
Net Profit of the Separated Financial Statements (THB)	458,635,747	564,702,608	648,351,113
Net Profit of the Consolidated Financial Statements (THB)	437,001,737	449,153,979	564,958,200
Dividend payment			
Year-ended dividend (THB per share)	0.36	0.42	0.50
Number of Shares (shares)	1,240,000,000	1,240,000,000	1,240,000,000
Par value at (THB per share)	0.50	0.50	0.50
Legal reserve (THB)	62,000,000	62,000,000	62,000,000
Total dividend payment (THB)	446,400,000	520,800,000	620,000,000
Dividends payout ratio (%) ²	97.33	92.23	95.63

Remark:

¹ 2025 Operational results and year-ended dividend were considered by the Board of Directors on 19 February 2026 and shall be approved by 2026 Annual General Meeting of Shareholders which will be held on 24 April 2026.

² Dividends payout ratio calculated from Total dividend payment / Net Profit of the Separated Financial Statements.

Key Financial Ratios

Consolidated Financial statements for the fiscal year ended 31 December

	2023	2024	2025
Liquidity Ratio			
Current ratio (times)	1.72	1.13	1.20
Quick ratio (times)	1.70	1.11	1.17
Current liabilities coverage ratio (times)	0.96	0.81	0.87
Receivable turnover (times)	18.01	19.67	27.90
Average collection period (days)	19.99	18.30	12.90
Payable turnover (times)	12.48	12.83	10.55
Payment period (days)	28.84	28.06	34.12
Cash cycle (days)	(8.85)	(9.76)	(21.21)
Profitability Ratio			
Gross profit margin (%)	43.38	42.78	41.71
Operating profit margin (%)	32.83	35.62	48.89
Other profit (loss) ratio (%)	4.22	6.21	14.70
Cash flow – flow to profit ratio (%)	165.43	150.49	111.08
Net profit margin (%)	24.79	26.19	27.05
Return on equity (%)	12.99	13.03	16.29
Return on Equity attribute to owner of the Company (%)	14.68	14.03	17.05
Efficiency Ratio			
Return on assets (%)	6.36	6.65	8.33
Return on fixed assets (%)	25.03	25.10	27.04
Total asset turnover (times)	0.26	0.25	0.31
Financial Policy Ratio			
Debt to equity ratio (times)	1.02	0.90	1.01
Interest coverage ratio (times)	12.08	12.37	11.03
Interest bearing debt to EBITDA ratio (times)	4.17	3.49	3.44
Obligation coverage ratio (times)	1.11	0.51	0.71
Dividend payout ratio (%) ¹	97.33	92.23	95.63

Remark:

¹ Dividends payout ratio calculated from Total dividend payment / Net Profit of the Separated Financial Statements.

Related Party Transactions

The related transaction with relating entities

Name and Relation	Type of Transaction	Fiscal Year Ended			Necessity and Reasonableness of Transaction
		31 December			
		2023	2024	2025	
(THB million)					
The Seahorse Ferries Co., Ltd. ("The Seahorse or the Company's subsidiary") Relationship: The Company's subsidiary as having control, setting policies and making decisions in The Seahorse, the Company holds 51 percent of shares. The Company and Seahorse have 1 mutual director and management, namely, Dr. Theparak Leungsuwan	The Company charges guarantee fee	0.73	0.73	0.73	The Company entered into guarantee in proportion of the interested the shareholding in The Seahorse Ferries Co., Ltd., guarantee in amounting to THB 97.41 million or 51% of total credit facilities of the Company's subsidiary with the bank. (Loan agreement was THB 163 million and working capital facilities agreement was THB 28 million)., Approved by the Board of Directors meeting No. 7/2020 on 9 November 2020 The Company has charged guarantee fee from The Seahorse at the rate of 0.75% per year Equal to the rate of the Company used to charge to LRT and being a current market rate (the bank charges 0.5 - 0.6% per year with the Company and to charge with the subsidiary 1.5% per year.)
	Other revenue	0.76	-	-	The Seahorse Ferries Co., Ltd. used Sattahip-Royal Thai Navy Terminal for tourist provided. The service fee was THB 106,365 per month or THB 350 per square meters/month.
Laemchabang International Ro-Ro Terminal Limited ("LRT") Relationship: LRT is the Company's associated company as NYKT International Terminal Co., Ltd., which is the Company's associated company, holds 100 percent of shares in LRT (the equivalent of LRT's shares was 49 percent by indirect holding of the Company). The Company and LRT have 1 mutual directors and management, namely, Mr. Amornnat Janyong.	The Company charges LRT a service fee for sending the Company's employees to work at LRT.	1.32	1.32	3.97	The Company needs to station its employees to work at LRT in order to enable LRT to operate efficiently. The Company charges LRT a service fee at the same rate as the other shareholder (NYK Group) charges LRT.
Nippon Yusen Kabushiki Kaisha group ("NYK") Relationship: NYK is a major shareholder of N.Y.K. (Thailand) Co., Ltd. and N.Y.K. (Thailand) Co., Ltd. has acquired shares of 18.34 percent of the paid-up registered capital of the Company.	Revenue from terminal service for NYK's ships docking at A5 Terminal at the rate specified by the PAT	244.09	191.40	201.91	NYK operates a liner shipping. Normally, there are ships docking at A5 Terminal of the Company to load cars from automobile manufacturers and deliver to various destinations whereby the Company charges NYK a service fee at the rate specified by the PAT which equally applies to other shipping lines. In this regard, the Company provides a credit term for 15-20 days which is equivalent to those provided to other shipping lines.

Name and Relation	Type of Transaction	Fiscal Year Ended			Necessity and Reasonableness of Transaction
		31 December			
		2023	2024	2025	
(THB million)					
	Revenue from area service fee for office at A5 Terminal	0.20	0.20	0.20	Since NYK’s ships regularly dock at A5 Terminal, it is necessary to station its employees at the terminal to facilitate coordination. Therefore, the Company is requested to provide an area of 91.68 square meters as office at A5 Terminal whereby the Company charges a service fee at the same rate applicable to other shipping lines.
Nampec Engineering and Transportation Co., Ltd. (“Nampec”) Relationship: It is a joint venture company. The Company held 51% of shares and had joint control with the joint venture in Nampec. In addition, the Company and Nampec have 1 mutual management, namely, Dr. Theparak Leungsuwan	The Company charged Nampec a service fee for sending the Company's employees to work at Nampec	-	1.80	1.73	The Company needs to station its employees to work at Nampec in order to enable Nampec to operate efficiently. The Company charged Nampec a service fee at the same rate as cost of the Company.
Port Development and Services Co., Ltd. (“PDS”) Relationship: Shareholders/directors are close relatives of the Company's managements (Mr. Phongthep Leungsuwan and Mrs. Lawan Leungsuwan, total proportion 40 percent)	Area service fee from PDS	14.91	12.43	-	The Company uses area services from PDS to provide warehouse services to customers. The agreement is valid for 3 years (expiring on 31 December 2018) the Company is entitled to extend the term of the agreement for another 3 years. PDS charges the Company for such area services in the market rate.
The Leungsuwan Estate Co., Ltd. Relationship: The Company and the Leungsuwan Estate Co., Ltd. have four mutual directors, namely, Dr. Theparak Leungsuwan, Ms. Pensri Leungsuwan, Ms. Pimkarn Leungsuwan and Mr. Dhananant Leungsuwan.	Other rental area Office area service	0.32 0.15	0.29 0.12	0.31 0.13	The Seahorse Ferries Co., Ltd. (“The Seahorse or the Company’s subsidiary”) leased office space area of 101.14 square meters from the Leungsuwan Estate Co., Ltd. Rental fee rate at THB 41,570.98 per month.

Name and Relation	Type of Transaction	Fiscal Year Ended			Necessity and Reasonableness of Transaction
		31 December			
		2023	2024	2025	
(THB million)					
Rincha Supply and Service Co., Ltd. Relationship: Shareholders/ director who is close relative with the Company's management	Service revenue	7.49	13.98	13.98	Rincha Supply and Service Co., Ltd. uses open yard which service rate is charged at the market rate.
	Warehouse surface improvement expense	3.58	-	-	Due to Rincha Supply and Service Co., Ltd. warehouse surface deteriorated, it is needed to improve and Rincha Supply and Service Co., Ltd. proposed the lowest price for improvement that the progress was complied with the purchasing progress of the Company.
Namyuenyong Shipping Co., Ltd. Relationship: Major shareholder of the Company	interest expenses	0.70	0.70	0.70	The Seahorse Ferries Co., Ltd. (the Subsidiary) borrows short-term loans by promissory notes for its subsidiary' s working capital. The interest rate is 3.50% per year and none of collateral which Namyuenyong Shipping Co., Ltd. charges in the nearby interest rate as the Subsidiary borrows from banks (KBANK) at (MLR-2.00) per year.
Dr. Theparak Leungsuwan Relationship: Shareholder, the Company's director and management	interest expenses	2.33	10.47	14.88	The Seahorse Ferries Co., Ltd. (the Subsidiary) borrows short-term loans by loan agreement for its subsidiary' s working capital. The interest rate is MLR-2.00 per year and none of collateral. The interest rate at the same rate applicable to the Subsidiary borrows from banks (KBANK).
Lavida Medical Consultant Group Co., Ltd. Relationship: Having mutual 1 director, namely, Dr. Theparak Leungsuwan	interest expenses	2.81	-	-	The Seahorse Ferries Co., Ltd. (the Subsidiary) borrows short-term loans by promissory notes for its subsidiary' s working capital. The interest rate is 4.50% per year and none of collateral which Lavida Medical Consultant Group Co., Ltd. charges in the nearby interest rate as the Subsidiary borrows from banks (KBANK) at (MLR-2.00) per year.
Vescon Tugboat and Marine Service Co., Ltd. Relationship: We have 3 mutual directors and managements, namely, Dr. Theparak Leungsuwan, Ms. Pensri Leungsuwan and Ms. Pimkarn Leungsuwan	Tug boat service fee	1.17	1.16	1.70	The Seahorse (it's subsidiary) used tug boat service which service fee charged The Seahorse at the rate specified by the Bangkok port.

Name and Relation	Type of Transaction	Outstanding as			Necessity and Reasonableness of Transaction
		2023	2024	2025	
		(THB million)			
Mrs. Lawan Leungsuwan Relationship: Close relative of the Company's management (Mr. Theparak Leungsuwan)	Interest expense			0.03	The Seahorse Ferries Co., Ltd. (a subsidiary) has borrowed short-term loan as a loan agreement to be used as working capital for the subsidiary, with an interest rate of MLR-2.00% per annum, unsecured.

Outstanding balance between the Company and relating entities

The Seahorse Ferries Co., Ltd. ("The Seahorse or the Company's subsidiary") (deleted from Consolidated financial statements)	Account receivable	4.40	5.13	5.86	As the subsidiary uses Sattahip Port as the destination port on the east coast, the company has charged the service fee in case that the boat docks. The Company charged service fee to The Seahorse based on port tariff that the Royal Thai Navy charged the Company and to charge The Seahorse for guarantee fee.
Nippon Yusen Kabushiki Kaisha group ("NYK")	Account receivable	19.85	13.22	11.54	NYK operates a liner shipping. Normally, there are ships docking at A5 Terminal of the Company to load cars from automobile manufacturers and deliver to various destinations whereby the Company charges NYK a service fee at the rate specified by the PAT which equally applies to other shipping lines. In this regard, the Company provides a credit term for 15-20 days which is equivalent to those provided to other shipping lines.
	Unbilled receivable	2.45	9.16	10.74	
	Guarantee deposit	21.00	21.00	21.00	Since 5 main shipping lines need to regularly dock their ships at A5 Terminal, they jointly signed the Car Terminal Facility and Service Agreement with the Company for 11 years, starting from 1 May 2019 until 30 April 2030. The shipping lines also placed a guarantee deposit to the Company for the use of A5 Terminal. The Company handed over the letter of guarantee received from the financial institution to the shipping lines as a guarantee that the Company will return such guarantee deposit to them upon the expiration of the agreements.

Name and Relation	Type of Transaction	Outstanding as of			Necessity and Reasonableness of Transaction
		31 December			
		2023	2024	2025	
(THB million)					
Port Development and Services Co., Ltd. (“PDS”)	Lease liabilities	240.32	-	-	The Company used and complied with, TFRS 16 Leases, Starting from 1 January 2020 which resulted in the Company must be required to recognize “Lease liabilities” from measurement approach for leases as referred by market prices and utilization terms estimated. Currently, lease agreement between the Company and PDS is terminated.
	Security payable	0.24	-	-	The Company uses area services from PDS to provide warehousing services to customers. The Company is required, under the conditions of the agreement, to place THB 240,000 to PDS as security deposit. PDS will return the amount upon the expiration of the agreement.
The Leungsuwan Estate Co., Ltd.	Guarantee payable	0.13	0.13	0.13	The company’s subsidiary rent office area from the Leungsuwan Estate Co., Ltd. As the conditions in the contract was stated that the subsidiary must have guarantee amounting to THB 127,308.32 and will be returned at the end of contract.
Mr. Pongthep Leungsuwan Relationship: Closing relatives of the Company’s managements Mr. Pongthep Leungsuwan	Accrued expense	1.44	1.44	1.44	Mr. Pongthep Leungsuwan, executive director and managing director of the subsidiary company, has a letter to postpone for receiving his compensation due to the current situation of the subsidiary company is in the trial operation and still lacks liquidity from operations. After the subsidiary has officially started operations and has better liquidity. The subsidiary shall be reconsidered to pay his compensation.
	Advance payment	0.74	0.81	0.81	Advance payment of the Subsidiary whereby director paid due to the lack of liquidity of the Subsidiary.

Name and Relation	Type of Transaction	Outstanding as			Necessity and Reasonableness of Transaction
		31 December			
		2023	2024	2025	
(THB million)					
Namyuenyong Shipping Co., Ltd	Short-term loan	20.00	20.00	20.00	The Seahorse Ferries Co., Ltd. (the Subsidiary) borrows short-term loans by promissory notes for its subsidiary' s working capital. The interest rate is 3.50% per year and none of collateral
	Accrued interest	0.06	-	-	
Dr. Theparak Leungsuwan	Short-term loan	165.00	242.55	342.84	The Seahorse Ferries Co., Ltd. (the Subsidiary) borrows short-term loans by loan agreement for its subsidiary' s working capital. The interest rate is MLR-2.00 per year and none of collateral.
	Accrued interest	2.00	12.47	27.45	
Lavida Medical Consultant Group Co., Ltd.	Short-term loan	-	-	-	The Seahorse Ferries Co., Ltd. (the Subsidiary) borrows short-term loans by promissory notes for its subsidiary' s working capital. The interest rate is 4.50% per year and none of collateral
	Accrued interest	0.35	-	-	
	Advanced receive	-	22.07	22.07	
Rincha Supply and Service Co., Ltd.	Guarantee deposit	3.49	3.49	3.49	As specified by the condition of agreement that Rincha Supply and Service Co., Ltd. must pay guarantee deposit to the Company for open yard using at 3 month-service rate.
Mrs. Lawan Leungsuwan	Short-term loan	-	-	3.58	The Seahorse Ferries Co., Ltd. (a subsidiary) has borrowed short-term loan as a loan agreement to be used as working capital for the subsidiary, with an interest rate of MLR-2.00% per annum, unsecured.
Relationship:	Accrued interest payable	-	-	0.03	
Close relative of the Company's management (Mr. Theparak Leungsuwan)					



Approval Measures or Procedures of Related Party Transactions

The Company has determined approval measures and procedures of related party transactions. Any related party transactions which may be in conflict shall be considered and assessed, in terms of appropriateness of such transactions, by the Audit Committee and, importantly, the best interests of the Company shall be taken into account. In the event that the Audit Committee lacks expertise to consider any related party transactions, the Company may assign independent professionals or the Company's auditors to give an opinion on such related party transactions to be used as a reference to hold an opinion or make a decision of the Audit Committee and/or the Board of Directors and/or the shareholders as the case may be. Details of transactions including the directors who have conflict of interest shall be disclosed to the Board of Directors and if any transaction which is deemed as a significant transaction according to the Notification on Related Party Transactions, such transaction must be approved by the Board of Directors and/or shareholders as the case may be. In approving a related party transaction, a person who may have conflict of interest or stake in such transaction cannot vote to approve such related party transaction. In this regard, the Company will disclose a concluded related party transaction in the Company's notes to financial statements audited by the Company's auditor and the 56-1 One report/Annual Report.

Policy or Trend of Future Related Party Transactions

Policy on Related Party Transactions

1. The Company's directors and management shall prepare a report and inform the Company on their own and their respective related person any conflict of interest so that the Company may use as reference for internal usage in order to comply with the relevant regulations on related party transaction.
2. Refraining from engaging in related party transactions where conflict of interest may arise.
3. In case it is necessary to engage any related party transactions, every related party transaction of the Company must be proposed to the Board of Directors or Shareholders' Meetings for approval, as the case may be, unless the transactions are commercial agreement with commercial terms, generally accepted, which the Board of Directors has given approval in principle.
4. Following the Company's operating procedures in engaging

related party transactions and comply with the regulations prescribed by SEC and SET.

5. Determining prices and conditions of related party transactions in the same manner as engaging into a transaction with a third party based on arm's length basis, which must be fair, reasonable, and provide the best interest for the Company. In case there is no comparable price available, the Company may compare the price with market price of products or services of the same or similar condition.
6. A person who has a conflict of interest in any related party transaction cannot approve or cast vote in such transaction.
7. In considering related party transactions, the Company may appoint an independent appraiser to assess and compare prices of related party transactions to ensure that the transactions are reasonable and provide the best interest of the Company.

Trend of Related Party Transactions with Related Persons/ Parties

The Company may continue making related party transactions with related parties and/or persons in the future as the engaged related party transactions were deemed necessary and beneficial to the Company. The Trend of the related party transactions can be summarized as follows:

- 1. Normal business transactions:** revenue from a collection of service fees from NYK Group, which uses the Company's A5 Terminal to dock ships for loading cars from the automobile manufacturers to be delivered to destination terminals. This is a normal business transaction, and the Company foresees this transaction to be continued. For Warehouse area service is normal business of the Company and the service rate as related company uses is market rate. In this regard, the term of agreement of office area service and warehouse area service transactions as aforementioned above are not more than 3 years. The Company foresees this transaction to be continued.
- 2. Normal business supporting transactions:** revenue from a collection of service fee for stationing employees to work at LRT and Nampec to enable LRT and Nampec to operate efficiently; revenue from a collection of area service fee for providing office space to NYK Group to facilitate coordination, which is necessary and support the Company's normal business. The Company foresees this transaction to be continued.
- 3. Financial supporting transactions:** currently, the Company has made financial support to the Company's subsidiary by entered into the guarantee facilities agreement with the bank, the such transaction is genoral business.

4. Financial assistance obtaining transactions: The Subsidiary obtains financial assistance from related company or related person for its subsidiary's working capital by shareholders' loan or related company's loan. In this case, promissory notes are prepared as evidence and with the interest rate both fixed rate and floating rate. The Company foresees this transaction to be continued.

5. Office area service and warehouse area service transactions:

The Subsidiary leases office space area from related company which has mutual directors, the rental fee rate and service rate are reasonable and fair. This rates are in the range of

market rental rates as the same of zone of this building or other building in the nearby areas.

In this regard, the Board of Directors will operate in compliance with the laws governing securities and exchange, and the relevant regulations, notifications, orders and rules, as well as the regulations relating to related party transactions and acquisition or disposal of the Company's significant assets to ensure that the engagement of the transactions does not cause conflict of interest and provide the utmost benefit to the shareholders. The Company will disclose related party transactions in the 56-1 One report/Annual Report and notes to financial statements audited by the Company's auditor.



Report on the Responsibilities of the Board of Directors for the Financial Report

The Board of Directors is responsible for the financial report of Namyong Terminal Public Company Limited (the “Company”) including consolidated financial statements and its subsidiary, which has been compiled in accordance with the financial reporting standards stipulated in the Accounting Professions Act, B.E.2547 (2004) 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 (2000). The Board of Directors has selected an appropriate accounting policy and has consistently applied such policy, including sufficiently and properly disclosing important information in the notes to financial statement. The financial statement has been audited and the auditor’s opinion is unqualified. Moreover, the Company has explained and analyzed its consolidated financial position and performance within this 56-1 One Report/Annual Report 2025 for the benefit of all the shareholders and stakeholders.

The Board of Directors has overseen that the Company has a good internal control system and complies with the relevant regulations including making annual assessments of the sufficiency of the internal control system. Additionally, the Board of Directors has appointed the Audit Committee, which comprises of only independent members, to examine the accuracy of the financial statements and whether the information was sufficiently and properly disclosed including assessing the efficiency of the internal control system and independence of the internal audit system. The Audit Committee’s opinion shall appear in the report of the Audit Committee which is already comprised in this 56-1 One Report/Annual Report 2025.

In conclusion, the Board of Directors is of the opinion that the internal control system of the Company is in a good level which is satisfying. Therefore, it is reasonable to believe that the financial position of the Company and its subsidiary as at 31 December 2025; and the financial performance and cash flows for the year then ended 2025 are present fairly in all material respects, in accordance with the financial reporting standards.



Ms. Pimkarn Leungsuwan
Director and Chief Finance Officer



Dr. Theparak Leungsuwan
Director and Chief Executive Officer

Namyong Terminal Public Company Limited
and its subsidiary
Report and consolidated and separate financial statements
31 December 2025

Independent Auditor's Report

To the Shareholders of Namyong Terminal Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Namyong Terminal Public Company Limited and its subsidiary (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 Namyong Terminal 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 Namyong Terminal Public Company Limited and its subsidiary and of Namyong Terminal 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 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.



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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 procedure performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described below.

Revenue Recognition from Port Services

Revenue from port services represents a significant amount in the statement of comprehensive income and is subject to specific conditions under the concession agreement. Therefore, our assessment of revenue recognition from port services focuses on the occurrence of the transactions and the accuracy of the amounts recognised.

I have performed audit procedures with respect to above matter, including the following procedures.

- Assessed and tested internal controls related to revenue recognition of port services by making inquiries of those responsible for the controls, gaining an understanding of, evaluating, and randomly selecting samples to test compliance with the Company's controls, which were designed by the Company, to mitigate to the risks associated with the occurrence and accuracy of these recognised revenues. I also expanded the scope of internal control testing to address these risks.
- Evaluated the accounting policy for revenue recognition from port services by making inquiries of responsible executives and gaining an understanding of the Company's policy on revenue recognition from port services.
- On a sampling basis, selected transactions related to the revenue from port services recognised during the year and near the end of the accounting period and considered whether the recognition of such revenue was in accordance with the terms and conditions of the concession agreement, as well as the Company's commercial conditions and revenue recognition policy.
- Performed analytical procedures on disaggregated data and correlation of accounting records to detect possible irregularities that may have occurred throughout the accounting period, particularly for accounting entries made through journal vouchers.
- Reviewed credit notes issued by the Company after the period end.



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Allowance for Impairment of Investment in the Associate

As discussed in Note 13 to the financial statements, the Company's management has assessed the value of its investment in the associate and the assessment requires management to exercise significant judgement in determining the impairment of the investment in the associate.

The discounted cash inflow method that is expected to be generated from the associate in the future has been used, together with key assumptions used in the financial model. Therefore, I determined that the impairment assessment of the investment in the associate is a key audit matter.

I have performed audit procedures with respect to above matter, including the following procedures.

- Inquired of management to understand the process for preparing the financial model and assessed management's determination of the cash-generating units and the financial model used for the impairment testing.
- Assessed the reasonableness of key assumptions applied by management in estimating future cash flows by comparing them with external and internal data sources, reviewing the accuracy of past cash flow projections in comparison with actual operating results, assessing the long-term growth rate and discount rate selected by management, and determining potential impacts of changes in key assumptions on the recoverable amount.
- Tested the calculation of the recoverable amount of the investment in the associate and related allowance for impairment of investment based on the financial model, and assessed the disclosures made by management in the notes to the financial statements.

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 other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.



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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.

Ginkarn Atsawarangsalit

Certified Public Accountant (Thailand) No. 4496

EY Office Limited

Bangkok: 19 February 2026

Namyong Terminal Public Company Limited and its subsidiary

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	7	214,721,441	302,401,011	214,666,888	302,337,720
Trade and other current receivables	6, 8, 36.4	392,989,239	108,712,498	392,935,037	106,189,969
Inventories		3,255,400	3,082,482	-	-
Prepaid expenses		19,892,015	19,001,446	16,162,362	15,365,035
Other current financial assets	9	735,556,432	765,816,318	735,556,432	765,816,318
Other current assets		7,522,965	2,817,747	2,615,180	2,454,027
Total current assets		1,373,937,492	1,201,831,502	1,361,935,899	1,192,163,069
Non-current assets					
Other non-current financial assets	10	257,375,909	272,469,131	255,265,384	270,341,823
Investment in subsidiary	11	-	-	-	-
Investment in joint venture	12	-	38,250,797	-	51,000,000
Investment in associate	13	848,317,625	955,315,356	893,905,138	1,011,905,138
Right under port service concession agreement	14	29,378,552	103,725,231	29,378,552	103,725,231
Advances payment for construction		14,153,273	5,311,881	14,153,273	5,311,881
Investment properties	15	2,157,600,194	1,742,486,145	2,157,600,194	1,742,486,145
Property, plant and equipment	16	645,594,372	729,742,795	478,749,513	544,322,956
Intangible assets		3,674,630	3,982,188	1,983,685	2,434,277
Right-of-use assets	17	1,566,509,936	1,393,316,555	1,566,509,936	1,393,316,555
Deferred tax assets	30	106,911,325	105,611,481	106,911,325	105,611,481
Other non-current assets	6	77,392	860,955	77,392	860,955
Total non-current assets		5,629,593,208	5,351,072,515	5,504,534,392	5,231,316,442
Total assets		7,003,530,700	6,552,904,017	6,866,470,291	6,423,479,511

The accompanying notes are an integral part of the financial statements.

Director

(Theparak Leungsuwan)

Director

(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary
Statement of financial position (continued)
As at 31 December 2025

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	<u>Note</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Liabilities and shareholders' equity					
Current liabilities					
Bank overdrafts and short-term loans from					
financial institution	18	25,838,270	26,094,850	-	-
Trade and other current payables	19	121,138,459	73,735,485	115,215,879	68,413,757
Short-term loans from related parties	6	366,423,272	262,550,000	-	-
Current portion of long-term loans	20	55,383,445	125,948,388	29,223,445	99,788,388
Current portion of lease liabilities	17	218,918,693	231,131,358	218,918,693	231,131,358
Security deposits	21	40,130,897	47,841,218	40,130,897	47,841,218
Accrued expenses	6, 22, 23	188,502,924	211,428,135	159,423,389	197,198,785
Income tax payable		85,610,972	34,782,083	85,610,972	34,782,083
Other current liabilities		47,746,798	46,291,969	23,636,553	21,394,288
Total current liabilities		1,149,693,730	1,059,803,486	672,159,828	700,549,877
Non-current liabilities					
Long-term loans - net of current portion	20	129,872,748	185,256,193	59,632,748	88,856,193
Provision for port remuneration under concession					
agreement - net of current portion	22	-	20,029,599	-	20,029,599
Lease liabilities - net of current portion	17	1,981,772,031	1,612,362,155	1,981,772,031	1,612,362,155
Security deposits	6, 21	153,668,461	135,298,994	153,668,461	135,298,994
Provision for decommissioning costs	24	30,339,940	29,480,528	30,339,940	29,480,528
Non-current provision for employee benefits	25	65,953,061	55,004,786	65,945,071	53,905,310
Other non-current liabilities		5,706,421	7,462,242	5,706,421	7,462,242
Total non-current liabilities		2,367,312,662	2,044,894,497	2,297,064,672	1,947,395,021
Total liabilities		3,517,006,392	3,104,697,983	2,969,224,500	2,647,944,898

The accompanying notes are an integral part of the financial statements.

Director

(Theparak Leungsuwan)

Director

(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary
Statement of financial position (continued)
As at 31 December 2025

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Shareholders' equity					
Share capital					
Registered					
1,240,000,000 ordinary shares of Baht 0.50 each		620,000,000	620,000,000	620,000,000	620,000,000
Issued and fully paid					
1,240,000,000 ordinary shares of Baht 0.50 each		620,000,000	620,000,000	620,000,000	620,000,000
Share premium		2,178,409,444	2,178,409,444	2,178,409,444	2,178,409,444
Retained earnings					
Appropriated - statutory reserve	26	62,000,000	62,000,000	62,000,000	62,000,000
Unappropriated		807,900,445	716,723,446	1,036,836,347	915,125,169
Equity attribute to owners of the Company		3,668,309,889	3,577,132,890	3,897,245,791	3,775,534,613
Non-controlling interests of the subsidiary	11.2	(181,785,581)	(128,926,856)	-	-
Total shareholders' equity		3,486,524,308	3,448,206,034	3,897,245,791	3,775,534,613
Total liabilities and shareholders' equity		7,003,530,700	6,552,904,017	6,866,470,291	6,423,479,511

The accompanying notes are an integral part of the financial statements.

Director

(Theparak Leungsuwan)

Director

(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary
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					
Revenue from port and related services	6	1,241,631,815	1,212,296,395	1,241,631,815	1,212,296,395
Other service income		351,807,548	361,588,046	334,541,402	343,144,018
Rental income		170,234,223	87,475,816	170,234,223	87,475,816
Dividend income	6, 13.2	-	-	124,548,786	123,920,205
Gain from investments		3,236,990	7,499,937	3,236,990	7,499,937
Other income	6, 36.4	321,624,755	46,237,252	318,685,961	44,119,496
Total revenues		2,088,535,331	1,715,097,446	2,192,879,177	1,818,455,867
Expenses					
Cost of services	6	913,042,705	893,648,084	823,848,395	807,204,319
Cost of rental		115,027,250	56,913,524	115,027,250	56,913,524
Selling expenses		6,997,512	7,408,677	3,915,260	3,547,073
Administrative expenses	6	189,489,454	165,311,348	178,005,343	155,715,137
Impairment loss from investment in joint venture	12	1,766,823	-	49,000,000	-
Impairment loss from investment in associate	13	-	-	118,000,000	55,000,000
Total expenses		1,226,323,744	1,123,281,633	1,287,796,248	1,078,380,053
Operating profit		862,211,587	591,815,813	905,082,929	740,075,814
Share of loss form investment in joint venture	12.2	(35,326,045)	(12,477,638)	-	-
Share of profit form investment in associate	13.2	17,551,054	65,216,010	-	-
Finance income	27	19,750,618	30,973,005	19,750,576	30,971,336
Finance cost	6, 28	(126,367,573)	(103,670,703)	(103,620,960)	(83,642,034)
Profit before income tax expenses		737,819,641	571,856,487	821,212,545	687,405,116
Income tax expenses	30	(172,861,432)	(122,702,508)	(172,861,432)	(122,702,508)
Profit for the year		564,958,209	449,153,979	648,351,113	564,702,608
Other comprehensive income:					
Other comprehensive income not to be reclassified to profit or loss in subsequent periods					
Remeasurement loss on defined benefit plan - net of income tax	25	(5,839,935)	-	(5,839,935)	-
Other comprehensive income for the year		(5,839,935)	-	(5,839,935)	-
Total comprehensive income for the year		559,118,274	449,153,979	642,511,178	564,702,608
Profit (loss) attributable to:					
Equity holders of the Company		617,816,934	498,201,691	648,351,113	564,702,608
Non-controlling interests of the subsidiary	11.2	(52,858,725)	(49,047,712)		
		564,958,209	449,153,979		
Total comprehensive income attributable to:					
Equity holders of the Company		611,976,999	498,201,691	642,511,178	564,702,608
Non-controlling interests of the subsidiary		(52,858,725)	(49,047,712)		
		559,118,274	449,153,979		

(Unit: Baht per share)

Earnings per share	32				
Basic earnings per share					
Profit attributable to equity holders of the Company		0.50	0.40	0.52	0.46

The accompanying notes are an integral part of the financial statements.

Director

(Theparak Leungsuwan)

Director

(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary

Statements of changes in shareholders' equity

For the year ended 31 December 2025

	Consolidated financial statements					(Unit: Baht)		
	Issued and fully paid share capital	Share premium	Retained earnings		Total equity attributable to owners of the Company		Equity attributable to non-controlling interest of subsidiary	Total shareholders' equity
			Appropriated - statutory reserve	Unappropriated				
Balance as at 1 January 2024	620,000,000	2,178,409,444	62,000,000	664,921,755	3,525,331,199	(80,127,810)	3,445,203,389	
Profit for the year	-	-	-	498,201,691	498,201,691	(49,047,712)	449,153,979	
Other comprehensive income for the year	-	-	-	-	-	-	-	
Total comprehensive income for the year	-	-	-	498,201,691	498,201,691	(49,047,712)	449,153,979	
Non-controlling interest of the subsidiary as at date of transfer investment	-	-	-	-	-	248,666	248,666	
Dividends paid (Note 35)	-	-	-	(446,400,000)	(446,400,000)	-	(446,400,000)	
Balance as at 31 December 2024	620,000,000	2,178,409,444	62,000,000	716,723,446	3,577,132,890	(128,926,856)	3,448,206,034	
Balance as at 1 January 2025	620,000,000	2,178,409,444	62,000,000	716,723,446	3,577,132,890	(128,926,856)	3,448,206,034	
Profit for the year	-	-	-	617,816,934	617,816,934	(52,858,725)	564,958,209	
Other comprehensive income for the year	-	-	-	(5,839,935)	(5,839,935)	-	(5,839,935)	
Total comprehensive income for the year	-	-	-	611,976,999	611,976,999	(52,858,725)	559,118,274	
Dividends paid (Note 35)	-	-	-	(520,800,000)	(520,800,000)	-	(520,800,000)	
Balance as at 31 December 2025	620,000,000	2,178,409,444	62,000,000	807,900,445	3,668,309,889	(181,785,581)	3,486,524,308	

The accompanying notes are an integral part of the financial statements.

Director
(Theparak Leungsuwan)

Director
(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary
Statements of changes in shareholders' equity (continued)
For the year ended 31 December 2025

	Separate financial statements				(Unit: Baht)	
	Issued and fully paid capital	Share premium	Retained earnings			Total shareholders' equity
			Appropriated - statutory reserve	Unappropriated		
Balance as at 1 January 2024	620,000,000	2,178,409,444	62,000,000	796,822,561	3,657,232,005	
Profit for the year	-	-	-	564,702,608	564,702,608	
Other comprehensive income for the year	-	-	-	-	-	
Total comprehensive income for the year	-	-	-	564,702,608	564,702,608	
Dividends paid (Note 35)	-	-	-	(446,400,000)	(446,400,000)	
Balance as at 31 December 2024	620,000,000	2,178,409,444	62,000,000	915,125,169	3,775,534,613	
Balance as at 1 January 2025	620,000,000	2,178,409,444	62,000,000	915,125,169	3,775,534,613	
Profit for the year	-	-	-	648,351,113	648,351,113	
Other comprehensive income for the year	-	-	-	(5,839,935)	(5,839,935)	
Total comprehensive income for the year	-	-	-	642,511,178	642,511,178	
Dividends paid (Note 35)	-	-	-	(520,800,000)	(520,800,000)	
Balance as at 31 December 2025	620,000,000	2,178,409,444	62,000,000	1,036,836,347	3,897,245,791	

The accompanying notes are an integral part of the financial statements.

Director
 (Theparak Leungsuwan)

Director
 (Pimkam Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary

Cash flow statement

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Cash flows from operating activities				
Profit before income tax expense	737,819,641	571,856,487	821,212,545	687,405,116
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Shore of loss from investment in joint venture	35,326,045	12,477,638	-	-
Share of profit from investment in associate	(17,551,054)	(65,216,010)	-	-
Impairment loss from investment in joint venture	1,766,823	-	49,000,000	-
Impairment loss from investment in associate	-	-	118,000,000	55,000,000
Gain on sale of investment in joint venture	(842,072)	-	-	-
Gain on fair value adjustments of financial assets	(2,806,967)	(6,149,555)	(2,806,967)	(6,149,555)
Depreciation and amortisation	568,951,549	507,560,092	550,365,178	489,202,874
Gain on cancellation of lease contract	-	(35,811,941)	-	(35,811,941)
Gain on sale/write-off of equipment and intangible assets	(1,385,044)	(462,696)	(1,568,945)	(462,696)
Allowance for expected credit loss	(34,684,419)	-	(33,953,844)	730,575
Long-term employee benefit expense	6,166,768	2,773,678	7,258,255	2,531,045
Dividend income	-	-	(124,548,786)	(123,920,205)
Finance income	(19,750,618)	(30,973,004)	(19,750,576)	(30,971,336)
Finance cost	126,367,573	103,670,703	103,620,960	83,642,034
Profit from operating activities before change in operating assets and liabilities	1,399,378,225	1,059,725,392	1,466,827,820	1,121,195,911
Operating assets (increase) decrease				
Trade and other current receivables	(254,608,091)	38,278,477	(255,508,433)	40,794,158
Inventories	(172,918)	(723,865)	-	-
Prepaid expenses	(890,569)	2,444,446	(797,327)	265,907
Other current assets	(2,406,657)	(900,738)	(161,154)	(573,997)
Other non-current assets	783,563	(823,355)	783,563	(823,355)
Operating liabilities increase (decrease)				
Trade and other payables	(9,673,988)	9,617,216	(10,274,840)	12,201,642
Accrued expenses	(57,972,675)	(101,654,562)	(57,804,995)	(102,698,672)
Security deposits	7,147,503	(1,452,206)	7,147,503	(1,452,206)
Cash paid for long-term employee benefits	(3,413,997)	(758,750)	(3,413,997)	(587,350)
Other current liabilities	1,454,829	16,066,192	2,242,265	(7,988,867)
Cash flows from operating activities	1,079,625,225	1,019,818,247	1,149,040,405	1,060,333,171
Cash paid for corporate income tax	(121,872,403)	(129,220,669)	(121,872,403)	(129,220,669)
Net cash flows from operating activities	957,752,822	890,597,578	1,027,168,002	931,112,502

The accompanying notes are an integral part of the financial statements.

Director

(Theparak Leungsuwan)

Director

(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary

Cash flow statement (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Cash flows from investing activities				
Decrease in other current financial assets	33,066,853	673,854,462	33,066,853	673,854,462
Decrease (increase) in other non-current financial assets	13,864,568	(41,939,788)	13,847,786	(42,892,788)
Cash paid for investment in subsidiary	-	-	-	(12,737,250)
Cash received from sale of investment in joint venture	2,000,000	-	2,000,000	-
Cash paid for investment in joint venture	-	(38,250,000)	-	(38,250,000)
Cash of subsidiary as at date of investment transfer	-	(12,753,934)	-	-
Cash received from dividend income	124,548,786	123,920,205	124,548,786	123,920,205
Proceeds from sale of equipment	1,570,616	479,570	1,570,616	479,570
Cash paid for constructions of investment properties	(333,091,545)	(748,629,658)	(333,091,545)	(748,629,658)
Cash paid for purchases of plant and equipment	(21,432,077)	(18,258,824)	(21,093,753)	(16,732,424)
Cash paid for purchase of intangible assets	(217,778)	(218,416)	(217,778)	(218,416)
Cash received from interest income	23,696,482	35,737,223	23,696,439	35,735,555
Net cash used in investing activities	<u>(155,994,095)</u>	<u>(26,059,160)</u>	<u>(155,672,596)</u>	<u>(25,470,744)</u>
Cash flows from financing activities				
Increase in bank overdrafts	(256,581)	(324,458)	-	-
Increase in short-term loans from related parties	103,873,271	77,550,000	-	-
Repayment of long-term loans	(126,120,000)	(126,120,000)	(99,960,000)	(99,960,000)
Repayment of lease payables	(238,467,709)	(311,844,872)	(238,467,709)	(311,844,872)
Dividend paid	(520,800,000)	(446,400,000)	(520,800,000)	(446,400,000)
Interest paid	(107,667,278)	(89,671,916)	(99,938,529)	(79,701,882)
Net cash used in financing activities	<u>(889,438,297)</u>	<u>(896,811,246)</u>	<u>(959,166,238)</u>	<u>(937,906,754)</u>
Net decrease in cash and cash equivalents	<u>(87,679,570)</u>	<u>(32,272,828)</u>	<u>(87,670,832)</u>	<u>(32,264,996)</u>
Cash and cash equivalents at beginning of year	<u>302,401,011</u>	<u>334,673,839</u>	<u>302,337,720</u>	<u>334,602,716</u>
Cash and cash equivalents at end of year (Note 7)	<u><u>214,721,441</u></u>	<u><u>302,401,011</u></u>	<u><u>214,666,888</u></u>	<u><u>302,337,720</u></u>

The accompanying notes are an integral part of the financial statements.

Director

(Theparak Leungsuwan)

Director

(Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary

Cash flow statement (continued)

For the year ended 31 December 2025

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>
Supplemental cash flow information:				
Non-cash items consist of:				
Payables for constructions and purchases of equipment and investment properties	86,627,494	27,421,551	86,627,494	27,421,551
Increase in lease liabilities	(595,664,920)	(281,383,084)	(595,664,920)	(40,159,412)
Increase in right-of-use assets	595,664,920	277,541,317	595,664,920	41,180,985
Increase in investment properties from modification of lease contract	-	4,863,340	-	4,863,340
Decrease in lease liabilities from cancellation of contracts	-	243,071,849	-	243,071,849
Decrease in right-of-use assets from cancellation of contracts	-	(140,710,683)	-	(140,710,683)
Transfer from right-of-use assets to investment properties	-	2,596,392	-	2,596,392

The accompanying notes are an integral part of the financial statements.

 Director
 (Theparak Leungsuwan)

 Director
 (Pimkarn Leungsuwan)

Namyong Terminal Public Company Limited and its subsidiary

Notes to financial statements

For the year ended 31 December 2025

1. General information

The Company's general information

Namyong Terminal Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the provision of port services, carriage, handling of goods and warehouse service. The Company's port is located at No. 51, Moo 3, Laem Chabang Port, Toongsukhla, Sriracha, Chonburi.

The registered head office of the Company is at No. 1168/52, Lumpini Tower, 19th Floor, Rama IV Road, Thungmahamek, Sathorn, Bangkok.

Agreement for Investment, Construction, Management and Operation of A5 Terminal

On 11 April 1996, the Company entered into the Agreement for Investment, Construction, Management and Operation of A5 Terminal ("the Concession Agreement") at Laem Chabang Port with the Port Authority of Thailand ("PAT"), for a period of 25 years, from 1 May 1996 to 30 April 2021.

Subsequently, on 30 April 2021, the counterparties agreed to extend the term of the concession agreement for a period of 5 years, from 1 May 2021 to 30 April 2026. In addition, PAT reserves the right to terminate the contract at any time prior to the expiration of the term in the event that PAT has proceeded with the proposal of a new joint investment project in accordance with the procedures prescribed in the Public-Private Partnership Act B.E. 2562. At present, PAT has not implemented any proposal. Therefore, the Company's management believes that the contract will not be terminated before the expiration date. The Company's management is in the process of preparing for the bidding for the project, after the expiration of the extended period.

Under the Concession Agreement, the Company is committed to pay remunerations to PAT, with each operating year's remuneration divided into four installments, each due for payment on the day before the beginning of the corresponding quarter. In addition, the Company may be charged an additional fee in the event that cargos transported through the terminal in any year exceed the number stated in the agreement. The payment of the additional fee is to be made on an annual basis and is due at the end of each operating year. PAT announces the Port Charges and Port Tariff rates, and the Company must not charge its clients more than PAT's announced rates.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

After the expiration of the agreement, PAT also has the right to buy all or part of the movable properties from the Company at their current book value.

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 statement includes the financial statements of Namyong Terminal Public Company Limited ("the Company") and the following subsidiary company ("the subsidiary") (collectively as "the Group"):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			2025 (Percent)	2024 (Percent)
The Seahorse Ferry Co., Ltd.	Ferry transportation services	Thailand	51	51

- b) The Company is deemed to have control over an investee or subsidiary 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) Subsidiary is 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 subsidiary are prepared using the same significant accounting policies as the Company.
- e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiary 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 subsidiary, joint venture and associate 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

Rendering of services

Service revenue is recognised when the services have been rendered.

Recognised revenue for which invoices have not yet been issued is presented under the caption of "Unbilled receivables" in the statement of financial position.

Service revenue is invoiced value, excluding value added tax, after deducting discounts.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

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 are 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, cash at bank, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is determined by first-in first-out method and are charged to production costs whenever consumed.

4.4 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 which the Group has applied the practical expedient regarding not to adjust the effects of 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, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

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.

Dividends on listed equity investments are recognised as other income in profit or loss.

Classification and measurement of financial liabilities

At initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Financial guarantee contracts

Provisions on financial guarantee contracts are initially recognised in the financial statements at fair value, which is equal to the fee received. The liability under each guarantee contract is subsequently measured at the higher of the amount initially recognised less cumulative amortisation, and the allowance for expected credit losses.

The guarantee fee income is recognised as other income in profit or loss by amortising the fee received on a straight-line basis over the life of the guarantee.

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. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

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 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.

ECL 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.

Impairment of financial guarantee contracts

The Company estimates the expected credit losses of financial guarantee contracts based on the present value of the payments expected to be made to the holder of the contract if a default occurs, discounted using a risk-adjusted interest rate relevant to the exposure. The expected credit losses related to financial guarantee contracts (if any) are recognised under provisions.

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.

4.5 Investments in subsidiary, joint venture and associate

Investments in joint venture and associate is accounted for in the consolidated financial statements using the equity method.

Investments in subsidiary, joint venture and associate are accounted for in the separate financial statements using the cost method net of allowance for loss on investment (if any).

4.6 Port service concession agreement

Right under port service concession agreement

The Group initially recorded the right under port service concession agreement at cost, which comprises the present value of future commitments in order to obtain the right under the concession agreement and project costs in relation to ports, structures and related improvements. Following initial recognition, the right is stated at historical cost after deducting amortisation and impairment provision (if any).

The Group reclassified project costs as a part of right under port service concession agreement, transferring them at their net book value.

The Group amortises the concession right as an expense in the income statement in proportion to the volume of service stated in the agreement. However, during the transition period, the Group applied the net book value of the existing assets as the initial cost for amortisation purposes. The Group reviews for impairment of the assets whenever there are indications of impairment and reviews the amortisation method at least once per year.

Provision for port remuneration under concession agreement

The Group records provision for port remuneration under concession agreement by using the present value of the future commitment that need to be paid to PAT based on Agreement for Investment, Construction, Management and Operation at A.5 terminal.

4.7 Investment properties

Investment properties are measured initially at cost. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives (and not exceed the lease term):

Right-of-use land	-	20 - 25 years
Warehouse	-	20 years
Machinery and equipments	-	5 years
Electrical and utility system	-	5 - 10 years

Depreciation of the investment properties is included in determining income.

No depreciation is provided on land and investment properties under construction.

4.8 Property, plant and equipment / Depreciation

Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation is calculated by reference to their costs on a straight-line basis over the following estimated useful lives (and not exceed the lease term):

Yards improvements	-	5 - 20 years
Vessel and the components	-	2.5 - 15 years
Buildings and other constructions	-	3 - 20 years
Others	-	5 - 20 years

Depreciation is included in determining income.

No depreciation is provided on assets under construction and installation.

4.9 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.10 Intangible assets

Intangible assets are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	<u>Useful lives</u>
Computer software	3 - 10 years
Golf membership	10 years
Licenses	5 - 10 years

4.11 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group applies 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, and lease payments made at or before the commencement date of the lease and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

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.

Yards	According to the lease term 3 - 30 years
Vehicles	According to the lease term 3 years
Office equipment	According to the lease term 2 - 3 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 which are classified as investment properties are presented as part of investment properties in the statements of financial position.

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 discounts 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.

4.12 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the right under port service concession agreement, property, plant and equipment, right-of-use assets, investment properties, other intangible assets and investment in joint venture and investment in associate 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.

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.

4.13 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 Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company'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 and other employee benefit plans. 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 plans is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits and are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in profit and loss.

4.14 Provisions

Provisions are recognised when the Group has 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.

4.15 Related party transactions

Related parties comprise individuals or enterprises and individuals that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associated and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

4.16 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

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.

4.17 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 recognises deferred tax liabilities for all taxable temporary differences while it recognises 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 reviews and reduces 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 records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.18 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 applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

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:

5.1 Leases

Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Group as a lessee

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

5.2 Property, plant and equipment / Depreciation

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual values of the leasehold improvements, buildings and equipment and to review estimate useful lives and residual values when there are any changes.

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.

5.3 Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

5.4 Investment properties

The Group has disclosed the fair value of investment properties, which were assessed by the Company's management using the approach as discussed in Note 15 to the financial statements. Management has exercised discretion in determining key assumptions for such fair value assessment, such as income growth rates, discount rates, etc.

5.5 Allowance for impairment of investment in associate

In testing allowance for impairment of an investment in associate, the management is required to exercise judgements regarding determination of the recoverable amount of the asset, its value in use. The value in use calculation is based on a discounted cash flow model. The cash flows are derived from the budget and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the cash-generating unit being tested. The recoverable amount is sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. The key assumptions used to determine the recoverable amount, including a sensitivity analysis, are disclosed and further explained in Note 13 to the financial statements.

5.6 Post-employment benefits under defined benefit plans and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans 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. Related party transactions

The relationships between the Group and related parties with significant business transaction are summarised below:

Name	Relationship
Director	Director of the Company and the subsidiary
Mrs. Lawan Luangsuwan	Close relative of the Company's management
The Seahorse Ferry Co., Ltd.	Subsidiary
Nampec Engineering and Transportation Co., Ltd.	Joint venture
NYKT International Terminal Co., Ltd. ("NYKT")	Associated
Laemchabang International Ro-Ro Terminal Limited	Associated (Held by NYKT)
Nam Yuen Yong Shipping Co., Ltd.	Major shareholder
NYK RORO (Thailand) Co., Ltd. ("NYK")	Major shareholder of the Company
Nippon Yusen Kabushiki Kaisha Co., Ltd.	Parent company of the Group of major shareholder (NYK)
The Luangsuwan Estate Co., Ltd.	Common directors
Lavida Medical Consultant Group Co., Ltd.	Common directors
Rincha Supply and Service Co., Ltd.	Major shareholder/Director is a close relative of the Company's management
Port Development and Services Co., Ltd.	Major shareholder/Director is a close relative of the Company's management

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

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 and those related parties.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Pricing policy
	2025	2024	2025	2024	
<u>Transactions with subsidiary company</u>					
(Eliminated from the consolidated financial statements)					
Guarantee fee income	-	-	0.73	0.73	0.75 percent per annum of guarantee
<u>Transactions with associate company</u>					
Other income	3.97	1.32	3.97	1.32	Rate as stipulated in the agreement
Dividend income	-	-	124.55	123.92	As declared
<u>Transactions with joint venture</u>					
Other income	1.73	1.80	1.73	1.80	Rate as stipulated in the agreement
<u>Transactions with shareholder/group shareholders</u>					
Income from seaport service	201.91	191.40	201.91	191.40	PAT's announced rate
Other income	0.20	0.20	0.20	0.20	Rate as stipulated in the agreement
Interest expenses	15.61	11.17	-	-	MLR-2.00 percent per annum and 3.5 percent per annum
<u>Transactions with related companies</u>					
Other service income	13.98	13.98	13.98	13.98	Rate as stipulated in the agreement
Service fee expenses	1.83	14.48	-	12.43	Rate as stipulated in the agreement
Rental expenses	0.31	0.29	-	-	Rate as stipulated in the agreement

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

As at 31 December 2025 and 2024, the balances of the accounts between the Group and those related companies are as follows:

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<u>Subsidiary</u>				
Trade and other current receivable	-	-	5.86	5.13
<u>Shareholder/Group shareholders</u>				
Account receivable	11.54	13.22	11.54	13.22
Unbilled receivables	10.74	9.16	10.74	9.16
Security deposits	21.00	21.00	21.00	21.00
Short-term loans	366.42	262.55	-	-
Accrued interest expenses	27.48	12.47	-	-
<u>Related companies</u>				
Deposit	0.13	0.13	-	-
Accrued expenses	1.44	1.44	-	-
Advance - director	0.81	0.81	-	-
Security deposits	3.49	3.49	3.49	3.49
Advance received	22.07	22.07	-	-

Short-term loans from related parties

These short-term loans of subsidiary are loans in accordance with promissory notes which carry interest of MLR - 2.00% and of 3.5% per annum. These loans are unsecured. The loans are repayable in January 2026 to December 2026. Movements in the balance of the loans during the period were as follow:

	(Unit: Thousand Baht)		
	Consolidated financial statements		
	Balance as at 1 January 2025	During the year Increase Decrease	Balance as at 31 December 2025
Short-term loans			
Related parties	262,550	103,873 -	366,423

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

Directors and management's benefits

During the years 2025 and 2024, the Group had employee benefit expenses provided to its directors and management as below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Short-term employee benefits	47,382	44,773	47,382	44,713
Long-term benefits	4,174	4,079	4,174	4,079
Total	51,556	48,853	51,556	48,792

Guarantee obligations with related party

The Company has outstanding guarantee obligations with its subsidiary in respect of loan facilities from a financial institution, as described in Note 36.3 (1) to the financial statements.

7. Cash and cash equivalents

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Cash	127	97	91	53
Bank deposits	214,594	302,304	214,576	302,285
Total	214,721	302,401	214,667	302,338

As at 31 December 2025 and 2024, bank deposits in savings account earned interest at floating rates based on daily bank deposit rates.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

8. Trade and other current receivables

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
<u>Trade receivables</u>				
Aged on the basis of due dates				
Not yet due	44,698	46,488	45,428	46,318
Past due				
Up to 3 months	16,296	18,963	16,296	18,963
3 - 6 months	-	-	-	-
6 - 12 months	-	-	731	-
Over 12 months	-	-	4,396	4,396
Total trade receivables	60,994	65,451	66,851	69,677
Less: Allowance for expected credit losses	-	-	(5,857)	(4,396)
Total trade receivables - net	60,994	65,451	60,994	65,281
<u>Unbilled receivables</u>				
Unbilled receivables	40,000	80,245	40,000	80,975
Less: Allowance for expected credit losses	(11,521)	(46,205)	(11,521)	(46,935)
Total unbilled receivables - net	28,479	34,040	28,479	34,040
<u>Other current receivables</u>				
Other current receivables (Note 36.4)	310,585	16,290	310,531	13,938
Less: Allowance for expected credit losses	(7,069)	(7,069)	(7,069)	(7,069)
Total Other current receivables - net	303,516	9,221	303,462	6,869
Total trade and other current receivables				
- net	392,989	108,712	392,935	106,190

The normal credit term is 7 to 30 days.

The Company expects to bill of unbilled receivables within 1 year.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

Set out below is the movement in the allowance for expected credit losses of trade and other receivables.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	53,274	53,274	58,400	57,670
Provision for expected credit losses	-	-	731	730
Amount recovered	(34,684)	-	(34,684)	-
Ending balance	18,590	53,274	24,447	58,400

9. Other current financial assets

	(Unit: Thousand Baht)	
	Consolidated financial statements / Separate financial statements	
	2025	2024
<u>Debt instruments at amortised cost</u>		
Fixed deposits	-	213,922
Debentures	-	70,670
Total debt instruments at amortised cost	-	284,592
<u>Financial assets at fair value through profit or loss</u>		
Government bonds	35,956	39,256
Debentures	317,048	309,059
Unit trusts	325,245	81,390
Marketable securities	57,307	51,519
Total financial assets at fair value through profit or loss	735,556	481,224
Total other current financial assets	735,556	765,816

As at 31 December 2024, fixed deposits carry interest rates at 2.0% to 2.5% per annum with maturity since 3 months to 1 year from inception date (2025: Nil).

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

10. Other non-current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
<u>Debt instruments at amortised cost</u>				
Fixed deposits	-	13,901	-	13,901
Government bonds	214,668	215,897	214,668	215,897
Total debt instruments at amortised cost	214,668	229,798	214,668	229,798
<u>Financial asset at amortised cost</u>				
Security deposit	42,708	42,671	40,597	40,544
Total other non-current financial assets	257,376	272,469	255,265	270,342

Government bonds which was measured at amortised cost will mature in 2031 and has fair value as at 31 December 2025 amounting to Baht 234 million (2024: Baht 227 million), using level 2 input of fair value measurement.

11. Investment in subsidiary

11.1 Details of investment in subsidiary as presented in the separate financial statements

(Unit: Thousand Baht)

Company's name	Paid-up share capital		Shareholding percentage		Cost		Allowance for impairment on investments		Carrying amounts based on the cost method	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
			(%)	(%)						
The Seahorse Ferry Co., Ltd.	150,000	150,000	51	51	76,500	76,500	(76,500)	(76,500)	-	-
					76,500	76,500	(76,500)	(76,500)	-	-

In 2025 and 2024, no dividend payment declared by its subsidiary.

11.2 Details of investment in subsidiary that has material non-controlling interests

(Unit: Thousand Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Profit or loss allocated to non-controlling interests during the years		Dividend paid to non-controlling interests during the years	
	2025	2024	2025	2024	2025	2024	2025	2024
	(%)	(%)						
The Seahorse Ferry Co., Ltd.	49	49	(181,786)	(128,927)	(52,859)	(48,871)	-	-

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

11.3 Summarised financial information that based on amounts before inter-company elimination about subsidiary that has material non-controlling interests

Summarised information about financial position

(Unit: Million Baht)

	The Seahorse Ferry Co., Ltd.	
	2025	2024
Current assets	12	10
Non-current assets	171	189
Current liabilities	484	365
Non-current liabilities	70	97

Summarised information about comprehensive income

(Unit: Million Baht)

	For the years ended 31 December	
	The Seahorse Ferry Co., Ltd.	
	2025	2024
Revenue	20	21
Loss	(107)	(100)
Total comprehensive income	(107)	(100)

Summarised information about cash flow

(Unit: Million Baht)

	For the years ended 31 December	
	The Seahorse Ferry Co., Ltd.	
	2025	2024
Cash flow used in operating activities	(77)	(40)
Cash flow used in investing activities	-	(1)
Cash flow from financing activities	77	41
Net decrease in cash and cash equivalents	-	-

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

12. Investment in joint venture

12.1 Details of investment in joint venture

Investment in joint venture represent investment in entity which is jointly controlled by the Company and other company. Details of this investment is as follows:

(Unit: Thousand Baht)									
Consolidated financial statements									
Joint venture	Nature of business	Country of incorporation	Shareholding percentage		Cost		Carrying amount based on the equity method		
			2025	2024	2025	2024	2025	2024	
			(%)	(%)					
Nampec Engineering and Transportation Co., Ltd.	Transportation	Thailand	49	51	48,739	50,728	-	38,251	

(Unit: Thousand Baht)										
Separate financial statements										
Joint venture	Nature of business	Country of incorporation	Shareholding percentage		Cost		Allowance for impairment of investment		Carrying amount based on the cost method - net	
			2025	2024	2025	2024	2025	2024	2025	2024
			(%)	(%)						
Nampec Engineering and Transportation Co., Ltd.	Transportation	Thailand	49	51	49,000	51,000	(49,000)	-	-	51,000

In March 2025, the Company sold 20,000 shares of Nampec Engineering and Transportation Co., Ltd. to an external party at a price of Baht 100 per share, totaling Baht 2,000,000. The Company already received full payment for the shares.

In 2025, the Company reviewed and assessed the recoverable amount of its investment in joint venture as the joint venture has continued to incur operating losses and remains highly volatile, which may limit future cash flows from operations. Therefore, the Company considers setting aside an allowance for impairment of investments in the joint venture amounting to Baht 49.0 million in the separate financial statements, and Baht 1.8 million in consolidated financial statements, for the year ended 31 December 2025.

12.2 Share of profit (loss)

During the years, the Company has recognised its share of profit (loss) from investment in joint venture in consolidated financial statements as follows:

(Unit: Thousand Baht)				
Joint venture	Consolidated financial statements		Separate financial statements	
	Share of profit (loss) from investment in joint venture		Dividend received in the years	
	2025	2024	2025	2024
Nampec Engineering and Transportation Co., Ltd.	(35,326)	(12,478)	-	-

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

The Company had no share of other comprehensive income from investment in joint venture during the years 2025 and 2024 in the consolidated financial statements.

12.3 Summarised financial information of jointly controlled entity

Summarisation of information about financial position

	(Unit: Million Baht)	
	Nampec Engineering and Transportation Co., Ltd	
	2025	2024
Current assets	51	99
Non-current assets	108	39
Current liabilities	80	33
Non-current liabilities	73	30
Net assets	6	75
Shareholding percentage (%)	49.00	51.00
Share of net assets	3	38

Summarisation of information about comprehensive income

	(Unit: Million Baht)	
	For the years ended 31 December	
	Nampec Engineering and Transportation Co., Ltd	
	2025	2024
Revenue	44	32
Loss	(69)	(25)
Total comprehensive income	(69)	(25)

13. Investments in associate

13.1 Details of investment in associate

			(Unit: Thousand Baht)					
			Consolidated financial statements					
Associate	Nature of business	Country of incorporation	Shareholding percentage		Cost		Carrying amount based on the equity method	
			2025	2024	2025	2024	2025	2024
			(%)	(%)				
NYKT International Terminal Co., Ltd.	Equity Investment	Thailand	49	49	1,431,905	1,431,905	848,318	955,315

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

(Unit: Thousand Baht)

Associate	Nature of business	Country of incorporation	Separate financial statements							
			Shareholding percentage		Cost		Allowance for impairment of investment		Carrying amount based on the cost method	
			2025	2024	2025	2024	2025	2024	2025	2024
			(%)	(%)						
NYKT International Terminal Co., Ltd.	Equity investment	Thailand	49	49	1,431,905	1,431,905	(538,000)	(420,000)	893,905	1,011,905

In 2025, the Company reviewed and determined the recoverable amounts of its assets based on the latest cash flow projections from financial estimation approved by management. As a result, in 2025 the Company recognised Baht 118 million (2024: Baht 55 million) as an impairment loss for investments in NYKT international Terminal Co., Ltd. in profit or loss in the separate statement of comprehensive income to reduce the carrying amount of the assets to their recoverable amounts.

Key assumptions used in the calculation of value in use are discount rates. The discount rate used in the year 2025 was 9.0% per annum. The sensitivity analysis of impairment losses increased Baht 6 million per the increase in discount rate of 0.1%.

13.2 Share of comprehensive income and dividend received

During the years, the Company has recognised its share of gain (loss) from investment in associate in the financial statements and dividend income in the separate financial statements as follows:

Associate	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	Share of profit (loss) investment in associate during the years		Dividend received during the years	
	2025	2024	2025	2024
NYKT International Terminal Co., Ltd.	17,551	65,216	124,549	123,920

The Group had no share of other comprehensive income from investment in associate during the years 2025 and 2024 in the consolidated financial statements.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

13.3 Summarisation of financial information of associate

Summarisation of information about financial position

(Unit: Million Baht)

NYKT International Terminal Co., Ltd.		
	2025	2024
Current assets	314	409
Non-current assets	906	965
Current liabilities	(116)	(109)
Non-current liabilities	(942)	(1,015)
Net assets	162	250
Shareholding percentage (%)	49.00	49.00
Share of net assets	79	123
Intangible assets and others	769	832
Carrying amounts of associate based on the equity method	848	955

Summarisation of information about comprehensive income

(Unit: Million Baht)

For the years ended 31 December		
NYKT International Terminal Co., Ltd.		
	2025	2024
Revenue	497	600
Profit	167	257
Total comprehensive income	167	257

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

14. Right under port service concession agreement

(Unit: Thousand Baht)

	Consolidated financial statements / Separate financial statements	
	2025	2024
Right under port service concession agreement	394,419	385,818
Less: Accumulated amortisation	(365,040)	(282,093)
Net	29,379	103,725
Amortisation reported in profit or loss	82,947	77,648

15. Investment properties

The net book value of investment properties as at 31 December 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements / Separate financial statements						
	Land	Right-of-use land	Warehouse	Machinery and equipment	Electrical and utility system	Assets under construction	Total
31 December 2025							
Cost	216,777	393,985	1,183,817	7,107	233,900	321,691	2,357,277
Less: Accumulated depreciation	-	(21,212)	(112,925)	(3,615)	(61,925)	-	(199,677)
Net book value	216,777	372,773	1,070,892	3,492	171,975	321,691	2,157,600
31 December 2024							
Cost	216,777	255,025	1,132,590	4,478	207,703	19,655	1,836,228
Less: Accumulated depreciation	-	(11,400)	(53,746)	(2,624)	(25,972)	-	(93,742)
Net book value	216,777	243,625	1,078,844	1,854	181,731	19,655	1,742,486

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

A reconciliation of the net book value of investment properties for the years 2025 and 2024 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements / Separate financial statements	
	2025	2024
Net book value at beginning of year	1,742,486	953,718
Acquisitions - at cost	382,090	833,898
Impact of lease during year	138,960	4,863
Transfers from right-of-use - net book value	-	2,596
Depreciation for the year	(105,936)	(52,589)
Net book value at end of year	2,157,600	1,742,486

As at 31 December 2025, the Company has mortgaged the investment properties amounting to Baht 518 million (2024: Baht 549 million) as collateral against credit facilities received from financial institutions.

During the year ended 31 December 2024, the Company capitalised borrowing costs of Baht 1 million as investment property costs. The weighted average rate of 3% has been used to determine the amount of borrowing costs eligible for capitalisation.

As at 31 December 2025 and 2024, the fair value of investment properties was determined by the Company's management using the income approach and using replacement cost for assets under construction (measured at fair value level 3). The fair values of investment properties are approximately Baht 2,497 million (2024: Baht 2,070 million). The key assumptions used in measuring the fair value of these assets include discount rates, rental rate per square meter per month, and occupancy rate.

16. Property, buildings and equipment

Movements of the property, buildings and equipment account for the year ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

Consolidated financial statements									
	Yards improvements	Vessel	Buildings and other constructions	Machinery and equipment	Office furniture equipment	Utility system	Vehicles	Assets under construction	Total
Cost									
1 January 2024	915,248	261,321	1,016,601	20,866	152,265	218,281	55,252	9,637	2,649,471
Additions	-	-	-	77	2,252	3,605	4,560	4,853	15,347
Disposals / write-off	(27,921)	-	(112,329)	-	(2,586)	(2,738)	(1,654)	-	(147,228)
Transfer in (out)	-	-	-	-	-	13,740	-	(13,740)	-
31 December 2024	887,327	261,321	904,272	20,943	151,931	232,888	58,158	750	2,517,590
Additions	240	-	4,828	590	1,610	3,520	1,203	-	11,991
Disposals / write-off	-	-	(65)	-	(12,875)	(2,260)	(6,199)	(603)	(22,002)
Transfer in (out)	-	-	-	-	147	-	-	(147)	-
31 December 2025	887,567	261,321	909,035	21,533	140,813	234,148	53,162	-	2,507,579
Accumulated depreciation									
1 January 2024	775,545	36,236	535,249	18,304	143,623	191,252	43,814	-	1,744,023
Depreciation for the year	19,287	17,748	52,156	1,015	3,223	6,519	1,602	-	101,550
Depreciation on disposals / write-off	(14,997)	-	(60,275)	-	(2,542)	(2,393)	(1,654)	-	(81,861)
31 December 2024	779,835	53,984	527,130	19,319	144,304	195,378	43,762	-	1,763,712
Depreciation for the year	15,539	17,748	47,349	548	2,682	9,760	1,909	-	95,535
Depreciation on disposals / write-off	-	-	(65)	-	(12,874)	(2,259)	(6,199)	-	(21,397)
31 December 2025	795,374	71,732	574,414	19,867	134,112	202,879	39,472	-	1,837,850
Allowance for impairment loss									
1 January 2024	-	24,135	-	-	-	-	-	-	24,135
Additions	-	-	-	-	-	-	-	-	-
31 December 2024	-	24,135	-	-	-	-	-	-	24,135
Additions	-	-	-	-	-	-	-	-	-
31 December 2025	-	24,135	-	-	-	-	-	-	24,135
Net book value									
31 December 2024	107,492	183,202	377,142	1,624	7,627	37,510	14,396	750	729,743
31 December 2025	92,193	165,454	334,621	1,666	6,701	31,269	13,690	-	645,594
Depreciation for the year									
2024 (Baht 96 million included in cost of services, and the balance in administrative expenses)									101,550
2025 (Baht 92 million included in cost of services, and the balance in administrative expenses)									95,535

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

(Unit: Thousand Baht)

Separate financial statements								
	Yards improvements	Buildings and other constructions	Machinery and equipment	Office furniture equipment	Utility system	Vehicles	Assets under construction	Total
Cost								
1 January 2024	915,248	1,016,601	20,866	150,995	218,281	55,252	9,159	2,386,402
Additions	-	-	77	998	3,605	4,560	4,581	13,821
Disposals / write-off	(27,921)	(112,329)	-	(2,586)	(2,738)	(1,654)	-	(147,228)
Transfer in (out)	-	-	-	-	13,740	-	(13,740)	-
31 December 2024	887,327	904,272	20,943	149,407	232,888	58,158	-	2,252,995
Additions	240	4,828	590	1,271	3,520	1,203	-	11,652
Disposals / write-off	-	(65)	-	(12,875)	(2,260)	(6,199)	-	(21,399)
31 December 2025	887,567	909,035	21,533	137,803	234,148	53,162	-	2,243,248
Accumulated depreciation								
1 January 2024	775,545	535,249	18,304	142,918	191,252	43,814	-	1,707,082
Depreciation for the year	19,287	52,156	1,015	2,872	6,519	1,602	-	83,451
Depreciation on disposals / write-off	(14,997)	(60,275)	-	(2,542)	(2,393)	(1,654)	-	(81,861)
31 December 2024	779,835	527,130	19,319	143,248	195,378	43,762	-	1,708,672
Depreciation for the year	15,539	47,349	548	2,118	9,760	1,909	-	77,223
Depreciation on disposals / write-off	-	(65)	-	(12,874)	(2,259)	(6,199)	-	(21,397)
31 December 2025	795,374	574,414	19,867	132,492	202,879	39,472	-	1,764,498
Net book value								
31 December 2024	107,492	377,142	1,624	6,159	37,510	14,396	-	544,323
31 December 2025	92,193	334,621	1,666	5,311	31,269	13,690	-	478,750
Depreciation for the year								
2024 (Baht 79 million included in cost of services, and the balance in administrative expenses)								83,451
2025 (Baht 74 million included in cost of services, and the balance in administrative expenses)								77,223

As at 31 December 2025, certain leasehold improvements, buildings, vehicles and equipment items of the Company have been fully depreciated but are still in use. The original cost, before deducting accumulated depreciation, of those assets amounted to Baht 933 million (2024: Baht 927 million).

As at 31 December 2025, the net book value amounted to Baht 209 million (2024: Baht 237 million) (the Company only: Baht 43 million, 2024: Baht 54 million) of constructions and vessel have been mortgaged with the bank as collateral to secure credit facilities.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

According to the agreement to invest in construction, management and operation of dock A.5 at Laem Chabang Port between the Company and the Port Authority of Thailand, at the end of the agreement in April 2026, the Port Authority of Thailand has the option to purchase all or part of the tools and equipment at their net book value. As at 31 December 2025, the asset's net book value amount to Baht 6 million (2024: Baht 9 million) (the Company only: Baht 6 million, 2024: Baht 9 million).

17. Leases

17.1 The Group as a lessee

The Group has lease contracts for assets used in its operations. Leases generally have lease terms between 3 - 30 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 / Separate financial statements			
			Office	
	Yard	Vehicles	equipment	Total
1 January 2024	1,529,171	3,318	141	1,532,630
Additions	277,542	-	-	277,542
Decrease from cancellation				
contract	(140,711)	-	-	(140,711)
Transfer to investment properties	(2,596)	-	-	(2,596)
Amortisation for the year	(271,576)	(1,854)	(119)	(273,549)
31 December 2024	1,391,830	1,464	22	1,393,316
Additions	456,705	-	-	456,705
Amortisation for the year	(282,170)	(1,319)	(22)	(283,511)
31 December 2025	1,566,365	145	-	1,566,510

The movements of right-of-use assets exclude the right-of-use assets which are classified as investment property which is presented in Note 15 to the financial statements.

The rights over some of land lease agreements are secured against credit facilities provided by bank.

b) Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements / Separate financial statements	
	2025	2024
Lease payments	3,614,388	2,852,163
Less: Deferred interest expenses	(1,413,697)	(1,008,670)
Total	2,200,691	1,843,493
Less: Portion due within one year	(218,919)	(231,131)
Lease liabilities - net of current portion	1,981,772	1,612,362

Movements of the lease liabilities account during the years ended 31 December 2025 and 2024 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements / Separate financial statements	
	2025	2024
Balance at beginning of year	1,843,493	2,116,005
Additions	595,665	281,383
Decrease from cancellation contract	-	(243,072)
Accretion of interest	94,296	76,582
Repayment	(332,763)	(387,405)
Balance at end of year	2,200,691	1,843,493

A maturity analysis of lease payments is disclosed in Note 38.1 to the financial statements under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Depreciation expenses of right-of-use assets	283,511	273,549	283,511	273,549
Interest expenses on lease liabilities	94,296	76,582	94,296	76,582
Expenses relating to leases of short-term or leases of low-value assets	2,078	1,539	1,736	1,164

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2025 of Baht 335 million (2024: Baht 388 million) (the Company only: Baht 333 million, 2024: Baht 387 million), including the cash outflow related to short-term lease and leases of low-value assets. The future cash outflows relating to leases, in addition to recording the lease liabilities in consolidated financial statement, are disclosed in Note 38.1 to the consolidated financial statements.

17.2 Group as a lessor

The Group has entered into operating leases for its investment property portfolio of warehouse, machinery and equipment and electrical and utility system (see Note 15). The lease terms are between 2 and 10 years.

The Group has future minimum rentals receivable under non-cancellable operating leases as at 31 December 2025 and 2024 as follows:

	(Unit: Thousand Baht)	
	Consolidated financial statements /	
	Separate financial statements	
	2025	2024
Within 1 year	229,635	159,603
Over 1 and up to 5 years	572,499	367,908
Over 5 years	575,883	316,497
Total	1,378,017	844,008

During 2025 the Company has sub-lease income amounting to Baht 65 million (2024: Baht 6 million).

18. Bank overdrafts and short-term loans from financial institutions

(Unit: Thousand Baht)

	Interest rate (percent per annum)	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
Bank overdrafts	MOR	838	1,095	-	-
Promissory notes	MLR - 2.00	25,000	25,000	-	-
Total		25,838	26,095	-	-

Short-term loan credit facilities of the subsidiary are guaranteed by the mortgage of some the subsidiary's asset and by the shareholders of the subsidiary.

As at 31 December 2025, the promissory notes have maturity date in January to February 2026 (2024: January to February 2025).

19. Trade and other payables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Trade payables - related parties	274	542	-	-
Trade payables - unrelated parties	15,261	33,391	15,071	33,108
Payables for constructions and purchase of equipment	86,627	27,422	86,627	27,422
Other payables	18,976	12,380	13,518	7,884
Total trade and other payables	121,138	73,735	115,216	68,414

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

20. Long-term loans

(Unit: Thousand Baht)

No	Loan facilities	Interest rate (percent per annum)	Repayment schedule	Consolidated financial statements		Separate financial statements	
				2025	2024	2025	2024
1	138,800	3 percent for year 1 - 4 MLR - 1.75 for year 5 onward	Repayment the principal and interest at the end of every month. From August 2023 to July 2029	82,830	105,990	82,830	105,990
2	460,000	3 percent for year 1 - 4 MLR - 1.75 for year 5 onward	Repayment the principal and interest at the end of every month. From November 2023 to January 2026	6,100	82,900	6,100	82,900
3	163,000	MLR - 1.75 to MLR - 2.00	Repayment the principal and interest at the end of every month. From January 2023 to October 2028	96,400	122,560	-	-
Total long-term loans				185,330	311,450	88,930	188,890
Less: Deferred financial fees				(74)	(246)	(74)	(246)
Long-term loans - net				185,256	311,204	88,856	188,644
Less: Current portion				(55,383)	(125,948)	(29,223)	(99,788)
Long-term loans, net of current portion				129,873	185,256	59,633	88,856

Movement of the long-term loans account during the years ended 31 December 2025 and 2024 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Beginning balance	311,204	436,939	188,644	288,219
Add: Amortisation of financial fees	172	385	172	385
Less: Repayment	(126,120)	(126,120)	(99,960)	(99,960)
Ending balance	185,256	311,204	88,856	188,644

As at 31 December 2025 and 2024, the Group does not have undrawn long-term loan under the agreement.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

The credit facilities of Baht 139 million and Baht 460 million of the Company

In July 2022, the Company entered into loan agreements with a financial institution for the purchase of land amounting to Baht 139 million and the construction of a warehouse amounting to Baht 460 million. The loans are repayable in 72 and 27 installments, respectively with the first installment to be paid on the last day of the 13th month from the month of the first drawdown. The loans are secured by the mortgage of the Company's land and warehouse. The loan agreements contain several covenants which, among other things, require the Company to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements. The covenants are tested annually on 31 December each year. The Group has no indication that it will have difficulty complying with these covenants within the twelve months after the reporting period.

The credit facilities of Baht 163 million of a subsidiary

The loans are guaranteed by the mortgage of some the subsidiary's asset and by the shareholders of subsidiary.

In 2021, the subsidiary entered into two memorandum of understanding to postpone the loan repayment period with a financial institution. The financial institution agreed to extend the first loan repayment period from May 2021 to May 2022.

In 2022, the subsidiary entered into a memorandum of understanding to postpone the loan repayment period with a financial institution. The financial institution agreed to extend the first loan repayment period from May 2022 to January 2023.

In 2023, the subsidiary entered into the fourth memorandum of agreement to postpone the loan repayment and reduce the principal amount.

The loans contain several covenants which, among other things, require the subsidiary to maintain debt-to-equity ratio and debt service coverage ratio at the rate prescribed in the agreements.

As at 31 December 2025 and 2024 the subsidiary could not maintain Debt Service Coverage Ratio (DSCR) and Debt to Equity Ratio (DE) as specified in the facilities of Credit Facility Agreement, which resulted in the loan becoming payable on demand. However, in December 2025 and 2024, respectively, the subsidiary has already received the waiver for such non-compliance from the lender. As a result, the outstanding balance of the loan as at 31 December 2025 and 2024 are still classified as current liabilities according to the conditions specified in the loan agreement.

21. Security deposits

The balance represented security deposits received from customers under port and other services agreements and security deposits from constructors. The deposits bear no interest and are to be returned after the conditions specified in the contracts are met. The terms of the contracts are between 1 - 10 years. There are securities for the service agreements with some customers in form of bank guarantees. Deposits of Baht 40 million (2024: Baht 48 million) are due for repayment within one year and therefore are presented as current liabilities in the statements of financial position.

22. Provision for port remuneration under concession agreement

The Company records provision for port remuneration under concession agreement by using the present value of the future minimum commitment that need to be paid to the Port Authority of Thailand based on Agreement for Investment, Construction, Management and Operation at A5 Terminal. Interest charged in relation to the provision is recorded as financial cost in profit or loss in the statements of comprehensive income and will be integrated with the provision for port remuneration under concession agreement. Port remuneration that would be due within one year is classified as current liabilities under the heading of "Accrued expenses".

23. Accrued expenses

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Accrued PAT charges	115,103	163,485	115,103	163,485
Accrued bonus	28,279	27,263	28,279	27,263
Others	45,121	20,680	16,041	6,451
Total	<u>188,503</u>	<u>211,428</u>	<u>159,423</u>	<u>197,199</u>

24. Provision for decommissioning costs

(Unit: Thousand Bath)

	Consolidated financial statements / Separate financial statements	
	2025	2024
Provision for decommissioning costs at beginning of year	29,481	33,195
Interest cost	859	975
Reversal of provision	-	(4,689)
Provision for decommissioning costs at end of year	30,340	29,481

The Company recognised a provision for decommissioning costs associated with the Company's warehouses. The Company commits to decommission the construction thereon before return the leased land to the lessors.

25. Provision for employee benefits

Provision for employee benefits, which represents compensation payable to employees after they retire, are as follows:

(Unit: Thousand Bath)

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Provision for employee benefits at beginning of year	55,005	52,166	53,905	51,138
Included in profit or loss:				
Current service cost	6,166	2,774	7,258	2,531
Interest cost	896	824	896	824
Included in other comprehensive income:				
Remeasurement loss arising from				
Financial assumptions change	2,349	-	2,349	-
Experience adjustment	4,951	-	4,951	-
Benefits paid during the year	(3,414)	(759)	(3,414)	(588)
Provision for employee benefits at end of year	65,953	55,005	65,945	53,905

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

The Company expects to pay Baht 26 million of long-term employee benefits during the next year (2024: Baht 19 million) (the Company only: Baht 26 million, 2024: 19 million).

As at 31 December 2025, the weighted average duration of the liabilities for long-term employee benefit is 8 years (2024: 9 years) (the Company only: 8 years, 2024: 9 years).

Significant actuarial assumptions are summarised below:

(Unit: % per annum)

	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Discount rates	1.51 - 2.46	2.49 - 3.97	1.51	2.49 - 2.52
Salary increase rate	0.00 - 5.00	3.00 - 5.00	5.00	5.00
Turnover rates	2.87 - 17.19	2.87 - 17.19	2.87 - 17.19	2.87 - 17.19

The results 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:

	Consolidated financial statements							
	2025				2024			
	Increase		Decrease		Increase		Decrease	
	(%)	(Million Baht)	(%)	(Million Baht)	(%)	(Million Baht)	(%)	(Million Baht)
Discount rate	0.5	(1.5)	0.5	1.5	0.5	(1.3)	0.5	1.3
Salary increase rate	1.0	2.6	1.0	(2.3)	1.0	3.3	1.0	(2.8)
Turnover rate	20.0	(1.9)	20.0	2.1	20.0	(2.0)	20.0	2.2

	Separate financial statements							
	2025				2024			
	Increase		Decrease		Increase		Decrease	
	(%)	(Million Baht)	(%)	(Million Baht)	(%)	(Million Baht)	(%)	(Million Baht)
Discount rate	0.5	(1.5)	0.5	1.6	0.5	(1.3)	0.5	1.4
Salary increase rate	1.0	2.6	1.0	(2.3)	1.0	3.2	1.0	(2.0)
Turnover rate	20.0	(1.9)	20.0	2.1	20.0	(2.0)	20.0	2.2

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

26. 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 registered capital. The statutory reserve is not available for dividend distribution. At present, the Company's statutory reserve has fully been set aside.

27. Finance income

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Interest income on debt instruments measured at amortised cost	10,912	21,181	10,912	21,179
Interest received from debt instruments measured at fair value through profit or loss	8,839	9,792	8,839	9,792
Total	19,751	30,973	19,751	30,971

28. Finance cost

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Interest expenses on loan	27,033	27,336	4,286	7,307
Interest expenses on lease liabilities	94,296	69,145	94,296	69,145
Interest expenses on PAT remunerations	1,528	3,636	1,528	3,636
Interest expenses on decommissioning	859	975	859	975
Interest expenses on security deposits	1,756	1,756	1,756	1,756
Other interest expenses	896	823	896	823
Total	126,368	103,671	103,621	83,642

29. Expenses by nature

Significant expenses by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Rental expenses and PAT remunerations	138,170	142,752	137,957	142,539
Depreciation and amortisation	568,952	507,560	550,365	489,203
Salary, wages and other employee benefits	142,016	142,110	135,942	136,035
Impairment loss from investments	1,767	-	167,000	55,000

30. Income tax expenses

Income tax expenses for the years ended 31 December 2025 and 2024 is made up as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Current income tax:				
Current income tax charged	172,701	120,509	172,701	120,509
Deferred tax:				
Relating to origination and reversal of temporary differences	160	2,194	160	2,194
Income tax expenses reported in the profit or loss	172,861	122,703	172,861	122,703

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2025 and 2025 are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Deferred tax on actuarial gains and losses	1,460	-	1,460	-

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

Reconciliations between accounting profit and income tax expenses is shown below.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
Accounting profit before tax	737,820	571,856	821,213	687,405
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by income tax rate	147,564	114,371	164,243	137,481
Effects of:				
Shares of loss (profit) from associate and joint venture	3,555	(10,548)	-	-
Non-deductible expenses	706	676	560	305
Additional expenses deductions allowed	(469)	(397)	(469)	(388)
Income tax exempted	-	-	(24,910)	(24,784)
Unused tax loss which may not be utilised	21,185	20,019	-	-
Allowance for impairment of investments	353	-	33,400	11,000
Others	(33)	(1,418)	37	(911)
Total	25,297	8,332	8,618	(14,778)
Income tax expenses reported in the profit or loss	172,861	122,703	172,861	122,703

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Bath)	
	Consolidated financial statements / Separate financial statements	
	2025	2024
Deferred tax assets:		
Allowance for expected credit losses	4,889	11,680
Provision for port remuneration under concession agreement	303	2,281
Provision for decommissioning costs	4,815	4,467
Provision for employee benefits	13,189	10,781
Unrealised fair value gain on investments	990	1,551
Lease	82,483	74,621
Other current assets	257	257
Total deferred tax assets	106,926	105,638
Deferred tax liabilities:		
Deferred financial fees	(15)	(27)
Total deferred tax liabilities	(15)	(27)
Deferred tax assets - net	106,911	105,611

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

As at 31 December 2025 the subsidiary has deductible temporary differences and unused tax losses totaling Baht 496 million (2024: Baht 399 million), on which deferred tax assets have not been recognised as the subsidiary believes future taxable profits may not be sufficient to allow utilisation of unused tax losses. Details of expiry date of such unused tax losses are summarised as below:

	(Unit: Million Baht)	
	2025	2024
31 December 2025	-	8
31 December 2026	60	60
31 December 2027	23	23
31 December 2028	53	53
31 December 2029	33	33
31 December 2030	38	-
14 November 2034	289	221
	<u>496</u>	<u>398</u>

31. Promotional privileges

The subsidiary has received promotional privileges from the Board of Investment, pursuant to the investment promotion certificate No. 64-0304-1-00-1-0 issued on 16 February 2021. Subject to certain imposed conditions, the privileges include an exemption from corporate income tax for a period of 8 years from the date the promoted operations begin generating revenues (15 November 2021).

The subsidiary's operating revenues for the years ended 31 December 2025 and 2024, divided between promoted and non-promoted operations, are summarised below.

	(Unit: Thousand Baht)					
	Promoted operations		Non-promoted operations		Total	
	2025	2024	2025	2024	2025	2024
Service income	17,266	18,423	2,671	2,842	19,937	21,265
Total service income	<u>17,266</u>	<u>18,423</u>	<u>2,671</u>	<u>2,842</u>	<u>19,937</u>	<u>21,265</u>

32. 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 in issue during the year.

The following table sets forth the computation of basic earnings per share:

	For the years ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	2025	2024	2025	2024
Profit for the year (Thousand Baht)	617,817	498,202	648,351	564,703
Weighted average number of ordinary shares (Thousand shares)	1,240,000	1,240,000	1,240,000	1,240,000
Basic earnings per share (Baht per share)	0.50	0.40	0.52	0.46

33. 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.

For management purposes, the Group is organised into business units based on its services and have three reportable segments as follows:

- Provision of port services, carriage and handling of goods, and other related services.
- Warehouse services and rental
- Transport vessel services

No operating segments have been aggregated to form the above reportable operating segments and has not changed the organisation of their reportable segments. Each segment has not different disaggregated revenue information.

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.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2025 and 2024.

(Unit: Million Baht)

	Seaport and related services		Warehouse services and rental		Transport vessel services		Total segments	
	2025	2024	2025	2024	2025	2024	2025	2024
Revenue								
Revenue from external customers	1,242	1,212	505	431	17	18	1,764	1,661
Operation results								
Segment profit (loss)	557	556	250	223	(72)	(68)	735	711
Finance income							20	31
Other income							321	46
Finance expenses							(126)	(104)
Share of loss from investment in joint venture							(35)	(12)
Share of profit from investment in associate							18	65
Gain from investments							3	8
Other expenses							(199)	(173)
Profit before income tax expenses							738	572
Income tax expenses							(173)	(123)
Profit for the year							565	449

During the years ended 31 December 2025 and 2024, the Group had depreciation and amortisation which related to seaport and related services, warehouse service and rental and transport vessel service as follows:

(Unit: Million Baht)

	Consolidated financial statements	
	For the years ended 31 December	
	2025	2024
Seaport and related services	319	295
Warehouse services and rental	225	179
Transport vessel services	18	18
Total	562	492

Geographic information

The Group operates in Thailand only. As a result, all the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customers

For the year 2025, the Group has revenue from three major customers in amount of Baht 323 million, Baht 286 million, and Baht 200 million (2024: Baht 297 million, Baht 251 million, and Baht 195 million derived from three major customers) arising from sales by the Seaport.

34. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly at the rate of 5-12 percent of basic salary. The fund, which is managed by Krungsri Asset Management, will be paid to employees upon resignation from the Company or the fund in accordance with the fund rules. The contributions for the year 2025 amounting to approximately Baht 8 million (2024: Baht 8 million).

35. Dividends paid

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht per share)	Payment date
Dividend for 2023	Annual General Meeting of Shareholders on 19 April 2024	446,400	0.36	17 May 2024
Total for 2024		446,400	0.36	
Dividend for 2024	Annual General Meeting of Shareholders on 25 April 2025	520,800	0.42	23 May 2025
Total for 2025		520,800	0.42	

36. Commitments and contingent liabilities

36.1 Leasing commitments

As at 31 December 2025, the Group has future lease payments required under these non-cancellable lease agreements of short-term lease or lease of low-value assets of approximately 3 million (2024: Baht 3 million) (the Company only: Baht 2 million, 2024: Baht 2 million).

36.2 Capital commitments

As at 31 December 2025, the Company had capital commitments relating to the construction of warehouse of approximately Baht 142 million (2024: Baht 45 million).

36.3 Bank guarantees

- a) As at 31 December 2025, the Company has guarantee for loan from financial institution of its subsidiary amounting to Baht 97 million (2024: Baht 97 million).
- b) There were outstanding bank guarantees issued by banks on behalf of the Company in respect of certain performance bonds as required in the normal course of business as follows:

Guarantee for	(Unit: Million Baht)	
	Consolidated financial statements/ Separate financial statements	
	2025	2024
The remunerations under the construction, management and A5 port operating agreement	80	73
Payments under the land lease agreements	113	113
The return of deposit received	60	60
Electricity use and others	4	9
Total	257	255

Leasehold right of land and relate construction thereon of the Company has been mortgaged to secure against these bank guarantee facilities.

36.4 Litigation

- a) On 26 July 2017, the Company, as a plaintiff, brought a lawsuit against Bangkok Metropolitan Administration (BMA) to the Central Intellectual Property and International Trade Court (IPITC), with the accusations in relation to international trade, carriage of goods by sea and deposit of goods for the amount of Baht 1,041 million; requesting the Court to order BMA to pay the Company the said amount together with the interest of 7.5% per annum and the daily storage charge including value added tax of Baht 0.27 million per day from the date following the date of the suit until BMA removes all fire trucks out of the terminals of the Company.

Later on 18 December 2017, BMA by the Public Prosecutor filed answers and also a counter-claim for wrongful acts claiming for compensation up to the day of the lawsuit totaling Baht 110 million and a daily compensation of Baht 0.82 million from the date of the lawsuit until the Company returns all the disputed cars to BMA or make payment equivalent to the disputed cars' value of Baht 2,679 million to BMA. Meanwhile, BMA filed an ex parte application requesting the Court to order protective measures. On 14 February 2019 the Court finally issued the order for temporary protection but ordered BMA to place collateral amounting to Baht 200 million. However, BMA appealed against the court's order.

On 26 December 2019, IPITC rendered judgment of this case. The embarkation of fire trucks at the Company's terminal, who is a service provider, is considered as delivery to the Company for BMA, the buyer under the sales agreement who would take the fire trucks from the Company terminal thereafter. In this case, when the Company is served with a lawful order to return the fire trucks, the Company will return such fire trucks accordingly and demand the consideration. However, BMA did not deliver such goods to the Company but one of the shipping agents did to further deliver to the holder of the bill of lading and invoice. Therefore, BMA is not a party to the deposit agreement. As such, IPITC dismissed the case filed by the Company. The Company filed an appeal with the Court on 26 March 2020.

For the counterclaim filed by BMA that the Company has no right to retain the fire truck which is armaments because the Company is not authorised to possess arms, claim damages and make payment equivalent to the value of assets. Therefore, IPITC dismissed the counterclaim and withdrew the temporary protection order of BMA. BMA appealed and filed an ex parte petition with IPITC requesting the Court to order the injunction on 25 May 2020 but the petition was dismissed. BMA, therefore, appealed against the order of the Court of First Instance with the Court of Appeal on 14 July 2020.

The Company filed both defences, the answer against BMA's appeal on the justiciary order relating to application for the protection of the rights of BMA during trial of the Court of Appeal on 27 September 2020.

Subsequently, on 8 June 2021, the Court of First Instance read the court judgement rendered by the Appeal Court ordering BMA to pay Baht 1,040 million together with the interest at the rate of 7.5% per annum on the principal of Baht 972 million from the date of filing (26 July 2017) onwards until the payment made to the Company is completed and pay the daily storage charges of Baht 272,817.90 per day from the date of filing (26 July 2017) onwards until BMA removes disputed goods (all fire trucks) from the terminal of the Company. BMA filed a petition to obtain approval for the Supreme Court appeal together with the petition statement on the supreme appeal with IPITC on 3 November 2021. The Company filed an objection to BMA's petition on 31 January 2022.

On 8 November 2022, the Court read an order allowing the Company to file an appeal. However, the matters regarding repetition and statute of limitations were objected. Subsequently, the BMA also filed a petition against the order rendered by the Court. The Company's lawyer filed an objection.

On 18 July 2023, the Central Intellectual Property and International Trade Court read the Supreme Court's order, which dismissed the appeal petition against the Supreme Court's objection to the BMA's petition. The objection raised two issues of laws, duplicity and prescription.

On 27 November 2025, the Company acknowledged the Supreme Court's judgment in this case. The Court ordered that BMA pay the amount of Baht 212,534,238.03, together with interest at a rate of 7.5% per annum on the principal amount of Baht 198,630,129 from the date of filing (26 July 2017) until 10 April 2021 and, at the rate of 5% per annum from 11 April 2021 onwards until full payment is made to the Company. Upon full payment made by BMA, the Company shall deliver the disputed fire trucks and water trucks to BMA. In 2025, the Company recognised the storage charge and interest in accordance with the Court's judgement in statement of comprehensive income.

As at 31 December 2025, such amount has not been paid to the Company. The outstanding balance has been presented under other current receivables in statement of financial position.

On 30 January 2026, BMA made payment of such amounts to the Company. Accordingly, the case has been finalised.

- b) In July 2024, a former employee filed a lawsuit against the subsidiary with the Labor Court (“Court”) for unfair dismissal, and seeking severance pay. In October 2025, the Court rendered a judgment ordering the subsidiary to pay the compensation to the plaintiff amounting to Baht 3.6 million.

In November 2025, the subsidiary paid the severance amount of Baht 3.6 million to the former employee. Accordingly, the case has been finalised.

37. Fair value hierarchy

As at 31 December 2025 and 2024, the Group had the assets that were measured at fair value using different levels of inputs as follows:

	(Unit: Million Baht)			
	Consolidated financial statement / Separate financial statement			
	As at 31 December 2025			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at fair value through profit or loss				
Government bonds	-	36	-	36
Debentures	-	317	-	317
Unit trusts	-	325	-	325
Marketable securities	57	-	-	57

	(Unit: Million Baht)			
	Consolidated financial statement / Separate financial statement			
	As at 31 December 2024			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Financial assets measured at fair value through profit or loss				
Government bonds	-	39	-	39
Debentures	-	309	-	309
Unit trusts	-	81	-	81
Marketable securities	52	-	-	52

38. Financial instruments

38.1 Financial risk management objective and policies

The Group's financial instruments comprise cash and cash equivalents, trade accounts receivable, investments, trade payable, lease liabilities, security deposits, accrued expenses, provision for port remuneration under concession agreement, short-term loan from related parties and loans from financial institutions. 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 and deposits with banks and financial institutions. 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 services to major customers are generally covered by security deposit.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating. The calculation reflects 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. Generally, trade receivables are written-off if past due for more than one year and not subject to enforcement activity.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Board of Directors on an annual basis, and may be updated throughout the year subject to approval of the Group's Board of Directors. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its long-term loan. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. The Group's interest rate risk is low.

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.

(Unit: Million Baht)

Consolidated financial statement						
As at 31 December 2025						
	Fixed interest rates			Floating interest rate	Non-interest bearing	Effective interest rate
	Within 1 year	1-5 years	Over 5 years			
						(% per annum)
Financial assets						
Cash and cash equivalents	-	-	-	215	-	Note 7
Trade and other current receivable	-	-	-	-	393	-
Other financial assets	122	209	237	-	425	1.21 - 3.45
Financial liabilities						
Bank overdrafts and short-term loans from financial institution	26	-	-	-	-	Note 18
Trade and other current payables	-	-	-	-	121	-
Short-term loans from related parties	366	-	-	-	-	Note 6
Long-term loans from financial institution	29	60	-	96	-	Note 20
Security deposits	-	53	-	-	141	3.48
Accrued expenses	20	-	-	-	169	2.72
Lease liabilities	219	383	1,599	-	-	2.72 - 5.31

(Unit: Million Baht)

Consolidated financial statement						
As at 31 December 2024						
	Fixed interest rates			Floating interest rate	Non-interest bearing	Effective interest rate (% per annum)
	Within 1 year	1-5 years	Over 5 years			
Financial assets						
Cash and cash equivalents	129	-	-	173	-	Note 7
Trade and other current receivable	-	-	-	-	109	-
Other financial assets	419	203	281	-	135	2.00 - 3.63
Financial liabilities						
Bank overdrafts and short-term loans from financial institution	26	-	-	-	-	Note 18
Trade and other current payables	-	-	-	-	74	-
Short-term loans from related parties	263	-	-	-	-	Note 6
Long-term loans from financial institution	126	89	-	96	-	Note 20
Security deposits	-	-	48	-	135	3.48
Accrued expenses	79	-	-	-	132	2.72
Provision for port remuneration under concession agreement	-	20	-	-	-	2.12
Lease liabilities	231	410	1,202	-	-	2.72 - 6.40

(Unit: Million Baht)

Separate financial statement						
As at 31 December 2025						
	Fixed interest rates			Floating interest rate	Non-interest bearing	Effective interest rate (% per annum)
	Within 1 year	1-5 years	Over 5 years			
Financial assets						
Cash and cash equivalents	-	-	-	215	-	Note 7
Trade and other current receivable	-	-	-	-	393	-
Other financial assets	122	209	237	-	423	1.21 - 3.45
Financial liabilities						
Trade and other current payables	-	-	-	-	115	-
Long-term loans from financial institution	29	60	-	-	-	Note 20
Security deposits	-	53	-	-	141	3.48
Accrued expenses	20	-	-	-	139	2.72
Lease liabilities	219	383	1,599	-	-	2.72 - 5.31

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

(Unit: Million Baht)

Separate financial statement						
As at 31 December 2024						
	Fixed interest rates			Floating interest rate	Non-interest bearing	Effective interest rate (% per annum)
	Within 1 year	1-5 years	Over 5 years			
Financial assets						
Cash and cash equivalents	129	-	-	173	-	Note 7
Trade and other current receivable	-	-	-	-	106	-
Other financial assets	419	203	281	-	133	2.00 - 3.63
Financial liabilities						
Trade and other current payables	-	-	-	-	68	-
Long-term loans from financial institution	100	89	-	-	-	Note 20
Security deposits	-	-	48	-	135	3.48
Accrued expenses	79	-	-	-	118	2.72
Provision for port remuneration under concession agreement	-	20	-	-	-	2.72
Lease liabilities	231	410	1,202	-	-	2.72 - 6.40

Liquidity risk

The Group close monitoring the risk of a shortage of liquidity through cash projection is prepared and plan the debt repayment of the Group on a regular basis. Approximately 33% of the Group's debt will mature in less than one year at 31 December 2025 (2024: 34%) (the Company only: 23% 2024: 26%) based on the carrying value of borrowings reflected in the financial statements. The Group has access to a sufficient variety of sources of funding and debt maturing within 12 months can be rolled over with existing lenders.

The table below summarises the maturity profile of the Group's financial liabilities as at 31 December 2025 and 2024 based on contractual undiscounted cash flows:

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

(Unit: Million Baht)

	Consolidated financial statements				
	As at 31 December 2025				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Financial liabilities					
Bank overdrafts and short-term loans					
from financial institutions	-	26	-	-	26
Trade and other current payables	-	121	-	-	121
Long-term loans	-	62	137	-	199
Accrued expenses	-	189	-	-	189
Lease liabilities	-	311	706	2,597	3,614
Security deposits	-	40	101	60	201
Total	-	749	944	2,657	4,350

(Unit: Million Baht)

	Consolidated financial statements				
	As at 31 December 2024				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Financial liabilities					
Bank overdrafts and short-term loans					
from financial institutions	-	26	-	-	26
Trade and other current payables	-	74	-	-	74
Long-term loans	-	136	200	-	336
Accrued expenses	-	214	-	-	214
Provision for port remuneration under concession agreement	-	-	20	-	20
Lease liabilities	-	309	670	1,873	2,852
Security deposits	-	48	77	68	193
Total	-	807	967	1,941	3,715

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2025					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Financial liabilities					
Trade and other current payables	-	115	-	-	115
Long-term loan	-	32	62	-	94
Accrued expenses	-	159	-	-	159
Lease liabilities	-	311	706	2,597	3,614
Security deposits	-	40	101	60	201
Total	-	657	869	2,657	4,183

(Unit: Million Baht)

Separate financial statements					
As at 31 December 2024					
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Financial liabilities					
Trade and other current payables	-	68	-	-	68
Long-term loan	-	104	94	-	198
Accrued expenses	-	199	-	-	199
Provision for port remuneration under concession agreement	-	-	20	-	20
Lease liabilities	-	309	670	1,873	2,852
Security deposits	-	48	77	68	193
Total	-	728	861	1,941	3,530

38.2 Fair values of financial instruments

Most of the Group's financial instruments are classified as short-term or have interest rates that are close to market rate. Therefore, the carrying amounts of these financial instruments is estimated to approximate their fair value.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

The methods and assumptions used by the Grouping estimating the fair value of financial instruments are as follows:

- a) For financial assets and liabilities which have short-term maturities, including cash and cash equivalents, accounts receivable, trade payables and short-term loans from financial institutions, the carrying amounts in the statement of financial position approximate their fair value.
- b) The fair value of debt securities is generally derived from quoted market prices.
- c) For equity securities, their fair value is generally derived from quoted market prices, or based on generally accepted pricing models when no market price is available.
- d) The fair value of long-term loans bearing interest at a rate close to the market rate is estimated based on the carrying amount presented in the statement of financial position.

During the current year, there were no transfers within the fair value hierarchy.

39. Capital management

The primary objective of the capital management of the Group is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2025, the Group's debt-to-equity ratio was 1.01:1 (2024: 0.90:1). And the only Company ratio was 0.76:1 (2024: 0.70:1).

40. Event after the reporting period

On 19 February 2026, the meeting of the Company's Board of Directors passed a resolution to approve the dividends payment for 2025's operating results of Baht 0.50 per share, totaling Baht 620 million to the shareholders. The resolution will be further proposed to the Annual General Meeting of the shareholders for their approval.

41. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 19 February 2026.

..... Director
(Theparak Leungsuwan)

..... Director
(Pimkarn Leungsuwan)

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Remark: N/A means there is not aligned with the Company





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